

Committee: Executive
Date: Monday 5 March 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 - 12)

To confirm as a correct record the Minutes of the meeting held on 6 February 2012.

Strategy and Policy

6. **Neighbourhood Planning Protocol** (Pages 13 - 52)

6.35 pm

Report of Head of Strategic Planning and the Economy

Summary

To seek approval of a Neighbourhood Planning Protocol, to ensure local communities are aware of the Neighbourhood Planning process.

Recommendations

The Executive is recommended to:

- (1) Agree and adopt the Neighbourhood Planning Protocol.

Service Delivery and Innovation

7. **The Police and Crime Commissioner** (Pages 53 - 62)

6.50 pm

Report of Head of Community Services

Summary

To report on progress to date on the implementation of the Police Crime Commissioner (PCC) and the Thames Valley Police and Crime Panel (PCP) and to seek approval for proposed arrangements.

Recommendations

The Executive is recommended to:

- (1) Support the offer from Buckingham County Council (BCC) to host the PCP.
- (2) Note the approach through the Chief Executives Thames Valley PCC Transition Group to work on the implementation process.
- (3) Note officer nominations on the Scrutiny Group and the Task and Finish Group.
- (4) Approve the nomination of the relevant Lead Member as the Council's representative on the Member Steering Group of the PCP.

Value for Money and Performance

8. **Performance and Risk Management Framework 2011/12 Third Quarter Performance Report** (Pages 63 - 114)

7.00 pm

Summary

This report covers the Council's performance for the period 01 October to 31 December 2011 as measured through the Performance Management Framework.

Recommendations

The Executive is recommended to:

- (1) Note the many achievements referred to in paragraph 1.3.
- (2) 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) 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.
- (4) Identify any further performance or risk related matters for review or consideration in future reports.

Urgent Business

9. Urgent Business

Any other items which the Chairman has decided is urgent.

10. Exclusion of the Press and Public

The following reports contain 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 items have been marked as exempt, it is for the meeting to decide whether or not to consider each of them in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

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

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

11. **Award of Contract for the Provision of Internal Audit Services to Cherwell District Council** (Pages 115 - 122) **7.20 pm**

Exempt report of Director of Resources and Head of Finance and Procurement

12. **Woodgreen Leisure Management Contract Procurement** (To Follow) **7.30 pm**

Please note a report on this issue is being prepared including detailed procurement and risk considerations and therefore was not available at the time of agenda despatch. It will be circulated as soon as it has been finalised.

(Meeting scheduled to close at 7.40 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 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, Law and Governance
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Sue Smith
Chief Executive

Published on Friday 24 February 2012

This page is intentionally left blank

Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 6 February 2012 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
- Also Present: Councillor Leslie F Sibley, Leader of the Labour Group
Councillor Tim Emptage, Leader of the Liberal Democrat Group
- Apologies for absence: Councillor Nicholas Turner, Lead Member for Customer Services
- Officers: Sue Smith, Chief Executive
Martin Henry, Director of Resources / Section 151 Officer
Calvin Bell, Director of Development
Adrian Colwell, Head of Strategic Planning and the Economy
Kevin Lane, Head of Law and Governance / Monitoring Officer
Ed Potter, Head of Environmental Services
Claire Taylor, Corporate Performance Manager
Natasha Clark, Team Leader, Democratic and Elections

79 **Declarations of Interest**

Members declared interests in the following agenda items:

7. Housing Land Supply Position Statement

Councillor Nigel Morris, Personal, due to interest in a site within the report and should the site be discussed during consideration of this item, the interest would become prejudicial and he would leave the meeting.

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

There were no petitions or requests to address the meeting.

81 **Urgent Business**

The Chairman reported that he had agreed to one item of urgent business: Award of Contract for the Provision of Dry Waste Recycling Services to Cherwell District Council. The item had originally been scheduled on the Forward Plan for consideration by Executive in March 2012, however the proposed start date of the contract was before the March meeting. The Chairman advised that, subject to Member agreement, the item would be taken in private session after agenda item 12.

82 **Minutes**

The minutes of the meeting held on 9 January 2012 were agreed as a correct record and signed by the Chairman.

83 **Bicester Masterplan Progress Report**

The Head of Strategic Planning and the Economy submitted a report which updated Members on the progress made on the Bicester Masterplan. In introducing the report, the Lead Member for Planning advised that the Masterplan would be a blueprint for Bicester over the next 30 to 40 years and would be used to update the Bicester chapter of the Core Strategy for the district due for completion in 2012.

Gordon Lewis of WYG, the consultants appointed by Cherwell District Council in November 2011 to prepare a Masterplan for Bicester, gave a presentation which updated Executive on progress.

Members welcomed the proposal and the substantive progress that had been made. The Executive commended the coordinated approach being taken which took into account the various developments underway in Bicester.

In considering the Masterplan, it was suggested that that to avoid confusion with the North West Bicester Masterplan, the Bicester Masterplan could be referred to as the 'Bicester Blueprint'. Members commented that they would be keen to see further expansion of sports facilities and that health facilities should be high on the agenda in light of the projected population growth.

The Lead Member for Planning explained that the council would be consulting on the Masterplan proposals in the spring. Members stressed the importance of extending the consultation to residents who lived on the outskirts of Bicester and in the surrounding villages. It was important that the council engaged with as wide a cross section as possible. The Chairman encouraged Members to advise officers of any stakeholders they felt the council should engage with.

Resolved

- (1) That the issues that have informed the preparation of the Masterplan for Bicester be considered the progress being made be noted.

- (2) That officers be requested to proceed to public consultation and complete the Masterplan by May 2012.

Reasons

The Bicester Masterplan will be used to update the Bicester chapter of the Core Strategy for the District due for completion in 2012. The Masterplan contains a set of strategic proposals for the future development of the town to ensure the development of the town proceeds in a holistic, planned, coordinated way.

Options

Option One To accept the recommendation.

Option Two To continue with a piecemeal approach to development that fails to ensure integration with the existing town or to ensure that opportunities are realised for the benefit of residents and businesses in Bicester.

84 **Housing Land Supply Position Statement**

The Head of Strategic Planning and the Economy submitted a report which sought approval of a Position Statement on Housing Land Supply and of active measures to increase housing supply, in view the current shortfall of deliverable housing sites as reported to the Executive on 6 December 2011.

In introducing the report, the Lead Member for Planning explained that whilst the council had in place planning permission for sufficient housing, as properties were not being built the housing land supply level remained below the required levels in the National Planning Policy Framework. The Position Statement on Housing Land Supply set out how supply could be managed and from where new deliverable housing sites might come forward. Should it be approved, it could be used as a material consideration in the consideration of planning applications and appeals.

Members supported the recommendations and principle of the statement noting that it would put the council, as Local Planning Authority, in a stronger position when considering planning applications. Some Members raised concerns that housing land supply figures continued to be based on a more prosperous economic period and had not been adjusted to reflect the downturn in the economy.

In response to concern about the status of reserve sites, the Lead Member for Planning explained that the re-emergence of reserve sites was to enable officers and developers to revisit these sites and determine if they would be appropriate for development. When considering a planning application, sustainability rather than housing figures would remain the primary consideration. The Head of Strategic Planning and the Economy confirmed that reserve sites remained reserve sites. The status of reserve sites would be

included in the Draft Core Strategy which would be submitted to the Executive for consideration in due course.

Resolved

- (1) That the Housing Land Supply Position Statement for use as a material consideration in the determination of applications for planning permission for ten or more dwellings and in the handling of relevant planning appeals be approved.
- (2) That officers be authorised to undertake detailed pre-application discussions with interested promoters in the interests of identifying appropriate opportunities for addressing the housing land supply shortfall that accord with the principles set out in the Housing Land Supply Position Statement.
- (3) That officers be authorised to work proactively with promoters and developers to ensure that all reasonable measures are taken for bringing forward and delivering appropriate sites within required timescales and for ensuring that developments are constructed to high standard;
- (4) That officers be instructed to ensure that all reasonable opportunities are taken for bringing forward the delivery of sites already approved for new housing development but where development has either not yet commenced or where delivery has stalled.
- (5) That officers be instructed to actively monitor housing supply and the delivery of specific sites, liaising with promoters and developers as required, and to ensure that the Planning Committee and Executive are informed of any significant change in circumstances.

Reasons

The Housing Land Supply Position Statement is required in view of the pressing need to actively manage the release of land for housing in the absence of a five-year supply of deliverable sites. Lack of clarity on the Council's position would increase the risk of development occurring in an uncoordinated way in less sustainable locations and of the Council's emerging Core Strategy being undermined.

Options

- | | |
|---------------------|--|
| Option One | To approve the Housing Supply Position Statement and the recommendations to actively manage an increase in the supply of deliverable housing sites |
| Option Two | To seek amendment of the Housing Supply Position Statement and recommended actions |
| Option Three | To take any actions required by the Executive having regard to the current housing land supply position |

85 **Developer Contributions Consultation**

The Head of Strategic Planning and the Economy submitted a report seeking approval the commencement of a consultation on the Developer Contributions document.

In introducing the report, the Lead Member for Planning advised that the document would apply to planning applications for 10 or more dwellings and all commercial developments.

Resolved

- (1) That a consultation on the Developer Contributions document be authorised.
- (2) That the additional actions proposed to strengthen s106 monitoring be endorsed.

Reasons

The Developer Contributions document was agreed by the Executive as a basis for negotiation in May 2011. It was not consulted upon at that time due to the changes to the Planning system being introduced at that time. A public consultation on the document is an important means of ensuring all views have been taken into account and that its purpose and content is appropriate.

Options

Option One To continue to use the document while the consultation is conducted.

Option Two Not to consult.

86 **Implications of the Localism Act 2011**

The Head of Law and Governance submitted a report which presented a summary of the provisions of the Localism Act 2011 and sought consideration of any implications arising at this stage.

In introducing the report, the Leader of the Council explained that there was still a lot of detail awaited with regard to the Act. He suggested that the areas of particular interest to Members would be related to the proposed planning reforms, in particular: the duty to cooperate; Community Infrastructure Levy; and, Neighbourhood Planning. Members agreed that relevant officers should be requested to report back more fully on these areas at the appropriate time.

In response to the comments of Councillor Sibley, Leader of the Labour Group, the Chairman agreed that officers should also be requested to provide supplementary information on the provision to hold a referendum for excessive council tax.

Resolved

- (1) That the summary of the provisions of the Localism Act 2011 ("the Act") be noted.
- (2) That it be agreed that the following areas be considered more fully: duty to cooperate; Community Infrastructure Levy; Neighbourhood Planning; and, Referendums on Council Tax Increases, and that relevant officers be requested to report back accordingly at the appropriate time.
- (3) That the report to the February Council meeting be confined to the statement of pay policy.

Reasons

The Localism Act will clearly have a significant impact on the Council in a number of areas but and consideration of the detailed strategic implications will have to take place at a later date.

Options

As this report is for information only there are no alternative options to consider.

87

HS2 Update Report

The Head of Strategic Planning and the Economy submitted a report which updated Members on the High Speed Rail proposals - HS2. The report provided an outline of the response by CDC to the government announcement on 10 January 2012 to proceed with the HS2 proposal and sought consideration of the next steps CDC should take.

Resolved

- (1) That the proposed actions in response to the government announcement made on 10 January 2012 be approved.
- (2) That the officers' intention to seek legal advice as part of the 51M consortium on the merits of a possible application for a Judicial Review of the decision to proceed be noted and endorsed.

Reasons

CDC is the Local Planning Authority and the only public body able to respond on matters of detail relating to the route now that it has been confirmed by Government. Failure to discharge this role will leave the District at considerable disadvantage.

Options

Option One To agree the recommendations as set out

- Option Two** To amend the recommendations
- Option Three** Not to agree the recommendations

88 **2011/12 Projected Revenue and Capital Outturn at 31 December 2011**

The Head of Finance and Procurement submitted a report which summarised the Council's Revenue and Capital performance for the 9 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 which was currently underway. The report also reviewed the treasury performance and procurement action plan performance for the first 9 months of 2011/12.

Resolved

- (1) That the projected revenue & capital position at December 2011 be noted.
- (2) That the Capital Slippage of £9m from the 2011/12 capital programme be noted.
- (3) That the funding of £20k to the Banbury Citizens Advice Bureau Appeals be approved.
- (4) That the Q3 treasury performance be noted.
- (5) That progress against the Procurement Action plan and the savings achieved be noted.

Reasons

This report illustrates the Council's performance against the 2011/12 Revenue and Capital Budget and includes details of Treasury Performance as at Qtr 3 – December 2011

Options

- Option One** To review current performance levels and considers any actions arising.
- Option Two** To approve or reject the recommendations above or request that Officers provide additional information.

89 **Draft Budget 2012/13**

The Head of Finance and Procurement submitted a report which provided the second and final opportunity for the Executive to shape and refine the

interaction between corporate service plans and financial matters before the final budget would be presented to full Council on 27 February 2012.

In presenting the draft budget, the Lead Member for Financial Management reported that whilst the current economic climate presented significant challenges, a balance budget for 2012/13 had been prepared without the need to raise council tax.

The Lead Member for Change advised that there would be a minor update to Cherwell District Council Performance Pledges 2012/13 in light of the end of the existing insulation scheme. This would be reflected in the final version of the Pledges that would be presented to full Council on 27 February 2012.

The Executive commended the Lead Member for Finance and Finance Team for their hard work in producing a balance budget for 2012/13.

Resolved

- (1) That the changes to the draft budget since 6 December 2011 be approved and the draft revenue budget (as set out as an annex to the Minutes in the Minute Book) in the context of the Council's service objectives and strategic priorities be noted.
- (2) That the transfer of the surplus of £3,299 to general fund balances to enable a balanced budget be approved.
- (3) That a Council tax freeze be recommended to full Council.
- (4) That authority be delegated to the Head of Finance and Procurement, in consultation with the Lead Member for Financial Management and Director of Resources, to amend the contributions to or from general fund balances to allow the Council Tax increase to remain at the level recommended by Executive to full council following the announcement of the final settlement figures.
- (5) That the proposed 2012/13 capital programme (as set out as an annex to the Minutes in the Minute Book) be approved.
- (6) That the review of earmarked revenue reserves undertaken by the Lead Member for Financial Management, the Head of Finance and Procurement and the Director of Resources be noted and re-allocation between various earmarked reserves and creation of one new reserve. (as set out as an annex to the Minutes in the Minute Book) be approved.
- (7) That the draft corporate plan and public pledges (as set out as an annex to the Minutes in the Minute Book) be endorsed and authority be delegated to the Chief Executive in consultation with the Leader of the Council to make any minor amendments to the plan or pledges as required.
- (8) That the 2012/13 Business Plan and Budget Equality Impact Assessment be noted (detailed in Appendix 7)

- (9) That it be noted that the latest MTFs financial forecast was currently being refreshed and would be part of the budget book.
- (10) That officers be requested to produce the formal 2012/13 budget book on the basis of Appendices 1-7 (as set out as an annex to the Minutes in the Minute Book).
- (11) That the schedule of Election Fees and Charges be approved (as set out as an annex to the Minutes in the Minute Book).
- (12) That the updated Draft Budget 2012/13 be recommended for adoption by the Council on 27 February 2012 (as a key decision).

90 **Exclusion of the Public and Press**

Resolved

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

91 **Urgent Business - Award of Contract for the Provision of Dry Recycling Services**

The Head of Finance and Procurement and Head of Environmental Services submitted an urgent report which sought approval for the provision of dry waste recycling services to Cherwell District Council.

The Lead Member for the Environment commended officers for negotiating a contract which would bring both financial and recycling benefits to the council and district.

Resolved

That the resolution as set out in the exempt minutes be agreed.

The meeting ended at 8.53 pm

Chairman:

Date:

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Executive

Neighbourhood Planning Protocol

5 March 2012

Report of Head of Strategic Planning and the Economy

PURPOSE OF REPORT

To seek approval of a Neighbourhood Planning Protocol, to ensure local communities are aware of the Neighbourhood Planning process.

This report is public

Recommendations

The Executive is recommended to:

- (1) Agree and adopt the Neighbourhood Planning Protocol.

Executive Summary

Introduction

- 1.1 The Localism Act proposes the introduction of Neighbourhood Plans as a new local dimension to the Development Plan system. They are seen as a way of enabling communities to shape their local areas and may be drawn up by Parish Councils in Districts that have these, or by Neighbourhood Forums in non-parished areas.
- 1.2 Neighbourhood planning is “central to the Government’s decentralisation, localism and Big Society agenda. With greater decentralisation of planning powers, people are being given the opportunity to shape and influence the places where they live and they have more reasons to say ‘yes’ to sustainable development.” The Government intends that neighbourhood planning should be community-led with the community being in the driving seat of the process but with the local planning authority making necessary decisions at key stages.
- 1.3 To support this new approach the Government recently published draft Regulations that seek to establish the key steps required to produce a Neighbourhood Plan. These take a light-touch approach, but seek to ensure a nationally consistent approach to designating neighbourhood areas and neighbourhood forums, and the preparation of neighbourhood plans and neighbourhood development orders. The Council also considers that it is important that local communities are aware of the Neighbourhood Planning

process including the steps involved in preparation and resources that the District Council may be able to offer. The Protocol seeks to provide this information to allow parish and town councils to make informed decisions.

Proposals

- 1.4 It is proposed that the Neighbourhood Planning Protocol be approved
- 1.5 The Protocol is annexed to this covering report

Conclusion

- 1.6 It is important that local communities are aware of the Neighbourhood Planning process including the steps involved and the resources that the District Council may be able to offer. The Protocol seeks to provide this information for communities to make informed decisions.

Background Information

2. The Government has published a plain English guide to the Localism Act. It describes the main measures of the Localism Bill under four headings:
 - new freedoms and flexibilities for local government
 - new rights and powers for communities and individuals
 - reform to make the planning system more democratic and more effective
 - reform to ensure that decisions about housing are taken locally
- 2.1. Under Neighbourhood Planning the Guide states:

'Instead of local people being told what to do, the Government thinks that local communities should have genuine opportunities to influence the future of the places where they live. The Bill will introduce a new right for communities to draw up a 'neighbourhood development plan'.

Neighbourhood planning will allow communities to come together through a local parish council or neighbourhood forum and say where they think new houses, businesses and shops should go – and what they should look like.

These neighbourhood development plans could be very simple, or go into considerable detail where people want. Local communities would also be able to grant full or outline planning permission in areas where they most want to see new homes and businesses, making it easier and quicker for development to go ahead.

Provided a neighbourhood development plan is in line with national planning policy, with the strategic vision for the wider area set by the

local authority, and with other legal requirements, local people will be able to vote on it in a referendum. If the plan is approved by a majority, then the local authority will bring it into force.

Local planning authorities will be required to provide technical advice and support as neighbourhoods draw up their plans. The Government will also fund sources of help and advice for communities. This will help people take advantage of the opportunity to exercise influence over decisions that make a big difference to their lives'. (DCLG 2011)

- 2.2. The Protocol summarises how a Neighbourhood Plan should be prepared and considers CDC's approach towards to what it can offer by way of support and advice. Cherwell District contains over 90 settlements (hamlets, villages and towns) together with 2 Town and 76 Parish Councils. It is difficult to gauge the precise level of interest of communities in the Neighbourhood Plan process. Wroxton has already secured DCLG funding while a number of other areas have indicated that they are likely to be preparing Neighbourhood Plans including Bloxham and Adderbury. It is therefore likely that there will be a resource issue in terms of amount of financial and staff support the District Council is able to provide. The Council cannot refuse an application from a Parish Council to prepare a Neighbourhood Plan where the correct procedures have been followed. The Council will need to balance this with its key priority of delivering an up to date and sound Core Strategy for the District.
- 2.3. It is unclear as to how costly and complex the preparation of a Neighbourhood Plan will be to a Parish Council. The Government is seeking to learn from its series of frontrunner parishes that cover a wide range of different sizes and type of areas. The Protocol sets out the stages involved in preparation and suggests areas where the District Council can offer support and advice, including for example the wide range of evidence that is available from the CDC Website. It is considered important that those promoting Neighbourhood Plans are aware of the processes involved and consider whether such an approach is the most appropriate or whether local issues and concerns are more concerned with public services and village amenities rather than land use planning and guiding growth.
- 2.4. To provide further detailed guidance to Parish Councils currently considering this issue its is proposed to hold a workshop for them, to explain the process, the challenges, the risks and the potential costs involved in considering pursuing a Neighbourhood Plan. CDC members will also be invited to the event.
- 2.5. The intention underpinning the Neighbourhood Planning legislation is to allow community groups, residents and businesses to become involved in enabling and shaping and promoting growth and development that takes place in their local area. Preparing a Plan that seeks to prevent or to say 'no' to growth will not be acceptable. A Neighbourhood Plan is required to be consistent with higher level plans such as the National Planning Policy Framework (NPPF) and Local Plans. They will be tested at examination and again at a local referendum. If a local plan, which may set out a different policy approach, is adopted subsequent to a Neighbourhood Plan then it will be the Local Plan that takes precedence.

- 2.6. The Protocol sets out the possible benefits relating to additional housing units that are supplied as a result of neighbourhood planning, including the New Homes Bonus (NHB) and Community Infrastructure Levy (CIL). Central Government has advised that NHB could be used to directly support services and infrastructure within local communities where development occurs, to fund services and infrastructure in the wider Council area or to finance general council expenditure and thereby maintain service levels. The Council has yet to decide how NHB will be used.
- 2.7. The Community Infrastructure Levy is a new planning charge that CDC will need to have in place locally by 2014. Under CIL, developers will negotiate and pay councils a flat rate fee according to the type, scale and nature of the development, to support public improvements in their local area. This is different to Section 106 payments, where developers negotiate with councils on an individual basis about the amount they will invest to support local improvements. Charging authorities will be required to allocate a *meaningful proportion* of their levy revenues raised in each neighbourhood back to that neighbourhood, to spend on the infrastructure that local people consider is most needed. The actual amount of this is not defined and itself subject to a separate consultation.

The Neighbourhood Planning Regulations Consultation Document

- 2.8. The recent consultation on regulations to underpin Neighbourhood Planning provides additional guidance as to how the process will be implemented. The regulations –which have not yet been published in their final form - propose:
- placing the minimum of requirements on communities to free them from unnecessary process and to encourage them to get involved
 - placing the minimum of requirements on local planning authorities to enable local dialogue on the detail of the process so that it suits local circumstances
 - not interfering with local authority decision making
 - reserving regulation making powers wherever possible, and only taking them up in the future if practice proves them to be necessary; and
 - drawing on existing procedures where this is possible and appropriate, to minimise the time taken for communities and authorities to become familiar with the new system.
- 2.9. On many issues for example the Independent Examination and Referendum to be held at the end of the process the regulations draw on existing approaches, where it would be wasteful and unnecessary to reinvent existing approaches that are established and work perfectly well. The regulations also leave many aspects to communities and authorities to decide. The intention is that the preparation should be community led and not be overly bureaucratic. However, the regulations do seek an effective and transparent system which inspires communities to get involved, gives communities confidence that their views will have real influence, and delivers growth. At the same time the system needs to be legally robust and consistent across the country.
- 2.10. The consultation covered the following areas:

Information requirements – The regulations set out the information

communities must provide when seeking to establish a neighbourhood, a neighbourhood forum or a community right to build organisation and when putting proposals forward to the local planning authority for a neighbourhood plan and/or a neighbourhood development order (including a community right to build order). The regulations require that the “minimum necessary” information be provided to enable a local planning authority or examiner to assess the proposals, but leave it open to local planning authorities to devise their procedures around these minimum requirements. In practical terms the proposals state that a simple plan or statement of the proposed area along with an explanation of why the area is proposed are all that is needed for the application for designation of a neighbourhood area.

Publicity and consultation – The neighbourhood planning process must be community led, and keep residents and other local interests fully informed of what is being proposed. The community needs to have the right and be given the ability to make their views known throughout the process. The local planning authority will only be required to publish information e.g. the draft plan or order or the voting result of the referendum in a manner that will bring it to the attention of those who live, work or carry on business in the area. But how much more information made available than this will be up to the local planning authority. The regulations set out the manner in which information should be published at key stages. For example, when the Neighbourhood Plan or Order is ‘made’ (the final draft is published) it will be expected to be made available through publication on the local planning authority’s website, be available for inspection at their principal office, and that their website provides details of where the document can be inspected.

Time limits - Time-limits are proposed for only certain parts of the process to provide local planning authorities with the ability to flex the process to suit their own practices and timetables. Time-limits are proposed for consultation on the details of the Neighbouring Plan when it is first announced to provide residents and businesses of the neighbourhood areas, and any other bodies an opportunity to comment on the proposals. However, no time limit will be set for the period the local planning authority has to decide whether to designate a neighbourhood forum, although this decision should be made as soon as reasonably practical.

Local authority decision making - The Secretary of State has taken powers to set out how the local planning authority should make certain decisions (e.g. to validate an application or designate a forum). It is not proposed to prescribe exactly how the local authority should make key decisions – for example whether by delegated officer, a full meeting of the Full Council or via the Council’s Executive, or whether there must be a majority vote at those council meetings in order for the decision to be valid. This will be a matter for local planning authorities to decide.

Cross boundary Plans – A neighbouring planning area may cross two or more local planning authority boundaries. Although there are powers to specify how this is done, in general it is left to local planning authorities to work together to decide how they wish to manage cross boundary arrangements.

Future Proofing – Several of the powers given to the neighbourhood planning system in the Localism Bill will not be put into effect until a later date. This will enable the system to be able to reflect changing circumstances and

to reflect experience of putting the system into practice. The system will need to be able to respond to situations where new organisations, individuals or groups emerge over time.

Independent examination –Details of the independent examination into the plan or order are set out in detail in the Bill and therefore DCLG do not see the need for extensive further regulation. In addition, this is left largely to the local planning authority that has experience of organising independent examinations for local plans and that are best placed to decide how to undertake this activity. The proposals do not prescribe when a public hearing must be held. The regulations say that "the examiner should decide when to hold a public hearing into a plan or order".

The referendum – This is an essential part of the process as it ensures communities have the final say on whether a neighbourhood plan or development order or Community Right to Build order comes into force in their area. The consultation notes that the referendum arrangements should make it easy and convenient for local people to have their say on proposed developments and plans. The Secretary of State has powers to set out regulations about how referendums should be carried out. Existing regulations will form the basis of the proposals for referendums.

The regulations do however require that a referendum will be combined with another election if the latter is held either three months before or after the date of the referendum. The consultation asks whether the period for a referendum combined with another election should be longer – for example six months. The requirements for information that will be published by the local authority alongside the referendum to a minimum, and will be for the local planning authority to determine on a case-by-case basis. But it is recognised as being important to ensure that certain additional information is available to help voters to understand what they are voting for/against and what have been the outcomes of other steps in the process.

It should be noted that the draft regulations do not deal with EU obligations, nor details of referendums, which since they are common to various other Localism Bill innovations will be in separate regulations.

Commentary

- 2.11. The consultation draft of the proposed regulations sets out more detail on the procedure for the preparation of Neighbourhood Plans than was previously available which is useful for communities entering into the debate on whether to prepare a Neighbourhood Plan. The regulations draw on existing procedures where possible which will minimise the time communities and councils need to become familiar with the new system. Given that Neighbourhood Plans are effectively a new layer of Development Plan making it is sensible to follow the existing ways in which DPDs are produced.
- 2.12. The regulations proposed set out the minimum level of requirements that would ensure a nationally consistent approach to designating neighbourhood areas and neighbourhood forums, and the preparation of neighbourhood plans and neighbourhood development orders.
- 2.13. The workload and resources that will be required from within the Council in a

rural local authority area with a large number of Parishes cannot yet be quantified but looks likely to be substantial.

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 approve the Neighbourhood Planning Protocol to ensure local communities are aware of the Neighbourhood Planning process.

Option Two The Executive could choose not to agree the Protocol on Neighbourhood Planning. However, the Protocol is considered to be a valuable guide for local communities as to the process involved in their preparation and the Council's own position in terms of available financial and other resources

Consultations

Lead Member for Planning(Councillor Michael Gibbard) Informal Briefing

Implications

Financial: Neighbourhood planning will have financial and staffing implications for the Council, the precise extent of this cannot as yet be quantified. There are likely also to be significant financial implications for parish and town councils should they choose to prepare a Neighbourhood Plan. The Protocol seeks to set out possible sources of funding that may be available to assist in this process. A financial reserve has been created as a contingency to cover costs as they arise.

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

Legal: The Protocol will provide a guide for Parish Councils on the statutory process of preparing a Neighbourhood Plan

Comments checked by Nigel Bell, Solicitor, 01295 221687

Risk Management: Reputational risks from not having a process and procedure in place for advising communities on the most appropriate steps to follow.

Comments checked by Claire Taylor, Community & Corporate Planning Manager, 01295 221563

Wards Affected

All

Corporate Plan Themes

A cleaner, greener Cherwell
Cherwell, a District of Opportunity
A Safe and Healthy Cherwell
Cherwell, an accessible value for money council

Lead Member

Councillor Michael Gibbard
Lead Member for Planning

Document Information

Appendix No	Title
Appendix 1	Neighbourhood Planning Protocol
Background Papers	
DCLG Draft Regulations on Neighbourhood Planning	
Report Author	Adrian Colwell, Head of Strategic Planning and the Economy
Contact Information	Charlotte Morbey 01295 227970 charlotte.morbey@Cherwell-dc.gov.uk

Neighbourhood Planning



Protocol for Preparing Neighbourhood Plans

February 2012

Page 21

Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

1. Introduction

- 1.1 The Government's Localism Act introduces new rights and powers for communities and individuals to enable them to get more involved in planning for their areas. Neighbourhood planning will allow communities to come together through a local parish council and say where they think new houses, businesses and shops should go – and what they should look like. Specifically the Act sets out proposals around community led plans (Neighbourhood Development Plans) to guide new development and in some cases granting planning permission for certain types of development. In addition the Act proposes a sub category of Neighbourhood Development Orders called Community Right to Build Orders. These will provide for community led site development.
- 1.2 Neighbourhood development plans could be very simple, or go into considerable detail where people want. Local communities would also be able to grant full or outline planning permission in areas where they most want to see new homes and businesses, making it easier and quicker for development to go ahead (Neighbourhood Development Orders). The Government is clear that the purpose of Neighbourhood Plans is about building neighbourhoods and not stopping growth.
- 1.3 Neighbourhood planning is optional but if supported by the Local Planning Authority (LPA) a Neighbourhood Plan and Orders will have weight becoming part of the plan making framework for the area and a main consideration within the planning system. The Localism Act was published in December 2010 and recently received Royal Assent.
- 1.4 Cherwell District Council and other local authorities have been starting to gear themselves up to work with Parishes and community groups on such plans. Cherwell District Council is working with Wroxton Parish Council on a Neighbourhood Plan which was awarded funding by DCLG in June 2011. Also Cherwell District Council and Banbury Methodist Church together secured First Wave Neighbourhood Planning Frontrunner Status to bring pockets of land and empty properties into use for community led housing. Specifically the two organisations will work with the community to use a Local Development Order as a tool to develop a site for a small self build housing scheme.

2. Neighbourhood Planning

- 2.1 Whilst a Neighbourhood Plan provides the opportunity for local communities to directly shape the development of the area in which they live there are a number of important considerations that also need to be taken into account when considering such an approach.
- 2.2 A Neighbourhood Plan will need to:
 - Be led by a Parish Council and only relate to one neighbourhood area;
 - Specify the period for which it will have effect;
 - Be supported by the District Council;

- Be compliant with national policies and advice in guidance from the Secretary of State including Statutes, Planning Policy Statements and Guidance, Circulars and the National Planning Policy Framework (including the proposed 'presumption in favour of sustainable development') once this is approved as well as the Regional Plan until this is revoked;
- Be compliant with strategic policies in the development plan for the area including the adopted Local Plan, Core Strategy or other Development Plan Documents (DPD) for the District;
- Avoid making provision for development that is excluded development¹;
- Be compliant with EU obligations and human rights requirements;
- Be compliant with neighbouring neighbourhood plans;
- Be accompanied by a proportionate Strategic Environmental Assessment and Sustainability Appraisal;
- Be aware that it cannot be used to change service matters such as the pattern or refuse collection or verge grass cutting;
- Enable development, not prevent it. For example, the Neighbourhood Plan will have to incorporate the strategic housing targets for the area as a minimum, but may propose additional development;
- Be considered and accepted at an independent examination;
- Be supported at a local referendum.

3. Status of Neighbourhood Plans

- 3.1 Neighbourhood development plans will have the status of being part of the development plan. Consequently they must be taken very seriously because of their significance in respect of the determination of planning applications in the neighbourhood area to which they relate as the law states that a planning application must be determined in accordance with the development plan unless material considerations indicate otherwise.

4. The Relationship between a Neighbourhood Plan and Core Strategy

- 4.1 The Local Plan or Local Development Framework (LDF) for Cherwell will set out the statutory planning policies and proposals for the District. The Pre-Submission Draft of the Core Strategy is anticipated to be published in April 2012.
- 4.2 Neighbourhood Plans must be in general conformity with these strategic policies. Having an up-to-date core strategy in place is judged to be essential for successful local and neighbourhood planning as it sets the context for development in the area. If for example a Local Plan that identifies different levels of growth to an adopted Neighbourhood Plan is adopted subsequent to that Neighbourhood Plan then the Local Plan will take precedence over that Neighbourhood Plan. This means that whilst it is possible for a Parish to prepare a Neighbourhood Plan prior to the adoption of a Local Development Plan by the District Council, e.g. Core Strategy or Local Plan, this could result in the Neighbourhood Plan being overridden if it does not allocate at least the minimum amount of development detailed in the higher level Plan. However, Neighbourhood plans can be prepared regardless of the stage of preparation of the council's plan. An up-to-date local council plan is not a pre-requisite for neighbourhood planning. Where neighbourhood planning is undertaken before an up-

¹ county matters, waste development, projects that fall within Annex 1 of the EU Directive regarding the requirement of environmental assessment, nationally significant infrastructure projects, and other development prescribed by regulations.

to-date council plan is in place, collaboration between the community and the council will be critical. The District Council will take an active role in advising and supporting the Plan preparation process by sharing evidence and information and ensuring the neighbourhood plan fits with the strategic policies of its existing adopted development plans and national policy. It will be for the local council and examiner to determine the weight to be attached to policies in an existing local plan when considering neighbourhood plans. Any neighbourhood development plan that completes the neighbourhood planning process successfully will become part of the statutory development plan for the local area. This is regardless of what documents currently make up the development plan. It is important to remember that for a neighbourhood development plan or order to be successful it needs to be in general conformity with the existing development plan for the local area

- 4.3 Without a Core Strategy or Local Plan in place setting housing targets for a village how should a Parish determine its requirement for housing? Housing targets for Cherwell District were set within the South East Regional Plan. This Plan is to be revoked under the Localism Act and housing numbers will be derived from local information.
- 4.5 Where Neighbourhood Plans are prepared it is expected that this work will inform and dovetail with the Council's own work on the Core Strategy and associated documents.

5. How to prepare a Neighbourhood Plan

- 5.1 The detailed procedure for preparing Neighbourhood Plans is set out in Draft Regulations that have been published by the Government for consultation. These are expected to come into operation in April 2012. The actual power for a Council to 'make a Neighbourhood Plan' will only be available at that point. The draft regulations are deliberately 'light touch', and set out the minimum considered necessary by the government to enable a local authority or examiner to assess neighbourhood planning proposals. The Localism Act also sets out a number of requirements for the Neighbourhood Planning process. Further detailed advice and information on the procedure and content of Neighbourhood plans is set out in Appendix 1 to this Report.
- 5.2 The Localism Act sets out a number of requirements for the Neighbourhood Planning process. Further detailed advice and information on the procedure and content of Neighbourhood Plans is set out in Appendix 1 to this Report.

Who can prepare a Neighbourhood Plan?

- 5.3 A Neighbourhood Plan must be initiated and prepared by a 'qualifying body'. Where there is a Parish or Town Council for the whole or any part of the area to be covered by a Neighbourhood Plan then they will be the 'qualifying body'. For Cherwell this means that all Neighbourhood Plans will be led by parish or town councils. Cherwell District Council cannot dictate who and where Neighbourhood Plans are produced.

What is the area covered by a Neighbourhood Plan?

- 5.4 The Neighbourhood Plan area must be one that includes the whole or any part of the area of the parish. It is also possible to work with neighbouring parishes to produce a Neighbourhood Plan for a cluster of villages covering two or more parish areas. If the Neighbourhood Plan includes any part of the area of another parish council, the lead

parish council is only authorised to prepare a Plan if the other parish council(s) have given their consent.

- 5.5 Upon deciding to prepare a Neighbourhood Plan, a Parish Council has to make an application to Cherwell District Council, who has to determine the application and consider if the Neighbourhood Area is appropriate. For example it must consider if the area to be covered by the Plan is appropriate (including the publication of a plan defining the area). The application must also specify the period for which it is to have effect. At this stage consultation must also be carried out on the application to assist the District Council determining whether or not to accept the application. On receipt of an application the Local Planning Authority (the LPA) must publish and seek comments on the proposals for a minimum of 6 weeks. The publicity should focus on the immediate area affected by the proposal. The LPA must publish on its website details of its decision on an application for a neighbourhood area.

Validation by the District Council

- 5.6 Once the District Council have made their decision on Neighbourhood Area application, the Draft Regulations set out the formal process that a parish council (the 'qualifying body') preparing a Neighbourhood Plan must follow before submitting the plan to the LPA. This includes consultation measures and the basic information that must be supplied with a plan. This is necessary in order to enable the LPA to properly assess the proposals.
- 5.7 Once the Neighbourhood Plan has been drafted by the Parish Council it is checked by the District Council to ensure that it has been prepared correctly and is suitable to go forward to formal consultation and then Independent Examination. Neighbourhood Plans must comply with a number of EU and Human Rights Directives and this 'legal compliant' check also includes checks on whether the minimum consultation requirements have been undertaken and that necessary documentation including sustainability appraisals have been prepared. The District Council does not consider the merits of the Plan at this stage.
- 5.8 Once the LPA has come to a decision on the proposal, then the Plan must be published and made available on its website for consultation for a minimum of 6 weeks. A copy of the neighbourhood plan must also be made available for inspection at the LPA's principal offices.
- 5.9 Following this consultation the Neighbourhood Plan will then undergo Independent Examination.

Independent Examination

- 5.7 Cherwell District Council is responsible for facilitating and funding the independent examination into the Neighbourhood Plan. The District Council will decide, in collaboration with the Parish, who should be appointed to undertake an independent examination of the Neighbourhood Plan. The main function of the examination will be to check that the Neighbourhood Plan conforms with:
- The strategic content of the Local Plan and neighbouring Neighbourhood Plans
 - The National Planning Policy Framework and/or other national policies and advice (including a demonstration that the proposals in the Plan are evidence

based, deliverable and viable)

- European Directives on subjects such as International Nature Conservation designations, Sustainability, Human Rights and Equalities
- National and international designations (eg listed buildings and Conservation Areas)

5.8 The result of the examination will be a report that will have one of the following recommendations for consideration by Cherwell District Council:

- That the draft Neighbourhood Plan should proceed to a referendum
- That it should proceed to a referendum, subject to certain amendments
- That the proposed Neighbourhood Plan should be refused

Referendum

5.9 The District Council is also responsible for facilitating and funding the local referendum on the Neighbourhood Plan. The referendum will normally be open to any individual registered to vote in the parish, but the referendum may be extended to a wider area if appropriate.

5.10 A referendum is required to gauge community support for the Neighbourhood Plan. The Plan requires the support of a majority of those who vote in the referendum.

Adoption of the Neighbourhood Plan

5.11 If referendum indicates community support, the Neighbourhood Plan will normally then be adopted by the District Council. In exceptional circumstances, for example if the Council considers that the Plan may breach or be incompatible with EU obligation or any of the Convention rights that may have changed during the preparation process then it will not be obligated to adopt the Plan.

5.12 Once the Neighbourhood Plan has been adopted by the District Council it becomes a part of the statutory development plan against which relevant planning applications will be determined. A Neighbourhood Plan would therefore sit alongside the Core Strategy.

5.13 Legal challenge may only be made by judicial review, with a time limit of six weeks from the date of the publication of the decision to adopt the plan, or publication of the decision relating to the District Council's consideration of the examiner's recommendations, or from the date of declaration of the result of the referendum.

6. Neighbourhood Development Orders

6.1 Neighbourhood Development Orders (NDOs) will grant planning permission for specific types of development in a particular area. This could be either a particular development, or a particular class of development (for example retail or housing). A number of types of development will be excluded from NDOs. (See paragraph 2.2). NDOs can be linked to the Neighbourhood Plan for the area. For example, the Plan could identify the need for new housing and a broad location. The NDO could then apply a planning permission to a particular site where the housing will be built. In Cherwell NDOs have to be made by parish or town councils.

6.2 NDOs will grant planning permission, therefore removing the need for a standard planning application to the LPA. The procedure that will lead to the LPA making an NDO is in many respects identical to that for making a Neighbourhood Plan, including independent examination, consultation with and participation by the public and the holding of a referendum and the obligation to make the order if more than half the people voting are in favour.

7. Community Right to Build Orders

7.1 Community right to build orders are a special type of neighbourhood development order (NDO). Unlike NDOs and Neighbourhood Plans however, any local community organisation, not just a parish or town council will be able to create community right to build orders. To be eligible to develop a community right to build order in a particular neighbourhood area, at least one half of a community organisation's members must live in that neighbourhood area. The organisation must also exist to further the economic, environmental and social well-being of the area in question, and any profits made as a result of community right to build orders must be distributed among the organisation's members. A Community right to build order must also be site specific.

7.2 Development brought about by community right to build orders will allow a local community group to bring forward a small development for one or more purposes, including new homes, businesses and community facilities, but it must be small scale in comparison to the size of settlement.

7.3 Community right to build orders will be adopted in the similar way as NDOs, where subject to the Order meeting certain minimum standards a local referendum will ultimately decide whether the proposed development should go ahead.

8. Preparing the Plan

8.1 Appendix 5 contains a number of FAQs that set out guidance on the possible content of a Neighbourhood Plan as well as its relationship to other local and strategic planning guidance.

8.2 A community should consider carefully the reasons why it wants to prepare a Neighbourhood Plan. There may be other existing tools that could meet its objectives, including:

- Parish Plans and Masterplans
- Design Statements
- Design Review
- Local development order and design guide
- Community led action plans
- Community forum
- Residents survey
- Village handbook and village plan
- Concept statements.

8.3 Different issues will need different planning responses. The aim is to use the most appropriate form of plan to achieve the required outcomes.

The Role of the Parish Council

- 8.4 In Cherwell it is parish and town councils who will initiate and lead the process of formulating a Neighbourhood Plan. It is important that the plan is not prepared in isolation from the rest of the community. There is a need to consider how to engage all the residents, community groups, local ward members, local authorities, statutory agencies (Highways, Environment Agency etc), and local organisations, landowners, development interests, social networks and enterprises who might have an interest as well as groups often described as hard-to-reach but which might have specific social needs that should be reflected in a plan. It is likely that a steering group of the Parish Council will lead the process. A Parish Council may wish to set up a Neighbourhood Planning Steering Group to lead on the preparation of the Plan. This group could be given delegated authority to prepare the Plan and to make appointments to the Group to bring in required expertise. Members of a group could include members of Parish and District Council, local landowners/ developers, other stakeholders (e.g.: highways, environmental groups) as well as members of the community. It is important however, that the Plan is 'owned' and needs to be approved by the Parish Council as the qualifying body.
- 8.5 The involvement, throughout the process, of a broad range of local stakeholders will help to strengthen community support for the plan (which will be very important at the referendum stage towards the end of the process) and make its implementation easier.

The Role of Cherwell District Council

- 8.6 The Council has six principal roles in the process of neighbourhood planning:-
- To confirm formal designation of an area as a neighbourhood for the purposes of Neighbourhood Plan making;
 - To co-operate with a parish council and to provide technical advice and support for the preparation of the Plan;
 - To validate and check a plan prior to their submission for independent examination;
 - To meet the cost of an independent examination into the draft Plan;
 - To organise and meet the cost of a referendum to ensure there is public support for the Plan;
 - To 'make' the Plan that has been prepared correctly and that has public support.
- 8.7 Cherwell District Council and Banbury Methodist Church together secured First Wave Neighbourhood Planning Frontrunner Status in support of work that is happening in the locality to bring pockets of land and empty properties into use for community led housing. Specifically the two organisations will work with the community to use a Local Development Order as a tool to develop a site for a small self build housing scheme. This project is part of the wider Build! ® programme which is happening across Cherwell to enable local people to build their own homes.
- 8.8 In response to the invitation from the Government to pilot Neighbourhood Plans the Council also submitted a 'vanguard' bid in partnership with Wroxton Parish Council. Whilst the bid for being a 'Vanguard' (now renamed 'Front Runner') was unsuccessful the Plan was named as part of the 'Third Wave' of the scheme and received £20,000 funding. Lessons learned from the process with Wroxton will be fed back to other parish councils wishing to undertake a Neighbourhood Plan.

- 8.8 Those parishes who do wish to prepare their own Plans will require support and technical advice from the Council. It will therefore be necessary to ensure that local groups work closely with the Council so that the timing of the preparation of plans dovetails with the Council's own programme of plan making work for the rest of the District and to ensure that Council staff can support local neighbourhood planning initiatives while not prejudicing preparation of the Council's own plan making and planning policy work.
- 8.9 It will also be important early on in discussions with those parish councils wishing to prepare plans, to establish the expectations of that plan (ie: that it must relate to the development and use of land and that it is not a means of resisting development), that it will need to be in conformity with the Council's Local Development Framework/Local Plan and that it is prepared in accordance with the requirements of the legislation and national planning policy). The neighbourhood planning process not only provides local communities with the opportunity to plan for the future of their areas, including the allocation of land but it also confers responsibility to take tough decisions about future development to meet the requirements of sustainable growth.
- 8.10 The cost of preparing Neighbourhood Plans will be met partly by the local authority and partly by the promoters of the Neighbourhood Plans (parish councils and possibly developers/landowners). In the initial years, there will be some financial support from Central Government. Plans are likely to vary in costs depending on the complexity and size of the proposal. Based on the cost components below the average costs are estimated at £17,000 to £63,000 per plan². The Government expects that three quarters of Plans will be costed at the lower end of the estimates at an average of £17,000. It is likely that this will be reflected in Cherwell. The costs to the District Council of examination costs are estimated to be between £5,000 - £8,000 and the costs of running a local referendum is £1.50/head (£7,000/ward) inc. volunteers³
- 8.11 Other costs to the parish council could include recruiting planning and other consultants, strategic environmental assessment, public consultation events, the preparation of an up to date evidence base as well as the actual drafting and printing of plans.
- 8.12 There will also be an ongoing cost involved with reviewing the plan, anticipated every 10 years. These costs will vary considerably but are estimated here at approximately 70 per cent of the original plan costs and will be incurred by the local authority and proponents of the plan.
- 8.13 The Government⁴ considers that there will be both qualitative and quantitative benefits to preparing neighbourhood plans with neighbourhood development and community right to build orders. It considers that community ownership of plans will lead to behavioural change in such a way as to make local communities more predisposed to accept development. As a result, it is anticipated that greater community engagement, coupled with financial incentives, could lead to an increase in development. It is

² Localism Bill: Neighbourhood plans and community right to build: Impact Assessment (January 2011)

³ Fees and charges for counting officers in the regional and local referendums. ODPM 2004

⁴ Localism Bill: Neighbourhood plans and community right to build: Impact Assessment (January 2011)

expected that the greater involvement of the community could lead to an overall increase in development compared with the *status quo*, and an increase in development that is in-line with local needs. For developers, greater and early engagement is likely to lead to any objections being raised earlier and thus providing greater certainty over what needs to be done to make the project acceptable to the community, easing the granting of planning permission.

- 8.14 Quantifiable cost benefits for a potential developer relate to the cost savings from no longer requiring formal planning permissions. Under neighbourhood development orders, planning permissions are removed from the system. There are therefore subsequent administrative savings in respect of no longer submitting planning applications and fee savings for planning applications and possible subsequent appeal costs. The Government also indicates that there will be savings to local planning authorities in no longer having to process planning applications and in appeal work (although this is partly offset by the planning application fee).
- 8.15 Further potential benefits relating to additional housing units that are supplied as a result of neighbourhood planning, are the New Homes Bonus (NHB) and Community Infrastructure Levy (CIL). Under the NHB scheme, for each additional occupied home, the Council will receive six years of unringfenced grant. The Government is not prescriptive over the use of any monies received. NHB could be used to directly support services and infrastructure within local communities where development occurs, to fund services and infrastructure in the wider Council area or to finance general council expenditure and thereby maintain service levels and/or keep the level of council tax to a minimum.
- 8.16 The Community Infrastructure Levy is a new planning charge that came into effect in 2010. Under CIL, developers will negotiate and pay councils a flat rate fee according to the type, scale and nature of the development, to support public improvements in their local area. This is different to Section 106 payments, where developers negotiate with councils on an individual basis about the amount they will invest to support local improvements. Charging authorities will be required to allocate a *meaningful proportion* of their levy revenues raised in each neighbourhood back to that neighbourhood, to spend on the infrastructure that local people consider is most needed. The actual amount of this is not defined.
- 8.17 Local authorities will be expected to fund the public examination of a NDP/NDO and the cost of a referendum which is required to be held to ensure the plan/order has community support. Nevertheless it is recognised that some work on Neighbourhood Plans will be complimentary to the Council's work on the Local Plan and in particular the SNSCP (refer to paragraph 4.4) and may reduce costs that would otherwise be incurred from that process.
- 8.18 Cherwell contains over 90 settlements (hamlets, villages and towns) together with 78 *town and parish councils*. It is difficult to gauge the precise level of interest of communities in the Neighbourhood Plan process. Depending on the demands made of the Council there could be a resource issue in terms of amount of financial and other support the District Council is able to provide. The Council cannot refuse an application from a Parish Council to prepare a Neighbourhood Plan where the correct procedures have been followed. Where a Neighbourhood Plan is successful in receiving Government funding the Council will set aside £10,000 from the grant to cover the estimated costs of the examination and referendum and other work as set

out in paragraphs 8.10 and 8.19. Priority will be given to these Plans. Where no grant funding is secured the Council will need to carefully balance its own available resources and determine the speed at which assistance can be given to a Plan's preparation with the perceived urgency of delivering a Neighbourhood Plan for a particular parish or cluster of parishes. It may for example be more cost effective for parishes to work together on a single plan.

8.19 In addition to its legal requirements and subject to available resource the District Council will endeavour to support communities in the Neighbourhood Plan process through:

- Generic Neighbourhood Planning advice and guidance (eg the process, how to get started, what others are doing locally);
- Advising and supporting on whether particular matters can be legitimately included in the plan;
- Advising and assisting with some of the technical, planning-related aspects of producing the plan (eg drafting policies, undertaking a sustainability appraisal, negotiations with developers);
- Signposting to sources of evidence and assisting in the analysis of evidence received from village surveys;
- Signposting to relevant contacts within the Council or within other stakeholder organisations (eg Oxfordshire County Council, Oxfordshire Police, the Environment Agency, English Heritage etc.)
- Help with facilitation or advice on consultation, including giving advice on proposed surveys or questionnaires;
- Practical support such as providing a venue for meeting and providing copies of maps.

8.20 The table overleaf is from a document 'Making the most of Community Led Planning (CLP): a best practice guide for local authorities,' produced by Action with Communities in Rural England and Action for Market Towns in July 2011.⁵ The table provides summary details of the complementary roles that independent local facilitators and local authorities currently play in Community Led Planning. Community Led Planning has developed since the 1970s as a way of working with parish and town councils to provide informal plans and guidance, notably Parish Plans and Village Design Statements.

⁵ This document sets out best practice for local authorities, and is built on existing experience. Community Led Planning (CLP) already provides the basis for communities to come together to decide their own future, and contribute their own efforts to make it happen. The process generates participation and results in actions that are based on a sound understanding of local needs and aspirations. The guide offers an insight into how community action can be kick-started to take advantage of the new rights that are becoming available to them through the Localism Act.

Suggested roles and responsibilities at each stage of a Community Led Plan

Stage & relationship to Process	Activities required by communities	Local facilitator support (eg. Local organisations, Consultants)	Local authority support
Launch the Plan Stage 1	<ul style="list-style-type: none"> ➤ Attract community interest in the plan ➤ Establish a leadership structure ➤ Plan the work ahead 	<ul style="list-style-type: none"> ➤ Provide information about CLP and the support available ➤ Introduce toolkits and resources which provide a step-by-step guide to producing a plan ➤ Signpost to other successful CLPs ➤ Facilitate launch events ➤ Support new leadership structures, helping them plan the next steps and access funding 	<ul style="list-style-type: none"> ➤ Provide information about CLP and the support available ➤ Attend plan launch events ➤ Offer a named contact who can respond to enquiries and signpost to colleagues where needed
Evidence local needs and aspirations	<ul style="list-style-type: none"> ➤ Research existing facts and information about the local area ➤ Consult everyone locally 	<ul style="list-style-type: none"> ➤ Encourage the use of existing facts and information ➤ Explain the application of different consultation techniques ➤ Suggest ways of making sure that consultation is inclusive ➤ Assist with the analysis of consultation data 	<ul style="list-style-type: none"> ➤ Make existing facts and information available to communities to help them research their local area ➤ Add value to the work of local facilitators, providing resources and support to aid community consultation ➤ Encourage the involvement of councillors in consultation activities
Agree and prioritise actions	<ul style="list-style-type: none"> ➤ Make sense of evidence gathered ➤ Draft actions to improve the community ➤ Agree and prioritise actions ➤ Produce a final document explaining the plan, research undertaken and the actions that will be pursued 	<ul style="list-style-type: none"> ➤ Help with data analysis ➤ Signpost to other communities addressing similar issues ➤ Facilitate events set up to agree and prioritise actions ➤ Make sure actions are developed in consultation with key partners ➤ Provide examples of other plan documents 	<ul style="list-style-type: none"> ➤ Help with data analysis ➤ Advise on the development of actions where appropriate ➤ Respond to draft plans ➤ Clarify the support available for the delivery of actions
Deliver and monitor actions	<ul style="list-style-type: none"> ➤ Work with others where needed to implement and monitor the actions specified in the plan ➤ Review the plan where it needs updating 	<ul style="list-style-type: none"> ➤ Provide ongoing support and advice for the delivery of actions ➤ Mediate between the community and other partners where issues with delivery arise ➤ Support community groups that have chosen to work together to deliver actions ➤ Monitor progress made towards delivery of actions ➤ Remind communities to review their plan and provide guidance about how to do this 	<ul style="list-style-type: none"> ➤ Keep a record of CLP actions ➤ Make use of CLP data for strategic purposes ➤ Provide ongoing officer support for the delivery of actions ➤ Outline expectations for communities to review plans

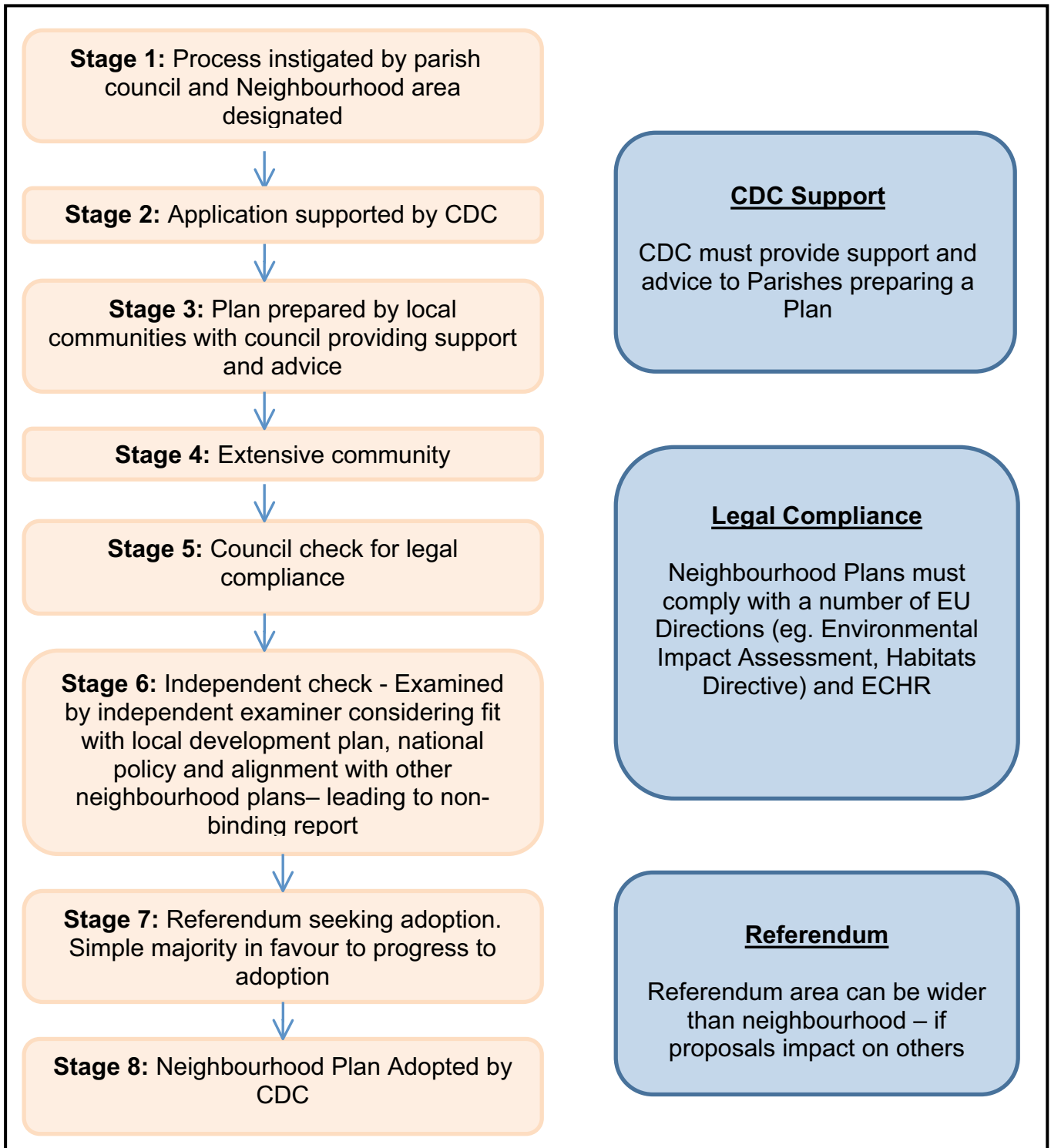
From: Making the most of Community Led Planning: a best practice guide for local authorities ACRE & AMT 2011

Appendices

Appendix 1: Preparing a Neighbourhood Plan

Figure 1 below summarises the steps that a 'neighbourhood planning team' (the steering group for the plan) could go through to develop a Neighbourhood Plan for their community. The final three stages will be statutory, and should therefore be seen as obligatory in this process.

Figure 1: The Neighbourhood Plan Process within Cherwell District



Stage 1: Process Instigated by Parish Council

- Establish a neighbourhood planning team or steering group – include cross-representation of community:
 - residents,
 - representatives of community organisations
 - business owners
 - landowners
- Produce a project plan or programme for developing the Plan – including details of:
 - What activities will need to be carried out at each stage - meetings, publicity, surveys, events
 - What resources will be needed to carry out these activities - people, materials, funding
 - How much time should be set aside to accomplish each stage?
- Develop a communications strategy – good publicity and communication both at the start of the process and throughout are key to keeping the community involved & getting their support
- Make contact with Cherwell District Council to advise of proposals for starting work on a Neighbourhood Plan. The Council will have an important role in managing expectations and will need to be able to gauge the number of Neighbourhood Plans or development orders that might come forward in this area.

Stage 2: Neighbourhood area designated

The neighbourhood area is the area to which the proposed Neighbourhood Plan (or Neighbourhood Development Order) will relate. The expectation in Cherwell is that, in most cases, neighbourhood areas will follow parish boundaries. However, a neighbourhood area can cover only part of a parish or a combination of parishes, if appropriate.

If the proposed neighbourhood area covers more than one parish, then consent must be sought from each of the affected parish/town councils. This will also have implications for representation on the steering group and the scale of community engagement that the process will require.

Submit an application to Cherwell District Council to prepare a Neighbourhood Plan and undertake required consultation on the application.

Stage 3: Plan prepared by local communities with Council support and advice

(i) Community Profiling

- Gather together relevant information and evidence – from both official statistics (suggested list of websites at Appendix 4) and surveys of local people;
- Community profiling – gather statistical data to build up social portrait of neighbourhood & community characteristics e.g.:
 - population size
 - household size
 - incomes
 - family composition
 - place of work and commuting patterns
 - length of time lived in village

- what current or emerging proposals that will affect the area
- what do local residents value & worry about
- what physical assets does the neighbourhood have & what condition are they in - is there a village hall/community centre, playing fields, sports facilities, footpaths, local shops, health facilities;
- Gather information from any existing plans, strategies or studies relating to the neighbourhood (see Appendix 2 for detail);
- Initial discussions with stakeholders to understand whether there are any other aspirations that have not yet been developed into a plan or a strategy e.g.:
 - Local community organisations
 - Local businesses
 - Local landowners and/or their representatives
 - Officers at Cherwell District Council and Oxfordshire County Council
 - Officers from other public agencies and service providers, as appropriate (eg Natural England, Environment Agency, English Heritage, Oxfordshire County Council, Primary Care Trust etc.);
- There may be a need to tailor techniques for different sectors of the community (e.g. online survey for young people, visiting an elderly persons' home to meet with individuals to hear views on the neighbourhood.)
- Identify the area's strengths and weaknesses asking questions such as:
 - What are our strengths as a community? What do we do well?
 - What can we improve or change in the community?
 - What are we missing? What do we need to make the community a better place to live?
 - What resources (eg people, places, services, land) do we have?
 - What opportunities exist in the area?
 - What are the barriers (physical, financial, environmental)?
- Define the neighbourhood area

(ii) Developing Vision and Objectives

The Vision will be an overarching statement, or series of statements, describing what the community will be like to live and work in, within 15-20 years time. This time scale should reflect that in the Core Strategy/LDF which currently plans up to 2026. The objectives will set out what the community wants to achieve in order to help realise the vision. It is important that the vision is realistic and achievable and that it is based on the information gathered.

- Begin analysis of information received during information gathering stage including what implications these plans have for the neighbourhood;
- Draft the vision and objectives – these should be realistic and achievable and based on the information gathered;
- Check draft vision and objectives with community – endorsement could be sought in a variety of ways including :
 - Making copies available for public distribution and asking for comments
 - Meeting with community groups and asking for their feedback

- Organising informal discussion groups
- Holding public meetings or drop-in events
- Publishing information in the local newsletter/magazine/website and providing an address to receive people's feedback;

(iii) Sustainability Appraisal process.

The Government has advised that part of the legal requirement for a planning document is the preparation of a Sustainability Appraisal (SA) which is required in order that they become part of the adopted development plan for an area. Neighbourhood Plan steering groups should be aware that the sustainability appraisal will need to be planned for early on in the process. UK guidance suggests that social and economic impacts of plans should also be assessed.

Sustainability Appraisal

What is sustainability?

Sustainability is defined as being “about treating the earth as if we intended to stay and making sure that future generations inherit the earth in a good state”.

What is Sustainability Appraisal?

Sustainability appraisal is a process of ensuring that decisions are taken which balance economic, social and environmental factors for positive benefit. Sustainability Appraisal (SA) looks at the possible economic, environmental and social impacts of an emerging plan in order to promote sustainable development. This results in a final plan which has the least negative impact possible in an area. Sustainability Appraisal (SA) is a compulsory requirement under the 2004 Planning and Compulsory Purchase Act and the 2001/42/EEC European Directive. You can be legally challenged for not carrying out an SA where one is required.

What is the Sustainability Appraisal Framework?

The Sustainability Appraisal Framework is made up of objectives, indicators and targets tailored to the key sustainability issues for this District. Planning policies are looked at under these targets and indicators in order to understand how they will contribute towards the sustainable development of the Area.

The steps of sustainability appraisal (SA) are basically the same as good plan-making. It is important that the appraisal is started when work starts on the plan (ie developing draft policies and content), so that *emerging* ideas, content and policies can be assessed, in order to inform the final plan. If the sustainability appraisal is done too late, it will not be able to inform the final plan (increasing the risk of a legal challenge at a later stage).

Appropriate Assessment follows a similar principle and this is something that may be relevant to certain Neighbourhood Plans. This specifically considers the wider impacts of particular emerging policies and plans on European sites of ecological importance (Natura 2000 sites) within the area.

The Sustainability Appraisal and Appropriate Assessment need not be complicated, but should be carried out by some of the key staff of the Neighbourhood Plan process. It can be carried out by some of the key staff of the Neighbourhood Plan process.

What are the main stages of Sustainability Appraisal?

There are 5 stages to the SA process:

Stage A

Setting the context, objectives, baseline and scope for the SA (Scoping Stage). This stage highlights how planning policies will be appraised, and is set out in what is called the Scoping Report.

The information gathered for the SA is similar to the information gathered for the Neighbourhood Plan process and involves identifying what is in the neighbourhood, what is important for local residents, and how things might change in the future without the plan. The legislation suggests that the PA should describe the 'environment' in the neighbourhood. This should include:

:

- Air quality and noise
- Archaeological and cultural heritage
- Biodiversity, flora and fauna
- Crime and community safety
- Education and training
- Energy and climate factors
- Health and wellbeing
- Labour market and economy
- Land capacity and land use
- Materials
- Population
- Social deprivation
- Pollution and noise
- Water
- Waste

Stage B

Developing and refining plan options. This stage uses the framework set out in the Scoping Report to appraise planning policy options. The SA Commentary Report will highlight which option is most sustainable and also how it can be improved.

Stage C

Appraisal of the social, economic and environmental effects of the plan. This stage is similar to Stage B, it appraises the preferred planning policy and will state if the policy could be improved to be more sustainable. This is set out in a document called the Sustainability Appraisal Report.

Stage D

Consulting on the plan and the SA Report - At this stage we will ask people if they think the SA is correct, or if they think the policy could be made more sustainable.

Stage E

Monitoring the implementation of the plan - It is important for planning policies to be monitored, to make sure they are sustainable and to check there are no negative impacts.W

Further guidance can be found in “DIY SA”: Sustainability Appraisal (Also Known As Strategic Environmental Assessment) Of Neighbourhood Plans Draft April 2010, Levett Therivel.

(iv) Developing the Plan

Following consultation on the draft vision and objectives, any necessary amendments can be made before moving on to developing the detailed content of the Neighbourhood Plan.

- Develop policies based on the vision and objectives
- Check whether options have been adequately tested as to cost and impact
- Develop an implementation plan
- Finalise the draft of the Neighbourhood Plan
- Check for conformity with strategic policies in the Local Plan – the resulting Neighbourhood Plan will need to reflect or ‘be in conformity with’ the strategic policy for the area.

The content of the final Neighbouring Plan will include policies, proposals maps and possibly an action or 'implementation' plan for the area. The intention of Neighbourhood Plans should be to set out policies on the development and use of land in a neighbourhood area. These must be credible, justifiable and achievable. Policies may:

- allocate specific sites for particular types and scales of development (eg residential, employment etc.)
- specify particular requirements relating to each or any allocation (eg access, landscaping, location of green space, assessments needed etc.)
- specify sites within the neighbourhood area to be protected or enhanced as environmental assets or areas of landscape character.
- be more generic and apply to any future development within the neighbourhood area (eg local design policies, policies relating to transport and access etc.)

Policies need to be achievable, and thought will need to be given to how the above example can be delivered - this will be brought out in the implementation plan, but could be through the Parish Council purchasing or leasing the land from the landowner, or perhaps in conjunction with development elsewhere in the parish perhaps via a commuted sum.

The need to ensure policies are achievable particularly applies to those that relate to the future use of particular sites within the area. The neighbourhood planning team should ensure that site-related policies have been drawn up in negotiation with the relevant landowners or site promoters. These stakeholders should also have been approached and involved in early discussions with the team as part of the information gathering stage.

Site Proposals Maps

For site allocations and site-related policies, the Neighbourhood Plan will need to include a map(s) showing proposed site locations and boundaries.

Implementation Plan

The implementation plan does not set out policies but contains actions that need to be undertaken in order to deliver the policies that are in the Neighbourhood Plan. The implementation plan should contain actions that are SMART (Specific, Measurable, Achievable, Realistic, Timely). The following principles could be considered when writing the implementation plan:

- Priority - is the action a high, medium or low priority?
- Responsibility - which organisation is the lead for delivering the action?
- Timescale - by what date should the action be carried out?
- Partners - does the action require support from partners?
- Resources - is funding, or any other resource required?

Certain actions may require input and assistance from a variety of stakeholders (eg the Council, the County Council, landowners, other service providers), as well as groups from within the community.

Production of Neighbourhood Plan

There is no rule on what a Neighbourhood Plan should look like, however, it should contain clear policy statements alongside relevant accompanying maps.

Once the Neighbourhood Plan is drafted the steering group will also need to produce a simple report on the sustainability appraisal process (and Appropriate Assessment, if necessary) that it has gone through, explaining why the policies it has included in the plan are the most appropriate ones.

Stage 4: Extensive Community Engagement

- Check proposals with landowners or site-owners to ensure any proposals are deliverable and realistic
- Check draft Neighbourhood Plan with community and other stakeholders to ensure there is general support

At this stage, before submitting the plan to Cherwell District Council, the neighbourhood planning steering group should check that residents, businesses and other stakeholders are happy with the content of the plan. The report of the Sustainability Appraisal (and Appropriate Assessment, if necessary) should also be made available for comment.

The Neighbourhood Plan should also be sent to wider stakeholders including Cherwell District Council (although planners and other officers will have already been assisting the team in the development of the plan), Oxfordshire County Council, the Environment Agency, Water Utilities, Natural England, Oxfordshire Police etc, as well as the local community. These organisations can offer valuable advice and guidance on the content of the plan, as it relates to their particular disciplines. Officers at Cherwell District Council will be able to assist in the identification of wider stakeholder organisations that should be consulted on the draft plan. The neighbourhood planning team should also consult with parish or town councils lying adjacent to its own parish boundary.

Once consultation has been carried out with residents and local and wider stakeholders, an analysis of comments should be made and the neighbourhood planning team should consider

whether any amendments need to be made to the draft plan before submitting it to Cherwell District Council, ready for the independent examination.

Stage 5: Council check for legal compliance

- Submit Neighbourhood Plan to Cherwell District Council so that the Council can check the plan and ensure that the process that has been followed is in accordance with the requirements of the Localism Act.

Stage 6: Independent Examination

- Appointment of examiner
- Examiner's report published

Cherwell District Council will decide, in collaboration with the neighbourhood planning team, who should be appointed to undertake an independent examination of the Neighbourhood Plan.

The main function of the examination will be to check that the Neighbourhood Plan conforms with:

- The strategic content of the Local Development Framework
- The National Planning Framework and/or other national guidance
- European Directives
- National and international designations (eg listed buildings and Conservation Areas)
- Neighbouring Neighbourhood Plans

In general, it is likely that the examination into the Neighbourhood Plan will be by written representations during the examination period, rather than oral representations. However the examiner may decide that an oral representation is preferable in certain situations. In this case a public hearing must be held.

The result of the examination will be a report that will have one of the following recommendations:

- That the draft Neighbourhood Plan should proceed to a referendum
- That it should proceed to a referendum, subject to certain amendments
- That the proposed Neighbourhood Plan should be refused

If the examiner recommends that the draft plan should proceed to a referendum, he/she may also recommend that the area to be subject to a referendum is extended beyond that of the parish in question.

The report will be issued to both the parish/town council in question and Cherwell District Council. The latter will arrange for the publication of the report.

Cherwell District Council will then consider the examiner's report to decide whether or not the recommendations should be followed. The Council will publish its decision on this matter and will notify the parish/town council in question.

Stage 7: Referendum

- Cherwell District Council co-ordinates local referendum

Assuming that the examination report decides that the draft Neighbourhood Plan should proceed to a local referendum, then this is the next stage of the plan process.

The referendum will normally be open to any individual registered to vote in the parish, but the independent examiner (or Cherwell District Council) may take the decision that the referendum should be extended, if certain policies within the plan have particular implications for surrounding communities, for example.

A referendum is required to gauge community support for the Neighbourhood Plan. If the majority of those who vote on the adoption of the Neighbourhood Plan vote favourably, then the Plan will be 'made' by Cherwell District Council.

Stage 8: Neighbourhood Development Plan Adopted by Local Authority

- If referendum indicates community support, the Neighbourhood Plan is 'made' by the LPA

Once the relevant part of the Localism Act has been enacted then the Neighbourhood Plan will become part of Cherwell District Council's Local Development Framework. The plan will at this point become a material consideration in the determination of applications for planning permission. It is expected that Neighbourhood Plans and Cherwell District Council's planning documents will be complementary and will reference each other, where necessary.

Stage 9: Implementing & Monitoring the Plan

Once the Neighbourhood Plan has been adopted within Cherwell District Council's Local Development Framework it becomes a part of the statutory development plan against which relevant planning applications will be determined.

Applications can occur at any time, but the neighbourhood planning team (which may have now dissolved following production of the plan or morphed into a standing committee of the parish/town council) will wish to ensure that activity on the ground is progressed, in order to hasten any developments and meet the objectives of the Neighbourhood Plan.

The Parish Council (or standing committee thereof) will find it valuable to monitor the Neighbourhood Plan and associated implementation plan, to check progress in terms of meeting the community's objectives. If certain actions require the input of external partners (eg landowners, developers, Cherwell District Council, Oxfordshire County Council) then the parish council will want to ensure that named contacts in these organisations are able to help progress the work that is outlined, in the time required.

Appendix 2. Existing Plans, strategies and studies relating to neighbourhood planning

Parish Plans

Cherwell District Council encourages and supports Parishes to develop Community Led Plans with assistance from Oxfordshire Rural Community Council (ORCC).

In Cherwell there are 12 completed Community-Led Plans (CLP) and 15 in various stages of progress. Parishes with completed CLP's include:

- Cropredy
- Bloxham
- Chesterton
- Kirtlington
- Milcombe
- Steeple Aston

Published CLP's can be viewed at www.clp-se.org.uk

The Local Plan and Joint Core Strategy

Cherwell District Council planning documents (Core Strategy, emerging Local Development Framework documents and representations on those documents made by the parish/town council or other local community groups). They can all be viewed at the following link:

www.cherwell.gov.uk/localdevelopmentframework

The Local Development Framework must be developed from a sound evidence base. This evidence may also be useful for those preparing Neighbourhood Plans. The table below shows evidence work undertaken so far. They can be found at:

<http://www.cherwell.gov.uk/index.cfm?articleid=3244>

This will be updated as and when new evidence is prepared.

Strategic housing market assessment	December 2007
Affordable housing viability study	March 2010
Analysis of the viability of Extra Care Housing units within Section 106 scheme in Cherwell DC	February 2011
Cherwell housing needs assessment	June 2008
Cherwell housing needs assessment	June 2009
Assessing the type and size of housing stock required in Cherwell	September 2009
Needs assessment for travelling showpeople - executive summary	November 2008
Gypsy and traveller accommodation needs assessment for the Thames Valley region	September 2006
Green space strategy & background document	July 2008

Playing pitch strategy & background document	July 2008
PPG17 assessment - indoor sports and recreation facilities assessment	August 2006
PPG17 assessment - open space, sport and recreational facilities needs assessment audit and strategy	July 2006
Banbury integrated transport and land use study	January 2010
Bicester integrated transport and land use strategy (draft)	February 2009
Cherwell rural areas integrated transport and land use study	August 2009
PPS6 town centres study	December 2006
Cherwell retail study update	November 2010
Employment land review	July 2006
Cherwell tourism development study	August 2008
Cherwell and West Oxon strategic flood risk assessment (level 1)	May 2009
Landscape sensitivity and capacity assessment	September 2010
Habitats regulations assessment (stage 1) of options for growth consultation on directions of growth	November 2009
Final habitats regulations assessment (stage 1 - screening) of draft core strategy	February 2011
Renewable energy and sustainable construction study	September 2009

Conservation Areas and Appraisals

Some of the streets and buildings within Cherwell are part of the historic character of the district. Where these places are of special architectural or historic interest or deserve to receive careful protection, they can be protected either through designation as conservation areas or having listed building status. Cherwell has 59 Conservation Areas, over 3000 Listed Buildings, 55 Scheduled Ancient Monuments and 5 Historic Parks and gardens and a Historic Battlefield.

A conservation area is defined as an area of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance. These set out the character of the area we aim to preserve or enhance and indicate opportunity areas or elements that detract from the character of the conservation area.

To find out more visit

www.cherwell.gov.uk/conservation

Cherwell's Economic Development Strategy 2011-16

The central theme of this Strategy is the creation of 'economic resilience', whereby we focus upon the power we have locally to combine the resources of the private, social and public sector partners. It adds new insights and understanding that has resulted from discussions

with businesses and partners, and innovative research during a time of immense organisational, political and economic change.

At its heart, there is a will to continuously develop our local economy to ensure it remains internationally competitive by recognising and developing our unique set of resources contained within three broad themes: People, Business and Place. There is a collective will to join together, particularly through the Local Strategic Partnership (LSP), and informally to maximise opportunities locally for the benefit of the District's businesses, employees, residents and visitors.

To find out more visit

<http://www.cherwell.gov.uk/index.cfm?articleid=7128>

Cherwell Housing Strategy 2005 – 2011

This strategy sets out how to address some of the complex issues that affect housing availability, affordability and quality of life. Its contents cover the period from 2005-2011. It contains seven priority areas.

All housing Strategies including the Housing Strategy 2005- 2011 the Housing Strategy for older people and the Homelessness Strategy can be viewed at

<http://www.cherwell.gov.uk/index.cfm?articleid=1791>

A new Housing Strategy is currently being prepared.

Cherwell Rural Affordable Housing Improvement Plan

The Rural Affordable Housing Improvement Plan (2009) sets out how we and our partners will help deliver more affordable housing in rural areas.

The report covers issues such as:

- identifying sites as rural exception sites
- working with land owners
- strengthening communications with parish councils
- delivering more affordable housing for those people in need of a home in rural areas.

One of our priorities is delivering affordable housing. This is reinforced in rural areas by the need to achieve sustainable rural communities with a wider gap between incomes and house prices.

<http://www.cherwell.gov.uk/index.cfm?articleid=4465>

Cherwell Rural Strategy

The Rural Strategy was published on 01 April 2009. The objectives and aims in the main document cover the period 2009 - 2014. Each year a delivery plan sets out specific actions to achieve the objectives and aims.

The Rural Strategy and 2009-10 delivery plan can be viewed at

<http://www.cherwell.gov.uk/index.cfm?articleid=1684>

Cherwell Sustainable Community Strategy

“Our District, Our Future” February 2010 – produced by Cherwell Local Strategic Partnership

<http://www.cherwell.gov.uk/index.cfm?articleid=3563>

Oxfordshire Local Transport Plan (LTP)

The main transport policy document is the Oxfordshire local transport plan (LTP). This sets out a five year transport strategy which has been approved and funded by central government.

Cherwell have used this framework to develop transport policies, which are included within its local plan and will also form part of the local development framework, which is currently in being prepared

For more information regarding the Oxfordshire local transport plan (LTP) please visit Oxfordshire County Council's website.

<http://www.oxfordshire.gov.uk/cms/public-site/local-transport-plan>

Cherwell District Council Local View

The Council has LocalView, which is an online single point of access for all, providing local service, community and environment information. Anyone can use the interactive maps, text or links to third party websites to obtain a wide variety of locally relevant information.

For more information visit

<http://your.cherwell.gov.uk/LocalView/Sites/localview>

Appendix 4. Other Sources of Support

There is a wealth of other local, regional and national organisations and services that can provide assistance to communities undertaking Neighbourhood Plans. At a local level, Oxfordshire Rural Communities Charity are valuable sources of support and assistance, particularly in terms of engaging with the community.

At a national and regional level, the Government has awarded funding to four organisations with expertise in planning, to assist communities in developing Neighbourhood Plans. These organisations are:

- **The Prince's Foundation** - assistance with community engagement and finding local solutions to issues. www.princes-foundation.org
- **Locality** - provision of support and networking to community groups through online resources and other networking tools, practical workshops and seminars, and tailored advice through a telephone advice line. www.locality.org.uk
- **The Royal Town Planning Institute** - via the Planning Aid service, the provision of free, independent, impartial, professional planning advice to people who do not have the means to pay professional fees. Provision of support and training to local communities to influence and contribute to planning strategy, policy and decision-making at all levels. www.rtpi.org.uk/planningaid
- **The National Association of Local Councils in partnership with the Campaign to Protect Rural England** - provision of basic information about the planning system via a website, phone line and publications. Establishing a programme of local events to inform the public and parish councils about how to influence local plans. www.cpre.org.uk

In addition, it is likely that a great deal of benefit can come to neighbourhood planning teams by networking with similar groups elsewhere in the district that are developing Neighbourhood Plans. Cherwell District Council will assist in terms of enabling these networking opportunities to occur, where neighbourhood planning teams are happy to do so. Other Parishes are employing Planning Consultants to assist in the process who would also act as a facilitator in the Neighbourhood Plan process.

Appendix 5: Frequently answered questions

What is a Neighbourhood Plan?

A Neighbourhood Plan is a new type of plan which will focus on local areas rather than the District as a whole. Neighbourhood Plans will be produced by communities although the District and County Councils will provide technical advice and support. The plan making process must be led by the local parish or town council. Policies included in Neighbourhood Plans will need to be related to the use of land in the area, or to spatial matters (ie aspects that affect how a place works). If 'made' they will form part of the overall development plan for the District and will be used to assist in the determination of all planning applications in that area.

Who can produce a Neighbourhood Plan within Cherwell?

Parish and town councils.

Is it compulsory to produce a Neighbourhood Plan?

No. Every parish or town will have the right to produce a Neighbourhood Plan but it is recognised that not all areas will want to. It will be up to each parish or town to decide if a Neighbourhood Plan would benefit their area and this will depend on local circumstances.

What might a Neighbourhood Plan look like?

Government has said that the neighbourhood should decide what a Neighbourhood Plan contains, but that they should be flexible enough to address different needs and expectations. They could have high level visions and objectives for the future of an area, they could identify small projects for change or they could take the form of a masterplan: a comprehensive land-use plan embracing spaces, movement, activities and the development of buildings.

The Neighbourhood Plan will become part of the formal planning process and set the tone for future change and development. It must be in conformity with national planning policies and the strategic policies in the Council's LDF Core Strategy. The intention is that a Neighbourhood Plan cannot promote less housing and economic development than envisaged in the Council's development plan because a Neighbourhood Plan must be in "general conformity" with the strategic elements of the development plan.

A Neighbourhood Plan must comply with a number of European Union Directives and be in line with both national policy (which will be set out in a new National Planning Policy Framework) and Cherwell's Local Plan. When the plan has been produced, an independent examiner will consider whether it is consistent with these requirements.

Following the independent examination, the whole community will have an opportunity to vote whether to adopt the plan in a local referendum (which will be organised by the District Council). If a majority of the community vote in favour of the plan, the Council will be required to 'make' the Plan as a statutory planning document.

In order to prepare a plan that is accepted by the community in a referendum, it will be vital to ensure that there is effective community engagement throughout the whole plan making process. The more the local community has been able to shape the Neighbourhood Plan, the more likely it will pass a referendum.

Can a Neighbourhood Plan stop development?

No. A Neighbourhood Plan can guide development to be more appropriate to local context and help decide where development should go. However the Government is very clear that it will not be possible to use Neighbourhood Plans to stop development. Indeed it is the Government's expectation that Neighbourhood Plans will at least provide for development to meet local needs and provide the opportunity to identify an increased level of development within their area if appropriate.

Who will pay for the neighbourhood planning process?

It will be up to the parish or town council to pay for the preparation of a Neighbourhood Plan. The Localism Act suggests that the business community could contribute towards the costs. The District Council will pay for the independent examination and referendum.

What is the timeframe?

It will be up to individual areas to decide on the pace at which they wish to progress their plans. However it is anticipated that on average the process is likely to take between one and two years.

How much work will be required to produce a Neighbourhood Plan?

The level of work required will largely depend on how much detail the plan goes into. This will be decided at the local level although there are minimum statutory requirements such as a Habitats Regulations Assessment and Sustainability Appraisal that will need to be completed. The District Council will have a duty to provide technical and practical support to the plan making process. This is a new process that has not been tried before and will therefore be a learning process for all of those involved.

Is the Council still progressing a Core Strategy or just Neighbourhood Plans?

The District Council is still progressing a Core Strategy and is currently working towards the Submission consultation. A Neighbourhood Plan is expected to be prepared in broad conformity with the LPA's development plan and national planning policy. Support for parish and town councils wishing to produce Neighbourhood Plans will be offered alongside this existing work.

What weight (importance) will be given to a Neighbourhood Plan?

Where Neighbourhood Plans exist these will form part of the development plan and decisions will need to be taken in accordance with them.

The weight (importance) that is attached to a particular policy can only be decided when considering a specific proposal. At a general level Neighbourhood Plans and the Local Plan should complement each other.

Once the District Council adopts a Neighbourhood Plan it will become a statutory planning document. This means that it must be considered in the determination of any planning application in the specified area and decisions should be taken in accordance with it.

Some parish and town councillors and residents have commercial interests as builders or developers. How will the system be maintained to ensure validity and fairness?

It will be the responsibility of individual parish and town councils to ensure that the plan making process in their area is open and transparent. Personal and business interests should be declared at the outset.

Who would be responsible for providing evidence for the independent examination stage?

The parish or town council as the plan maker would need to supply the evidence. The Government has stated that this is intended to be a more light-touch process than is currently in place. The District Council will need to confirm that the plan is compliant with European Union Directives, national policy and the development plan.

Can there be more than one Neighbourhood Plan for an area?

No.

What is the role of National Policy in neighbourhood planning? When will the new National Planning Policy Framework (NPPF) be published?

All Neighbourhood Plans and Orders will need to be appropriate having regard to national policy. In the future, national policy will be detailed in the National Planning Policy Framework that is likely to be adopted in April 2012.

Can Neighbourhood Plans be prepared before the adoption of a local plan or core strategy?

The Government wants local councils to get plans in place that reflect the development needs of their area, based on up-to-date evidence which can also provide a framework for future Neighbourhood Plans. However, Neighbourhood Plans will be able to come forward regardless of the stage of preparation of the Council's plan. An up-to-date local Council plan is not a pre-requisite for neighbourhood planning.

Where neighbourhood planning is undertaken before an up-to-date Council plan is in place, collaboration between the community and the Council will be critical.

The local Council should take an active role in advising and supporting the community group, sharing evidence and information and ensuring the Neighbourhood Plan fits with the strategic policies of its existing adopted development plans and national policy. It will be for the local Council and examiner to determine the weight to be attached to policies in an existing local plan when considering Neighbourhood Plans.

Can a Neighbourhood Plan be adopted as part of a development plan without a core strategy?

Any Neighbourhood Plan that completes the neighbourhood planning process successfully will become part of the statutory development plan for the local area. This is regardless of what documents currently make up the development plan. It is important to remember that for a Neighbourhood Plan or Order to be successful it needs to be in general conformity with the existing development plan for the local area.

What if neighbourhood development plans bring forward issues that require changes to the core strategy?

If the community does identify issues that would require changes to the core strategy, it is up to the local authority to decide how to take this forward.

However, there are sufficient opportunities for local communities to set policy for their area, for example, on detailed design or the precise location or mix of development. But Neighbourhood Plans and Orders must be in general conformity with the strategic policies in the development plan for the local area.

What is a strategic policy?

'A strategic policy' normally means a policy that is essential to the delivery of a strategy, and is a matter for each local council to determine. Whilst the strategic policies will be different in each local authority's area, the overall scale and distribution of housing and employment are likely to be 'strategic policies' in many local council areas.

Where there is an area allocated for a large housing development – how do we deal with a Neighbourhood Plan proposing to prevent the development taking place by identifying it as a valuable open space?

As mentioned above, Neighbourhood Plans and Orders must be in general conformity with the strategic policies in the development plan for the local area. It will be for the local authority and the independent examiner to decide whether the Neighbourhood Plan in question is still in general conformity with the strategic policies in the development plan if the land originally allocated for housing is used instead as valuable open space. If it is found not to be in general conformity, then the neighbourhood development plan in question would not be able to be taken forward without adjustments.

CHERWELL DISTRICT COUNCIL CONTACTS

The key contacts at Cherwell District Council for Neighbourhood Planning support are
Charlotte Morbey – on (01295) 227970 or email: charlotte.morbey@cherwell-dc.gov.uk
Adrian Colwell – on 0300 003 0110 or email: Adrian.Colwell@Cherwellandsouthnorthants.gov.uk

This page is intentionally left blank

Executive

Police and Crime Commissioner Thames Valley Police and Crime Panel

5 March 2012

Report of Head of Community Services

PURPOSE OF REPORT

To report on progress to date on the implementation of the Police Crime Commissioner (PCC) and the Thames Valley Police and Crime Panel (PCP) and to seek approval for proposed arrangements.

This report is public

Recommendations

The Executive is recommended to:

- (1) Support the offer from Buckingham County Council (BCC) to host the PCP.
- (2) Note the approach through the Chief Executives Thames Valley PCC Transition Group to work on the implementation process.
- (3) Note officer nominations on the Scrutiny Group and the Task and Finish Group.
- (4) Approve the nomination of the relevant Lead Member as the Council's representative on the Member Steering Group of the PCP.

Executive Summary

1 Introduction

- 1.1 This Executive Report provides an update and overview of progress so far in the implementation of the Police Crime Commissioner for Thames Valley. It also takes into account the proposal by BCC to host the PCP for the initial period of two years. Also included is a timetable of actions in a work programme developed by BCC.
- 1.2 The Police Reform and Social Responsibility Act 2011 places a statutory duty on local authorities to collectively establish a Police and Crime Panel (PCC) for their force area. It also introduced the new role of the Police and Crime Commissioner (PCC). PCC's will be directly elected by the public, with the elections taking place in November 2012.

- 1.3 The existing Thames Valley Police Authority will be abolished at that date. The first elections will take place on 15th November 2012, with elected Commissioners taking up office a week later.
- 1.4 Buckingham County Council (BCC) in the absence of any other expressions of interest has proposed to host the PCP for an initial period of two years. Funding of £53,500 is available to the host Authority.
- 1.5 In order to facilitate the election of the PCC and the creation of the PCP, BCC produced a business case and terms of reference for the Chief Executives Thames Valley Transition Group to work with Thames Valley Police Authority (TVPA) in the run up to the election and eventual abolition of TVPA.

Proposals

- 1.6 This report outlines key proposals for the Executive to consider. These proposals will help the Council demonstrate its continued commitment to reducing crime and disorder in the district, working with its partners, Thames Valley Police and with the PCC and includes:
 - That CDC supports the BCC proposal to host the PCP.
 - That officers represent the Council in the Thames Valley PCC Transition Group
 - That an elected member is appointed to the PCP, initially to serve on the Member Steering Group.

Conclusion

- 1.7 The Governments message is quite clear that there will be no prescriptive detail being handed down in the development of the PCC and PCP. However current guidance suggests a PCP role wider than that of light touch scrutiny. There is little guidance on how Community Safety Partnerships (CSPs) will communicate with the PCC other than the Act specifies CSPs as having a reciprocal duty to interact with the PCC. In addition the PCC has the authority to call CSPs to account where they appear to be failing.
- 1.8 In Oxfordshire the OSCP Board is developing a strategy to facilitate the PCC by creating a business plan to deliver priorities set out in the final TVPA Policing Plan and any additions created by the incoming PCC manifesto.
- 1.9 By supporting the BCC proposal it will allow the PCP to form prior to the PCC elections; vote on the co-optee members; and enable the Transition Group to create a briefing for the public and incoming PCC.

2 Background Information

- 2.1 Commissioners will be new entrants to a complex local leadership landscape and will need to work collaboratively. Collective local leadership on crime, justice and community safety will be the key to cutting crime and improving outcomes for local people

- 2.2 Police and Crime Commissioners will provide strong local leadership (underpinned by their democratic mandate) in the drive to cut crime and keep communities safe across a range of agencies and partnerships. Commissioners will need to work with other local leaders to improve outcomes for communities, and ensure that local resources are used effectively and efficiently. PCC's will have responsibility for:
- Appointing the Chief Constable and holding them to account for the running of their force
 - Setting out a 5 year Police and Crime Plan based on local priorities (developed in consultation with the Chief Constable, communities and others)
 - Setting the annual local precept and annual force budget
 - Making grants to organisations aside from the police (including but not limited to Community Safety Partnerships (CSP's))
- 2.3 The Police Reform and Social Responsibility Act 2011 puts in place a flexible framework for partnership working between the Commissioner and their community safety and criminal justice partners. This includes two interrelated, reciprocal duties to cooperate (outlined at Section 10 of the Act).
- 2.4 The community safety duty, specifies that a Commissioner must "in exercising its functions, have regard to the relevant priorities of each responsible authority", referring to the authorities named in the Crime and Disorder Act 1998 and its amendments (Probation, Health, Local Authority, Police and Fire). It further specifies that the Commissioner and responsible authorities "must act in co-operation with each other" in exercising functions conferred by the 1998 Act.
- 2.5 Commissioners will also have some specific powers in relation to community safety, which previously resided with the Home Secretary as they will be able to require a report from the responsible authorities on an issue of concern and to merge community safety partnerships with the consent of the authorities themselves. Regulations will also give Commissioners a new power to call the responsible authorities from the various community safety partnerships together to discuss issues affecting the whole police area.

Police Crime Panel

- 2.6 The Act creates a Police Crime Panel that provides the checks and balances to the PCC. The membership of the Panel in Thames Valley will be an elected member from each of the local authorities (18) with two independent members. The role of the panel is essentially scrutiny although initial papers suggest a wider role.
- 2.7 The PCP's role is to scrutinise the PCC. It will not scrutinise the Police Force as this is the responsibility of the Commissioner. Some of the Panel's functions will be to:
- Review and make recommendations on the draft Police and Crime Plan
 - Scrutinise the PCC, inviting the Chief Constable to attend before the PCP where appropriate
 - Review the PCC's appointment of Chief Exec, Chief Financial Officer and Deputy where one is appointed

- Make reports and recommendations on matters relating to the PCC
- Monitor all complaints and the informal resolution of such complaints where necessary
- Question the PCC on the annual report in a public meeting
- Veto powers on precept and appointment of Chief Constable (by 2/3rds majority)

2.8 Key benefits of the PCP are:

- It provides a formal mechanism for councillors from all local authorities across the Thames Valley to communicate directly with the Police Commissioner.
- It provides an opportunity for local authorities to influence collectively the work of the PCC. For example, the PCP will be a statutory consultee on the Police and Crime Plan.
- It will enhance public accountability and transparency on the work of the PCC. Meetings will be held in public (with the option of webcasting) and there is potential for the PCP to engage directly with the public. For example, councillors on the PCP will be representing the views of their electorate on community safety priorities and holding the Commissioner to account in the use and level of the precept (it has a formal veto power on the precept level).
- It will contribute to enhanced outcomes for residents through effective scrutiny of the objectives and targets associated with the Police and Crime Plan.

Thames Valley Chief Executives Police and Crime Commissioner Transition Group

2.9 At the Thames Valley Chief Executives meeting on the 31 January 2012, a structure was agreed that will enable governance of the partnership working required in the Thames Valley to prepare for the PCC and the establishment of a Thames Valley PCP.

2.10 Some tasks and actions were agreed in principle at the cross Thames Valley Community Safety Partnership event on 13th January 2012. These were :

- Development and sign off of Terms of Reference for the Transition Group
- Agreement on which Local Authority in Thames Valley will host the Thames Valley Police and Crime Panel. - Buckinghamshire County Council tabled a business case at the 8 February Home Office event held in Reading, proposing that as no other authority had tabled expressions of interest that they host the PCP for the initial period of two years.
- Preparation of a briefing note for prospective candidates on community safety partnership priorities which resonate across Thames Valley
- Establishment of a PCP.

In addition there was recognition of the need to:

- Establish a Task and Finish Group of Community Safety Colleagues (Comprising colleagues from Buckinghamshire, Oxfordshire, a representative from Berkshire Authorities and Probation) to draft a briefing

document on community safety, detailing the value added by CSPs and highlighting priorities, effectiveness and best practice to be signed off by this group. An officer from Community Services has been put forward.

- Establish a panel of Scrutiny colleagues from Thames Valley to develop documentation to support the constitutional issues and scrutiny arrangements for the Police and Crime Panel for agreement and preliminary sign off by this group. An officer from Law and Governance has been put forward.
 - Establish a Member Steering Group made up of one member per authority to provide the political steer for the set up of the PCP.
 - Discuss how best we can effectively engage with the PCC from the outset.
 - Determine what future engagement opportunities CSPs may have with the PCC.
 - Consider the resource being made available by the Home Office and agree what is required for Thames Valley within the confines of affordability.
- 2.11 The Transition Group will agree the proposals and processes for readiness to work with the Police and Crime Commissioner and to meet the statutory duty placed on Local Authorities in Thames Valley to establish a Police and Crime Panel.
- 2.12 The Group will ensure that any actions which require local member decisions are taken through their local authority processes in such a way as to enable this group to make decisions in a timely manner.
- 2.13 The Group will oversee the preparation of a Community Safety Partnership briefing document which:
- Identifies Community Safety priorities which resonate across Thames Valley
 - Acknowledges the role of partners in responding to crime and disorder
 - Provides examples of interventions and activities, evaluations and evidence of cost effectiveness
 - Demonstrates that priorities require different responses in different areas
 - Highlights good practice
- 2.14 The Group will publish this briefing note and make it available to members of the public and prospective PCC candidates.
- 2.15 The PCP Arrangements document will need to be signed off by the Group on behalf of the Thames Valley Local Authorities. These documents will be drafted by the TV Scrutiny Task and Finish Group. The details of the “Rules of Procedure” and the work programme of the PCP will be agreed by the Panel members at shadow meetings once the membership is confirmed.
- 2.16 The Group will also need to agree any on-going Thames Valley wide structures which may be necessary to:
- Support the hosting arrangements for the Thames Valley Police and Crime Panel
 - Maintain oversight of panel functioning
 - Promote the role of Partners and Community Safety Partnerships in supporting the Police in addressing crime and disorder issues

Time Frames

- 2.17 The Home Office has recently produced a document which highlights key milestones on the way to the election of the PCC. The deadline for establishing a PCP and agreeing a Panel Arrangements document is 1st July 2012 and Thames Valley colleagues will need to be able to inform the Home Office this has occurred. The Secretary of State has the power to impose arrangements in areas where there is failure to agree.
- 2.18 The Community Safety Priorities briefing document needs to be made public probably by the end of March 2012.
- 2.19 A Thames Valley outline timetable has been produced by BCC below:

Time Table

Action	Deadline
Agreement on lead for Hosting	Tues 8 Feb
Commence recruitment for Scrutiny Officer to support the PCP	February
First draft of panel arrangements document circulated to officer PCP group for comment	End February
HO guidance issued	March
Deadline for comments back from officer PCP group	Fri 9 March
Officer meeting held at Aylesbury to discuss arrangements paper	w/c 5 March
Revised paper sent to CEOs for consideration. This will include formal request for nominees and sign-off.	Thurs 5 April
CEO Police and Crime Commissioner Transition Group to sign-off principle arrangements for Panel	30 April
Start date for Scrutiny Officer	May
Deadline for LAs to provide written confirmation of nominees and arrangements	31 May
Shadow Panel meeting (agreement on meeting procedures/work programme)	July
Shadow Panel Meeting: Training/workshop for all members on community safety/scrutiny role	Sept/Oct 2012
First public meeting of Police & Crime Panel	Dec 2012

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 support BCC bid, including:
- BCC's proposal to host the PCP
 - That officers represent the Council in the Transition Group
 - That an elected member is appointed to the PCP, initially through the Member Steering Group
- Option Two** Not to support BCC's bid and to submit a CDC bid or support another bid from another authority

Consultations

None

Implications

Financial: There are no financial implications identified at this time. The Home Office is providing £53.3k per year to the Host Authority plus a maximum of £920 per member for expenses.

BCC is proposing to live within the resources provided by the Home Office whilst also meeting some of the on-costs for accommodation and start up. Resource requirements would be reviewed after one year.

Comments checked by Denise Taylor, Service Accountant 01295 221982

Legal: All councils in the Thames Valley are collectively responsible for demonstrating that the legal requirements for the establishment of the Police and Crime Panel are met. The Home Office requires two documents to be agreed by all councils on the Panel arrangements and Rules of Procedure. The Panel Arrangements document needs to be agreed unanimously across all councils by 1 July 2012.

One key area where collective agreement is needed is in relation to which mechanism to adopt for demonstrating that the 'balanced appointment objective' is met. This includes a requirement to demonstrate that the Panel membership overall is representative of the political make-up of the Thames Valley; geographically representative; and that members have the skills/experience necessary to discharge its functions effectively.

BCC will lead on the provision of legal advice on this matter.

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

Risk Management:

There are risks to none compliance

Comments checked by Claire Taylor, Corporate Strategy and Performance Manager, 01295 250652

Equalities

The procedure does not impact on CDC equalities policy

Comments checked by Claire Taylor, Corporate Strategy and Performance Manager, 01295 250652

Wards Affected

All

Corporate Plan Themes

A Safe and Healthy Cherwell

Lead Member

Councillor Reynolds
Deputy Leader of the Council

Document Information

Appendix No	Title
A	Police and Crime Commissioners Timeline
Background Papers	
None	
Report Author	Mike Grant, Community Safety Manager
Contact Information	01295 227989 mike.grant@cherwell-dc.gov.uk

Police and Crime Commissioners

Timeline



This page is intentionally left blank

Executive

Performance and Risk Management Framework 2011/12 Third Quarter Performance Report

5 March 2012

Report of Director of Resources and Corporate Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 October to 31 December 2011 as measured through the Performance Management Framework.

This report is public

Recommendations

The Executive is recommended to:

- (1) Note the many achievements referred to in paragraph 1.3.
- (2) 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) 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.
- (4) Identify any further performance or risk related matters for review or consideration in future reports.

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in the third 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.

For 2012/13 performance and priorities have been reviewed as part of the business and financial planning process. Performance pledges and strategic priorities have been updated and agreed at Council. These will form the basis of the 2012/13 performance management framework.

As such the 2012/13 Business Plan is attached as the final appendix (10) to this report. It brings together strategic priorities, performance pledges and budget information for the following year into a single document and is aimed at both internal and external audiences to clearly communicate the Council's priorities and the resources allocated to them.

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

- Actions are on-going to promote apprenticeships and other routes to work and education. 2 Job clubs were held in Bicester, 3 in Banbury and for the

first time, 1 in Kidlington. 1128 job seekers have been helped in 2011/12 to date.

- 107 affordable homes have been delivered in the District to-date against year-end target of 100. Miller Road young person's scheme is due to complete in February 2012 and Cassington Road, Yarnton in March.
- Bicester Town Centre: completion of the development agreement has taken place and a signed licence has been received for advanced work to be undertaken in January.
- The number of households in temporary accommodation continues to improve although the number of people approaching for assistance is still increasing. Performance is being closely monitored.

A Cleaner Greener Cherwell

- Good quarter performance (59% against target of 50%) however it is possible that the recycling rate may fall slightly short of 60% target at year end, in the range 58-59%.
- Plans to address customer satisfaction levels through the neighbourhood blitz programme, mechanical sweeper replacement and the Keep Britain tidy campaign "Love Where You Live" are being developed
- A Green apple award for the best environmental practice, was presented to Cherwell at the House of Common. It was awarded following the refurbishment of the depot producing significant reductions in CO2 emissions
- Eco Bicester: the engagement strategy has been approved and is being implemented. The Project Team (Community Liaison and Community Engagement roles) continue to ensure there are opportunities to participate in the programme working in partnership with the private

A Safe, Healthy and Thriving Cherwell

- Recreation Activators launched a new initiative 'take over' part of which is to encourage inactive pupils in the school playground to participate in positive activities. This has proved a success with 156 participants and 728 attendances.
- (All) crime levels remain down against same period last year
- All Leisure Centre usage has continued to exceed target due in the main to a mild, snow free December.
- Works to Phase 1 of the SW Bicester multi sports village continues with hedge and tree planting during December and January.

An Accessible, Value for Money Council

- An online citizen portal is being developed to allow charged services to be requested and paid for
- The average speed of answer for calls received by the Council during December was above target at 41 seconds. Q3 average speed to answer

was on target at 1minute 10 seconds

- 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:

An Accessible, Value for Money Council

- A review of complaints will be undertaken and included in the year end report to identify opportunities for organisational learning as a result of customer feedback.
 - Preventable contact: the number of face to face visits to the Council is off track with higher than expected numbers. This has an impact on costs and resource. Steps are being taken to improve telephone and online service take up and an update will be provided in the year end report.
- 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. This programme has now been replaced by the service transformation programme and a new template is attached at appendix 4 to cover this work.

Conclusion

- 1.6 In this report we show that at the third quarter the 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.
- 1.7 The report also presents the Business Plan and Council priorities for 2012/13 which will form the basis of the performance management framework in the coming year.

Background Information

2.1 Progress on issues raised in the last Executive performance review

The Executive on 6 December 2011 requested progress reports on a number of issues identified in the second 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

- The Brighter Futures in Banbury Programme

This programme reported amber in the last quarter due to a significant number of personnel changes which meant that several the lead roles were vacant. This situation has now been resolved with all but one theme lead now in place. The new theme leads have been briefed and are in the process of setting out new project plans. A number of successful events have been held this quarter and the steering group has met to review progress and grant bids for new projects.

Going forward the priority will be to sustain momentum on the refreshed projects. The theme leads are meeting in February to plan the coming years activity.

A Safe, Healthy and Thriving District

- Progress with the disabled facilities grants programme had slowed due to a decline in the rate of occupational therapy referrals. This arose from resource and staffing pressures in the social services and health sectors.

During the third quarter progress with the disabled facilities grants programme has improved following implementation of interim measures involving both Cherwell and Oxfordshire County Council. As a consequence, the referral of cases to the Council's Grants Team increased sufficiently in the last quarter (Oct-Dec) to lead us to expect that the budget of £860k can be fully allocated. We do however expect that £100k (although committed to approved mandatory grants) will not be spent by 31/3/12 and will therefore need to be carried forward into 2012-13 to cover commitments.

Factors underlying the decline in referral rates are continuing to be explored and regular, on-going liaison meetings with the county council have been scheduled.

In addition we have received notification from central government on 23/1/12 of an additional allocation of £38k for this year. Options for utilising the resulting budget are being explored.

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 despite actual cleanliness standards remaining unchanged. However in a survey on customer satisfaction levels on the feedback cards from bulky household waste collections - levels are still good at around 80%.

Plans to address customer satisfaction levels through the neighbourhood blitz programme, the replacement of the mechanical sweeper fleet and through the Keep Britain tidy campaign 'Love where you live' are being developed.

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 11 are Green, 2 Amber and one Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

Successes

- Reducing CO2 emissions: the council remains on track to deliver a 5% reduction in emissions.
- The council has delivered savings of over £1 million pounds to balance the 12/13 budget whilst maintaining a council tax freeze.
- To date the council has delivered 107 new affordable homes against a target of 100. This includes shared ownership social rent and temporary accommodation units.

Issues

- Recycling rates: at quarter 3 these are predicted to be in the range of 58-59% at year end, slightly missing the target of 60%. A number of promotional activities have taken place and the target is being kept under review. The council remains committed to strong performance in this area and will retain the high performance target for 2012/13.
- Customer satisfaction: the results of the customer satisfaction survey were reported in quarter 2. General satisfaction is slightly off track and satisfaction with street cleansing below target. Both have been retained as priorities and are reflected in the council plan for 2012/13 activities to improve customer access and activities such as neighbourhood litter blitzes should help to address the issue.

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. The budget for 2012/13 has been agreed with a council tax freeze.

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. However, a pilot survey has now taken place at the depot and a draft staff survey has been developed for implementation in the Spring.

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. Telephony and complaints performance are on track. The mystery shopping exercise has been postponed and is being re-considered in terms of costs.

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. Despite increased demand the number of households living in temporary accommodation remains low with 27 households this quarter in comparison to 32 last quarter.
- The time taken to process Housing Benefit/Council Tax Benefit new claims and change events is within target at 9.37 days against a target of 11. Performance has been strong throughout the last two quarters.
- Good progress has been made progressing the development of the Core Strategy (local plan), and consultation on developer contributions is due to commence shortly.
- Consultation on the regeneration of Bolton Road in Banbury has now been completed.

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 third quarter, building on strong performance in the first and second quarter. Planning appeals performance has also improved this quarter and is now reporting green.
- The percentage of council tax and business rates (NNDR) collected is above target for the quarter.

Issues

- Planning: major applications remains off track, performance has been reviewed by the senior management team 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 Programmes

The 'major programmes' template attached as appendix 4 replaces the Corporate Improvement and Value for Money Programme template that has previously been included as part of this report. This new template reflects the Council's ambitious improvement programme around place based regeneration and development and service transformation to deliver improvement and efficiency.

It should also be noted that the template covers both Cherwell and South Northamptonshire programmes, reflecting the shared nature of the agenda.

Successes

- The transformation programme is on track with several projects well underway including the development of a share IT service.

Issues

- The eco-Bicester project is reporting amber the quarter as plans are awaited from the developer.

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. Third quarter performance is summarised below:

Successes

- A successful 'knowing our communities event was held covering the role of the military community in Cherwell. With excellent attendance from staff, partners and councillors the event aimed to help people understand the challenges military families face accessing services and build networks between service providers and local ,military groups and communities.

Issues

- The Banbury Cohesion Group has seen reduced attendance. This is largely due to new events and opportunities that are emerging locally in particular the faith forum and the connecting communities outreach events. During the next quarter the role of the group will be reviewed.

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 six key themes:

1. Developing skills and supporting employment
2. Improving educational attainment and the aspirations of young people
3. Supporting families and early intervention
4. Improving housing and financial inclusion
5. Improving health and wellbeing
6. Supporting the development of safe and strong communities

Successes

- A young peoples' expo event attracted 175 people to Banbury College in December for support with CV writing, training and recruitment opportunities.
- The Miller Road self build project is on track and has been nominated for a national innovation award.
- A varied range of health programmes are in place including smoking cessation, support for carers, benefits advice, cancer screening and support for BME communities.

Issues

- The Brighter Futures in Banbury Programme is amber, this is due to on-going issues regarding the replacement of theme leads given recent personnel changes. Several roles have now been filled and one theme lead is outstanding.

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 allocated a large proportion of its LAA funding on a number of projects which include advisory support to older people in the cold weather and support to develop a community

land trust. The next board meeting is reviewing seven bids from various partners.

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.

23 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 third quarter.
- Risks that have improved (i.e. the impact/likelihood has decreased) in rating this quarter include: the natural environment and ICT.
- No risks have worsened (i.e. the impact/likelihood has increased) this quarter.
- Two new risks have been added to the register this quarter around managing the development of a new ICT shared service and managing the period of transition whilst the new service is implemented.
- 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.
- At their meeting in January the Accounts, Audit and Risk Committee approved a draft risk strategy for 2012/13. Subject to final amendments this will be approved at their next meeting.
- The internal audit of risk management has been completed with a finding of low risk and improvement in the management of risk from 2010/11. The area for development identified is around improving operational risk review and it has been addressed through the new risk strategy.

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 third 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

- 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 responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.
 - (4) To identify any further performance or risk related matters for review or consideration in future reports.
- Option Two** To identify any additional issues for further consideration or review.

Consultations

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

- 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, 0300 0030106
- Legal:** There are no legal issues arising from this report.
- Comments checked by Kevin Lane, Head of Law and Governance / Monitoring Officer, 0300 0030107
- 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

All

Corporate Plan Themes

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

Executive Lead Member

Councillor Nigel Morris
Lead Member for Change

Document Information

Appendix No	Title
Appendix 1	Corporate Scorecard 2011/12
Appendix 2	Corporate Plan
Appendix 3	Priority Service Indicators
Appendix 4	Major Programmes
Appendix 5	Corporate Equalities Plan
Appendix 6	Brighter Futures in Banbury
Appendix 7	Significant Partnerships
Appendix 8	Strategic, Corporate and Partnership Risks
Appendix 9	Performance – at a glance summary
Appendix 10	Cherwell District Council Business Plan 2012/13
Background Papers	
Risk Management Strategy 2012/13	
Report Author	Claire Taylor, Corporate Performance Manager
Contact Information	Tel: 0300 0030113 claire.taylor@cherwelland.southnorthants.gov.uk

Corporate Scorecard 2011/2012 : Quarter 3				Total GREEN	18	17
				AMBER	3	4
Corporate Pledges				RED	1	1
				NO DATA (N/A)	0	0
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter 2	Quarter 3	
A District of Opportunity						
Work with our partners to reduce the number of young people not in education, employment or training across the district	Strategic Planning & the Economy	Monthly	Initiatives are on-going to promote apprenticeships and other routes to work, skills and education. Job Clubs and Young Enterprise Event held during the quarter were well attended. Cherwell District Council successfully recruited 7 Apprentices who started in November on 1 year contracts.	G	G	
Deliver 100 affordable homes in the district	Regeneration & Housing (Housing)	Monthly	We have successfully delivered 107 homes to-date against the year-end target of 100. The year end projections range from worst case of 134 units and best case of 242 units with an estimate of 158 units. This unusually wide range is the result of a number of schemes due for completion in late March/early April. The first six social rent units were completed at Milton Road, Bloxham in October. The Miller Road, Banbury young person's scheme is on track for completion in February 2012 and the development at Cassington Road, Yarnton is on schedule and now in its final phase. The first four shared ownership units have been completed at South West Bicester and two further units of temporary accommodation have been secured at Merton Street, Banbury with the final eight units of the 33 provision expected by July 2012. The first tenant has moved into their home at Bryan House, Bicester and will monitor energy use for the benefit of residents of Bicester.	G	G	
Start building the new shops and cinema in Bicester Town Centre	Regeneration & Housing (Regeneration)	Monthly	Completion of the development agreement has taken place. A signed licence has been received for advanced work to be undertaken for Monday January 9th 2012. The project is now on-site.	G	G	
A Cleaner, Greener Cherwell						
Increase the household recycling rate to above 60%	Environmental Services	Monthly	Good quarter performance and seasonal targets met. However due to quarterly seasonal variations it is possible that the recycling rate may fall short of 60% target, in the range 58-59% at year end	A	A	
Maintain high levels of residents' satisfaction with street and environmental cleanliness	Environmental Services	Monthly	Customer satisfaction levels fell significantly in the annual customer satisfaction survey despite actual cleanliness standards remaining unchanged. However in a survey on customer satisfaction levels on the feedback cards from bulky household waste collections - levels are still good at around 80%. Plans to address customer satisfaction levels through the neighbourhood blitz programme, the replacement of the mechanical sweeper fleet and through the Keep Britain tidy campaign 'Love where you live' are being developed	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	Carbon emissions on track for a 5% reduction	G	G	
Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills	Environmental Services	Monthly	Plans are on track	G	G	
Deliver the Eco-Bicester demonstration projects	Strategic Planning & the Economy	Monthly	All projects are progressing or completed including Travel Behaviour Project	G	G	

Corporate Scorecard 2011/2012 : Quarter 3				Total GREEN	18	17
				AMBER	3	4
				RED	1	1
				NO DATA (N/A)	0	0
Corporate Pledges				Quarter 2	Quarter 3	
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter 2	Quarter 3	
A Safe, Healthy and Thriving District						
Continue to provide a wide range of recreational opportunities and activities for young people across the district.	Community Services (Leisure)	Monthly	Recreation Activators launched a new initiative 'take over' part of which is to encourage inactive pupils in the school playground to participate in positive activities. This has proved a success with 156 participants and 728 attendances in December	G	G	
Work with partners to maintain already low levels of crime in the district	Community Services (Community Safety)	Monthly	All crime still down on last year	G	G	
An Accessible Value for Money Council						
Secure savings of at least £1m to help meet the reduction in our government funding.	Finance & Procurement (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	Transformation (Performance)	Monthly	Monthly publication continues	G	G	
Maintain high levels of customer satisfaction with our services	Transformation (Performance)	Quarterly	Performance just off track 68% in comparison with 73% last year	A	A	
Improve access to our services by increasing online payment and appointment options	Finance & Procurement (I T)	Monthly	An online citizen portal to allow charged services to be requested and paid for is being developed	G	G	
Corporate Scorecard						
Financial Performance						
Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Finance & Procurement (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 & Procurement (Finance)	Monthly	Projected to be on target at year end. Slippage of capital projects into 12/13 to be detailed in Q3 report to the Executive.	G	G	
Human Resources						
Staff turnover (voluntary leavers)	Transformation (H R)	Quarterly	Number of voluntary leavers remains low - only 8 during the quarter.	G	G	
Number of days lost through sickness	Transformation (H R)	Quarterly	Well within target - 4.06 days for period 01 Apr 2011 to 31 Dec 2011. (57% short term sickness and 43% long term sickness).	G	G	
Organisational Resilience / Staff Satisfaction	Transformation (H R)	Quarterly	Options for staff satisfaction survey being developed and Depot survey completed as pilot.	A	A	
Customer Services						
Speed of response to telephone calls	Community Services (Customer Services)	Monthly	In December the answer time was 41 seconds - above target Q3 - Performance for October to December was just of target at 1 minute 10 second.	G	G	
Achieve above average performance in a nationally comparative telephone mystery shoppers survey	Community Services (Customer Services)	Monthly	Mystery shopping exercise postponed so that savings can be considered.	G	A	

Corporate Scorecard 2011/2012 : Quarter 3				Total GREEN	18	17
				AMBER	3	4
				RED	1	1
				NO DATA (N/A)	0	0
Corporate Pledges				Quarter 2	Quarter 3	
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter 2	Quarter 3	
Complaints	Community Services (Customer Services)	Monthly	In December 12 complaints and 3 Ombudsman complaints were received. 12 Stage 1; 3 Ombudsman. Complaints breakdown by service : Amenity Services x 2; Benefits x 1; Council Tax x 2; Development Control & Major Development X 2 Environmental Services X 1; Planning X 1; Urban & Rural X 3 Ombudsman breakdown by service: Urban & Rural X 3	G	G	

**Corporate Plan
2011/2012 Action Plan : Quarter 3**

Cherwell: A District of Opportunity	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Work with partners to tackle disadvantage in the District			
Support vulnerable residents through challenging economic times	G	G	The Banbury Citizens Advice Bureau has been awarded the Cherwell wide contract by Cherwell District Council following the recent commissioning exercise to provide strategically relevant advice, volunteer and car driving schemes. Transitional arrangements are now a priority for officers
Support local people into work by helping another 1000 local people at our Bicester and Banbury Jobs clubs	G	G	Target reached with 1,128 job seekers helped to date in 2011-12. In December, two job clubs were held in Bicester, three in Banbury (including a Young People's Special) and - for the first time - one in Kidlington's library. 243 people supported in December.
Deliver the Brighter Futures in Banbury programme	A	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.
Balance economic development and housing growth			
Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships	G	G	<p>In 2011/12 to-date, 54 Cherwell residents have received one-to-one advice on starting their own business through our Oxfordshire Business Enterprises (OBE) service. Loans are being awarded to viable small businesses turned down by banks through Fredericks Oxfordshire. This fund was established in 2011 with the help of Cherwell District Council's Economic Development Service and has already helped two businesses in Cherwell. In December, 5 further detailed business enquiries were dealt with in support of indigenous businesses growth or potential inward investment. Cherwell Business Awards, led by CDC with support and sponsorship from the private sector, is being organised to promote the District's successful businesses and encourage further success. Environment and Innovation Awards are also being organised with local partners.</p> <p>Arrangements for the Banbury in Business (March 2012) Summit are again underway. A Banbury Town Centre Working Group was held to identify ways to improve the town centre economy, also to be explored in Bicester.</p>

**Corporate Plan
2011/2012 Action Plan : Quarter 3**

Develop a robust and locally determined planning framework

Develop a clear long term local development framework for the district	A	A	
Prepare an updated policy for developer contributions and deliver at least £1million funding for infrastructure improvements	G	G	The proposed submission Core Strategy, including a framework for infrastructure provision, is scheduled to be presented to the Executive in April. Consultation on a draft Planning Obligations Supplementary Planning Document (SPD) is expected to commence in March 2012. The SPD will then be reviewed taking into account the comments made and will be completed alongside the Core Strategy.
Protect and enhance the quality of the built environment	G	G	Progressing well and on track

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 Supplementary Planning Document 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	Cherwell District Council has been out to public consultation on proposed masterplan and Supplementary Planning Document for Bolton Road. Consultation closed 2 December 2011. Analysis of the findings is ongoing and decisions to be made in light of the findings.

A District of Opportunity : Performance Indicators

	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Quarter 3 Actual	Quarter 3 Target	Quarter 3 Performance	Comment
Deliver 500 new homes including through planned major housing projects. (NI154 Net additional homes provided)	110.00	125.00	R	53.00	125.00	R	Very low completions (53) recorded in Q3 reflecting national housebuilding conditions. The total for 11/12 so far is now 195. The 2011 Annual Monitoring Report 2011 presented to the Executive in Dec 11 reported a low supply of deliverable housing sites. An updating report is scheduled to be reported to the Executive in February.
NI 156 Number of households living in temporary accommodation	32	33	G	27	33	G	Improved performance is due to the targeting of social housing nominations. The number of people approaching for assistance are still increasing, targets are to be closely monitored.
Housing advice: repeat homelessness cases	0	3	G	0	4	G	Effective homelessness prevention continues to keep the number of cases of repeat homelessness at 0.
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	8.48	11	G	9.37	11	G	Performance continues ahead of target

**Corporate Plan
2011/2012 Action Plan : Quarter 3**

A Safe, Healthy and Thriving Cherwell	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Work with partners to support the development of safe and thriving local communities and neighbourhoods			
Improve the condition of homes in the district to make them safer and healthier	G	G	Serious hazards were resolved in 10 premises during December and less serious hazards at a further 4. 3 premises achieved the Decent Homes standard. 27 homes were insulated in Bicester through the £49 deal and 25 in the rest of Cherwell under the £99 scheme.
Change in the number of Anti-Social Behaviour (ASB) cases	G	G	At beginning of Q3, 6 Medium Risk cases were open and 7 further cases were recorded during the quarter. Of these 13 cases, 10 have been closed, 1 reclassified from ASB to Crime and 2 carry over to Q4. Only 1 High Risk case was recorded and this was also reclassified to Crime. No new cases, medium nor high risk were recorded during December
Support the local community, voluntary and not for profit sectors to play an active role in the district			
Work with the local voluntary sector to provide advisory services for the local community	G	G	The Banbury Citizen's Advice Bureau has been awarded the Cherwell wide contract by Cherwell District Council following the recent commissioning exercise to provide strategically relevant advice, volunteer and car driving schemes. Transitional arrangements are now a priority for officers.
Support volunteering across the district	G	G	The Banbury Citizen's Advice Bureau has been awarded the Cherwell wide contract by Cherwell District Council following the recent commissioning exercise to provide strategically relevant advice, volunteer and car driving schemes. Transitional arrangements are now a priority for officers.
Prepare a new community development strategy to ensure the Council's work in this area provides value for money and addresses local need	G	R	Work on the Community Development Strategy is unlikely to take place until next year when we will have a clearer idea of priorities and structures. Objective will now be closed in 2011/12 Plan but incorporated in 2012/13 Business Plan
Provide good quality recreation and leisure opportunities in the district			
Make progress on the South West Bicester multi-sports village	G	G	Works to Phase 1 continues with hedge and tree planting during December/January.
Maintain current levels of visits/usage to the recently modernised district leisure centres (Spiceball (SLC), Bicester (BLC) and Kidlington (KGLC))	G	G	Usage at all 3 centres up in part due to a very mild, snow free December:- SLC Dec 2010 29,926 - Dec 2011 33,611; BLC Dec 2010 20,758- Dec 2011 27,152 ; KGLC Dec 2010 12,621 - Dec 2011 14,983
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 Cherwell District Council by Age UK Oxon. Regular monitoring and review undertaken
Secure the long term future of Banbury museum, reducing the cost for local taxpayers and maintaining access for the community	G	G	Project planning on track to deliver independent organisation to manage the Museum from April 2013

**Corporate Plan
2011/2012 Action Plan : Quarter 3**

Support improvement of local health facilities, services and standards across the district

Work to promote active and independent lifestyles amongst older people	G	G	Working with Age UK Oxon to develop new opportunities.
Support the local NHS to retain and develop health services at the Horton General Hospital	A	G	Community Partnership Network in transition to examine a range of new roles regarding communication and public engagement in North Oxfordshire across the whole health and social care sector. Horton General Hospital still a very important part of that along with new clinical commissioning arrangements and changes in social care. Still ongoing budgetary pressures at the Horton leading to ongoing service changes but based on established principles through the Better Healthcare Programme.
Continue to support new and improved health services in Bicester and the surrounding area	G	G	Shortlist of two potential bidders agreed to build a new hospital on the existing site. Invitations to tender expected to be issued early in 2012 and preferred bidder after that.

A Safe, Healthy and Thriving Cherwell : National Indicators

Page 6	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Quarter 3 Actual	Quarter 3 Target	Quarter 3 Performance	Comment
Leisure Centre usage - all centres (Spiceball, Bicester, Kidlington, Woodgreen, North Oxfordshire Academy, Cooper School)	109434	101162	G	82709	62056	G	All facilities up on 2010 position as December very mild with no snow. Spiceball Leisure Centre up by 3685 to 29,926; Bicester Leisure Centre up by 6394 to 27,152 and Kidlington & Gosford Leisure Centre up by 2362 to 14,983. this increase due in the main to an 1,868 increase in gym use, 1,110 dry side school use not previously calculated in 2010 and an increase in swimming lessons
% of nuisance cases dealt with within the prescribed timescale (maximum of 48 hours)	97.00	95.00	G	100.00	95.00	G	All service requests received during the period were responded to within the prescribed service standard timing of 48 hrs (41 individual jobs)
% of nuisance cases resolved within 8 weeks	98.00	95.00	G	100.00	95.00	G	All cases closed within the monitoring period were completed within the specified time scale of 8 weeks
Serious acquisitive crime (SAC) rate per 1,000 popn. (NI 016)	0.47	0.46	A	0.42	0.46	G	December has recorded 13 offences less than this time last year however, the overall number of incidents to date has only increased by 9.

**Corporate Plan : Quarter 3
2011/2012 Action Plan**

A Cleaner, Greener Cherwell		Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment			
Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district							
Reduce the amount of waste sent to landfill	A	A	Landfill tonnages slightly up on the same period last year - but figures have some distortion since last December collections were badly affected by snow events. However by year end landfill tonnages are likely to be broadly similar to 2010/11				
Maintain the current high levels of customer satisfaction with our recycling and waste collection services	G	G	Customer satisfaction levels still good				
Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe							
Increase the number of bring bank recycling sites in the district	G	G	New sites have been in use over the Christmas period				
Work with local communities to continue the programme of neighbourhood litter blitzes	G	G	Neighbourhood blitz event programme on track - next event 23rd- 27th January Hardwick & Neithrop				
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							
All objectives within this Theme are Corporate Pledges							
Work with partners to support the development of Eco-Bicester, creating a centre of excellence in terms of green or sustainable living							
Work with all parties to achieve an acceptable scheme on the initial 400 home development	G	G	The Project Team continues to work with all parties to to deliver the Phase 1 exemplar scheme				
Ensure there are opportunities for local people to participate in the Eco-Bicester programme	G	G	The Project Team (Community Liaison and Community Engagement roles) continue to ensure there are opportunities to participate in the programme working in partnership with the private sector				
A Cleaner, Greener Cherwell : performance indicators							
Quarterly	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Quarter 3 Actual	Quarter 3 Target	Quarter 3 Performance	Comment
Residual household waste per household	6,031	5,900	A	5,875	5,900	G	Landfill numbers slightly above expectations - possibly some fall off in the number of households recycling all their food waste

Corporate Plan : Quarter 3 2011/2012 Action Plan			
An Accessible, Value for Money Cherwell	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services			
Ensure the Council's budget is matched to strategic priorities and services are able to demonstrate they provide value for money	G	G	This is part of the 12/13 Budget process
Work with partners to reduce Council costs			
Reduce senior management costs by implementing a single shared senior management team with South Northamptonshire Council	G	G	Completed October 2011
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	Ongoing and will be built into the 2012/13 budget and monitored
Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance			
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	G	G	Consultation Programme 11/12 completed. Service based consultation is ongoing
Work to ensure we provide good customer service through the delivery of high quality and accessible services			
Maintain existing levels of satisfaction with information provided by the Council	G	G	Information is provided in a variety of formats. All communications material confirms with the Plain English Crystal Mark and takes into consideration a wide range of factors, including ethnicity, gender and geographic location.

Priority Service Indicators 2011/2012 : Quarter 3							
	Quarter 2 30/09/2011 Actual	Quarter 2 30/09/2011 Target	Quarter 2 30/09/2011 Performance	Quarter 3 31/12/2011 Actual	Quarter 3 31/12/2011 Target	Quarter 3 31/12/2011 Performance	Comment
A District of Opportunity							
NI 159 Supply of ready to develop housing sites	117.06 2010/11	100 2010/11	G 2010/11		100 2011/12		Annual Target : Data not due until March 2012.
NI 170 Previously developed land that has been vacant or derelict for more than 5 years	2.13 2010/11	0.04 2010/12	R 2010/11		30.0 2011/12		Annual Target : Data not due until March 2012.
NI 157a Processing of major applications within 13 weeks	0.00	60.00	R	0.00	60.00	R	Given the current difficult economic climate and the need to deliver growth the management approach has been to ensure sound planning outcomes (by allowing time to amend applications and negotiate planning obligations) rather than that concentrating on meeting the 13 week deadline. With low numbers of major applications, the percentage of applications processed becomes quite a volatile measure and this also makes it difficult to achieve. It should be noted that all of the applications this month involved the negotiation of Section 106 agreements and hence they all exceeded the 13 weeks target
NI 157b Processing of minor applications within 8 weeks	77.42	65.00	G	72.41	65.00	G	Excellent performance maintained
NI 157c Processing of other applications within 8 weeks	89.58	80.00	G	86.73	80.00	G	Excellent performance maintained
% Planning appeals allowed against refusal decision	33.33	30.00	R	0.00	30.00	G	The performance measure is volatile as it is based on low overall appeal numbers at present therefore each decision is impacting on the performance measure for appeals. There is no evidence of poor performance at present but this will continue to be carefully monitored. There were no appeal decisions in December.
% houses developed on previously developed land			G			R	A very low % recorded in Q3 (15%) compared to the target of 30%. This is due to the low level of completions generally in Q3 which in turn makes greenfield development at Yarnton, Bloxham and Bicester have a greater impact on the previously developed/greenfield %.
Contribute to the creation of 200 new jobs			A			A	During December, a technology business relocated to Yarnton with 50 staff with help from our Cherwell M40 Investment Partnership (CHIP) & Planning services. General monitoring showed 58 job gains and 28 losses in December 2011. Reflecting seasonal norms, the number of Job Seekers Allowance (JSA) claimants has fallen slightly over the last 3 months to 1.8% (1,617 in Nov 11), mirroring a similar fall in the 18-24 age group where 4.4% (450) of that age group are JSA claimants. 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. The economic activity rate remains strong at 82.3% (73,900). Work leading north Oxon Young Enterprise continues.
Prepare design, planning and conservation guidance documents to protect and enhance the built environment			G			G	On track - Energy Efficiency Guide was published in November and Lime and Shop fronts almost complete

Priority Service Indicators 2011/2012 : Quarter 3							
	Quarter 2 30/09/2011 Actual	Quarter 2 30/09/2011 Target	Quarter 2 30/09/2011 Performance	Quarter 3 31/12/2011 Actual	Quarter 3 31/12/2011 Target	Quarter 3 31/12/2011 Performance	Comment
A Cleaner Greener Cherwell							
CO2 reduction from Local Authority operations (NI 185)	-4.54	0.00	G	-6.00	0.00	G	Overall 6% reduction on same period 2010/11 Buildings - 4.5% reduction; Fleet emissions - 3% reduction Business mileage - 2% reduction Leisure Centres - 8% reduction
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	Information is available to all on website. Other initiatives to inform residents and businesses include:- distribution of energy efficiency and low carbon leaflets participation at evens such as swap shops roadshows across the district
NI 194i Emissions of NOx							Annual Targets: Data not due until March 2012.
NI 194ii % reduction of Nox emissions							
NI 194iii Emissions of PM10							
NI 194iv % Reduction in PM10 emissions							
Reduce the number of fly tips by 5%			A			A	Fly tips at a low levels after several years of reduction - this year the number is slightly ahead of the same period last year - however the 5% reduction maybe still achieved
A Safe, Healthy and Thriving Community							
Number of risk based food premises inspections completed	153.00	166.00	A	151.00	100.00	G	Currently on target to finish year with completion of 100% of inspections in line with statutory target of 100%. This is partly due to the temporary member of staff the team have covering due to the loss of 1FTE EHO as part of VFM review. A reduction in H&S inspections is required as HSER LAC67-2 has been revised, however this may result in pressures on the team in mid-2012 as the requirement to investigate accident has increased.
% of residents when asked feel safe being home alone after dark	90%	91%	G	90%	91%	G	Performance is comparable with last year (within statistical tolerance)
% Residents when asked say they feel safe in town centres	95%	94%	G	95%	94%	G	Performance is comparable with last year (within statistical tolerance)
Delivery of Olympic Legacy actions and events leading to 2012 and beyond			G			G	Co-ordination of projects and torch relay with partners on target
Violence Against the Person incidents per 1,000 population	0.08	2.29	G	0.07	3.43	G	Year to date Cherwell has recorded 262 less offences and a decrease of 57 this month compared to this time last year.
NI 008 Increase participation in active recreation by 1%			G			G	Delivering the Sport England initiative 'Sportivate' to increase participation in active recreation.

Priority Service Indicators 2011/2012 : Quarter 3							
	Quarter 2 30/09/2011 Actual	Quarter 2 30/09/2011 Target	Quarter 2 30/09/2011 Performance	Quarter 3 31/12/2011 Actual	Quarter 3 31/12/2011 Target	Quarter 3 31/12/2011 Performance	Comment
An Accessible Value for Money Council							
BV009 % Council Tax collected	58.17	58.00	G	86.58	85.00	G	Still ahead of target for the year
BV010 % NNDR collected	59.68	58.00	G	87.68	85.00	G	Good quarter performance and another monthly record for NDR collected by end of December
BV078a Average time for new HB/CTB claims	18.99	17.00	R	17.85	17.00	A	Slight improvement due to less ATLAS records and typical reduction in new work ahead of Christmas
BV078b Average time to process change in circumstances	7.05	13.00	G	7.64	13.00	G	Processing continues ahead of target
BV079bi.05 % HB Recovered: Overpayment	69.00	78.00	R	72.81	78.00	A	Slightly below target but a good result in December
BV079bii.05 % HB Recovered: including outstanding	22.02	20.00	G	30.92	33.00	A	Slightly down on target but a good result for December
BV079biii.05 % HB O'Pay: Written Off	2.05	3.00	G	2.96	4.00	G	Still well below the amount allowed for write off - Good result
% Invoices paid within 30 days	98.97	98.30	G	98.03	98.30	A	On tack although management changes and an increase in new users to Agresso has resulted in small delays in getting invoices authorised in a timely manner. Issue is being addressed
Deliver a council tax increase in 2012/13 which is below inflation							Commences February 2012.
% Telephone calls abandoned compared to same period last year	15.60	20.64	G	4.00	10.00	G	In December 96% of calls were answered and the average time to answer was 41 seconds Q3 -October to December 91.1% of calls were answered and the average time to answer was 1 minute 10s
90% of complaints are resolved within Stage One			G			G	In December 12 complaints and 3 Ombudsman complaints were received (12 Stage 1 and 3 Ombudsman). Complaints breakdown by service : Amenity Services x 2 Benefits x 1 Council Tax x 2 Development Control & Major Development X 2 Planning x1 Environmental Services X 1 Urban & Rural X 3 Ombudsman breakdown by service: Urban & Rural X 3

Priority Service Indicators 2011/2012 : Quarter 3							
	Quarter 2 30/09/2011 Actual	Quarter 2 30/09/2011 Target	Quarter 2 30/09/2011 Performance	Quarter 3 31/12/2011 Actual	Quarter 3 31/12/2011 Target	Quarter 3 31/12/2011 Performance	Comment
An Accessible Value for Money Council continued							
95% of all complaints that are escalated to Stage Two are resolved			G			G	In December 12 complaints and 3 Ombudsman complaints were received (12 Stage 1 and 3 Ombudsman). Complaints breakdown by service : Amenity Services x 2 Benefits x 1 Council Tax x 2 Development Control & Major Development X 2 Planning x1 Environmental Services X 1 Urban & Rural X 3 Ombudsman breakdown by service: Urban & Rural X 3
Number of complaints escalated from Stage Three to the Ombudsman			G			R	In December no stage 3 received but 3 Ombudsman complaints. Year to Date 188 complaints received: 176 Stage 1 7 Stage 2 4 Stage 3 17 Ombudsman The majority of Ombudsman complaints relate to implementation of April Parking policy with decision pending on 4 cases. Reasons being could be that that not all stage 3 complaints are being recorded or Ombudsman complaints are being made challenging legal decisions where the complaints process would not be applicable
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 is targeted through all publications, based on feedback from research.
Develop a preventable contact measure			G			G	Completed : reduce footfall in one stop shops by 50% developed
Preventable contact indicator: reduce footfall in one stop shops by 50%				16804	12730	R	Footfall has continued to fall during the quarter and appointments are now embedded. On line scanning for Housing Benefit was launched which resulted in a 78% increase in emails being received. From 1 January LinkPoints will cease to be an outlet for Dog bags which should result in a further reduction in footfall.
Average speed of answer (telephones)	1.56	2.53	G	0.41	1.10	G	In December the average speed to answer was above target at 41 seconds Q3 - October to December the average speed to answer was 1 minute 10 seconds
Car parking revenue			G	1,380,401	1,304,937	G	Above target at end of Quarter 3
% of buildings audited that are accessible	100.00	12.50	G	100.00	50.00	G	Building Control was commissioned to undertake identified Audits within 2011/12 and this is still on track.

Major Programmes 2011/12 : Quarter 3

		Quarter 3 31/12/2011	COMMENT
Place Programme			
Eco Town Bicester	Cherwell District Council	A	Plan awaited from the developer
Bicester Town Centre	Cherwell District Council	G	Project management arrangements agreed, some ground works started. Ready to start on site 31 January 2012.
Banbury Brighter Futures	Cherwell District Council	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. OCC's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation. See Appendix 6 for detail
Moat Lane	South Northants Council	G	Stage one complete, and preparations in hand for the next stage. Project Manager and Clerk of Works appointed; stage plan to be developed in Q4
Silverstone	South Northants Council	G	Solicitor currently working on draft conditions and S106. Meeting scheduled with applicant in February 2012 to confirm approach is acceptable. Current aim is to issue decision by late February/early March 2012 although progress is dependent on cooperation of applicant, legal issues/problems being raised by the Towcester South applicant and third parties who are signatories to the S106
Sustainable Urban Extensions Brackley	South Northants Council	G	Conditions and S106 have been drafted and viability testing well underway. Current aim is to issue decision by end of April 2012 but progress dependent on cooperation of applicant and third parties who are signatories to the S106
Sustainable Urban Extensions Towcester	South Northants Council	A	Viability testing underway. Key issues still need to be resolved such as the masterplan, education provision, the relief road and viability testing.
Transformation Programme			
ICT Shared Services	Cherwell District Council and South Northants Council shared	G	The business case was agreed by Joint Arrangements Steering group this quarter and the democratic decision-making process is under way and on track. Consultation with staff on a proposed structure for the shared service took place throughout December and was positively received.
Service Transformation	Cherwell District Council and South Northants Council shared	G	Planning the overall vision and associated end benefits of this programme is under way along with developing a deliverable schedule of service reviews in tandem with ICT system harmonisation. Some resilience-based small restructures/shared service implementations are under way.

Corporate Equalities Plan 2011/2012 : Quarter 3

	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Fair Access and Customer Satisfaction			
To ensure Cherwell District Council and our Partners treat the public fairly regardless of their background or way of life	G	G	<p>This quarter has shown some excellent results with the completion of four community consultation events including the Asian Forum, Disability Forum, Voluntary Organisations Forum and the Faith Forum.</p> <p>There has been continued work alongside the Bicester Garrison and Bullingdon Prison in terms of how to ensure our services are accessed fairly and equally and Q4 will see a Knowing Your Community event for Cherwell staff and it's partners based around life in the military.</p> <p>Building Control Accessibility Audit continues to be track with no issues arising.</p> <p>Housing Services are on track with their Equality Action Plan and this quarter has seen the completion of a equality Scorecard to help understand how different groups are assisted on housing needs.</p>
To improve our services to the older generation within the Cherwell district	G	G	<p>Actions are on track, and the most notable delivery in the last quarter has been the launch of "Housing choices: for older people in Cherwell" which is a guide produced jointly by Cherwell District Council (CDC) and Age UK Oxfordshire to give information about the various housing options available. Demand for the publication has been high. Also, good progress has been on the Stanbridge Hall Extra Care development of 70 units and the London Road, Bicester Extra Care development of 20 units.</p> <p>The Disabled Facilities Grant policy has been agreed and is now being implemented. In addition, CDC has led on the production of an Oxfordshire Physical Disabilities Housing Strategy which identifies the resources and management issues necessary to ensure Cherwell priorities are delivered.</p>
To ensure all our services both internal and external are accessible to all Equality Groups at a high standard	G	G	<p>Customer Service Mystery shopping exercise postponed so that savings can be considered. Further update will be provided in Q4.</p> <p>Q3 has seen the continued focus on strengthening the relationship and agreeing processes for both the armed forces and Bullingdon Prison to improve services to these communities. Once processes are up and running we will start to focus on new areas of hard to reach communities.</p> <p>Building Control was commissioned to undertake identified Audits within 2011/12 and this is still on track.</p> <p>The Housing Equality Action Plan has seen excellent progress this year to date, including the production a diversity scorecard to help understand how different groups are assisted on some housing services.</p> <p>24 compliments were received from housing customers in the last quarter. For example, one new tenant at Cassington Road, Yarnton said on the support she received from housing service: "...you were always so supportive, and professional and caring... we love our new home so much."</p>
Tackling Inequality and Deprivation			
To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	A	A	<p>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.</p>

Corporate Equalities Plan 2011/2012 : Quarter 3

	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Building Strong and Cohesive Communities			
Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement	G	A	<p>Sport/Leisure - Recreation & Sport activators - Continuing to work in areas of deprivation and hard to reach groups to support young people and integrate them into positive activities local to them. An Intergenerational partnership has been created between the Hill youth centre and the WRVS centre in Banbury to bring together young people and older people in integration projects. This partnership was launched in December 2011 and a time table of initiatives has been planned for 2012. Inclusion sports club hosted at Blessed George Napier School for young people 11-16yrs to help those young people who have learning and physical disabilities to integrate into sporting activities and clubs.</p> <p>Cohesion - The Banbury Working Cohesion Group did not meet during Q3 and has not completed a Community Newsletter. During the last two quarters there has been evidence of decline in support and interest from the Cohesion Group which will result in a review of the working group during Q4.</p>
Positive Engagement and Understanding			
To continue to increase engagement and work with young people within the district	G	G	Working within the Banbury and Kidlington Hubs.
Increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	Further progression has taken place with regards to services attending Bullingdon Prison as and when some enters or leaves the prison. Q4 will see the Cherwell's Customer Services attending open days at Bicester Garrison alongside Banbury CAB and futures talks regarding themed events such as supporting the elections team to increase the amount of military personnel access their vote by taking this service to them.
Raise internal awareness of diversity within our community	G	G	Bicester Garrison to talk to Cherwell Staff regarding military forces during Q4. Customer Services to attend training with Lexicon to further their understanding with regards to providing an excellent service for the deaf community.
Demonstrating Our Commitment to Equality			
Review and publicise all documentation in line with government framework	G	G	All Cherwell documents are correct and in line with the additional Equality Act 2010 Public Sector Duty.
Review achieving standard to research and develop improvement programme	G	G	During Q3 Scrutiny received an Area's of Improvement Action Plan resulting from the 'Achieving' Self Assessment. This document has been published and will be monitored via the Corporate Equality Steering Group.
Ensure staff and services promote and embed equality into their work	G	G	Continued success of the corporate Fair & Aware Training. Q3 has seen the completion of the Cultural Awareness Course. Training Dates start during Q4. No further update with regards to E-learning package.
All EIA's and Equality documents to be reviewed by the Corporate Equality and Diversity Steering Group	G	G	Learning & Development Manager to provide breakdown of training attendance to each Corporate Equality Meeting to enable to the group to task directorates with increasing placement fulfilment.

Brighter Futures in Banbury Programme 2011/12 : Quarter 3

	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Employment Support & Skills			
Improve skill levels and educational attainment	G	G	The theme-leads for the Brighter Futures in Banbury programme have changed and new projects are being developed in association with partners in Cherwell and with the Oxfordshire Skills Board.
Improve employability, focusing particularly on young people	G	G	Young People's Expo event attracted 175 young people to Banbury College in December, helping with c.v. writing, training courses and other support including the Prince's Trust and Talking Space. Employers seeking to recruit included Paintbox, Wilkinsons, the Army and the Fire Service. Feedback from the youngsters was mixed but on the whole good. More employers & recruitment agencies would have been welcomed, especially as the feedback from all those with stands was very positive. Further events with Job Centre Plus and other partners are being developed.
Early Years, Community Learning & Young Peoples Attainment			
Improve educational attainment through better skills in literacy / maths and more effective family engagement	A	A	Awaiting update due to appointment of new Theme Lead. Objectives being redefined.
Financial Inclusion & Housing			
Improve financial situations, addressing debt and financial exclusion	G	G	The Banbury Citizens Advice Bureau has been awarded the Cherwell wide contract by Cherwell District Council following the recent commissioning exercise to provide strategically relevant advice, volunteer and car driving schemes. Transitional arrangements are now a priority for officers.
Good quality mixed housing, affordable for all income levels, and set in a well-managed environment	G	G	Excellent progress has been made on the Miller Road young persons housing scheme in Banbury, which is scheduled for completion in February 2012. The scheme has been shortlisted by the Local Government Chronicle for the 2012 local government awards in the category of innovation.
Good access to amenities, including shops, health centres and leisure facilities	G	G	Cherwell District Council's Regeneration and Housing are represented on the ongoing Brighter Futures in Banbury meetings and can pick up any issues associated with access to amenities.

Brighter Futures in Banbury Programme 2011/12 : Quarter 3

	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Health & Wellbeing			
Improve life expectancy with improved overall health and well-being	G	G	Several programmes in place to improve health & well being: NHS Health Checks; Smoking Cessation initiatives; alcohol initiatives; support for carers; benefits advice; NHS cancer screening services; support for BME communities.
Reducing the clear inequality gaps with low life expectancy	R	R	This is an overall, long term target of the programme. Trends in data will be monitored and reported at appropriate, timely intervals.
Reducing high rates of teenage pregnancy	A	A	Current data indicate that the numbers are lower, but there are still annual anomalies. Consecutive decreasing yearly rates would affirm a green status
Safe & Strong Communities			
Page 9 Provide a safer and more connected community, where residents feel socially included	G	A	<p>The cohort of offenders being managed through the integrated offender management scheme continues to show a pleasing reduction in their offending. Many now wish to engage in positive activities and work with all agencies in the criminal justice system. Features of the scheme have been adopted to focus policing activity on those suspected of their continued involvement in crime.</p> <p>Both Brighter Futures in Banbury areas show a greater drop in crime compared to the Cherwell wide average reduction of - 5.9%. There has been a big drop in reported offences of criminal damage (vandalism) and minor assaults when compared to the same period last year</p> <p>The Q3 performance shows a pleasing drop in reported anti-social behaviour. The rate of reduction is largely in line with the trend across the district and reflects the fewer number of calls received when compared to the same period last year, when the heavy snow led to more calls about low level problems.</p>
	Family Support & NEETS		
Provide support to families and young people not in employment education or training	G	G	New Theme Lead is Banbury Hub Manager. Hub actions underway and full update will be provided Q4.
Performance & Community Engagement			
Provide performance reports and Connecting Communities events	G	A	Good performance developing connecting communities events (community engagement). Performance management continues, however, given the amount of change to the programme targets and theme objectives are being reviewed.

Significant Partnerships 2011/2012 : Quarter 3			
	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Sub-Regional Partnerships			
Oxfordshire Partnership Board	G	G	Little activity during the last quarter.
Children's Trust	G	A	Now the Children & Young People's Board are part of the new Health & Wellbeing structure.
Health and Well Being Partnership Board (H&WB)	G	G	New Oxfordshire Health & Well Being Board and partnership proposals under consideration. Specific District Council roles proposed under an Oxfordshire Health Improvement Board
Environment and Waste Partnership	G	G	On track - discussions on financial arrangements and updated waste strategy underway
Oxfordshire Safer Community Partnership	G	G	Work continuing developing Oxfordshire Business plan. A Thames Valley wide conference is due to take place in Bucks mid January, which should clarify LAs response to the proposal of Thames Valley Police Authority to coordinate transition to PCC.
Stronger Communities Alliance	G	G	The Banbury Citizen's Advice Board has been awarded the Cherwell wide contract by Cherwell District Council following the recent commissioning exercise to provide strategically relevant advice, volunteer and car driving schemes. Transitional arrangements are now a priority for officers
Local Enterprise Partnerships (Oxford City Region)	G	G	
Local Enterprise Partnerships (South Midlands)	G	G	

Significant Partnerships 2011/2012 : Quarter 3			
	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
Cherwell-specific Partnerships			
Cherwell Local Strategic Partnership	G	G	50% of Local Area Agreement Funding money has been allocated. Further bids to be received by the Local Strategic Partnership Board during February 2012
Cherwell Safer Community Partnership	G	G	Primary Care Trust (PCT) still unable to commit to partnership. North Oxon magistrates should be attending meetings from March 2012. New Local Policing Area (LPA) Commander in post and attended full Council with Chief Constable in December. Interesting topics for Chief were Civil Parking Enforcement and night time economy issues linking to violence.
Cherwell M40 Investment Partnership (CHIP)	G	G	Day-to-day working continues through the Council's CHIP service with businesses and the property, training & employment sectors. Actions included the following: On-going help to site owners, businesses and investors to enable further investment at Banbury's strategic investment site (Origin/Network 11). Firstline and Crompton Technology expected completion in April and July 2012 respectively. Assisted the improvement of older industrial premises in Bicester in liaison with a new owner. Joined 5 local businesses at the Engineering Show at NEC in November 2011 to promote further (supply chain) investment in Cherwell. Promoted the Begbroke Transfer event on 2 November 2011 to help all
Banbury Town Centre Partnership	G	G	
Bicester Vision	G	G	
Kidlington Village Centre Management Board	G	G	Attendance by Head of Service arranged for future Board meetings.
Homelessness Strategy Partnership	G	G	Membership and direction for this is to be reviewed within the context of the new housing strategy.
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	Excellent progress has been made on the Miller Road, Banbury, young persons housing scheme, which is scheduled for completion in February 2012. The scheme has been shortlisted by the Local Government Chronicle for the 2012 local government awards in the category of innovation.
NW Bicester Strategic Delivery Board	G	G	The Eco Bicester Strategic Delivery Board continues to meet quarterly to progress the delivery of the Eco Bicester project. The next meeting of the Strategic Delivery Board is the 26th January 2012.
Banbury Brighter Futures	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



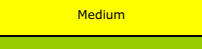




Risk Register 2011/2012 : Quarter 3

Risk Heading	Owner	Description	Quarter 2 30 Sept 2011				Controls	Quarter 3 31 Dec 2011				Direction of Travel	Comments this quarter
			Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
Strategic Risks													
RS01 Deprivation & Health Inequalities	Ian Davies	The risk in not breaking the cycle of deprivation and addressing inequalities across the District is that the life opportunities of residents in the greatest need will not be improved. As a result the reputation of the Council will suffer. The risk is particularly acute in areas such as the Neithrop, Ruscote and Grimsbury wards in Banbury where there is a high level of deprivation as measured by the Government's indices of multiple deprivation.	High Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> RS.01a Long term approach to support (people/communities) as many issues can only be addressed so RS.01b Multi agency action with clear and common objectives RS.01c Additional funding from Government grants to supplement current resources RS.01d LSP focus on Brighter Futures in Banbury programme RS.01e Contingency fund made available in CDC budget RS.01f Programme co-ordination role in place RS.01g Quarterly performance management in place 	High Medium 12	A !	Medium 9	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. OCC's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation
RS02 Bicester Eco Town	Calvin Bell	The risks are that national and local policy support and resources will be inadequate to support the development of the NW Bicester Eco-Town. As a result the Council may fail to fully exploit the Eco-Town as an opportunity to develop a centre of excellence in terms of sustainable living.	High 16	R	Medium 9	A	<ul style="list-style-type: none"> RS.02a Planning policy development through Local Development Framework RS.02b Eco Bicester Town Project plan & related partnerships with private/public sector partners RS.02c Dedicated Project Team 	High 16	R	Medium 9	A	➡	
RS03 Local Development Framework	Adrian Colwell	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 16	R	High Medium 12	A !	<ul style="list-style-type: none"> RS.03a Liaison with CLG regarding appropriate procedures RS.03b Take legal advice as necessary, to further inform our position RS.03c Ask our MP to raise questions to Govt. Ministers if clarity is required on Localism Bill RS.03d Engage in public consultation on new population figures that informs emerging Core Strategy RS.03e Work with LDF Advisory Panel in formulating revised policies & Councillor involvement 	High 16	R	High Medium 12	A !	➡	
RS04 Economic & Social Changes	Adrian Colwell	The risk is that the Council does not identify and respond to general economic and social changes and as a result would not fulfil its role as a community leader and a provider of top quality services driven by a clear understanding of community and individual needs.	High 16	R	High Medium 12	A !	<ul style="list-style-type: none"> RS.04a Service and financial planning process RS.04b Sustainable Community Strategy, Economic Development Strategy, related partnership activities RS.04c Service specific plans & strategies 	High 16	R	High Medium 12	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	R	High Medium 12	A !	<ul style="list-style-type: none"> RS.05a Support to the PCT in challenging ORHT proposals RS.05b Providing evidence of deliverability of consultant delivered services elsewhere RS.05c Gaining consensus locally that this is important RS.05d Ensuring local Councillors are briefed & engaged to play a community leadership role RS.05e Support local stakeholder group with ORHT/GP/OCC representation 	High 16	R	High Medium 12	A !	➡	Community Partnership Network in transition to examine a range of new roles regarding communication and public engagement in North Oxfordshire across the whole health and social care sector. Horton General Hospital still a very important part of that along with new clinical commissioning arrangements and changes in social care. Still ongoing budgetary pressures at the Horton leading to ongoing service changes but based on established principles through the Better Healthcare Programme
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	A !	Medium 9	A	<ul style="list-style-type: none"> RS.06a Environmental Strategy for a changing climate RS.06b Clear responsibility for delivery plans for the Environmental Strategy RS.06c Relevant delivery groups RS.06d Cherwell Climate Change Partnership 	High Medium 15	A !	Medium 6	A	✅	The Use of Natural Resources group are delivering reductions in energy use and consequently reductions in Carbon emissions. The group has support from across the organisation and consequently the risk of achieving future environmental targets is diminishing

Risk Register 2011/2012 : Quarter 3

Risk Heading	Owner	Description	Quarter 2 30 Sept 2011				Controls	Quarter 3 31 Dec 2011				Direction of Travel	Comments this quarter
			Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
Strategic Risks													
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 tend to produce increased demand on services. As the Council's income from capital reduces our dependency on interest to support revenue expenditure must also reduce and capital assets will need to be rebuilt to fund future infrastructure investments. Failure to do either will result in budgetary shortfall, service reductions, above inflation increases to council tax and lack of capital to fund future community schemes.	High 16	R	Medium 9	A	<ul style="list-style-type: none"> RS.08a Budget 2011/12 RS.08b Medium financial strategy and sensitivity analysis RS.08c Workforce planning RS.08d Dashboard - budget monitoring RS.08e Public promise of £1m cost reduction RS.08f Shared Senior Mgt team with SNDC RS.08g Executive Planning Workshops RS.08h Building Block Templates 	High 16	R	Medium 9	A	➔	
RS09 Shared Management Services with South Northamptonshire District Council	Martin Henry / Anne-Marie Scott	The risk that the shared management arrangements fail to be effectively managed and implemented and will adversely impact upon the Council's financial position and ability to balance its budget with further cutting service budgets. Other potential adverse affects include: <ul style="list-style-type: none"> Loss of key staff and declining morale Loss of organisational reputation Legal challenge Decline in organisational performance Failure of ICT system to be effectively integrated for shared management Political Change There is a comprehensive list of risks established in the development of the shared management business case and these are detailed in Appendix 6 of the business case and contain details of risk, controls and mitigations.	High 16	R	Medium 9	A	<ul style="list-style-type: none"> RS09a Joint Arrangement Steering Group and terms of reference in line with S113 agreement RS09b Steering group supported with professional legal and HR advice RS09c Steering group includes senior elected members and managers from both organisations RS09d Steering Group will provide regular reports and keep risk under review. RS09e Professional recruitment consultants appointed RS09f Communications briefings in place RS09g Business case developed and agreed RS09h Joint ICT work programme in place 	High 16	R	Medium 9	A	➔	
RS10 Managing Policy & Legislative Change	Claire Taylor	The risk that the Council fails 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. 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 partnerships.	High 16	R	Medium 6	A	<ul style="list-style-type: none"> RS.10a CIP identifies areas of emerging policy & allocates additional support via Improvement Team RS.10b CIP monitored through the PMF system monthly RS.10c CMT review policy & legislative requirements on an ongoing basis RS.10d EMT consider policy changes at regular meetings RS.10e Emerging new policy requirements entered and monitored via Risk Register 	High 16	R	Medium 6	A	➔	Risk reviewed

Page 96




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

Risk Register 2011/2012 : Quarter 3

Risk Heading	Owner	Description	Quarter 2 30 Sept 2011				Controls	Quarter 3 31 Dec 2011				Direction of Travel	Comments this quarter
			Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
Corporate Risks													
RC01 Health & Safety	Andy Preston	The risk is that a failure to comply with health and safety and welfare legislation and policies could lead to injuries and death, high sickness absence and claims and litigation against the Council.	High 20	R	High Medium 10	A !	<ul style="list-style-type: none"> rc.01a Wide range of health and safety policies and procedures rc.01b Training is given to all relevant staff undertaking manual work rc.01c Relevant safe working practice notes are issued as part of standard induction procedures 	High 20	R	High Medium 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	R	High Medium 12	A !	<ul style="list-style-type: none"> rc.02a Treasury management rc.02b Annual investment strategy complies to CIPFA code rc.02c Minimise empty properties rc.02d Budget 2011/12 rc.02e Medium term financial strategy rc.02f Asset Management Strategy rc.02g Dashboard - budget monitoring rc.02h Annual Treasury Management Strategy rc.02i Counterparty Lists 	High 16	R	High Medium 12	A !	➡	
RC03 ICT Systems	Karen Curtin	1) ICT unable to provide Disaster Recovery Services as required by the Business Continuity Plan. 2) Loss of ICT systems that would have a significant negative impact on service delivery and cause exceptional costs to the Council.	High 20	R	High Medium 12	A !	<ul style="list-style-type: none"> rc.03a 6 monthly testing of Disaster Recovery Plan rc.03b External quality assurance of architecture and implementation rc.03c Annual compliance with ISO 27001 rc.03d construction of DR Site at Thorpe Lane Depot rc.03e All IT equipment relocated to new Server Room rc.03f Reinstallation of DR line 	High 20	R	Medium 8	A	✔	Disaster Recovery arrangements under regular monitoring A Disaster Recovery test will be scheduled for Q4 with the Business Continuity Plan officer.
RC04 Equalities Legislation	Claire Taylor	The risk is the Council may be open to litigation and loss of reputation if it is not compliant with equalities legislation.	High 20	R	High Medium 12	A !	<ul style="list-style-type: none"> rc.04a Equalities scheme rc.04b Mandatory equalities training rc.04c Equalities performance monitored through PMF rc.04d Equalities Officer Support for EQIA rc.04d IDEA peer assessment planned for 2010 rc.04e Equalities steering group and communications plan rc.04f Network of consultative panels for EQIA 	High 20	R	High Medium 12	A !	➡	Risk reviewed. Must ensure service plans and budgets for 2012/13 are considered. Work to be undertaken in the final quarter of 2011/12.
RC06 Civil Emergency	Andy Preston	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 Medium 15	A !	High Medium 10	A !	<ul style="list-style-type: none"> rc.06a As a Category 1 Responder the Council has a duty to prepare and maintain an Emergency Plan rc.06b Annual testing and exercise schedule rc.06c Training to relevant staff 	High Medium 15	A !	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 FO1 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	R	Medium 9	A	<ul style="list-style-type: none"> rc.07a Single trusted data source for all decision makers rc.07b Use external trusted & reliable data source as the basis for our own information. rc.07c Internal audit programme for performance indicators rc.07d Clear Data Quality policy rc.07e Guidance issued to managers 	High 16	R	Medium 9	A	➡	Risk reviewed 2011/12 audit completed. 1 issue found and addressed through staff training.
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 Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> rc08.a Fraud Investigation Team to prevent, detect, investigate and sanction cases of fraud under the rc08.b Corporate and Benefit fraud awareness training to all staff rc08.c In-depth training, including Bribery Act to front line staff & other staff as required rc08.d Participation in the National Fraud initiative & Housing Benefits matching exercises rc08.e Application of Councils Policies (Anti-fraud & Corruption, Sanctions, Bribery) rc08.f Networking/Benchmarking arrangements with other Councils & DW&P 	High Medium 12	A !	Medium 9	A	➡	

Risk Register 2011/2012 : Quarter 3

Risk Heading	Owner	Description	Quarter 2 30 Sept 2011				Controls	Quarter 3 31 Dec 2011				Direction of Travel	Comments this quarter
			Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
RC09 Shared Information Services with South Northants Council	Karen Curtin	Restructure and increased service demand during transition may impact performance and service continuity at CDC	High 16	R	New Risk	<ul style="list-style-type: none"> rc.09a Fully policed change control to ensure all resources focus on insource work & BAU rc.09b No unnecessary change work taken on during the transition. rc.09c Recruitment of additional transition resources, specified in the business case rc.09d Strong project management to limit unforeseen events 	High 16	R	Medium 9	A	new risk		
RC10 Insource of ICT	Karen Curtin	Failure to manage the end of the existing outsourced IT contract and development of collaborative solutions with Cherwell effectively could lead to loss of key business systems and services.	High 16	R	New Risk	<ul style="list-style-type: none"> rc.10a Audit of existing (and CDC) IT estate rc.10b Contract negotiations with Capita and other suppliers. rc.10c Clear roadmap of future provision of IT services after the end of current Capita contract rc.10d Independent review of future proposed architecture (complete) rc.10e Procure new solutions as required with legal, financial, procurement input into process rc.10f Costed Business Case for consideration by Members rc.10g Regular reviews within SNC by portfolio holders rc.10h Regular review of shared service proposals by Joint Arrangements Steering Group IT Subgroup 	High 16	R	Medium 9	A	new risk		

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

Risk Register 2011/2012 : Quarter 3

Risk Heading	Owner	Description	Quarter 2 30 Sept 2011				Controls	Quarter 3 31 Dec 2011				Direction of Travel	Comments this quarter
			Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
Partnership Risks													
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 Medium 12	A !	High Medium 12	A !	<ul style="list-style-type: none"> RP.02a Partnership governance review implemented RP.02b Performance Management Framework RP.02c Develop Partnership Handbook RP.02d Management Group to support implementation of LSP decisions RP.02e Annual self assessment of performance RP.02f Ongoing review & information exchange to capitalise on emerging issues & opportunities RP02.1 Develop a Partnership Development Plan 	High Medium 12	A !	Medium 9	A	✓	Risk reviewed and membership gaps being filled currently. Risk impact has increased due to additional LAA funding that is now available to the Board. The Board has agreed a protocol 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 Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> RP.03a Bi-monthly monitoring of 4 Action Groups plans to deliver the priorities of the partnership RP.03b Quarterly reporting to Strategic Partnership meetings RP03c Monitored via Performance Management Framework 	High Medium 12	A !	Medium 9	A	➡	Risk reviewed
RP04 Local Enterprise Partnerships (Oxford City & South East Midlands)	Adrian Colwell	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 Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> RP.04a Partnership Work Programme/Forward Plan RP.04b Resource provision for Partnership work 	High Medium 12	A !	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	R	High Medium 12	A !	<ul style="list-style-type: none"> RP05.a Work with other collection authority partners to achieve greater voting power RP05.b Full partnership participation to address moved by County Council to reduce payments 	High 16	R	Medium 9	A	✓	Discussions regarding financial arrangements have commenced involving strategic directors & finance officers.
RP06 Health & Wellbeing Partnership	Ian Davies	The risk is that failure to effectively participate in and influence new county wide partnership arrangements will put CDC at risk of not meetings 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	A	Medium 6	A	<ul style="list-style-type: none"> RP06.a Strategic Director leadership role on health related issues RP06.b Participation in county-wide partnership discussions RP06.c support local stakeholder group to hold service commissioners and providers to account RP06.d Communicate the health sector changes to the wider population 	Medium 9	A	Medium 6	A	➡	New Oxfordshire H&WB Board and partnership proposals under consideration. Specific District Council roles proposed under an Oxfordshire Health Improvement Board

Page 99

Indicated by:-	
High	Requires Active Management High impact / High Probability: this risk requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
High Medium	Contingency Plans Required A robust contingency plan is required, together with early warning mechanisms to detect any deviation from the profile. Escalate upwards.
Medium	Monitoring Required This risk may require some additional risk mitigation to reduce the likelihood (if it can be done cost effectively), but good housekeeping to ensure that the impact remains low should be adequate. Monitor to identify any change in the risk.
Low	Review Periodically This risk is unlikely to require further mitigating actions, but the status should be reviewed quarterly to ensure that conditions have not changed.
➡	Risk rating stayed the same Last quarter compared to this quarter
✓	Risk rating improved Performance increased (risk rating decreased) Last quarter compared to this quarter
✗	Risk rating worsened Performance declined (risk rating increased) Last quarter compared to this quarter

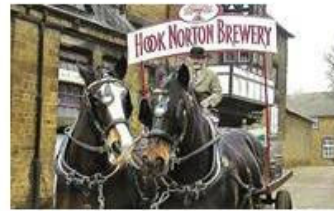
PERFORMANCE BRIEFING : SUMMARY OF PERFORMANCE AT A GLANCE DECEMBER 2011

Performance Framework	Indicators	Indicators reporting this time	Reporting Frequency	Performance (Number) Red, Amber Green				Performance % Red, Amber Green				% Performance Green/Amber	RAG Performance Green/Amber	Comments
				Red	Amber	Green	No Data	Red	Amber	Green	No Data			
Corporate Plan : Pledges	14	14	Monthly	1	2	11	0	7%	14%	79%	0%	93%	A	Red relates to residents satisfaction with street and environmental cleanliness
Corporate Plan (exc Pledges) Total	41	41	Monthly	2	3	36	0	5%	7%	88%	0%	95%	A	
<i>District of Opportunity</i>	13	13		1	2	10	0	8%	15%	77%	0%	92%	A	Red relates to delivery of 500 new homes
<i>Safe Healthy & Thriving Communities</i>	16	16		1	0	15	0	6%	0%	94%	0%	94%	A	Red relates to preparation of a new Community Development Strategy
<i>Cleaner, Greener Cherwell</i>	7	7		0	1	6	0	0%	14%	86%	0%	100%	G	
<i>Accessible, Value For Money Council</i>	5	5		0	0	5	0	0%	0%	100%	0%	100%	G	
Customer, Finance and HR Measures	8	8	Monthly	0	2	6	0	0%	25%	75%	0%	100%	G	
Priority Service Indicators Total	42	34	Monthly	4	6	24	0	12%	18%	71%	0%	88%	R	
<i>District of Opportunity</i>	9	7		2	1	4	0	29%	14%	57%	0%	71%	R	Red relates to major planning applications & % houses developed on previously developed land
<i>Safety Healthy & Thriving Communities</i>	6	6		0	0	6	0	0%	0%	100%	0%	100%	G	
<i>Cleaner, Greener Cherwell</i>	8	3		0	1	2	0	0%	33%	67%	0%	100%	G	
<i>Accessible, Value For Money Council</i>	19	18		2	4	12	0	11%	22%	67%	0%	89%	R	Reds relate to customer complaints and one stop shops footfall
Brighter Futures in Banbury	12	12	Quarterly	1	4	7	0	8%	33%	58%	0%	92%	A	
Corporate Equalities Plan	13	13	Quarterly	0	2	11	0	0%	15%	85%	0%	100%	G	
Significant Partnerships	18	18	Quarterly	0	2	16	0	0%	11%	89%	0%	100%	G	
Risks Total	21	23	Monthly	No change Q2-Q3	increase Q2-Q3	decrease Q2-Q3	no review in P+ Q/23							
<i>Strategic</i>	9	9	Monthly	8	0	1	0							
<i>Corporate</i>	7	9	Monthly	6	0	1	2new							
<i>Partnership</i>	5	5	Monthly	3	0	2	0							



DISTRICT COUNCIL
NORTH OXFORDSHIRE

Business Plan 2012/13



Introduction

Welcome to Cherwell District Council's business plan for 2012/13. This document sets out the Council's aims and objectives for the coming year, taking into account the priorities and aspirations of the communities and people who live and work here. Our business plan is based on a strategic understanding of the challenges and opportunities facing our district and consultation with local businesses and residents to determine local requirements. In 2008 we set out four priorities in our corporate strategy and improvement plan. This business plan represents the final year of that 5 year strategy.

During 2011/12 the Council has continued to deliver high quality services, new projects and innovations. Some highlights include:

- our work to support local people in times of economic hardship through our job clubs and apprenticeship schemes
- the delivery of over 100 affordable new homes in the district
- commencing work on the redevelopment of Bicester Town Centre
- working to support the voluntary sector with a new advisory and volunteering contract established with the Citizen's Advice Bureaux improving access to advice services for residents across the district
- ensuring high rates of recycling, street cleanliness and neighbourhood litter blitzes to improve the quality of our local environment

Looking forward we face many opportunities and challenges and during 2012/13 we are no less ambitious. Our capital programme outlines projects in excess of £18m which will bring direct benefit to the district; these include redevelopment in Banbury and Bicester town centres, investment in both affordable housing and sports provision within the district.

2012/13 is the third year we have frozen council tax. We have been focused in our pursuit of efficiencies, working to make savings in the way we run the Council whilst protecting frontline services. An example of this is our innovative partnership with South Northamptonshire Council where a joint Chief Executive and Senior Management Team will save the Council a total of £686,000 per year whilst maintaining our core and frontline services.

During 2012/13 we are aiming to make further efficiency savings of £800,000 and to maintain existing levels of performance across core services. This business plan outlines our performance pledges for the year, our major projects and key objectives. We remain committed to working effectively with our partners to ensure high quality services are delivered in times of financial constraint. We are also keen to use the new freedoms for local communities and public service providers to provide better and more locally determined services.

We hope you find this business plan useful, and if you have any feedback or would like to discuss the business plan in more detail please get in touch using the contact details on page 13.

Councillor Barry Wood



Leader of Cherwell District Council

Sue Smith



Chief Executive, Cherwell District and South Northamptonshire Councils

An overview of Cherwell

Cherwell District covers an area of 590 square kilometres (228 square miles) in north Oxfordshire. Named after the River Cherwell which flows through it, the District is located between London and Birmingham, at the most northern point of the South East region, where it meets the West Midlands and East Midlands. Cherwell borders Oxford City, South Oxfordshire, Vale of White Horse, West Oxfordshire, Aylesbury Vale, South Northants and Stratford on Avon Districts. The M40 passes through Cherwell and there are good rail connections to both London and Birmingham.

Approximately 137,600 people live in in the district with more than 62 per cent of the population living in the principal centres of Banbury, Bicester and Kidlington; the remainder in more than 70 smaller settlements of between 50 and 3,500 people. The majority of the District (85 per cent) is made up of attractive farmland with 14 per cent lying within the Oxford Green Belt, contributing to making Cherwell the twelfth least densely populated district in the South East.

The District also has a rich built heritage, with approximately 3,000 listed buildings and more than 50 conservation areas. The population of Cherwell increased by almost 12 per cent between 1991 and 2001 and has increased by at least 4.5 per cent since then. Growth predictions of a further 8 per cent by 2016 and a cumulative 15.6 per cent by 2026 are significantly higher than regional and national rates. Most of the recent growth has been in the towns of Banbury and Bicester and this will continue. Bicester's population is projected to grow by 13.8 per cent between 2001 and 2016. The Council is working with its partners to ensure that the levels of housing growth required across the District can be accommodated, while protecting and enhancing the character of our urban centres, villages and landscapes.

Cherwell's population's profile is changing. The 2001 Census showed that 3.9 per cent of the district's population was of non-white ethnic origin. These low numbers were generally highly dispersed, apart from high concentrations in some Banbury wards (such as Grimsbury where 10.9 per cent was of black or minority ethnic origin). 2006 estimates indicate that the non-white population has grown to 5.9 per cent overall. In 2001 7.5 per cent of the population considered themselves to belong to a group other than white British. By 2006 this had grown to 10.7 per cent. Research and experience demonstrates that this growth has come and continues to come from migrant workers from Polish and other Eastern European communities.

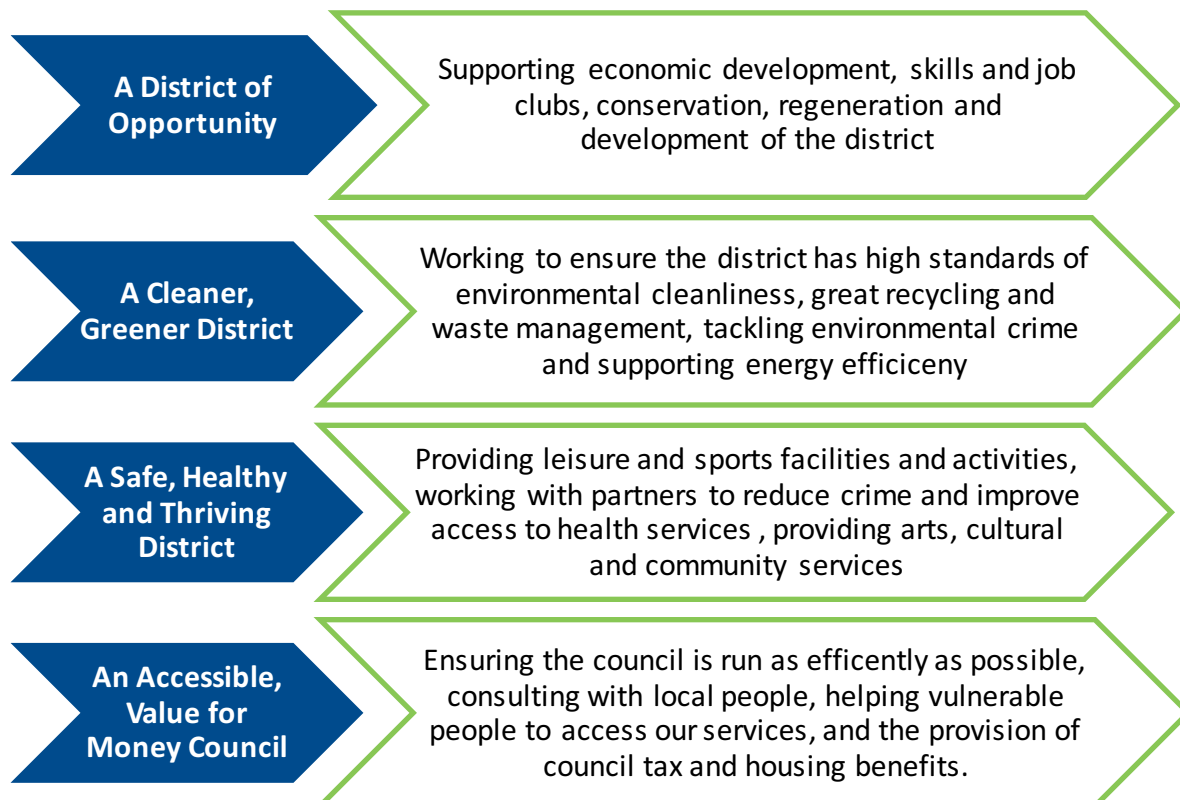
Cherwell now has the highest proportion of 0-15 year olds in Oxfordshire and there is strong demand from parents and their children for affordable activities for young people. By 2031 the population is forecast to age dramatically, with numbers in each of the over 65, over 75, and over 85 bands increasing by at least 23 percentage points above national rates, and by more than 47 percentage points for over 85s. We have to continue anticipating the future services required by our older population, building on our strong track record of ensuring the needs of older residents are met. The Council is focused on ensuring that our services are accessible to all people living in the District.

For more information about the county and district go to <https://data.oxfordshireobservatory.info/IAS/>

Council Priorities and Business Plan 2012/13

Our long term vision for the district is ambitious. Working with our partners in the public, private and voluntary sectors we are aiming to build a district with a diverse economy. We are working to secure opportunities for all, and to help grow vibrant, thriving communities connected by a sense of pride, place and purpose.

To help deliver this vision the Council has four strategic priorities. These priorities shape the work we do, our services, plans and major projects. They are outlined below:



Our business plan for 2012/13 is based around these four strategic priorities, with each having a set of key objectives, actions and targets. These are outlined in more detail on pages 5 to 8. In addition to our strategic priorities we have an ambitious programme of projects which will help to deliver long term benefits to the district. These are:

- ➔ **Eco-Bicester** delivery of the Eco-Bicester development, helping to provide an innovative and sustainable place to live and work
- ➔ **Bicester Town Centre Redevelopment** improving the retail and leisure offer in Bicester town centre
- ➔ **Banbury Brighter Futures** working to address disadvantage and health inequalities in Banbury town
- ➔ **Joint Working and Service Transformation** reducing the base cost of back office services to protect frontline and core service delivery



A District of Opportunity

Work with partners to tackle disadvantage in the District.

- Support vulnerable residents through tough times focusing on homelessness prevention and housing advice at current levels of performance
- Work with our partners to reduce the number of young people not in education employment or training across the district
- Support local people into work (job clubs and apprenticeships) and prepare for the impact of the Government reform to welfare and the benefits system
- Deliver the Brighter Futures in Banbury programme

Balance economic development and housing growth.

- Deliver 500 new homes including through planned major housing projects
- Deliver 100 affordable homes in the district
- Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships
- Progress the Community Housing Project with HCA investment partner (31 dwellings)

Develop a robust and locally determined planning framework.

- Complete a draft local development framework and submit for adoption
- Prepare an Infrastructure Plan for Cherwell District and prepare for introduction of Community Infrastructure Levy
- Secure implementation of new policy for Developer contributions
- Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments

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

- Progress the commercial development of Bicester Town Centre and consider the plans for development of the community building
- Complete a Masterplan for Bicester
- Progress Canalside regeneration & redevelopment of the Bolton Road area in Banbury.

A Cleaner, Greener District

Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district.

- Increase the household recycling rate to above 60%
- Reduce the amount of waste sent to landfill
- Maintain the current high levels of customer satisfaction with our recycling and waste collection services

Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe.

- Maintain high levels of residents' satisfaction with street and environmental cleanliness
- Work with local communities to continue the programme of neighbourhood litter blitzes

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.

- Reduce the Council's Carbon footprint by 4% (includes buildings, fleet mileage etc.)
- Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills

Work with partners to support the development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, to work and spend their leisure time in sustainable ways.

- Work with partners progress the delivery of the vision for Eco-Bicester
- Start work on site for the initial housing development at North West Bicester
- Ensure continued opportunities for local people to participate in the Eco-Bicester programme

A Safe, Healthy and Thriving District

Work with partners to support the development of safe and thriving local communities and neighbourhoods.

- Continue to provide a wide range of recreational activities and opportunities of young people across the district
- Work with partners to maintain already low levels of crime in the district
- Work with partners and businesses to support public health, safety and environmental protection

Support the local community, voluntary and not for profit sectors to play an active role in the district.

- Work with the local voluntary sector to provide advisory services for the local community
- Support volunteering across the district
- Adopt an integrated community development approach to ensure the Council's provides value for money and addresses local need

Provide good quality recreation and leisure opportunities in the district.

- Progress the South west Bicester sports pitches
- Maintain current levels of visits/usage to district leisure centres
- Establish the Trust arrangements to secure the long term future of Banbury Museum and maintaining access for the community

Support improvement of local health facilities, services and standards across the district.

- Work to promote active and independent lifestyles amongst older people
- Support the local NHS to retain and develop health services at the Horton General Hospital
- Continue to support new and improved health services in Bicester and the surrounding area

An Accessible, Value for Money Council

Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services.

- Develop and implement an effective approach to address the financial impact of Government welfare reform
- Understand and plan for the implications of the Local Government Resources Review specifically the changes to localisation of business rates and council tax benefit
- Secure savings of £800,000 taking account of the national changes to Local Government Funding
- 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.

Work with partners to reduce Council costs.

- Implement/embed shared back office systems and services to secure efficiencies
- Implement a shared ICT service
- Explore further opportunities with partners to share or provide services, thereby reducing costs or maximising income

Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance.

- Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity
- Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities

Work to ensure we provide good customer service through the delivery of high quality and accessible services.

- Improve levels of customer satisfaction with our services
- Improve levels of satisfaction with and access to information provided by the Council
- Improve access to our services and advice by increasing online payment and service options

Performance Pledges 2012/13

Every year from the key objectives and actions detailed across our strategic priorities several are highlighted as performance pledges. They are key activities that reflect local priorities and these pledges demonstrate our commitment to the delivery of important local services and new projects to help make Cherwell a great place to live. Our pledges are included within the council tax leaflet that goes to every household in the district, every quarter the Council's Executive reviews progress and in our annual report, published at the end of each financial year. For 2012/13 our pledges are:

A District of Opportunity

- Continue to support skills development, apprenticeships and job clubs in order to reduce the number of young people not in education, employment or training.
- Deliver 100 affordable homes in the district and support opportunities for self build and developing self build skills
- Continue to strengthen the leisure and retail facilities in Banbury and Bicester town centres.
- Complete the local plan as the foundation for economic growth in the district.

A Cleaner, Greener District

- Increase the household recycling rate to 60%
- Improve local residents' satisfaction with street and environmental cleanliness continuing our successful programme of neighbourhood litter blitzes.
- Reduce the Council's carbon footprint by 4% by further improving the energy efficiency of our buildings and vehicles.
- Continue to give Cherwell residents the opportunity to take advantage of low cost, discounted insulation until the new Green Deal replaces discount funding.
- Begin construction of the Eco-Bicester houses.

A Safe, Healthy and Thriving District

- Continue working with our partners to provide support to the most vulnerable individuals and families in the district.
- Support the local health sector in building a new community hospital in Bicester
- Complete the lay out of the sports pitches at the South West Bicester sports village and finalise plans for the pavilion.
- Inspire young people to take up new sporting opportunities offered throughout the district during the Olympic year.
- Work with the local police and licence holders to roll out the 'best bar none' scheme which will help make our town centres safer in the evenings.

An Accessible, Value for Money Council

- Secure savings of at least £800,000 to help meet the medium term financial deficit
- Improve levels of customer satisfaction with our services.
- Continue to improve our website, the ease of accessing our services and giving feedback online

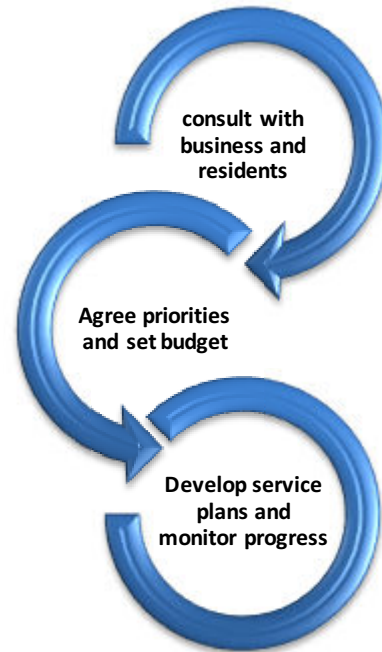
A focus on delivery

Performance, accountability and transparency

As part of our annual business planning process we follow a clear cycle. We consult with business and residents to understand local priorities, we work with our partners to agree priorities and objectives and set a budget to deliver them, finally our services develop plans to ensure we meet our commitments and we monitor and report upon our progress.

During operational service planning every staff member has a performance appraisal and is set targets and objectives to ensure they are working to meet the Council's priorities.

We report our performance on a quarterly basis and it is reviewed by the Executive. This role is undertaken by the lead Executive Member for performance and organisational change. A monthly performance briefing note is also published on our website.



Improvement and Innovation

The Council has robust plans in plans to deliver improvement and increased efficiency given the challenging national economic circumstances currently being faced.

During 2012/13 we have a transformation programme that aims to deliver savings of at least £800,000. We will achieve this through mixture of exploring opportunities for joint working with neighbouring authorities and a good example of this is our plan to develop a shared ICT service during 2012. We will also work with our suppliers to identify procurement savings, reduce our energy costs, increase the amount of our services that can be accessed online and generally improve our business processes.

As well as working to reduce our basic costs we are focused on delivering improvement through innovation. Over the last few years we have developed a number of innovative approaches and for 2012/13 some of our show case projects include development of Eco-Bicester, the Bicester town centre redevelopment and work to regenerate Bolton Road in Banbury. Our Miller Road housing project aims to improve skills for local young people and deliver self-build affordable housing, this work will continue during 2012/13 and has been shortlisted for a national innovation award by the Local Government Chronicle.

Reporting our performance

Every quarter we review our performance. The table below outlines our performance scorecard. As with any business we report on a number of measures which reflect the council's priorities and core activities. These include the performance pledges, customer feedback and resources. We also review our business plan targets, the performance of key council services, major programmes and projects and our work with commercial and voluntary sector partners.

This approach helps to ensure we monitor the performance of our whole organisation. Where we identify issues we report actions to be taken to the Executive.

Details about our performance and expenditure are published on a monthly basis and can be found on the finance and performance pages of our website. www.cherwell.gov.uk



Managing our Resources

As a result of the comprehensive spending review in 2010 it was announced that the Council would receive a 26% reduction in formula grant for the period 2011/12-2014/15. Cherwell District Council has a strong track record of delivering significant efficiency savings and since 2007/08 we have reduced our base budget by 33%. For 2012/13 we have met the challenge of setting a robust budget in line with our priorities. The revenue budget for 2012/13 is outlined below.

Revenue Budget 2012/13

Strategic Priority	2012/13 Budget £'s Net	Spend per Head of Population £	% spend by strategic priority %
A District of Opportunity.	4,225,073	30.51	32%
A Cleaner Greener Cherwell.	4,130,962	29.83	31%
A safe, healthy and thriving Cherwell.	2,546,326	18.39	19%
An accessible, value for money council	2,340,247	16.90	18%
Total Net Service Expenditure	13,242,608	95.61	
Centrally Controlled Items	1,418,691	10.24	
Total Net Expenditure	14,661,299	105.86	

Capital Budget 2012/13

The Council also has an ambitious capital programme and an aspiration to regenerate the two market town towns of Banbury and Bicester whilst not forgetting to invest adequate financial capital resources across the rest of the district for the people who live and work here. We aim to do this by delivering high quality programmes which will significantly boost the economic prosperity of the area and create much needed jobs and investment.

Cherwell District Council has a main Capital Investment Programme for 2012/13 with some schemes going up to 2014/15. The total cost of the strategy is £18.7m of which £13.7m is planned to be spent in 2012/13. The programme is funded through a mixture of grants, capital receipts and other Council resources.

Like all public sector organisations, we face challenging economic conditions. The main schemes into which the capital investment is being focused, will help to achieve better housing conditions, improved vehicles for refuse collection and recycling, and more environmentally friendly facilities for the tax payers of the district to use. The table below shows the schemes approved for the 2012/13 Capital Programme.

Capital Scheme	Profile for 2012/13	New Schemes 12/13	
		Capital Bid Scheme Title	2012/13 £000s
Bicester Town Centre Redevelopment	£5,000,000	Ferriston Roof Repairs	£18,500
Orchard Way Banbury Redevelopment	£1,100,000	Thorpe Way Roof Repairs	£10,000
South West Bicester Sports Village	£829,000	Discretionary Housing Grants	£325,000
Delegated Affordable Housing Capital Pot	£500,000	Mandatory Disabled Facilities Grant	£860,000
Bicester Pedestrianisation	£250,000	Cherwell Community Led Housing Programme	£2,333,332
Sports Centre Modernisation Programme	£249,000	District of Opportunity	£3,546,832
Old Bodicote House	£236,000	Recycling Bank Replacement Programme	£25,000
Land Claypits Lane Bicester	£187,000	Environmental Services Vehicle Replacement Programme	£425,000
Purchase of Temp Accommodation Bryant House and Edward St	£132,000	Environmental Improvements Grimsbury	£30,000
Disabled Facilities Grants	£100,000	Cleaner and Greener	£480,000
Bicester Cattle Market Car Park Phase 2	£90,000	Biomass Heating for Bicester Leisure Centre	£385,000
Dashwood Road Affordable Housing	£66,000	Energy Efficiency Projects	£80,000
A selection of additional schemes each totalling under £50,000	£310,000	ICT Infrastructure (Business Case)	£220,000
Total	£ 9,049,000	Accessible Value for Money	£685,000
Grand Total	£13.7 m	TOTAL	£4,711,832

More details about our budget can be found in the Council's budget book which accompanies this document and is available on the finance pages of our website. www.cherwell.gov.uk

Getting in touch

Throughout the year the Council provides opportunities for local people to have their say. Whether this be through customer satisfaction surveys, budget consultation, consultation on new projects and services, talking to local business organisations or feedback via our link-points or web site we are keen to listen to what people like and what needs to be improved. Our consultations are published on our one-stop consultation portal which can be found at:

<http://consult.cherwell.gov.uk/portal/>

However, if you would like to feedback back about any other matter you can do so using the contact details below.

<p>Click</p> 	<p>Consultation inbox: consultation@cherwell-dc.gov.uk</p> <p>To find and email your ward councillor: http://modgov.cherwell.gov.uk/mgFindCouncillor.aspx</p>
<p>Call</p> 	<p>The Performance and Consultation team: 01295 221575</p> <p>Customer Services: 01295 227001</p>
<p>Write</p> 	<p>The Performance and Consultation Team Bodicote House Bodicote Banbury Oxfordshire, OX15 4AA</p>

For general enquiries our contact details are via the web site www.cherwell.gov.uk or the customer service team 01295 227001.

Alternative formats

This document is available in alternative formats and languages, please contact 01295 227001:

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać. 01295 227001

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ। 01295 227001

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。01295 227001

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔
01295 227001



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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank