

**Committee:** Executive  
**Date:** Monday 18 June 2012  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

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

## AGENDA

**1. Apologies for Absence**

**2. Declarations of Interest**

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

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

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

**4. Urgent Business**

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

5. **Minutes** (Pages 1 - 12)

To confirm as a correct record the Minutes of the meeting held on 28 May 2012.

## **Strategy and Policy**

6. **Tenancy Strategy** (Pages 13 - 48)

**6.35pm**

Report of Head of Regeneration and Housing

### **Summary**

To provide Executive with a Tenancy Strategy for approval.

### **Recommendations**

The Executive is recommended:

- (1) To adopt the Tenancy Strategy (attached at Appendix A).
- (2) To agree a six month review period for the Strategy Tenancy Policy (if recommendation (1) is approved).

## **Service Delivery and Innovation**

7. **Health Sector Changes and a Response to the draft Oxfordshire Health and Wellbeing Strategy** (Pages 49 - 60)

**6.45pm**

Report of Director of Community and Environment

### **Summary**

The purposes of this report are to provide an update on local progress with the health sector reforms, to ask the Executive to respond to the Draft Oxfordshire Health and Wellbeing Strategy which is out to consultation and to provide the latest position on the Community Partnership Network (CPN) and in particular, its potential role supporting Oxfordshire HealthWatch.

### **Recommendations**

The Executive is recommended:

- (1) To note the progress on the local health sector reforms;
- (2) To endorse the Community Partnership Network engaging directly with a formative Oxfordshire HealthWatch body; and
- (3) To consider with or without amendment the proposed response to the Draft Oxfordshire Health and Wellbeing Strategy at Appendix 2

Report of Chief Executive

### **Summary**

To highlight the opportunities presented by the marketing of RAF Bicester in relation to Heritage and economic growth and to seek approval for Cherwell District Council's involvement in the project.

### **Recommendation**

The Executive is recommended:

- (1) To approve the establishment of a strategic partnership (Cherwell District Council, Bomber Command Heritage and other key agencies and interested parties) to investigate the potential of securing the site for heritage purposes, to enable the provision of an education centre and museum.

## **Value for Money and Performance**

Report of Head of Transformation

### **Summary**

This report presents the Council's annual performance review for 2011/12 as measured through the Corporate Performance Management Framework.

### **Recommendations**

The Executive is recommended:

- (1) To note that, despite tough performance targets, a challenging economic environment, and a year of unprecedented organisational change with the implementation of a joint management team shared with South Northamptonshire Council, Cherwell District Council has met or made satisfactory progress on 95.5% of the performance targets outlined in its performance management framework.
- (2) To note that the Council has delivered a challenging value for money programme. This has ensured that the pledge to reduce the Council's budget by £1 million has been met.
- (3) To note the progress in delivering the Council's strategic objectives and the summary of performance referred to in paragraphs 1.4 and 1.5
- (4) To request an update on the issues highlighted in paragraph 1.6 in the first quarter report of 2012/13.
- (5) To agree the draft Annual Performance Report (attached as appendix 10) and delegate authority to the Head of Transformation, in consultation with the

Lead Member for Performance and Customers, to make any minor changes to the document as required before publication.

**10. 2011/2012 End of Year Finance Report (Pages 133 - 164)**

**7.15pm**

Report of Head of Finance and Procurement

**Summary**

This report summarises the Council's provisional Revenue and Capital performance for the financial year 2011/2012 and reports on performance against the procurement action plan. The figures are still subject to further validation work to ensure compliance with statutory requirements and proper accounting practices.

**Recommendations**

The Executive is recommended:

- (1) To note the provisional revenue out-turn position for 2011/2012 detailed in Appendix 1.
- (2) To agree the carry forward of budget underspends within 2011/2012 to 2012/13 as detailed in Appendix 1.
- (3) To note the transfer to general fund balances as detailed in Appendix 1.
- (4) To note the continued improvement in accuracy and reliability that the Council has made in projecting the year end position through the embedding of the Corporate Dashboard.
- (5) To note the provisional capital out-turn position for 2011/2012 detailed in Appendix 2a.
- (6) To agree the balances on capital schemes which have slipped in 2011/2012 to be carried forward into the 2012/2013 capital programme as set out in Appendix 2b.
- (7) To note progress against the Councils Procurement Action plan – Appendix 3 and savings achieved Appendix 4.
- (8) To note the review of reserves undertaken by the Head of Finance & Procurement and the Lead Member for Financial Management detailed in Appendix 5.
- (9) To delegate responsibility to the Head of Finance and Procurement in consultation with the Lead Member for Financial Management to consider and implement further changes relating to all aspects of the closedown of the accounts for 2011-12 including the transfer of costs from revenue to capital, amendments of the revenue and capital budgets and implementation of a minimum revenue provision accordingly.

## **Urgent Business**

### **11. Urgent Business**

Any other items which the Chairman has decided is urgent.

### **12. Exclusion of the Press and Public**

The following reports contain exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

1 – Information relating to any individual.

2 – Information which is likely to reveal the identity of an individual.

4 – Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

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 the 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 1, 2 and 4 of Schedule 12A of that Act.”

### **13. Performance and Research Business Case (Pages 165 - 200) 7.25pm**

Exempt Report of Head of Transformation

### **14. Joint JMT (Joint Management Team) Support Service (Pages 201 - 276) 7.30pm**

Exempt Report of Director of Resources

**(Meeting scheduled to close at 7.35pm)**

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwellandsouthnorthants.gov.uk](mailto:democracy@cherwellandsouthnorthants.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 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, Democratic and Elections  
[natasha.clark@cherwellandsouthnorthants.gov.uk](mailto:natasha.clark@cherwellandsouthnorthants.gov.uk), 01295 221589

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

Published on Friday 8 June 2012

# Agenda Item 5

## Cherwell District Council

### Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 28 May 2012 at 6.30 pm

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

Councillor Ken Atack, Lead Member for Financial Management  
Councillor Norman Bolster, Lead Member for Estates and the Economy  
Councillor John Donaldson, Lead Member for Banbury Brighter Futures  
Councillor Michael Gibbard, Lead Member for Planning  
Councillor Tony Ilott, Lead Member for Public Protection  
Councillor D M Pickford, Lead Member for Housing  
Councillor Nicholas Turner, Lead Member for Performance and Customers

Also Present: Councillor Leslie F Sibley  
Councillor Tim Emptage, Leader of the Liberal Democrat Group

Apologies for absence: Councillor Nigel Morris, Lead Member for Clean and Green  
Councillor Patrick Cartledge, Leader of the Labour Group

Officers: Sue Smith, Chief Executive  
Calvin Bell, Director of Development  
Ian Davies, Director of Community and Environment  
Martin Henry, Director of Resources / Section 151 Officer  
Kevin Lane, Head of Law and Governance / Monitoring Officer  
Adrian Colwell, Head of Strategic Planning and the Economy  
Jo Pitman, Head of Transformation  
Claire Taylor, Corporate Performance Manager  
Tim Mills, Private Sector Housing Manager  
Natasha Clark, Team Leader, Democratic and Elections

#### 1 **Declarations of Interest**

Members declared interests in the following agenda items:

##### **7. Local Plan 2012.**

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

Councillor G A Reynolds, Personal, as a County Councillor due to the County Council having a land interest at Gowell's Farm.

Councillor Michael Gibbard, Personal, as a County Councillor due to the County Council having a land interest at Gowell's Farm.

Councillor Nicholas Turner, Prejudicial, as a tenant of Trinity College, at Drayton Lodge Farm, that has had land under discussion and also being leasee of Drayton Leisure Golf Centre that is adjacent to one of the sites in the Local Plan 2012.

Councillor Nicholas Turner, Personal, as a County Councillor due to the County Council having a land interest at Gowell's Farm.

Councillor Norman Bolster, Personal, as a County Councillor due to the County Council having a land interest at Gowell's Farm.

### **11. Eco Bicester: A Garden City of the Future?**

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

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

There were no petitions or requests to address the meeting.

## **3 Urgent Business**

There were no items of urgent business.

## **4 Minutes**

The minutes of the meeting held on 2 April 2012 were agreed as a correct record and signed by the Chairman.

## **5 Bicester Masterplan Update**

The Head of Strategic Planning and the Economy submitted a report which briefed members on the progress with the development of the Bicester Masterplan. The completed Masterplan would set the strategy for shaping the development of Bicester and be used to inform the determination of planning applications.

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 being made with the development of the Masterplan. Since the endorsement of the Conceptual Plan by Executive in February 2012, WYG had undertaken detailed site assessment and stakeholder engagement around the themes of employment, housing, movement and open space.

Members commended the coordinated approach being taken which took into account the various developments underway in Bicester and put limits on



growth. Members noted the considerable consultation that had been undertaken with stakeholders and commented that the forthcoming public consultation was also extremely important. The Head of Strategic Planning and the Economy confirmed that public consultation would take place in June and July. He further advised Executive that for the Bicester Masterplan to become a supplementary planning document, responses to all consultation submissions and any subsequent changes to the Masterplan would need to be reported.

In considering the Masterplan, it was highlighted that it would be important for all future planning applications relating to health provision to take into account the increasing population. Members commented that it was essential that all infrastructure was properly built in to meet the needs of the town. Members also requested that officers give consideration to the to boundary zone of RAF Bicester to ensure that the setting of listed buildings would not be affected.

Members noted that the Masterplan would be accompanied by an Action Plan which would set out how the Masterplan would be delivered and requested that this be submitted to Executive for consideration in due course.

### **Resolved**

- (1) That a presentation by WYG on progress being made with the development of the Bicester Masterplan be received.
- (2) That authority be delegated to the Head of Strategic Planning and the Economy, in consultation with the Lead Member for Planning, to make any minor changes before publication of the Bicester Masterplan (WYG presentation) for public consultation.
- (3) That officers be requested to submit a report to Executive in due course setting out how the action plan objectives will be addressed and delivered.

### **Reasons**

The Masterplan has been commissioned to examine the town and its future needs over the next 20 years. It aims to provide a clear vision for the future of the town and set a framework for the integration of new developments with the rest of the town, to ensure that opportunities for securing a stronger economy are realised.

### **Options**

- |                     |  |
|---------------------|--|
| <b>Option One</b>   | To support the continued development of the Bicester Masterplan.   |
| <b>Option Two</b>   | To support the development of the Bicester Masterplan with amendments.   |
| <b>Option Three</b> | To not support the completion of the Bicester Masterplan and 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.

## 6 **Local Plan 2012**

The Head of Strategic Planning and the Economy submitted a report which sought consideration of the Proposed Submission draft of the Local Plan 2012. Once adopted the Local Plan 2012 would replace the Local Plan 1996 and would form the basis for determining development applications in the Cherwell District.

In introducing the report, the Lead Member for Planning explained that the adoption of a 'sound' up to date Local Plan was a priority for Cherwell District Council as it would guide the growth of the District over the next 19 years.

The proposed draft Local Plan 2012 had grown out of the Draft Core Strategy (February 2010) but reprioritised policies based on up-to-date assessments of the economic, social and environmental characteristics and prospects of the district having taken the changing environment into consideration, including the economic downturn, the National Planning Policy Framework, the Localism Act 2011 and the South East Plan.

The backbone of the Local Plan 2012 was the Bicester Masterplan and emerging Banbury Masterplan. The Local Plan also included a raft of policies relating to matters such as tourism, biodiversity and green belt. The Plan recognised that delivering houses in the current economic climate would be challenging but that a 5 year land supply (plus 5%) must be provided.

The Lead Member for Planning advised that a period of public consultation would follow Executive consideration of the Proposed Submission Draft Local Plan. Following the conclusion of the consultation, the Plan would be refined and re-presented to Members for formal endorsement for submission to the Secretary of State.

In considering the report, Members acknowledged the need for the Council to have a Local Plan as it was in the interest of the district to ensure that development was not piecemeal and noted that it had to pass the Secretary of State's test of soundness and conformity. Members thanked officers for their work to date in developing the Local Plan and stated their belief that it was sound and conformed.

The Chairman provided a summary of comments he had received from other elected members for consideration by the Lead Member for Planning and officers and iterated a need for the Plan to be clear about the evidence used for rationalising proposals. The Lead Member for Planning assured the meeting that these responses and those others raised during the meeting would be considered with all the responses received during the full public consultation.

In response to Member comments, the Chairman acknowledged that not all Executive Members would support the Local Plan at this present time due to dissatisfaction with the inclusion of particular sites.

### **Resolved**

- (1) That the Local Plan 2012 be approved for public consultation.
- (2) That authority be delegated to the Head of Strategic Planning and the Economy, in consultation with the Lead Member for Planning, to make any minor changes to the document before publication for consultation.

### **Reasons**

Securing the adoption of a 'sound' up to date Local Plan for the District is a priority for Cherwell District Council as it will guide the growth of the District over the next 19 years.

Without this the District faces an imminent challenge of piecemeal development by appeal, in which Cherwell District Council would lose the ability to ensure that development takes place in the most sustainable locations and future community needs are properly planned for and maximum community gain (and mitigation) secured.

### **Options**

- |                     |  |
|---------------------|--|
| <b>Option One</b>   | To support the contents of the Local Plan 2012.                |
| <b>Option Two</b>   | To support the contents in the Local Plan 2012 with amendments |
| <b>Option Three</b> | To not support the completion of the Local Plan 2012.          |

## **7 Local Development Scheme**

The Head of Strategic Planning and the Economy submitted a report which sought approval of the Local Development Scheme (LDS). The LDS was used to project manage the production of the Local Plan and provided a programme for completion of Local Development Documents.

### **Resolved**

- (1) That the revised Local Development Scheme be approved.
- (2) That authority be delegated to the Head of Strategic Planning and the Economy, in consultation with the Lead Member for Planning, to make any minor changes to the document before publication.

## **Reasons**

The revised LDS sets out important milestones for completing the Council's Local Plan which will set the long-term vision, objectives and policies for securing development and associated infrastructure across Cherwell including the identification of strategic development sites. The approval of the LDS meets statutory requirements.

## **Options**

- |                     |   |
|---------------------|---|
| <b>Option One</b>   | To support the timetable and contents in the LDS and agree that it should be submitted to the Secretary of State and subsequently brought into effect                 |
| <b>Option Two</b>   | To support the timetable and contents in the LSD with amendments and agree that it should be submitted to the Secretary of State and subsequently brought into effect |
| <b>Option Three</b> | To not support the timetable and contents of the LDS  |

## **8 Consultation and Engagement Strategy Update 2012-2015**

The Head of Transformation submitted a report which outlined the Council's updated Consultation and Engagement Strategy performance for the period 2012 -2015.

In introducing the report, the Leader explained that the Strategy built on good practice, increased the use of electronic consultation and ensured consultation was cost effective and robust.

## **Resolved**

- (1) To note past achievements in this area as a foundation for the updated strategy and action plan.
- (2) To agree the proposed consultation and engagement strategy and action plan and request that performance is reviewed on a regular basis.

## **Reasons**

The Council has a strong track record with regards to public consultation. It includes collecting information on customer satisfaction, budget and spending priorities as well as many activities to improve customer service and accessibility.

The strategy aims to continue with this approach, to maximise the use of electronic consultation and ensure that local residents and stakeholders

continue to be able to feed their views into the council to help shape services and improve performance.

### **Options**

- Option One**
- (1) To note past achievements in this area as a foundation for the updated strategy and action plan.
  - (2) To agree the proposed consultation and engagement strategy and action plan and request that performance is reviewed on a regular basis.
- Option Two**
- To reject the strategy as it currently stands and request amendments.

## 9 **Participation in a Community Interest Company to Deliver the Green Deal**

The Head of Regeneration and Housing submitted a report which sought approval for the Council to become a shareholder member of a Community Interest Company established to act as a Green Deal Provider.

In introducing the report, the Lead Member for Housing reported that a free insulation scheme had started on 14 May and would run until the end of September. All Cherwell homeowners could obtain cavity wall insulation free and loft insulation will be free for homes with less than 60mm of insulation at the moment. Details on the scheme were available from the Private Sector Housing Team.

### **Resolved**

- (1) That the Council's participation as a founding, shareholder member of the proposed Community Interest Company (CIC), subject to confirmation by the Head of Finance and Procurement and the Head of Law and Governance that the terms of membership and participation are acceptable and place the Council at no financial, legal or reputational risk be authorised.

### **Reasons**

Although there is still some work to be done to establish the proposed CIC and the Green Deal Provider service, the principles are essentially straightforward. Participation should present no significant risk to the Council and the benefits of taking part as a shareholder member appear compelling. As a result, this report recommends that the Executive gives approval in principle for the Council's participation, subject to the Head of Finance and Procurement and the Head of Law and Governance being satisfied that the final terms are acceptable in both legal and financial terms.

If the Council wishes to be a shareholder in the CIC it needs to make that decision at this point so that development of the CIC can continue with the

required level of certainty and so that the necessary arrangements can be finalised in preparation for launch of the service in October.

### **Options**

**Option One**                      To agree the recommendation to participate as a shareholder member of the CIC.

**Option Two**                      To agree the recommendation with variations

**Option Three**                    To reject the recommendation.

10

### **Eco Bicester: A Garden City of the Future?**

The Head of Public Protection and Development Management submitted a report which enabled Members to consider the potential to explore garden city designation for Bicester.

### **Resolved**

- (1) That it be agreed that DCLG be contacted to explore the identification of Eco Bicester as a next generation garden city.

### **Reasons**

Through the Bicester Master Plan and Local Plan, Bicester will be identified to grow, accommodate new homes as well as substantial land for employment by 2031. With the very significant levels of growth proposed at Bicester it is important to think not just in terms of new buildings but how the town and its existing population can grow in a holistic way to accommodate the change, retaining the strengths of the existing town and addressing its current weaknesses. The Shared Vision has sought to provide this over arching vision for the town.

The Eco Town standards are helpful in identifying clear requirements for delivering sustainable new developments. However the Eco Town PPS supplement is clear that it also relied on advice that at the time of publication was provided in other planning policy statements which have now been replaced by the NPPF. In seeking opportunities for further funding for the growing town it is helpful to ensure that the local approach is consistent with government's current thinking on new development. This supports consideration of a garden cities approach in which sustainability is central, as remains the case with the NPPF.

In many ways Bicester meets many of the garden city aims. As a market town it has housing, employment and local facilities. Much development of the town has taken place in the second half of the 20th century at relatively low densities with individual gardens and significant areas of open space. Proposals to expand the town similarly seek a sustainable balance between employment, housing and open space. The NPPF provides the opportunity to

consider green belts to provide long term limits for growth in connection with large scale development designed to garden city principles.

Given the governments approach to promoting garden cities and the clear synergies with the Eco Bicester approach, that seeks to transform the town into a sustainable community of the future, it is recommended that additional branding of Eco Bicester as a next generation garden city is explored with DCLG.

### **Options**

**Option One** Explore the requirements for garden cities and explore the opportunities of identifying Eco Bicester as a next generation Garden City

**Option Two** Do not explore Garden City identification

## 11 **Member Champions**

The Head of Law and Governance submitted a report which allowed members to consider proposals to adopt a scheme for the appointment of Member Champions.

In introducing the report, the Leader explained that the Council had essentially had Member Champions in the past and noted the excellent work undertaken by Councillor Paul O'Sullivan as Older Persons Champion and Councillor Dan Sames as Younger Persons Champion. However, the roles and responsibilities had never been formalised and it was appropriate for Terms of Reference to be written down.

### **Resolved**

- (1) That the proposed Terms of Reference, subject to the inclusion of the requirement for annual reporting from Member Champions, Role Description and proposals for new Member Champions be approved.
- (2) That it be noted that the Leader, in consultation with the Deputy Leader and Chief Executive, will appoint Member Champions in due course.

### **Reasons**

The role of Member Champions complements the responsibilities of Lead Members and Committee Chairmen and enables a greater number of Councillors to be involved in the work of the Council.

Member Champions will act as an advocate or spokesperson for a specific area of the Council's business and encourage communication and positive action over the issue they represent.

## **Options**

- |                     |                                       |
|---------------------|---------------------------------------|
| <b>Option One</b>   | Accept the recommendations as drafted |
| <b>Option Two</b>   | Amend the recommendations             |
| <b>Option Three</b> | Reject the recommendations            |

## 12 **Update on Major Programmes**

The Head of Transformation submitted a report which provided an update on progress toward implementing robust governance of major change projects, following the approval by Members in January of resources to support major projects.

### **Resolved**

Subject to South Northamptonshire Cabinet resolving in similar terms:

- (1) That the amended governance structure for the Council's major projects be approved.
- (2) That the following Members be appointed to the Place Programme Board: Councillor Barry Wood (Programme Owner and Bicester Eco Town Project); Councillor Norman Bolster (Bicester Town Centre Project); Councillor John Donaldson (Banbury Brighter Futures); and, Councillor Michael Gibbard (Banbury Developments).
- (3) That the following Members be appointed to the Transformation Programme Board: Councillor Nicholas Turner (ICT Standardisation and Harmonisation) and Councillor Barry Wood (Service Transformation).
- (4) That it be agreed that the Programme Board responsibilities in respect of the Transformation Programme be absorbed into the remit of the Joint Arrangements Steering Group (JASG) and that the JASG terms of reference be varied accordingly.

### **Reasons**

This governance arrangement is intended to implement a common approach and standard based on project management methodology, to ensure that we are able to effectively plan the use of resources against corporate objectives, manage risk and drive improvement.

The establishment of the shared Programme Manager post, combined with a shared common approach to performance management and risk presents an opportunity to bring consistency to project management, which is currently lacking in both Councils.



## **Options**

- Option One** Members have already approved the general approach to maximising the effective use of scarce resource through the organisation of projects into programmes. This report seeks simply to clarify the actual arrangements
- Option Two** Options which do not require the involvement of Members have been discounted.
- Option Three** Options which do not provide transparency of delivery of major projects have been discounted

13

## **Joint Corporate Procurement Strategy and Action Plan 2012/13**

The Head of Finance and Procurement submitted a report which brought forward for Members' approval, the joint procurement strategy and action plan for 2012/13 for the council. The primary objective of the procurement strategy was to procure goods, services and works that assist in reducing service budgets in line with severe funding reduction while being fit for the purpose, meeting the needs of local people and service users, and providing value for money over their lifetime.

### **Resolved**

- (1) That the joint corporate procurement strategy and action plan for 2012/13 for the council be approved.

### **Reasons**

The joint corporate procurement strategy has a fundamental role in helping the Council reduce its services budget and protect front line services as it manages the implications of reduced government funding.

The meeting ended at 8.55 pm

Chairman:

Date:

This page is intentionally left blank

## Executive

### Tenancy Strategy

18 June 2012

### Report of Head of Regeneration and Housing

#### PURPOSE OF REPORT

To provide Executive with a Tenancy Strategy for approval.

This report is public
-----------------------

#### Recommendations

---

The Executive is recommended:

- (1) To adopt the Tenancy Strategy (attached at Appendix A)
- (2) To agree a six month review period for the Strategy Tenancy Policy (if recommendation (1) is approved).

#### Executive Summary

---

##### Introduction

- 1.1 The Tenancy Strategy provides guidance for Registered Providers (RPs) operating in the Cherwell District Council area. It sets out the Council's position on the provision of affordable housing including the use of Flexible Tenancies, Affordable Rents and the use of private sector tenancies for homeless households. This policy supports the Government's aim to make best use of housing stock, focussing support on the most vulnerable people in society. It is believed this can be achieved through greater freedom to respond to local circumstances.
- 1.2 The Localism Act 2011 introduces a duty for Local Authorities to produce a Tenancy Strategy within a year of its enactment, which means we would need to have a policy in place by November 2012. However, officers are recommending a Tenancy Strategy at this time because it is an important part of the framework for how affordable homes are provided in the District. The provision of affordable housing is already changing through the Government funding regime, channelled through the Homes and Communities Agency and it is important for the Council to work through

these changes and influence where it can at an early stage. The changes that are taking place are already beginning to impact on the business planning and product provision of Cherwell's Registered Provider partners and officers believe the strengths of recommending a Tenancy Strategy at this time outweigh any negatives.

- 1.3 Registered Providers are required to produce their own Tenancy Policy and should have regard to the Local Authority's Tenancy Strategy when writing it. However, most Registered Providers work in a range of Local Authority areas, and may find that they are being asked to meet varying requirements. Producing a Tenancy Strategy for Cherwell now increases our relative influence on partners' policies.
- 1.4 This policy provides the clarity for partners that is being sought and supports Cherwell District Council in undertaking its strategic planning. However, the document should also be subject to ongoing (as well as periodic) monitoring and review, and as part of its implementation a timetable for referral back to Executive is proposed.

### **Proposals**

- 1.5 The Tenancy Strategy is adopted by Executive.
- 1.6 The Tenancy Strategy is reviewed six months after it is adopted to take account of further Government policy changes and evidence of the effect of the policy.

### **Conclusion**

- 1.7 The Tenancy Strategy forms an important part of the Council's vision for the provision of Affordable Housing in the District and it complements the objectives within the Housing Strategy. It gives an early indication to Registered Provider partners of the Council's willingness to work within the new funding regime with new rental products, while safeguarding the interests of some of the District's more vulnerable residents.
- 1.8 The Council has received support from Registered Providers, members of the public and support agencies for providing early guidance in this area, confirming the direction of the policy.

### **Background Information**

---

- 2.1 The Tenancy Strategy includes the following policy areas:
  - Flexible Tenancies
  - Affordable Rents
  - Disposals of Registered Provider properties
  - The Housing Register
  - Using the private sector to house homeless people

## **Flexible Tenancies**

- 2.2 The Localism Act allows Registered Providers to offer their tenants fixed term tenancies, rather than the lifetime tenancies which have been offered till now. The Tenancy Strategy recommends an absolute minimum term of two years in exceptional cases, with a tenancy term of at least five years being the norm.
- 2.3 The Tenancy Strategy also outlines the exceptions to Flexible Tenancy offers as follows:
- 2.4 *Properties with adaptations* – In some circumstances, Registered Providers may offer shorter term tenancies to households where a member requires an adapted property, to improve the use of adapted properties if the household no longer require the adaptations.
- 2.5 *Specialist accommodation* – Specialist accommodation covers a range of accommodation. It includes provision for older people and people with enduring conditions which mean that they and their carers need the security of knowing that a home has been offered for life.
- 2.6 It also includes accommodation which is offered with conditions about engagement in education, training and work skills, where it may be appropriate to offer a shorter term tenancy.
- 2.7 Consultation with stakeholders showed concern that flexible tenancies should not lead to an increase in homelessness. Officers have built in recommendations that Registered Providers should engage with tenants throughout their tenancy to offer and recommend routes to improving their housing options by increasing their income. Where a tenancy is not renewed, officers expect this to be a positive outcome for the household. Issues of tenancy breach should not be dealt with through the tenancy renewal route but through the other established routes available through the Courts.
- 2.8 The policy has been amended to take account of issues arising from consultation, including
- Clear advertising of properties on the Choice Based Lettings system to give clarity of the product being offered
  - Pre-tenancy information and training offered to help applicants understand their rights and responsibilities as tenants

## **Affordable Rent**

- 2.9 The affordable rent product marks a shift by the Government away from supporting affordable housing development through (capital) grant support to increased revenue funding for Registered Providers made possible by affordable rent and other options such as conversions i.e. the re-letting of existing stock at Affordable Rents (this would not affect existing tenants unless they move to a new home). Affordable rents can apply to new build properties as well as existing stock when they become void (empty).
- 2.10 The affordable rent model is part of the agreement between the Homes and Communities Agency (HCA) and the Registered Providers who agreed their RP packages with the HCA.

- 2.11 Some consultees questioned the introduction of Affordable Rents. We have recommended that the Council accepts the Government's changes introduced in the Localism Act, because the revenue income from Affordable Rents will help make new development more viable and support Cherwell being an Investment Ready district. There would be legal challenges if the Council were to refuse to accept the introduction of Affordable Rents, which are now included in the government's definition of affordable housing.
- 2.12 The Council is recommending that Affordable Rents are set at up to 80% market rents; but that they are capped at the Local Housing Allowance levels. This has the support of both government and housing providers.
- 2.13 In order to preserve the availability of social rented properties we have requested that a minimum of one third of general needs properties are relet at social rents. The policy requires that rents of supported housing properties are set at a level where the combined rent and service charge does not exceed the Local Housing Allowance level. This may mean setting rents at well below 80% of market rents.
- 2.14 Some Consultees raised the issue of neighbours paying different rents for the same properties. This is an unavoidable result of the Affordable Rent regime, but will be mitigated by the pre tenancy work which helps applicants understand the tenancy that they are taking on and clear advertising at the point of letting.

### **Disposal of Registered Provider properties**

- 2.15 As part of their improved asset management plans, Registered Providers will consider disposing of properties which do not meet requirements such as decent homes standards. We are asking that such decisions are taken in a context where:
- The maximum amount of social housing is preserved in the district
  - The Council has the option to purchase for its community led and self build housing programme
  - The property is offered to other Registered Providers
  - Any investment funding realised is retained in the District
- 2.16 Registered Providers may also dispose of property to the existing occupier either as an outright sale or on a shared ownership basis, and as a result of consultation this has been included in the options for disposal.

### **Housing Register**

- 2.17 There have been several policy changes which affect the allocation of property and the maintenance of the Housing Register; which will require a review of the Allocations Policy. It is proposed to continue to run an open Housing Register until that review has been carried out.

### **Using the Private Sector for offers to Homeless Households**

- 2.18 The Localism Act provides the opportunity for Local Authorities to discharge

their duty to households which have been accepted as homeless and to whom a duty is owed, via an offer of suitable accommodation in the private sector. A current Department for Communities and Local Government consultation sets out proposed standards which private sector properties offered to homeless applicants must meet, and the definition of a suitable locality. The standards will cover safety of appliances and furnishings (including heating systems), the need for a valid Energy Performance certificate and an adequate, written tenancy agreement. The Council will respond to the consultation by the deadline of 26<sup>th</sup> July. The Housing Strategy covers the work that we will undertake with landlords to build up opportunities for a strong and well managed private sector. There may in future be occasions on which it is appropriate for this power is used.

## **Consultation**

- 2.19 There has been consultation with a wide variety of stakeholders including RP partners, the public, members, and agencies who give support and advice to applicants. A consultation report is provided at Appendix B

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

---

- 3.1 An early policy statement in the form of the Tenancy Strategy is required to give guidance to Registered Provider partners and customers/other partners and to allow the Council to move forward with strategic planning for the delivery of Affordable Housing in an environment where the Council's position is understood.
- 3.2 The Policy environment is fast changing and the effect of the introduction of Affordable Rent and Flexible Tenancies must be monitored to judge their effects. A review of this policy after six months is recommended.

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

<b>Option One</b>	To adopt the proposed Tenancy Strategy with a six month review period
<b>Option Two</b>	To adopt the proposed Tenancy Strategy with amendments
<b>Option Three</b>	Not to accept the proposed Tenancy Strategy

## **Consultations**

---

A wide variety of stakeholders has been consulted and is listed at Appendix B. Some examples of the consultation responses are listed below.

Registered Providers operating in Cherwell District Council	“Sanctuary welcomes a clear strategic document from Cherwell as we manage more stock with CDC than with any other LA.... this is a well thought out document that provides useful directions to us and other RP’s to develop their tenancy strategies”
Homes and Communities Agency	“An early publication of the Tenancy Strategy is welcome as it gives a framework for Registered Providers”
Agencies offering advice and support to members of the public	“This document gives a very good balance between the understandable demands from the government that housing stock be used more efficiently and the Council’s more overt support for community cohesion and school continuity” Banbury Beacon Centre
Public consultation	“I support the idea of exceptions for older people and people with enduring mental health issues and learning difficulties”

## **Implications**

---

<b>Financial:</b>	<p>The Tenancy Strategy sets out the framework to encourage inward investment into the Cherwell district by making use of affordable rent products. The policy supports the approach proposed in the Cherwell Housing Strategy of providing an environment in which the District is “investment ready” for new housing development; together with supporting residents to be “housing ready” by understanding their rights and responsibilities as tenants able to sustain a tenancy and to utilise their housing as a springboard to life and career opportunities.</p> <p>The provision of new Affordable Housing contributes to the avoidance of homelessness and the consequent expenditure on temporary accommodation</p> <p>Comments checked by Karen Curtin, Head of Finance Cherwell District Council and South Northamptonshire Council 0300 0030 106</p>
<b>Legal:</b>	<p>The Council is required through the Localism Act to produce a Tenancy Strategy.</p> <p>Registered Providers are in contract with the Homes and Communities Agency through the National Affordable Housing Programme and need this guidance from the Council.</p> <p>The Council’s new s106 and Nominations Agreements will be drawn up in the context of this policy.</p> <p>Comments checked by Richard Hawtin, Team Leader – Property and Contracts, Legal and Democratic Services 01295 221695.</p>
<b>Risk Management:</b>	There is a risk that delaying the production of the Tenancy



Strategy will impact on the business planning of Cherwell's Registered Provider partners to the detriment of delivery in the district.

This is a time of policy change in the areas of Affordable Housing and Welfare Benefits and it is important that the Strategy is frequently monitored to judge its effects

Comments checked by Claire Taylor, Corporate Performance Manager 0300 0030113

**Equalities**

This policy has benefitted from an Equality Impact Assessment, which is available on request from the Strategic Housing Team. There are positive implications for older people and people who require supported housing where the council is recommending that Lifetime Tenancies continue to be offered.

There are concerns over future affordability for households with large numbers of children and this has been addressed through the policy with a continued requirement for some social rented properties.

Comments checked by Claire Taylor, Corporate Performance Manager 0300 0030113

**Wards Affected**

---

All

**Corporate Plan Themes**

---

**A district of opportunity**  
**An accessible, value for money council**  
**A safe and healthy Cherwell**

**Executive Lead Member**

---

**Councillor Debbie Pickford**  
**Lead Member for Housing**

**Document Information**

---

<b>Appendix No</b>	<b>Title</b>
Appendix A	Tenancy Strategy
Appendix B	Consultation Report
<b>Background Papers</b>	
Equality Impact Assessment – Tenancy Strategy	
Consultation Log – Tenancy Strategy	
<b>Report Author</b>	Kate Winstanley, Strategic Housing Officer
<b>Contact Information</b>	01295 221648 Kate.winstanley@Cherwell-dc.gov.uk

This page is intentionally left blank

**Cherwell District Council**  
**Tenancy Strategy**  
*Transparent solutions serving individual and local needs*

Good quality housing provision where successful tenancies can be sustained is at the heart of Cherwell's aims to support vibrant, mixed communities and to achieve a district of opportunity.

<b>1.</b>	<b>Introduction to the Tenancy Strategy</b> .....	<b>3</b>
	o Tenancy Strategy.....	3
<b>2.</b>	<b>Vision and Objectives</b> .....	<b>3</b>
	o Flexible Tenancies.....	4
	o Affordable Rents.....	4
	o Cherwell's Housing Register.....	4
	o Homeless Duty and the Private Sector.....	5
	o Succession.....	5
<b>3.</b>	<b>Background to CDC's housing situation</b> .....	<b>5</b>
	o Population.....	5
<b>4.</b>	<b>Policy Background</b> .....	<b>7</b>
	o National.....	7
	o Local.....	8
<b>5.</b>	<b>Providing new affordable homes</b> .....	<b>8</b>
	o Delivery.....	9
	o Tenure Options – flexible tenancies.....	9
	o Specialist housing.....	11
<b>6.</b>	<b>Tenancy review</b> .....	<b>11</b>
	o At the end of a tenancy.....	11
	o Throughout the tenancy.....	12
<b>7.</b>	<b>Affordable Rents</b> .....	<b>12</b>
	o Affordability.....	12
	o Setting the level of a market rent.....	13
	o Capping the level of Affordable Rent.....	13
	o Exceptions to Affordable Rents.....	14
	o Conversions of relet properties to Affordable Rent.....	14
	o Monitoring effects of Affordable Rent.....	15
<b>8.</b>	<b>Disposals</b> .....	<b>15</b>
	o Disposal to the occupier.....	16
	o Disposal to Cherwell District Council.....	16
	o Disposal to another Register Provider.....	16
	o Open Market Disposals.....	16
<b>9.</b>	<b>Mobility</b> .....	<b>16</b>
	o Moving for employment/social and welfare reasons.....	16
	o Downsizing.....	16
<b>10</b>	<b>Housing Register</b> .....	<b>17</b>
<b>11.</b>	<b>Discharge of homelessness duty through a private sector tenancy offer</b> .....	<b>17</b>
<b>12.</b>	<b>Succession</b> .....	<b>17</b>
<b>13.</b>	<b>Governance – monitoring and reviewing the STP</b> .....	<b>17</b>
<b>14.</b>	<b>Risk</b> .....	<b>18</b>
<b>15.</b>	<b>Equalities</b> .....	<b>18</b>
	<b>Definitions/glossary</b> .....	<b>19</b>
	<b>Appendix 1 – Consultation questions</b> .....	<b>20</b>
	<b>Appendix 2 – Registered Providers with stock in Cherwell District</b> .....	<b>21</b>
	<b>Appendix 3 – Affordability and house prices in the district</b> .....	<b>22</b>

## 1. Introduction to the Tenancy Strategy

### Tenancy Strategy

The Tenancy Strategy provides guidance for Registered Providers (RPs) operating in the Cherwell District Council area. It sets out the Council's position on the provision of affordable housing including the use of Flexible Tenancies, Affordable Rents and the use of private sector tenancies for homeless households.

The Localism Act introduces a duty for Local Authorities to produce a Tenancy Strategy within a year of its enactment, which means we would need to have a policy in place by November 2012. However, Cherwell District Council is working on its Tenancy Strategy now because it is an important part of the framework for how affordable homes are provided in the District.

The Council supports the Government's aim to make best use of housing stock, focussing support on the most vulnerable people in society. We believe this can be achieved through greater freedom to respond to local circumstances. The Tenancy Strategy sets out the role for affordable homes as part of the broader housing market in Cherwell.

## 2. Vision and Objectives

Our **vision** is for good quality housing provision where successful tenancies can be sustained. This vision is at the heart of Cherwell's aims to support vibrant, mixed communities and to achieve a district of opportunity.

The Tenancy Strategy is intended to promote clarity and fairness, and to offer a guide to Registered Providers who may manage stock on a wide geographical basis as to what Cherwell District Council's vision for its residents encompasses. Cherwell District Council no longer owns any stock, having transferred its stock to two Housing Associations now both part of the Sanctuary Group.

The **objectives** of the Tenancy Strategy are:

- To provide access to decent accommodation that people can afford
- To stimulate a diverse and resilient economy
- To provide opportunities for all the community

These objectives reflect thinking within the Cherwell Housing Strategy 2012-16 and the Cherwell Sustainable Community Strategy "Our District, Our Future"<sup>1</sup>

### Scope of Cherwell's Tenancy Strategy

The Tenancy Strategy covers the following areas:

- Flexible Tenancies
- Affordable Rents
- The Housing Register
- Using the private sector to house homeless people

---

<sup>1</sup> [www.cherwell.gov.uk/media/pdf/s/t/Sustainable\\_Community\\_Strategy.pdf](http://www.cherwell.gov.uk/media/pdf/s/t/Sustainable_Community_Strategy.pdf)

## **Flexible Tenancies**

The government is introducing a new type of tenancy – the Flexible Tenancy. This is an alternative to the secure tenancy currently used by social landlords, which gives a home for life.

The minimum term Landlords can offer will be two years, five years is expected in most circumstances and longer tenancies can be created where it is appropriate.

In a Flexible Tenancy the tenant will be offered a review six months before the fixed term is due to end. Tenants may then be offered a further fixed term tenancy either in the same or an alternative property, or the tenancy can be brought to an end. They could also be offered a shared ownership opportunity (a new property or their current home) or the opportunity to buy their home through the Right to Acquire.

The Tenancy Strategy sets out Cherwell District Council's position on:

- Minimum tenancy terms
- Registered Providers' investment in support to improve tenants' circumstances during and at the end of a tenancy
- Any exceptions we expect to see to the use of flexible tenancies

## **Affordable Rents**

Affordable Rent was introduced by the Coalition government to raise funds to build new Affordable Homes. Registered Providers can charge up to 80% market rents – higher than the social rents currently charged. Affordable rents can be charged in new properties and on a proportion of relet homes. Affordable rents will be eligible for Housing Benefit

The Tenancy Strategy:

- Confirms Cherwell's position of welcoming the development of affordable housing which meets local need
- Sets out the Council's position on the use of Affordable Rents and the conversion of relet homes to Affordable Rent
- Sets out the relationship between Affordable rents and Local Housing Allowance to ensure that properties remain affordable
- Sets out the exceptions to Affordable rents

## **Cherwell's Housing Register**

Under current rules Local Authorities must operate "open" Housing Registers, which means that anyone can apply for social housing (with some clearly set out exceptions).

The Localism Act allows Local Authorities to set their own rules about who may join the Housing Register, based on the need in their areas.

The Tenancy Strategy:

- Sets out Cherwell's current approach to operating the Housing Register
- Confirms the plan to review the Allocations policy and the way in which the Housing Register is accessed

## **Homelessness Duty and the Private Sector**

We sometimes offer homeless people a privately rented home, but under current legislation, where we have a duty to house them due to homelessness, they do not have to accept this privately rented accommodation and we still have to find them social housing elsewhere. However, the Localism Act changes this by allowing Local Authorities to offer a 12 month "suitable" private sector tenancy to homeless households without the household's consent. This means if the prospective tenant does not accept the offered "suitable" accommodation, the Council no longer has the "duty" to provide accommodation elsewhere. This strategy explains Cherwell District Council's intentions to investigate the use of this power.

## **Succession**

The Localism Act makes provisions for equality in rights of succession for tenants with Affordable Rent tenancies and Family Intervention Tenancies. The Act also makes changes to the rights of tenants with secure tenancies – but only where new secure tenancies are granted. The rights of existing secure tenants are not affected.

## **3. Background to CDC's housing situation**

Cherwell District Council covers a geographical area within North Oxfordshire and is one of five District Councils in Oxfordshire. There are fifteen Housing Associations with stock in the district, and one ALMO. Cherwell District Council works with five preferred partners: Bromford Group, Greensquare Group, Paradigm Housing, Sovereign Vale and Sanctuary Housing. See appendix 2 for a full list of stock holders.

## **Population**

### **○ Distribution**

Cherwell's population is based in the three major settlements of Banbury, Bicester and Kidlington and in small rural parishes. The district has fewer mid-sized settlements than other rural districts in Oxfordshire. The rural make up of the district is unusual, with a higher number than average of small settlements – 59% of parishes have fewer than 500 residents. Small settlements are considered less sustainable in planning terms and are less likely to have identified land supply for development.

By 2016, it is predicted that 36% of Cherwell's population will live in rural wards compared to 32% in Banbury, 22% in Bicester and 9% in Kidlington.

According to Oxfordshire County Council ward population projections (based on housing completions data); between 2001 and 2009 the highest growth in population in Cherwell district was in Banbury. However between 2009 and 2016 the growth in population in Cherwell is predicted to be highest in rural wards.

○ **Ethnicity**

The latest ONS ethnicity estimates for Cherwell show 11.2% of the population from ethnic minority groups in mid-2007 (up from 9.3% in 2001) and the “Other White” category remaining the largest non-white British group in the district.

According to pupil data from Oxfordshire County Council, schools in Cherwell are becoming more ethnically diverse. Asian/Asian British remains the largest ethnic minority group for school pupils.

○ **Growth**

Between 2008 and 2033, Cherwell’s total population is expected to increase by 18%, with the population group aged 80 and over expected to grow by 150% over the same period. One of the contributors to this growth in the older population is increasing life expectancy. In 2008/09 the number of overseas nationals registering for National Insurance numbers in Cherwell fell for the second consecutive year following an upward trend of the previous four years.

**Housing Need**

The Cherwell District has high levels of housing need and demand. The Housing Register had over 4,000 applicants in March 2012. The annual lets, including supported properties were as follows:-

2008-09	395
2009-10	459
2010-11	358
2011-12	415

There is a high demand for private rented accommodation, partly fuelled by residents being unable to buy on the open market due to inability to access mortgage finance (including the need for large deposits) and because of the high house prices in the district. Appendix 3 shows detail on affordability and house prices in the district.

Good quality housing plays an important role in the provision of a local workforce, supporting and developing our resilient local economy (an aim expressed in the Cherwell Economic Development Strategy 2011-16).

Cherwell has collected detailed evidence about employment which supports the following key facts:

- 83% population is economically active
- There is some evidence of a divided community – higher than average at both the “top” and “bottom” of the income scale with fewer people in the middle
- Qualifications are generally a little lower than the SE average but close to the national average
- Average pay is below the SE regional average but above the national average

## 4. Policy Background

### National

- **The Localism Act**

The Localism Act (2011) introduces the ability for Housing Providers to offer fixed term tenancies. The Government believes that life time tenancies do not take account of residents' changing circumstances or allow flexible use of the stock to meet the housing needs of the most vulnerable in society. There is also a concern that social housing tenancies are being inherited by family members who are not in housing need. The intention is to allow some flexibility to take account of local circumstances, making best use of stock in areas of high housing need.

It requires Local Authorities to write a Tenancy Strategy, which should be kept under review.

The Act also includes measures to allow councils to decide who goes on their housing waiting lists – although central government will set the categories considered to have the greatest housing needs. Changes to the "homelessness duty" will mean councils can offer people private sector accommodation instead of being obliged to offer social housing.

- **Affordable Rents (AR)**

The National Affordable Housing Programme (NAHP) funding is based on the principle that Registered Providers may charge up to 80% market rents (inclusive of service charges) for new affordable homes and some relets. This will improve their borrowing capacity and enable them to deliver more new homes with less public subsidy. Capacity will be enhanced by the ability to convert a proportion of void properties to Affordable Rent. In some circumstances, Registered Providers will be able to dispose of properties to reinvest the capital sums achieved in the provision of new affordable homes. Whilst this is a national programme, we would prefer to see investment in the district where funding has been raised here.

Registered Providers have agreed contracts with the Homes and Communities Agency which specify their development programme with details of number of homes they will deliver at Affordable Rent as well as the predicted number of relet homes to be converted to affordable rent and predicted number of disposals. We have evidence that some providers have agreed with HCA that service charges are above AR in the case of Extra Care Housing.

- **Welfare Reform**

The Government introduced the Welfare Reform Bill in February 2011. The Government's aim is to streamline the benefit system and to ensure that claimants are always better off in work than on benefit. Changes include the introduction of a benefit cap of £26,000 per year or £500 per week, which will affect tenants' and prospective tenants' ability to make rent payments.



The government has also introduced changes to Housing Benefit including increased non-dependent charges which may affect working age tenants' ability to afford to under-occupy property; as may the proposed reduction in benefit for working age under-occupiers

- **Allocations**

The government is currently consulting on a new guide to allocations which will increase Local Authorities' ability to respond flexibly to local circumstances.

## **Local**

- **Housing Strategy**

Cherwell District Council has produced a Housing Strategy to meet the needs of the District's residents between 2012-16. It contains the following strategic priorities:

- Strategic Priority One: Increase the supply and access to housing
- Strategic Priority Two: Develop financially inclusive, sustainable communities
- Strategic Priority Three: House our most vulnerable residents
- Strategic Priority Four: Ensure homes are safe, warm and well managed
- Strategic Priority Five: Prevent Homelessness (Cherwell's Homelessness Strategy)
- Strategic Priority Six: Maximise resources and be an investment-ready district

- **Briefing on CDC's requirements for NAHP bids**

In April 2010 Cherwell District Council produced a briefing note to assist Registered Providers who were making bids for National Affordable Housing Programme funding through the Homes and Communities Agency. This was officer advice, outlining early concerns about the affordability of larger properties but supporting the principle of Affordable Rents, distributed without prejudice to this or any other policy which has been developed later and endorsed by members.

- **Allocations policy review**

Cherwell District Council plans to start a review of its Allocation Policy during 2012, which will consider access to the Housing Register and local priorities for housing and the new power to discharge homelessness duty with a private sector offer. This will consider changes beyond those introduced by the Localism Act. The government has issued a consultation on guidance for allocations and once the firm guidance has been issued we will be in a position to conduct the review with the best possible information

## **5. Providing new affordable homes**

Cherwell District Council sets a target for the number of new affordable homes it expects to see delivered. For 2012-16 that target is set out in the Housing Strategy as 150 homes each year. Over the last five years delivery has been as follows:

<b>Year</b>	<b>Delivery</b>
2007-08	160
2008-09	122
2009-10	199
2010-11	126
2011-12	213

## **Delivery**

There are three main streams of delivery of affordable housing planned for the next four years.

- **Through Registered Provider led sites**

The Homes and Communities Agency (HCA) is currently signing agreements with Registered Providers to provide homes under the 2011-15 Affordable Homes Programme. The HCA is clear that new homes should be provided with a minimum of public subsidy. Registered Providers are expected by the HCA to use their income generation facility through the use of affordable rents together with their own resources to fund the building of new homes

- **Through s106 planning gain**

Homes provided on market developments as part of s106 planning agreements should normally be provided without subsidy. Cherwell's Affordable Housing Viability Study 2010<sup>2</sup> recommends that this is achievable on sites if they do not have additional factors affecting viability. An update of this study is currently being written and will be made available on the website.

- **Community Led and Self Build Housing**

Cherwell District Council is an Investment Partner of the HCA with an ambition to deliver 250 homes through its Build! ® (community led and self build housing) programme. This is being developed through the Housing Strategy and will involve setting up Community Land Trusts to offer Cherwell District Council residents the opportunity to become part of their own housing solutions. Further details are contained in the Housing Strategy, which can be found at [www.cherwell.gov.uk/housingstrategy](http://www.cherwell.gov.uk/housingstrategy)

## **Tenure options – flexible tenancies**

- **Aim of flexible tenure**

The Localism Act gives Registered Providers the ability to offer more flexible tenancies with the aim of making better use of existing homes in a diminishing market and encouraging tenants to use Affordable Housing opportunities as a springboard to other tenures. The existing agreements between Registered Providers and their tenants are not affected.

---

<sup>2</sup> <http://www.cherwell.gov.uk/index.cfm?articleid=3244>

The existing nomination agreements between Cherwell District Council and Registered Providers are not affected.

Now that Localism Bill has been enacted, and a revised Tenancy Standard is in force it will be possible for Housing Associations to offer fixed term tenancies at Social rent as well as at Affordable rent.

The minimum recommended term for fixed term tenancies is two years with five years as the norm. Cherwell District Council wants to balance the effective use of stock with the need to build sustainable communities where affordable housing tenancies can provide an opportunity for households to build a stable future, with children settled in school and where other community links can be developed. We want to see a minimum of five year tenancies with a ten year tenancy option. We understand that a five year term gives the option to review rents and keep them in line with changes in the market. Very occasionally, for example on properties which are linked to employment or educational opportunities, a two year tenancy could be agreed.

We also believe that the use of fixed term tenancies can help ensure that properties adapted for use by disabled occupants can continue to be made available for those who need them; so ensuring that best value is obtained from limited adaptation budgets.

- **Making a clear offer to applicants**

It is likely that following April 2012, a variety of tenancies could be available to tenants in Cherwell:

- Fixed term tenancies at social rent
- Fixed term tenancies at affordable rent
- Lifetime tenancies at social rent
- Lifetime tenancies at affordable rent
- Starter tenancies (which will convert to one of the above after 1 year)

Cherwell District Council wants tenants to be able to make informed choices about their housing options and will work with RP partners to make the process of offering tenancies through the Choice Based Lettings Scheme as clear and transparent as possible, so that applicants can understand and chose the option which is right for them.

The new Housing Strategy sets out plans for achieving a range of effective communication methods to explain the increased tenancy options, including those to people engaged in employment or training. We see this as an important part of the Registered Providers pre tenancy work in explaining tenants' rights and responsibilities.

- **Exceptions where lifetime tenancies should be offered**

Cherwell District Council believes that for some residents the offer should still be a lifetime tenancy and would expect this to apply to long term supported housing for people with enduring mental health needs, learning disability, some types of physical disability and for older people in supported accommodation (but in most cases, not in adapted properties). This is because for these groups of people, social housing is likely to fill the need for a secure home; rather than act as a springboard to other

tenures. A lifetime tenancy gives security to these tenants and their carers and families.

Cherwell District Council also wishes to follow the HCA recommendation of offering lifetime tenancies to tenants who have been involved in self building or self finishing their homes as recognition of the engagement they have made in providing their own housing solution.

### **Specialist housing**

- **Properties with adaptations**

Cherwell District Council expects that homes which have been purpose built or adapted to accommodate people with physical disabilities will be let on Flexible Tenancies. Adaptations are made to make it easier for people with physical disabilities to occupy their homes. Such adaptations can be expensive and it is important that as part of the best use of stock, homes are let to people who need them. Cherwell District Council believes that where there is a change of circumstances and the adaptations are no longer needed, the household should be re-housed. Flexible tenancies facilitate using stock in the most flexible way.

- **Older peoples' housing**

We would usually expect that Lifetime tenancies are offered to people moving into older people's housing, especially for downsizers who are giving up a larger home and lifetime tenancy, and who might be put off from moving if a less secure tenancy is offered.

- **Supported housing**

We expect Lifetime tenancies will usually be issued to tenants in specialist supported housing as homes for life, where health conditions mean that they require long term support or who have permanent disabilities. Where support is being delivered in these circumstances it may be more appropriate for support providers to assess whether residents have an improved level of independence which would enable them to move on as circumstances change rather than at a fixed point of tenancy review.

## **6. Tenancy review**

### **At the end of a tenancy**

The government guidance requires that the end of the tenancy period should be accompanied by a tenancy review.

RPs who provide fixed term tenancies will need robust arrangements to be aware when tenancies are due for review.

Cherwell District Council expects Registered Providers to have robust plans to offer support to their residents at the point of tenancy review. We do not anticipate that homelessness will be an outcome for Registered Providers' tenants; but that a variety of options will be considered. Where the decision is not to extend the tenancy, Registered Providers should be confident that tenants have received the advice and

support necessary to provide a new housing solution which better meets their needs and to prevent homelessness.

Where tenants who are over working age do not have their tenancy renewed we expect that the Registered Provider will make an offer of alternative accommodation that meets the needs of the tenants, using the stock allocation over which they have nomination rights.

### **Throughout the tenancy**

If the use of a flexible tenancy is to fulfil its aim for social housing to be a springboard to other opportunities, Registered Providers must offer support throughout the tenancy. This gives the tenant the opportunity to review their situation and to access information about education, training, skills and work opportunities. Cherwell District Council expects that Registered Providers will be providing this support through out a tenancy and not simply as an 'add on' at the time of tenancy review. The role of the Registered Provider can range from signposting existing provision to offering apprenticeships and other training opportunities.

Evidence from CORE data on new lettings shows that in 2010-11, 96% of new tenants of general needs properties whose age was known were of working age, yet 53% of head of households were economically inactive in those new tenancies. This means that Landlords need to promote training and employment opportunities during the life of a tenancy to enable households to improve their financial status and access to other housing options. 61% of new tenants had children in their household which gives Registered Providers the opportunity to contribute to improving the circumstances and life chances of those children by supporting their parents into employment and training.

CORE data shows that 21% of new tenants were previously living with family or friends, with a further 8% of previously living in temporary accommodation so they did not have the experience of managing a tenancy. Cherwell District Council is working with partners who provide social housing and with education partners to provide pre-tenancy skills to improve tenants' chances of sustaining a tenancy. More details of this work are contained in the Housing Strategy.

Tenants whose household needs have changed will have a chance to discuss other options such as downsizing. The English Housing Survey Household Report 2009-10 shows that 60% of recent movers stayed in the same tenure as before, which suggests that the other options in different housing sectors could be promoted much more strongly.

## **7. Affordable Rents**

### **Affordability**

- **Aim**

Cherwell aims that people should have access to decent accommodation that they can afford. This may be provided in the private sector or by Housing Associations.

- **Ability to afford**

The government wishes to promote work and reduce levels of benefit dependency, so it is important that rent levels do not deter tenants from entering employment.

In addition, the proposed introduction of Universal Credit and the cap to benefits is likely to have an effect on the ability to pay for those residents who are dependent on benefit payment to meet their rent responsibilities. CORE data shows that 79% new tenants in 2010-11 received some housing benefit. 56% of new tenants received all their income from State benefits leaving them most vulnerable to welfare benefit changes.

It is unclear at this point what caps the Universal Credit has and we will provide information on affordability to inform RPs decision making.

Cherwell District Council intends to review this strategy after 6 months' operation and will take into account any further information that has been confirmed about the operation of Universal Credit.

It appears from the evidence available so far that larger properties will be the least affordable under the new welfare benefit system. CORE data showed that in 2010-11, 40% of new lets were of properties of three or more bedrooms, proving this to be a significant area for Cherwell residents.

Cherwell's modelling of Affordable Rents is suggesting that there may be a need for some social rented larger properties for working tenants, since a tenant on a lower quartile income could afford to pay a social rent without benefit, whereas a very high income would be required before a working person could pay an Affordable rent without the need for benefit. We will carry out further modelling to develop our policy firmly in this area, but research shows that in some areas up to 70% of social rented properties will be needed.

### **Setting the level of a market rent**

We anticipate that Registered Providers will use the RICS User Guide "Market Rent" which was produced in association with the Homes and Communities Agency to assess market rents.

### **Capping the level of Affordable Rent**

Cherwell supports the use of Affordable Rents because we want to see development in the district to meet the housing need of our residents and we understand that Registered Providers have a need to generate income through higher rents to replace public subsidy.

However, in order that the housing provided still meets local need, we believe that Affordable Rents should be capped at a level to match Local Housing Allowance. We want to avoid a situation where high rents prove a disincentive for people to take up employment or make tenancies which are unsustainable.

The Cherwell District falls into two Broad Market Rental Areas for housing benefit purposes, Cherwell and Oxford. The rents near to Oxford are considerably higher.

We expect Registered Providers to discuss with us the level of rent it will be reasonable to charge as Affordable Rent. Where Cherwell District Council has

invested Capital Funding in a building or acquisition project, the Council will have a greater say in the negotiation of rent levels.

RPs should take into account the availability of property and the demographics of the district when setting rents. For example, in areas such as Kidlington where the availability of market and affordable properties is comparatively low, it will be important to retain a proportion of social rented properties. Market rents in rural areas can be extremely high while wages can be lower than average. We expect to discuss this with Registered Providers who are building in our villages. In these cases we anticipate rents may need to be set lower than 80% and we will work jointly with Registered Providers to assess information on local incomes. We will expect Registered Providers to take account of this information when setting rents. . Where rents appear to be unduly high the council will reserve the right to see and challenge the valuation. If necessary the Council will refer rents to the Rent Officer service for adjudication.

### **Exceptions to Affordable rents**

The provision of Supported Housing is an important tool in preventing homelessness and improving the quality of life of many of Cherwell's vulnerable residents.

We require that Supported Housing properties are an affordable option for residents who need housing options with support. The levels of rent/service charge should not act as a deterrent to those service users who are in a position to seek or continue with employment while receiving housing related support.

To achieve this we require that the total sum of rent and service charge is not greater than the local housing allowance. This may mean that rents are set well below 80% market rents, even if they are not set at social rent levels. Where new developments of supported housing are proposed we will work with Registered Providers to determine the rent levels required to offer a suitable product to our residents. We will scrutinise the affordability of combined rents and housing benefit charges where these do exceed local housing.

### **Conversions of relet properties to Affordable Rent**

Cherwell District Council has commissioned research to investigate the level of need for Social rent tenancies in the district. The purpose of continuing to provide Social rented tenancies is two fold – firstly, as a responsible Local Authority, Cherwell seeks to ensure that housing provision is good value for money and minimise public funding through Housing Benefit payments. Secondly, we are concerned that a lack of Social Rented properties may lead to residents being placed in a “benefits trap”, where they are discouraged from taking up employment because they would be unable to pay an Affordable Rent.

The modelling shows that up to 70% of lets could be required to be let at Social rents. The issue is particularly important in the South of the District, where private rents are higher. However, Cherwell District Council understands that there needs to be a level of relet properties converted to Affordable Rent in order to support the new development programme and that Registered Providers are already in contract with the Homes and Communities Agency for their delivery on the 2011-15 programme, including the levels of conversions required to support their delivery programmes. Therefore, Cherwell will support Registered Providers in converting up to one third of their relet vacancies (excluding supported housing) to Affordable rents, though

affordability should still be monitored and is of the utmost importance to Cherwell District Council. Based on the previous 5 years delivery this would provide approximately 50% lets at social rent. This balances our acknowledgement of the commitment that Registered Providers to the Homes and Communities Agency to generate income through conversions with the need to retain some relets at social rent.

We require our Registered Provider partners to do the following:

- Spread the number of conversions as evenly as possible throughout the year, so that a variety of rental levels are available
- Select properties for conversion with an even distribution over the district (as far as possible)
- Select properties for conversion predominantly from one and two bedroomed stock, allowing larger properties to be relet at social rent

We will monitor the number and proportion of conversions to ensure that:

- no more than one third of rents are converted on relet from social rent to affordable rent
- a reasonable distribution of social rented opportunities exists across the district
- rents and service charges do not exceed the Local Housing Allowance

Cherwell District Council expects that properties subject to existing s106 agreements will not be converted to affordable rent where a social rent is specified.

### **Monitoring the effect of Affordable Rents**

We will work with Registered Providers to monitor the effect of lettings at Affordable Rents. We will monitor the bidding levels through Choice Based Lettings so that they can be compared to bids on social rented properties, and will ask Registered Providers to supply information on the sustainability of Affordable Rent tenancies. This information will be used in the review of the policy.

## **8. Disposals**

Cherwell District Council is not generally in favour of the disposal of social housing stock. However, it is understood that at times the best solution may be for a Registered Provider to dispose of stock that has become surplus to requirements or is too costly to bring up to modern standards. We expect that particularly where property has been given in trust to a Registered Provider, or where CDC has invested in the property, any gain should be reinvested in the district.

Cherwell District Council maintains a close relationship with Registered Providers through the Development and Management Groups, through regular one to one meetings and through the annual appraisal process and expects that part of the asset management decision making process by the owning Registered Provider will be a meaningful dialogue with the Local Authority, and that adequate notice is given of a proposal to dispose of a property. Where there has been investment from CDC in the form of land or grant, then there should be an 'open book' approach to the disposal to ensure that local investment is reinvested locally in a mutually beneficial way to the district and the RP.



All disposals are subject to the consent of the Homes and Communities Agency,

- **Disposal to the occupier**

As part of the tenancy review process, Registered Providers may wish to dispose of homes to the existing tenant either as an outright sale or on a Shared Ownership basis. Cherwell District Council is supportive of the aim to offer a step on the housing ladder to social housing tenants, especially in areas where there are high levels of affordable rented housing.

- **Disposal to Cherwell District Council**

Cherwell District Council's self build programme has capacity for refurbishment as well as complete build, and we want to consider all Registered Provider disposals to see if they are suitable for our programme, before they are offered elsewhere. This has the advantage of retaining the property as affordable housing provision,

- **Disposal to another Registered Provider**

Where the property is not suitable for the Build! self-build programme, we expect that the next option to be considered will be to dispose to another Registered Provider.

- **Open Market Disposals**

Before deciding to dispose of a property Registered Providers will carry out a business appraisal of the options of retaining or disposing of the property. Where disposal is considered to be the preferred option, we expect that the first offer will be to dispose of the property to the Local Authority as part of Cherwell's Community Led Self Build Programme. An assessment of the property's suitability will be made

Other avenues would be discussed as appropriate.

## **9. Mobility**

### **Moving for employment/social and welfare reasons**

Cherwell District Council supports the government's aim to make it easier for tenants who wish to move for employment or social and welfare reasons and expects that Registered Providers will offer assistance to their residents in these circumstances from the stock available to them through the nominations agreements.

### **Downsizing**

Cherwell District Council expects all Registered Providers operating in its area to fund and operate a downsizing scheme, which consist of easy accessibility for tenants into appropriate accommodation and for vulnerable tenants including older people a support service where necessary to facilitate a move. This offers advantages to the household downsizing, as they can move to smaller, more accessible, and easier to heat accommodation; it also frees up much needed family accommodation.

The Welfare Benefit reforms propose that from 2013, there will be benefit penalties for people of working age who are underoccupying properties.

## **10. Housing Register**

The Government has issued a consultation on Guidance for Allocations, as well as relaxing the rules on how Local Authority Housing Registers are managed through provisions in the Localism Bill.

Cherwell intends to start a review of the Allocations Policy in 2012 and will consider how the Housing Register can best be managed to meet the needs of residents. We will consult Registered Providers on how this can be achieved.

## **11. Discharge of homelessness duty through a private sector tenancy offer**

In the past, Local Authorities have had the option of offering a private sector tenancy to households who have been found to be statutorily homeless, but the households did not have to accept the offer. The Localism Act allows Local Authorities to discharge their homelessness duty with a suitable private sector offer.

Cherwell District Council believes in a strong flourishing private sector, and seeks to build good relationships with effective private landlords through its Landlords' Forum and education work. We promote the use of private sector tenancies as a Housing Option where applicants can exercise choice and control in their own housing solutions. Where properties of suitable standard can be found at the right cost, Cherwell District Council will make offers of private sector accommodation. The Council is exploring the use of this power to offer an alternative housing solution by increasing access to private sector. This work is addressed in the Housing Strategy.

## **12. Succession**

The Localism Act provides for a right of succession for spouses and civil partners in fixed term assured tenancies provided that: (i) the tenancy is for a term of not less than two years; (ii) the landlord is a private registered provider of social housing; and, (iii) the tenancy agreement contains an express term allowing for succession. The intention is to ensure that affordable rent tenants enjoy similar rights of succession to those enjoyed by periodic tenants.

Where an assured shorthold tenancy becomes a family intervention tenancy and a new tenancy is then granted, that tenancy will also be a family intervention tenancy.

Under the Act, the statutory right of succession to a secure tenancy for family members is to be abolished. Accordingly, succession will be limited to spouses, civil partners and those in equivalent relationships. This will not, however, affect existing secure tenancies.

Cherwell expects that its Registered Providers will act according to the provisions of the legislation.

## **13. Governance – monitoring and reviewing the STP**

Cherwell District Council proposes to monitor and review the Tenancy Strategy in co-operation with individual Registered Providers. This will include reviewing RPs records of tenancy sustainment. The RSL Management Group will support the Council in assessing the effectiveness of the strategy, by analysing trends in housing need and homelessness.

In view of the fast moving pace of housing and welfare reform it is intended that the policy will be reviewed after 6 months.

Registered Providers will be expected by their regulator to have their own tenancy policies and Cherwell District Council will support them in monitoring and reviewing their success through the appraisal process.

## **14. Risk**

Cherwell District Council has a strong, preventative approach to homelessness. Through our Housing Strategy we want to create an environment which enables people to be part of their own housing solutions and see the support offered during a social housing tenancy and at the end of the tenancy as a contributory factor.

However, we are also aware that the changes bring an increased risk of homelessness, through an inability to afford to pay the new rent levels. We aim to mitigate this risk through careful discussion with RPs about rent levels on both new properties and conversions; through partnership work to improve tenants' financial circumstances and by continuing our successful prevention work offered through the Housing Options team's Early Intervention Protocol

## **15. Equalities**

This policy is subject to an equality impact assessment,

Cherwell District Council expects Registered Providers to carry out Equality Impact Assessments when devising their own tenancy policies.

## Definitions/glossary

Affordable Rent	Rent charged at 80% market rents introduced by the coalition government to increase funding for affordable housing
ALMO	Arms' Length Management Organisation – managing properties owned by a Council through an independent body
Choice Based Lettings	Advertising vacant properties and giving eligible applicants the opportunity to express an interest in them <a href="http://www.oxfordshirehomechoice.org.uk">www.oxfordshirehomechoice.org.uk</a>
Fixed Term Tenancy	Applies to tenancies offered for a specific period of time rather than traditional “lifetime tenancies”
Flexible Tenancy	Fixed term tenancy with built in review period
Housing Association	Independent not for profit organisation providing affordable housing
Homes and Communities Agency (HCA)	The national housing investment agency
National Affordable Housing Programme 2011-15	The Homes and Communities investment programme
Non dependent charges	Deductions from Housing Benefit made in respect of adults other than the tenant or their partner who occupy a home – such as adult children
Preferred Partner	A Registered Provider who has been approved by the Local Authority to be recommended for development opportunities
Registered Provider	A provider of social housing registered with the Tenant Services Authority and subject to government regulation
Registered Social Landlord	Usually known as Housing Associations

## Appendix 1: Consultation questions

1.	Do you support the <b>vision</b> of Cherwell District Council's Tenancy Strategy?
2.	Do you support the <b>objectives</b> of the Tenancy Strategy? If not, please explain your reasons.
3.	Does the document provide enough background about Cherwell District Council's current housing situation? If not, what else should it provide?
4.	Does this section provide enough information about the policy background? If not, what else should be included?
5.	How can the tenancy offer be made clear to applicants?
6.	Do you agree that a five year tenancy is the right length? If not, what do you think the length of a tenancy should be? Do you agree with the proposed exceptions to a five year tenancy? If not, please give your reasoning
7.	Do you support the approach that Registered Providers should provide Employment, Education and Training support throughout a tenancy? If not, please give your reasoning.
8.	How can Registered Providers work with CDC to improve the sustainability of tenancies?
9.	Do you support the approach that new homes should be let at Affordable Rent (80% market rents)? If not, please give reasoning.
10.	Do you support the approach that there should be some exceptions to the use of Affordable rent? In which circumstances would you support it? Should working tenants be prioritised for social rented tenancies? If you disagree, please give reasoning
11.	Do you support this approach to the number of tenancies which can be converted to Affordable Rent? If not, please give reasoning
12.	Do you support the offer of shorter fixed term tenancies in the circumstances described for people requiring properties with adaptations? Should this be combined with giving priority through the banding scheme for those who need to move due to no longer needing adaptations
13.	Should CDC give more guidance on the size of type of properties which should be converted to Affordable Rent? Should there be exclusions such as supported or sheltered housing?
14.	Do you support this approach to disposals, where Registered Providers should a) avoid disposals b) carry out a consultation with the Local Authority the purpose of best using resources to meet housing need in Cherwell?
15.	Do you support the Council's approach to downsizing and overcrowding? if not, please give reasoning
16.	Do you support the maintenance of an open housing register? If not, explain how you think access to the housing register should be restricted.
17.	Do you support the approach for monitoring the Tenancy Strategy?
18.	Are there other risks associated with this strategy? How can these risks be mitigated?
19.	Do you support the content of the Tenancy Strategy? If not please give reasoning?
20.	Do you think any other evidence or information to support this document should be included? Please state what it is.

## **Appendix 2 – Registered Providers with stock in Cherwell District**

### **Association**

A2Dominion

Ability

Advance

Bromford

Catalyst

English Rural

Gloucester Housing Association

Housing 21

Jephson

London Borough of Lambeth

OCHA

Paradigm

Raglan

Sanctuary

Sovereign

Thames Valley

## Appendix 3 – Affordability and house prices in the district

- The simple average house price in Cherwell (District) is currently £271,600 (based on sales and valuations over the last 3 months\*), compared to a regional average of £303,700
- The lower quartile house price in Cherwell (District) is currently £175,800 (based on sales and valuations over the last 3 months\*), compared to a regional average of £173,700.
- The number of bedrooms is a key determinant of price, current average prices in Cherwell (District) by bedrooms count and property type are as follows;
  - 1 bedroom flat - £118,800
  - 2 bedroom flat - £133,900
  - 2 bedroom house - £188,800
  - 3 bedroom house - £226,000
  - 4 bedroom house - £358,500
- House price to earning ratio - **8.1:1**
- Lower quartile price to earning ratio - **8.2:1**
- House price to income ratio - **4:1**
- Lower quartile house price to income ratio - **7:1**
- The house price to earnings ratio in **Cherwell (District)** is currently **8.1:1** based on data from the latest Annual Survey of Hours and Earnings and sales and valuations over the last **12** months. The regional house price to earnings is **8:1**
- The lower quartile house price to earnings ratio in **Cherwell (District)** is currently **8.2:1** based on data from the latest Annual Survey of Hours and Earnings and sales and valuations over the last **12** months. The regional house price to earnings is **8.6:1**
- Earnings data relates to a single person in full time employment. The majority of households have more than one earner. Affordability in **Cherwell (District)** based on household disposable incomes is **4:1**, compared to a regional ratio of **4:1**. The lower quartile house price to income ratio in **Cherwell (District)** is **7:1**
- The affordability of home ownership is just one part of the affordability equation. The cost of buying an average 2 bed property in **Cherwell (District)** with an 85% mortgage is currently **£146** per week assuming a **3.45%** mortgage rate.
- The cost of renting an average 2 bed property in **Cherwell (District)** is **£155**.
- The gross weekly rent for a 2 bed property rented from a Housing Association is **£83** per week. The cost of buying an average 2 bed property with a 40% Homebuy product is **£102** assuming a 90% mortgage and an **3.45%** mortgage rate

\*up to September 2011 (source Hometrack)

This page is intentionally left blank



## **Consultation Report – Tenancy Strategy**

### **Who was consulted?**

A wide variety of stakeholders were consulted, including Registered Providers, Statutory and Voluntary agencies, Council members and members of the public. A full list is found at the end of this report.

### **How were they consulted?**

A variety of consultation methods were used, including email, letter, face to face and telephone, depending on the audience.

### **What was the feedback?**

There was a general acceptance of the principle of Affordable rents. Members of the public felt that this was a fair way of setting rents. Registered Providers appreciated the support offered by Cherwell in setting out its strategy at an early date and in enabling the provision of more affordable housing through the acceptance of Affordable Rents. Council Members have expressed some concerns about Affordable Rents, which were discussed at a Council Member consultation.

Generally, respondents supported the use of flexible tenancies. Again this was strongly supported by members of the public who felt that flexible tenancies offer a fair way of dealing with a scarce resource.

### **How was the Tenancy Strategy changed?**

As a result of consultation, several changes were made, including:-

- Strengthening the requirement that supported housing overall charges remain within Local Housing Allowance rates to enable vulnerable residents to continue to afford the support they need
- The section explaining how restricting the rate of conversion of void properties to Affordable rent will secure social rent lettings was extended and the explanation made clearer
- The section on disposals was extended to include the possibility of an RP disposing of a property to the existing tenant. This could happen during or at the end of a flexible tenancy, if the tenant's circumstances allow. Some RP partners plan to encourage this solution in areas of low home ownership
- The section on open market disposals was strengthened to improve Cherwell District Council's negotiating position on keeping investment within the District, when social housing properties are sold.

## Consultation

Beacon Centre  
CAB  
Connections FS  
Connexions  
Habitat for Humanity  
Home Group  
Home Group  
Making Life Work  
Oxfordshire County Council  
SHG  
Shifa Trust  
Supporting People  
Shelter  
Hometrack

## Rethink

local faith groups and churches from Bicester, Banbury, Kidlington and rural areas (Zaraostrian, Christian, Baha's, Muslim and more  
TV Police  
Frank Wise School  
Changing Faces  
Restore  
Oxford City Council  
Oxfordshire Rural Community Council, Chairman of Transport for All, Oxfordshire  
LCD  
Oxford Brookes University  
Oxfordshire County Council  
SCOPE  
Oxford Brookes University  
Oxfordshire County Council  
Oxfordshire Learning Disability  
Oxfordshire County Council  
Oxford and Cherwell Valley College  
Redlands Centre & Special Olympics Club  
Unlimited  
Hft (Home Farm Trust)  
Mill Centre Banbury  
MDS Banbury Local Support Group  
Bardwell FC  
Circles Network  
Lexicon Signstream  
The Kingwood Trust  
Oxfordshire Learning Disability Partnership Board  
NHS  
Let's Play Project  
Oxford Brookes University  
CDC  
Restore  
Shaw Trust  
Frank Wise School  
OASIS  
Cherwell CVS

Macular Disease Society  
Macular Disease Society Banbury  
Oxoneyes  
Bardwell FC  
Mind in Banbury  
Home Farm Trust (HFT)  
CCVS service  
The Kingwood Trust  
Rugrats and Half Pints  
OCC (Learning Disability Team)  
The National Autistic Society  
RNIB (blind people)  
Bardwell FC  
Royal Institute of Blind People  
INDI South East  
Cherwell CVS  
Oxford University  
BADSAD  
meet every Thursday at 13 at Lakeside Bowling Club  
Mencap  
Guide Dogs  
Carers Centre (North & West Oxfordshire)  
Oxford Brookes University  
Rethink Carer Support Service  
National Autistic Society  
North Oxfordshire School Sports Partnership  
Lets Play Project  
Bardwell FC  
Banbury CAB  
Banbury Phab Club  
Redlands Gateway  
INDI South East (infrastructure for disability information)  
Oxfordshire Neurological Alliance  
SID  
Lexicon Signstream  
Reading University Museums  
Ryder-Cheshire Volunteers  
Chamber of Commerce  
Bardwell School  
National Volunteer Manager  
Leonard Cheshire Disability  
Transport for all  
Oxfordshire Unlimited  
SCOPE  
Hft (Home Farm Trust)  
North Oxfordshire School Sports Partnership  
North Oxon Carers Centre  
Wheel Chair Basketball Club  
Oxfordshire Boccia Academy  
Abingdon Fencing Club  
Oxford Fencing Club  
Banbury United LD Football Team  
Bloxham Football  
Coasters Football Group

Henley YMCA Casuals Football Club  
Oxford City Casuals  
Summertown Stars VI Football Section  
Active8 Abingdon Junior Multi-Sports Club  
KEEN – Kids Enjoy Exercise Now  
Oxfordshire Deaf Children’s Society  
OXSRAD  
Oxford Adapted Rowing Club  
Witney Wolves Inclusive Rugby  
Sailability  
Downs Syndrome International Swimming Organisation  
Oxford Otters  
Oxford Swans Swimming Club  
Age UK  
Circles Network  
A2Dominion  
Ability  
Advance  
Anchor  
Bromford  
Catalyst  
English Rural  
GLOSHA  
Greensquare  
Hanover  
Housing 21  
Jephson  
OCHA  
Paradigm  
Raglan  
Residents' panel  
Sanctuary  
Sovereign  
TVHA  
Customer  
Services  
Development  
Control and  
Major  
Developments  
Director of  
Development  
  
Eco Bicester  
economic  
development  
Equalities  
equality and  
access to  
services panel  
Health  
Housing  
older people  
Planning Policy

Planning Policy  
Recreation and  
Health (Young  
People)  
Reneration and  
Housing  
Revenues and  
Benefits  
Revenues and  
Benefits  
Safer  
communities  
Safer  
Communities  
(antisocial  
behaviour)  
Safer  
Communities  
(rural)  
Valuer  
Parish Councils  
Cherwell  
Landlords' forum  
Oxford City  
South and Vale  
South Northants  
West Oxon  
Developer database

This page is intentionally left blank

## Executive

### Health Sector Changes and a Response to the Draft Oxfordshire Health and Wellbeing Strategy

18 June 2012

#### Report of Director of Community and Environment

##### PURPOSE OF REPORT

The purposes of this report are to provide an update on local progress with the health sector reforms, to ask the Executive to respond to the Draft Oxfordshire Health and Wellbeing Strategy which is out to consultation and to provide the latest position on the Community Partnership Network (CPN) and in particular, its potential role supporting Oxfordshire HealthWatch.

This report is public

##### Recommendations

---

The Executive is recommended to:

- (1) Note the progress on the local health sector reforms;
- (2) Endorse the Community Partnership Network engaging directly with a formative Oxfordshire HealthWatch body; and
- (3) Consider with or without amendment the proposed response to the Draft Oxfordshire Health and Wellbeing Strategy at Appendix 2

##### Executive Summary

---

###### Introduction

- 1.1 There are many changes taking place in the health and social care sector which have both direct and indirect effects on the Council and its residents. The Executive has considered previously what these are and this report provides an update

###### Proposals

- 1.2 One of the many changes is the new requirement of the County Council to develop a Health and Wellbeing Strategy. This is now available for consultation and requires a response which this report proposes.

- 1.3 The development of an Oxfordshire HealthWatch is taking longer to put in place than other changes due to the absence to date of the relevant regulations. In the meantime, there is sufficient information to start planning with a reasonable degree of certainty.
- 1.4 The success of the Community Partnership Network in its on-going focus on the Horton General Hospital and other health sector changes is of relevance here as an effective stakeholder and communication network and can, and indeed should contribute formally to the future functions which will sit with the Oxfordshire HealthWatch. It is proposed therefore to continue the engagement with other potential partners in exploring a consortium based not-for-profit organisation to serve this purpose.

### **Conclusion**

- 1.5 The Council has for many years been engaged with the health and social care sector on many issues. This report outlines the ongoing changes in that sector and the way in which the Council can and should continue to be involved to influence key service provision, more often than not by others.

### **Background Information**

---

- 2.1 At its meeting on 9 January 2012, the Executive considered the changes to the local health sector as a consequence of the health sector reforms and the resultant new structures and functions which were emerging. As a consequence of this, it agreed to support and promote the District Council's involvement in the appropriate parts of the Health & Wellbeing partnerships structure led by Oxfordshire County Council (OCC) and to continue to support the Community Partnership Network as a means of ensuring that local issues are adequately addressed in all parts of the health and social care sector.
- 2.2 There are now parts of the new health and wellbeing structure operating in shadow form whilst others such as the Oxfordshire HealthWatch is still under development. In addition, the Health and Wellbeing Board has issued its draft Oxfordshire Health and Wellbeing Strategy for consultation.

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

---

#### **Progress with the Health and Well Being Partnership Structures**

- 3.1 The first meetings of the new partnerships structure have taken place and establishing Oxfordshire future priorities is underway. These priorities are reflected in the draft Health and Wellbeing Strategy. Each partnership board has agreed its terms of reference and membership.
- 3.2 District Council elected member representation (a minimum of one per Board) has been secured on each of the four Boards – the Health and Wellbeing Board, the Health Improvement Board, the Children and Young People's



Board and the Adult Health and Social Care Board. The important aspect now will be to ensure effective communication and input from all Districts through this representation.

- 3.3 The set up and final form of the Public Involvement Network is still some way off as a number of methods of involvement are still being considered.
- 3.4 One thing which has emerged from the process so far is the realignment of current budgets and existing structures to the new Health and Wellbeing partnership structure. This is of a concern to the Supporting People services and funding as it is proposed that existing structures and funding arrangements be broken up and split across the new structure. The main concern is the loss of coordination, focus and key funding streams in what are in the main critical homelessness prevention activities in Cherwell. Further dialogue is currently taking place with OCC regarding this.

### **Progress and Process for the Set Up of an Oxfordshire HealthWatch**

- 3.5 HealthWatch is set to become the new independent voice and consumer champion for patients, service users and the public in health and social care, replacing the Oxfordshire Local Involvement Networks (LINKs). It is intended to ensure that the views and experiences of patients and other service users are taken into account when local needs assessments and strategies are prepared, giving it an important role in promoting and improving public health and tackling health inequalities.
- 3.6 During the progress of the Health and Social Care Bill to being an Act of Parliament, the Government clarified what kind of organisation Local HealthWatch would be and how it could be commissioned. HealthWatch will *not* be a 'network' like the LINK. It will be a 'corporate body' meaning that it has to be a corporate, 'not for profit' body. The 'corporate body' which becomes Oxfordshire's Local Healthwatch, will be selected through a process co-ordinated by OCC. But the Council has not yet made a final decision on what the process will look like as it is waiting for the final regulations which are expected in July.
- 3.7 As a 'corporate body', Local HealthWatch will:
  - be a legally constituted organisation in its own right, not a network overseen by volunteer groups
  - be able to appoint its own staff and to sub-contract for particular functions
  - have to produce its own annual accounts and report
  - have to meet standards provided by HealthWatch England
- 3.8 Whilst there is a pause for the final details to be published, a number of interested organisations have met to consider becoming founding members of a consortium to deliver these HealthWatch services in some form of not-for-profit corporate identity. The Director of Community and Environment has attended these meetings on behalf of the CPN as its interim Chairman to determine how best the CPN can contribute as ideally, the CPN should be part of such an organisation or at the very least, contribute formally to it.

### **Current Position with the Community Partnership Network (CPN)**

- 3.9 The CPN has continued to operate with a similar membership since the Government's Independent Reconfiguration Panel's recommendations concerning changes to the Horton General Hospital's services and the implementation of new service delivery models. However, whilst the focus of the CPN on the Horton has been maintained, its remit has widened to include the wider health and social care sector reforms.
- 3.10 Key amongst these reforms is the introduction of new clinical commissioning arrangements which in Cherwell involve two locality groups – North Oxfordshire (NOLG) based in and around Banbury and North East Oxfordshire based in and around Bicester. These locality groups are two of the six which make up the Oxfordshire Clinical Commissioning Consortium which is currently seeking authorisation as one of over 200 new commissioning bodies across the country.
- 3.11 It has been recognised that the CPN is in a transition period while the health sector changes are progressed. The skills, knowledge and strengths of its members are now being considered for a range of other potential roles such as a locality stakeholder and communication group for NOLG, contributing to the Foundation Trust status for the Horton General Hospital and as a formal member of the Oxfordshire HealthWatch as proposed above. None of these roles have yet been clarified by the relevant bodies but this is expected to be achieved over 2012/13. When such clarification is provided, the CPN will then need to consider its membership and appoint a new independent Chairman.

### **Consultation on the Draft Oxfordshire Health and Wellbeing Strategy**

- 3.12 A draft Oxfordshire Health and Wellbeing Strategy has been produced and issued for consultation by the Health and Wellbeing Board. The early tasks for the Board have been to look at the biggest challenges facing the wellbeing of Oxfordshire's people and to set out the Board's initial ideas in the form of this draft strategy. The public consultation summary of the strategy is attached at Appendix 1. A copy of the full consultation document has been placed in the Members Room.
- 3.13 The Health and Wellbeing Board is seeking answers to four questions;
- Are the priorities right?
  - Are the measures right?
  - What else should be included and why?
  - Are there any other comments that should be made?
- 3.14 When considering a response to this draft strategy, the health profile and issues for Cherwell should be considered. In 2011, generally the health indicators for the local population are good when compared with England.
- Life expectancy is increasing and is above average.
  - Early death rates from Coronary Heart Disease and Stroke are lower than average and, on the whole, people lead healthier lifestyles.
  - However, there are differences in life expectancy between income groups.

- The proportion of Reception Year children classified as obese is better than the England average, but the rate of children spending at least 3 hours of school sport weekly, is considerably worse than the national average.
- Rates of violent crime, new cases of malignant melanoma skin cancer and road injuries and deaths are worse than the England average.
- There are still inequalities in health between areas, with male life expectancy being 7 years lower in the most deprived areas and nearly 5 years lower for females, compared to those in the least deprived areas.

3.14 Three consultation workshops have been held across the county, one of which was in Banbury on 31 May. Using the benefit of the dialogue which took place at this workshop plus known health issues in Cherwell, a draft response at Appendix 2 has been prepared. The Executive is invited to consider this as the Council's submission to the consultation process.

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

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

## **Consultations**

---

There have been several county wide consultation processes run by Oxfordshire County Council or Oxfordshire NHS associated with the new clinical commissioning arrangements, Healthwatch and the Public Involvement Board. The latest is associated with the draft Oxfordshire Health and Wellbeing Strategy

## **Implications**

---

**Financial:** There are no direct financial consequences arising from this report. The contribution to the new structures and involvement of the Council included in the recommendations are based on the staff and other

resources in the 2012/13 draft budget and the continuation of support for the Community Partnership Network

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

**Legal:**

There are no legal implications arising from this report.

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

**Risk Management:**

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

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

**Wards Affected**

---

All Wards

**Corporate Plan Themes**

---

A Safe, Healthy and Thriving Community

**Executive Lead Member**

---

Councillor George Reynolds  
Deputy Leader

**Document Information**

---

Appendix No	Title
Appendix 1	A Summary for Public Consultation of the Oxfordshire Joint Health and Wellbeing Strategy 2012-2016.
Appendix 2	A Draft Cherwell Response to the Consultation Process
<b>Background Papers</b>	
Executive Report 9 January 2012 - Health Sector Reforms and Emerging New Local Arrangements Oxfordshire's Joint Health and Wellbeing Strategy 2012-2016 Consultation Draft May 2012	
<b>Report Author</b>	Ian Davies, Director Community and Environment
<b>Contact Information</b>	03000 030101 ian.davies@cherwellandsouthnorthants.gov.uk

# Oxfordshire Health & Wellbeing Board

## Oxfordshire's Joint Health & Wellbeing Strategy

### 2012 - 2016

Page 55



## Summary for public consultation – May/June

# Oxfordshire's Draft Joint Health & Wellbeing Strategy

Oxfordshire's draft Joint Health & Wellbeing Strategy aims to say what we want to do to improve the health and wellbeing of children, young people, families, adults and older people in the county. It explains how the Health & Wellbeing Board plans to do this by working with people in different organisations, like health services and local authorities. We have chosen 11 of the most important issues because we think that if all organisations work together on these, as a priority, we can make a real difference.

## Why now?

The aim is to make sure we work better together to improve everyone's health and wellbeing, especially those who have health problems or are in difficult circumstances. There has been a new Health and Social Care Act which says that everyone should be more involved in making these decisions – not just a few people or those that 'shout loudest'! So we want your views and ideas about the priorities we're suggesting.

## What do we already know?

We have collected lots of useful information which tells us who lives in Oxfordshire, what we are doing well and what the problems are. This report, called the Joint Strategic Needs Assessment (JSNA), tells us what we need to be planning for. It tells us which parts of the population are growing the most, how we are doing compared to other parts of the country and where we need to improve. For instance, we know we need to plan for an increasing number of older people and their carers in Oxfordshire so we can make sure people are cared for well. The JSNA also tells us that some areas of the county and some people have poorer health and poorer opportunities in life and that there are some persistent problems which we need to tackle. We use this knowledge to improve how people who live in Oxfordshire get help with health, care and education.

## Who decided that these were the priorities?

The new Health & Wellbeing Board has decided the priorities after lengthy discussions. The Board includes councillors, GPs, directors of services and the Chair of the Local Involvement Network (representing the views of the public in Oxfordshire). It is chaired by the Leader of the County Council, and the Vice Chair is the Lead GP for the Oxfordshire Clinical Commissioning Group (which plans and pays for health services). We have also used information from consultations which tell us what's important for you, and what helps you most.

**We want your views and ideas about the priorities we're suggesting**



## So, what are the proposed priorities?

### For adults . . .

1. Joining up of health and social care services to improve services for older people and their carers.
2. Supporting older people to live with dignity whilst reducing their need for care and support through, for instance, reablement services which increase independence and enable people to stay in their own homes.
3. Supporting adults with long-term health conditions, physical or learning difficulties or mental health problems to live independently and achieve their potential, for instance through independent living, self-management of their disability/illness, education opportunities etc.



### For children and young people . . .

4. Keeping all children and young people safe.
  5. Raising achievement for all children and young people – at primary, secondary and special schools, colleges and for school leavers.
- Making sure our most disadvantaged and vulnerable children and young people, do as well as they can.  
Making sure all children have a healthy start in life and stay healthy into adulthood, by, for instance, preventing self-harm and supporting those with mental health problems.



### For health improvement . . .

8. Preventing early death and improving the quality of life in later years, e.g. by reducing the numbers of smokers, and increasing numbers of people having health checks.
9. Preventing chronic disease by tackling obesity, (unhealthy weight), for instance, by increasing the numbers of people who take regular exercise.
10. Improving housing as poor/overcrowded housing is linked with poor health.
11. Preventing infectious disease through immunisation.



**There are also some issues that cut across all of our priorities such as mental health, housing and poverty.**

To make sure we know whether we're improving, we have set ourselves some targets for each of the priorities. These can be seen in the Joint Health & Wellbeing Strategy consultation draft on pages 8 to 16 at the following link: <http://bit.ly/health-wellbeing-strategy>

**So – we'd really like to hear your views on the following questions:**

a) Have we got our priorities right?

b) Have we got our targets right?

c) What else should we include?

d) Are there any other comments that you would like to make?

**To find out more and let us know your views ...**

Page 50

Give us your feedback and have your say on the proposed Joint Health & Wellbeing Strategy by completing our survey, attending a workshop, or commenting on the full strategy document.

You can complete the questionnaire or find out more at: <http://bit.ly/health-wellbeing-strategy> or, by contacting us:

Email: [talking.health@oxfordshirepct.nhs.uk](mailto:talking.health@oxfordshirepct.nhs.uk)

Phone: **01865 323625**

You can also write to us with your views at:

Communications & Engagement  
FREEPOST RRRKBZBTASXU

NHS Oxfordshire, Jubilee House, 5510 John Smith Drive  
Oxford Business Park South, OXFORD OX4 2LH

Alternative formats of this publication can be made available. These include other languages, large print, Braille, Easy Read, audiocassette, computer disc or email. Please telephone 01865 323625



## **Cherwell District Council's Response to the Consultation Draft of the Joint Oxfordshire Health and Wellbeing Strategy**

### **Are the priorities right?**

In general the priorities appear to be right. Questions do arise over the detail and the priorities within the whole priorities set which in turn influence resource allocation.

Concentrating on children and young people to achieve health improvement in early years and to introduce positive lifestyle choices will have a long term and beneficial impact on health levels. This is also the most effective form of future demand management for health and social care services which will have a positive contribution on service pressures caused by reducing resource levels. This new strategy is an opportunity to introduce change and to start this process in earnest now rather than have more of the same from previous years.

In a similar vein to the above, an across the board greater emphasis on the prevention of ill health as a long term means of demand and financial management should be a principle applied to all work undertaken by the Health and Wellbeing Board and its supporting partnership structures. The ill health prevention emphasis is clearly evident in the Health Improvement Board priorities but is a principle which the Health and Well Being Board should adopt throughout all its work and partnerships structure.

Recognition of the impact and importance of mental health in the consultation priorities is welcomed. This is particularly important for adults as it affects so many aspects of our community life in Oxfordshire eg unemployment levels, community safety and social inclusion. In the Adult Health and Social Care Board priorities, there should be an explicit statement regarding dementia as with the changing age profile, this will become more of an issue and priority.

Cherwell DC welcomes the priority associated with addressing increasing obesity and tackling smoking

### **Are the measures right?**

If by measures you mean the targets, then we offer the following specific comments;

- Throughout, there should be long term targets (2016 in line with the strategy term) as well as short term (21012/13) targets. The 2016 targets are absent.
- Priority 1 - Due to the complexity of the services and the scale of the task, the Council believes that it may be too ambitious for the Adult Health and Social Care Board to have a single point of access to fully functioning integrated health and social care community services by end of October 2012. Clarity on what this means in practice would help understand whether this is realistic or not as despite the document being well written in plain English, it is not clear what this means.

- Priority 2 - It is difficult to assess whether Oxfordshire's performance on delayed discharges can improve sufficiently in 2012/13 to move out of the bottom quartile nationally. On the face of it and given the multi faceted components and complexity of this, it appears again somewhat over ambitious even though extremely laudable.

## **What else should be included and why?**

Other than the key priorities identified above in the first question, the following should be included

- Priority 7 should have a target and measure associated with health being a central part of schools curriculum. It is acknowledged that the Oxfordshire Healthy Schools team has been disbanded, so there is now no formal support for the programme and that the schools landscape is changing. However before its demise approximately 93% of Oxfordshire schools were engaged at least at level 1 of the programme. With more schools now moving to Academy status, they will set their own standards/priorities, which may/may not include this as a priority. The Health and Well Being Board should find ways of influencing and supporting all schools to ensure children and young people have the best possible support for their future.
- Priority 8 targets and measures should include other screenings aswell as bowels on a county wide basis.
- Priority 9 targets and measures should include an increase on the number of active children and adults based on local data measurement.
- Priority 10 targets and measures should include three others associated with homelessness prevention, providing supported accommodation for key vulnerable groups and mitigating the health impacts of poor quality housing.

## **Are there any other comments that should be made?**

There appears to be no recognition of the valuable roles the voluntary sector can play in this strategy. Their offer is too wide and numerous to mention. This needs to be addressed.

The communication and promotion of this strategy could have a huge impact locally if done well. In itself it could be used as a valuable statement of intent and form of promotion of good health. It can be the overarching vehicle to influence behavioural change for longer term health and social care sector benefit and more important, improved health levels for the Oxfordshire population at large. Don't miss the opportunity!

An effective strategy is one which contains clear actions which show how the strategy is going to be delivered. It is questionable whether the strategy will therefore be complete in this respect for sign off next month.

## Executive

### The Future of RAF Bicester

18 June 2012

### Report of Chief Executive

#### PURPOSE OF REPORT

To highlight the opportunities presented by the marketing of RAF Bicester in relation to Heritage and economic growth and to seek approval for Cherwell District Council's involvement in the project.

This report is public

#### Recommendations

---

The Executive is recommended to:

- (1) Approve the establishment of a strategic partnership (Cherwell District Council, Bomber Command Heritage and other key agencies and interested parties) to investigate the potential of securing the site for heritage purposes, to enable the provision of an education centre and museum.

#### Executive Summary

---

##### Introduction

- 1.1 RAF Bicester technical site is currently owned by the Ministry of Defence and they have recently confirmed their intention to market the site with a view to its disposal
- 1.2 Having satisfied the criteria established by the Crichel Downs process, MoD have determined that the land is indeed theirs to sell and no previous owners have a claim on it for it to be returned into their ownership. Bomber Command Heritage (BCH) aspire to acquire the site and to develop an education centre and museum. BCH has approached this council to request assistance in developing the project. The project would be overseen by a strategic partnership including BCH and CDC, possibly with other interested parties also.
- 1.3 The site represents a significant opportunity to restore and preserve a particular Heritage form and to develop RAF Bicester as an attraction

## **Proposals**

- 1.4 Members are asked to approve the establishment of a strategic partnership (Council, Bomber Command Heritage (BCH) and other key agencies/interested parties) to investigate the potential of securing the site for heritage purposes.
- 1.5 The project as proposed by BCH is focussed on:
  - Preserving the unique factors of the flying field and tower and associated technical buildings plus the landscape that provides a very distinct sense of place.
  - Developing a plan to enable access to the site as a specialist educational resource around the role of Bomber Command in WWII
  - Developing a unique visitor attraction to further expand the attractiveness of Bicester as a visitor destination and create employment
  - Secure a range of funding through various initiatives to assist in the process
  - Having a whole place approach to this site and its importance to Bicester and as a national heritage asset
  - Drawing together stakeholders to develop a comprehensive and cohesive approach to the development
- 1.6 Cherwell District Council would provide support to the strategic Partnership by assisting with the development of the proposals and helping to secure external funding.

## **Conclusion**

- 1.7 The development of an education centre and museum on the current RAF Bicester technical site would provide employment opportunities to local people and a visitor attraction that would appeal on a local, national and potentially international scale. BCH believe that the contribution that this council can bring to the project will be critical in determining the way forward

## **Background Information**

---

- 2.1 The site presents any developer with a range of issues: the principal one being how to deal with the various dilapidations of the listed buildings on site. There has been minimal repair and maintenance of these buildings, but as soon as a developer takes ownership of the site they would have a considerable liability to manage in relation to these dilapidations and estimates of £35 million have been made over a period of ten years to return all buildings to their former condition and functionality.
- 2.2 Cherwell has had a well-documented approach to the development of the site in its local plan documents. In 2002 the area was designated as a conservation area and the Council asserts that no domestic residential development should be allowed on this site and only development that preserved the vista and flying field would be considered, along with sensitive reuse and refurbishment of the technical buildings.
- 2.3 BCH is a group of local volunteers who have a keen interest in Bomber Command and its role in securing an allied victory in WWII. They have spent time and their own resources pulling together a business plan and feasibility study for the site, with an ambition to develop an education centre, visitor attraction and encourage businesses to occupy some of the facility to develop linked activity, such as engineering and aerospace related work.
- 2.4 BCH have made a formal approach to Cherwell District Council regarding their plans and have sought Council support for them. In particular, support is required to secure external funding, but also to develop the proposals further, particularly in relation to the planning aspects and future viability.

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

---

- 3.1 The creation of an education centre and museum would contribute to the economic growth of Bicester and the present heritage of the site.

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

- |                   |   |
|-------------------|---|
| <b>Option One</b> | Support the proposals as set out and approve the establishment of a Strategic Partnership |
| <b>Option Two</b> | No to support the proposal  |

## **Consultations**

---

None at this stage.

## Implications

---

**Financial:** Initially, existing revenue budgets will be utilised to support the work. Should any additional funding be required, a fuller report will be presented to the Executive for the consideration.

Comments checked by Martin Henry, Director of Resources, 0300 003 0102

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

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

## Wards Affected

---

All

## Corporate Plan Themes

---

- A District of Opportunity
- A Safe, Healthy and Thriving District
- An accessible Value for Money Council

## Lead Member

---

Councillor Barry Wood

## Document Information

---

Appendix No	Title
None attached	
<b>Background Papers</b>	
No background papers at this stage.	
<b>Report Author</b>	Nicola Riley, Arts & Tourism Manager
<b>Contact Information</b>	01295 221724 Nicola.riley@Cherwell-dc.gov.uk

## Executive

### Performance Management Framework 2011/2012 Annual Performance Review

18 June 2012

### Report of Head of Transformation

#### PURPOSE OF REPORT

This report presents the Council's annual performance review for 2011/12 as measured through the Corporate Performance Management Framework.

This report is public
-----------------------

#### Recommendations

---

The Executive is recommended:

- 1) To note that, despite tough performance targets, a challenging economic environment, and a year of unprecedented organisational change with the implementation of a joint management team shared with South Northamptonshire Council, Cherwell District Council has met or made satisfactory progress on 95.5% of the performance targets outlined in its performance management framework.
- 2) To note that the Council has delivered a challenging value for money programme. This has ensured that the pledge to reduce the Council's budget by £1 million has been met.
- 3) To note the progress in delivering the Council's strategic objectives and the summary of performance referred to in paragraphs 1.4 and 1.5
- 4) To request an update on the issues highlighted in paragraph 1.6 in the first quarter report of 2012/13.
- 5) To agree the draft Annual Performance Report (attached as appendix 10) and delegate authority to the Head of Transformation, in consultation with the Lead Member for Performance and Customers, to make any minor changes to the document as required before publication.

## Executive Summary

---

### Introduction

- 1.1 This is a report of the Council's performance in 2011/12 as measured through the Performance Management Framework. Central to this are the Council's Corporate Performance Scorecards, which represent a comprehensive summary of performance against the Council's strategic priorities, core services and major projects. The Corporate Scorecards cover eight areas of performance. These are:
1. Performance Pledges
  2. The Corporate Business Plan
  3. Customer Satisfaction, financial and human resources measures
  4. Priority service indicators (core frontline services)
  5. Brighter Futures in Banbury (a major local project to tackle disadvantage)
  6. Corporate Equalities Plan (supporting accessibility to our service)
  7. Major Programmes (significant projects)
  8. Significant Partnerships (our work undertaken in partnership with others)
- 1.2 2011/12 has been a challenging year. There have been a series of national policy changes that have required responses from all local authorities, for example changes to the benefits system, new requirements around local planning as set out in the localism bill. In addition all local authorities (and indeed other public organisations) have faced reductions in the funding available to them as a result of the wider economic context. Cherwell District Council has focused on ensuring it makes efficiency savings and reductions in back office services whilst protecting frontline services and the performance management framework has been used to measure the success of this approach.
- 1.3 To measure performance a 'traffic light' system is used. Where performance is rated green 100% of the target has been met or the target has been exceeded, rated amber and performance is at 90% or above. A red rating indicates performance at below 90% of the target.

### Proposals

- 1.4 In the report we ask the Executive to note the significant progress made in delivering the Council's strategic and improvement objectives. Of particular note has been the on-going response made to impact of the economic climate on local residents and businesses and in particular vulnerable groups within the community. This is in a context of increased demand for Council services, changes to the way services are delivered and the impact on the Council's finances. Furthermore the Council has adapted to the impact of reduced public expenditure in terms of its service delivery in 2011/12 and its financial planning for 2012/13.

The Council has continued to set and meet challenging performance targets:

- The Council has met or made satisfactory progress on 95.5% of all the performance targets set out in the Corporate Performance Management Framework.



- With regards to the Council's Corporate Plan, 97.5% of the performance targets have been met or made satisfactory progress.
- The Council has delivered a challenging value for money programme through both service efficiencies and implementing shared management arrangements with South Northamptonshire Council. This approach has ensured that the pledge to reduce costs by £1 million during 2011/12 has been met and that plans are well underway to ensure that the 12/13 budget is also balanced.
- In the Council Tax Leaflet (published in February 2011) the Council outlined its performance promises for 2011/12. Of the 14 promises all but one have been met have been met with strong performance in most areas and minor issues arising in two. A full summary is given at paragraph 2.4.

## 1.5 Performance Summary

Throughout 2011/12 the Council has continued to focus on maintaining performance and continues to deliver against each of the four strategic priorities and the performance pledges made for 2011/12.

In addition a full annual performance report has been produced which summarises the Council's performance and achievement for 2011/12. This report is attached as **Appendix 10** and should be referred to for a full performance overview.

A general summary of our performance against each of our scorecards is outlined in the table below.

Performance Framework	Performance % Red, Amber Green				Targets set
	Red	Amber	Green	No Data	
Corporate Plan : Pledges	7.1% (1)	14.3% (2)	78.6% (11)	0% (0)	14
Corporate Plan	2.5% (1)	5.0% (2)	92.5% (37)	0% (0)	40 *
Customer/Finance/HR Measures	12.5% (1)	25.0% (2)	62.5% (5)	0% (0)	8
Priority Service Indicators	9.5% (4)	16.7% (7)	73.8% (31)	0% (0)	42
Brighter Futures in Banbury	0% (0)	18.2% (2)	81.8% (9)	0% (0)	11
Corporate Equalities Plan	0% (0)	0% (0)	100% (13)	0% (0)	13
Major Programmes	0% (0)	22.2% (2)	77.8% (7)	0% (0)	9
Significant Partnerships	0% (0)	5.6% (1)	94.4% (17)	0% (0)	18
<b>TOTALS</b>	<b>4.5% (7)</b>	<b>11.6% (18)</b>	<b>83.9% (130)</b>	<b>0% (0)</b>	<b>155</b>

\* Note this excludes DCP2 2.3 Prepare a new Community Development Strategy which was closed in December 2011 and deferred to 2012/13

The data appendices that accompany this report provide a detailed summary of our full year performance and risk monitoring. They are attached as Appendices 1-8 as follows

Appendix No	Data Appendix
Appendix 1	Corporate Scorecard 2009/2010
Appendix 2	Local Area Agreement
Appendix 3	Corporate Plan
Appendix 4	Priority Service Indicators
Appendix 5	Strategic Service Projects
Appendix 6	Corporate Improvement Plan
Appendix 7	Significant Partnerships
Appendix 8	Strategic Risks

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

- **Customer Satisfaction:** a number of satisfaction measures are off track at year end. These include general satisfaction and satisfaction with street cleanliness. In addition complaints are slightly higher at year end. As such a review will be undertaken with regards to customer satisfaction to ensure there are no trends or underlying issues and this will be reported in the first quarter.
- **Reduce the number of fly tips:** At year end this measure is reporting red with a rise of 20 additional fly tips recorded this year (440) in comparison to 420 recorded in 2010/11. Proactive enforcement continues with 5 successful prosecutions during 2011/12. During 2012/13 figures will continue to be monitored, especially to ascertain whether the rise is a result of a one of change or part of an underlying change. Likewise proactive enforcement and publicity will continue in order to inform residents about how to dispose of their waste and the consequences of not doing so lawfully.

1.7 During the year the Council's scrutiny arrangements have also undertaken a number of specific reviews as well as monitoring the quarterly performance reports. As part of this role they invited officers from across the Council's services to discuss performance across five key issues:

- 1) Equalities Policy and the Council's Equalities Self-Assessment
- 2) Car Parking Charges
- 3) Planning Fees and Charges
- 4) Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell
- 5) Partnership Scrutiny including: Cherwell Safer Communities Partnership, Oxfordshire Rural Communities Council, Oxfordshire Waste Partnership

The Council's scrutiny arrangements continue to provide a good opportunity for Councillors to be involved in both reviewing performance information and working in more detail on performance related matters where required.

## **Conclusion**

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

## **Background Information**

- 2.1 Section two of this report provides a more detailed overview of the Council's performance in 2011/12 and presents a summary of the information that underpins the finance, performance and risk review for the year.

Paragraph 2.2 reviews progress against performance risks and issues identified during 2011/12. The remainder of section two reviews the Council's performance position at year end, focusing on performance against strategic priorities, Performance Pledges and a review of the strategic risks facing the Council.

Full details of the information that underpins this report can be found in the data appendices 1-9 and a narrative summary of achievements in the annual performance report (appendix 10).

### **2.2 Progress on Performance Risks and Issues Raised – Annual Review**

During 2011/12 the Executive requested progress reports on a number of issues where performance targets were at risk of not being met, progress was off track or there were other issues or risks identified. A summary of the end of year position against all matters raised during the year is below.

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

- **Number of households living in temporary accommodation:** a rise in the figures has occurred during June 2011 with 36 households against a predicted number of 33. Preventative and advisory work was undertaken throughout the year and at year end the performance is back on track with 27 households in temporary accommodation against a predicted number of 33.
- **Deliver 500 new homes:** performance against this target has been off track during the year and at year end remains below target with 354 completions against the target of 500. This reflects the second year of new housing delivery at under 400 and this is largely due to the national

economic climate which has severely depressed the housing and construction industry. There have been significant developments during 2011/12 at Kingsmere in Bicester, Stanbridge Hall in Banbury, Milton Road in Bloxham and Cassington Road in Yarnton. Work is well underway to bring forward the core strategy which includes futures policies on land supply.

- **The Brighter Futures in Banbury Programme** throughout quarters 1-3 the programme was reporting amber as a number of significant personnel changes meant that some areas had seen delays in projects. At year end these changes have all been finalised and the programme has been reviewed with six theme leaders in place and revised action plans for the coming year. Whilst some areas of the programme did see delays most areas have achieved against targets this year. More information is available in the Brighter Futures in Banbury Annual Report for 2011/12.

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

- **Leisure centre usage:** during quarter one there were some concerns raised regarding leisure centre attendance. After a review some errors in data collection were identified. Training was given to improve data quality and at year end actual performance is well within target with an annual increase of 32,964 visits overall.
- **Progress with the disabled facilities grants programme** had slowed over quarters one and two 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. At quarter three performance had improved with referral rates up and additional money to support the grant programme allocated from central government.

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

- **Customer satisfaction with street cleansing** has seen a drop. As measured through the annual survey satisfaction in 2011 was 64% in comparison with 72% in 2010. However, service performance standards have been maintained and as such the drop in satisfaction was not expected. As a result of this issue the Council will continue to focus on neighbourhood litter blitzes and carefully monitoring performance. A further update will be provided in the first quarter of 2012/13.

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

- **Complaints:** during the year a small rise in complaints has been recorded including 19 Ombudsman complaints with 248 in comparison to 230 in 2010/11. With regards to Ombudsman complaints 13 were in relation to car parking and the issue has now been resolved. With regards to other complaints performance in terms of speed of response is well within targets set out in the complaints policy. Of the 248 complaints received during 2011/12 75 were upheld. In terms of trend the largest number of complaints (71) related to car parking excess charge notices.

- **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.

Due to delays in implementation of the self-service kiosks and the appointments system earlier in the year footfall did not reduce as quickly as anticipated. However, following the introduction of on-line scanning for Housing Benefits (resulting in an increase of 78% of emails being received), the phasing out of Dog Bags in Link Points in December and the subsequent introduction of appointments in January, face to face visits reduced significantly between January and March (see table below).

**Table 1: Face to Face Visits to Council Offices**

	31/01/2012	29/02/2012	31/03/2012
Actual	4,587.00	3,179.00	3,569.00
Target	4,765.50	4,069.50	4,609.50

### 2.3 Performance against Strategic Priorities

During 2011/12 the Council has continued to focus on its strategic priorities, delivering continuous service improvement and value for money.

Four strategic priorities:

- Cherwell: a district of opportunity
- A safe, healthy and thriving Cherwell
- A cleaner, greener Cherwell
- An accessible value for money council

The Council has responded to the on-going impact of the recession on vulnerable groups by working in partnership and ensuring resources and capacity have been re-allocated to meet the changing needs of the local community, within the context of increased demand for Council services and reducing public expenditure.

Table 2 below provides a summary of performance against the four strategic priorities outlined in the corporate plan.

**Table 2: Summary of Corporate Plan Performance against Strategic Priorities**

In total 37 of the Council Plan targets were met in full, 2 reported Amber (being within 10% of target) and 1 as having missed the target.

	A district of opportunity	A safe, healthy and thriving Cherwell	A cleaner, greener Cherwell	An accessible value for money council	Total
No. of targets	13	15	7	5	40
Green	12	15	5	5	37

Amber	0	0	2	0	2
Red	1	0	0	0	1

## 2.4 Performance Pledges

In 2011/12 the Council made 14 performance pledges which were publicly highlighted in the council tax leaflet which was sent to every household in Cherwell. These promises reflect local priorities, are grounded within our strategic objectives and reflect the results of our corporate consultation programme.

Of the 14 promises 11 were met in full with issues arising in 3:

### Successes

- 1) **Reduce the Council's carbon footprint by installing solar panels on council buildings and generating savings in our energy costs.** Whilst full audited figures were not available at the time of drafting the report initial indications are that emissions will have reduced by approximately 6%. The solar panel installation programme is underway.
- 2) **Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills.** During the year 1275 households took advantage of the discounted insulation deals across the district. The council has also run a programme of energy efficiency workshops to help spread the message.
- 3) **Deliver the Eco-Bicester demonstration projects.** All of the demonstration projects are underway and on track for completion.
- 4) **Continue to provide a wide range of recreational opportunities and activities for young people across the district.** The Cherwell Play Partnership was established in January to help improve opportunities across the district, play days in Banbury and Bicester are being delivered and after school activity sessions have been developed in Banbury, Bicester and Kidlington.
- 5) **Work with partners to maintain already low levels of crime in the district.** The 'all crime' rate for 2011/12 is 9.5% lower than last year, likewise serious acquisitive crime is down by 7%.
- 6) **Work with partners to reduce the numbers of young people not in education, employment or training across the district.** The Council has worked with the College, County Council and careers services to help reduce the numbers of young people affected. Specific activities include job clubs targeted at young people, a young enterprise event and the promotion of apprenticeships with local business.
- 7) **Deliver 100 affordable homes in the district.** During 2011/12 213 new affordable homes were delivered. The Council also won a national innovation award for its work supporting self build and skills development for affordable housing at Miller Road in Banbury.

- 8) **Start building the new shops and cinema in Bicester Town Centre.** Work has started and is expected to last for 18 months finishing in the summer of 2013.
- 9) **Secure savings of at least £1 million to help meet the reduction in our government funding.** During 2011/12 the Council has embarked on an ambitious value for money programme to secure efficiencies and savings through a variety of means including sharing services (focusing initially on senior management) with a neighbouring authority. This has resulted in savings targets being met and further opportunities for savings in future years.
- 10) **Improve the information available to the public about our costs and performance.** During 2011/12 the Council has continued to publish data about expenditure and has also published monthly performance summaries which are available on the web site.
- 11) **Improve access to services by increasing online payment and appointment options.** A new approach to appointments has been successfully implemented which ensures customers are able to see an advisor with reduced waiting times, the Council's website has been redesigned and now provides better promotion of and access to online payment.

#### **Issues**

- 12) **Increase the household recycling rate to above 60% the final figure for 2011/12 is just of target at 58%.** During 2012/13 information from the Council's collection vehicles in-cab system will be used to identify areas where there are lower recycling rates and targeted publicity will be used to help encourage higher recycling participation.
- 13) **Maintain high levels of customer satisfaction with our services.** At year end performance was slightly of target with performance at 68% satisfied in comparison with 73% in 2010/11. The Council remains focused in customer satisfaction and will continue to roll out its programme of improving online access, customer outreach and satisfaction ratings will be kept under close review in 2012/13.
- 14) **Maintain high levels of residents' satisfaction with street and environmental cleanliness.** Performance in this area is off track at year end. A programme of targeted neighbourhood litter blitzes will continue throughout 2012/13 to address the issue.

#### **2.5 Strategic Risk Review**

The Council has 18 strategic risks identified on its risk register that are reviewed as part of an integrated performance and risk management framework on a quarterly basis. During 2011/12 risks have been reviewed by the Accounts, Audit and Risk Committee and the Joint Management Team on a quarterly basis. In addition risk workshops have taken place for both the committee and JMT including risk review and identification. The internal audit of risk management identified only minor issues with regards to the Council's approach to operational risk and gave a strong overview of strategic risk management.

During 2011/12 risks have been reviewed and assessed as set out in the risk strategy. At quarter 4 most risks have remained stable, with ICT risks reducing as the project to deliver a shared ICT service has been concluded and the LSP risk increasing due to likely changes to governance and funding coming in the near future. (See appendix 8 for full details).

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

---

- 4.1 The report shows the Council's performance against the Corporate Scorecard and Performance Management Framework in 2011/2012. From this information the Executive can make a judgement about the progress the Council is making in meeting its objectives, identify the achievements it wishes to celebrate and the areas where action is required to improve performance.

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

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

**Option Two** To approve or reject the recommendations above.

### **Consultations**

---

Several of the measures in the corporate performance framework are based on public consultation.

### **Implications**

---

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

Efficiency Savings – There are none arising directly from this report. The Performance Management Framework is designed to improve performance and financial management, including the avoidance of overspending and underspend, and the achievement of efficiencies. We monitor the progress against the Council's targets for annual efficiency savings and report performance through the Performance Management Framework. .

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

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

Comments checked by Kevin Lane, Head of Law and



**Risk Management:**

The Performance and Risk Management Framework is designed to assist the Council in managing and monitoring delivery of its strategic objectives. Managers are required to maintain their sections of the risk register, and update their risks no less frequently than quarterly, strategic risks are updated monthly. The service manager should address the risks associated with performance issues. The framework may show that performance is not achieving desired levels. Managers can address this by re-assessing the level of performance required, the priority it should attract, and the level of resource available.

The author of this report is responsible for the performance and risk management framework, Claire Taylor, Corporate Performance Manager.

**Data Quality**

Data for performance against all indicators has been collected and calculated using agreed methodologies and in accordance with Performance Indicator Definition Records (PIDRs) drawn up by accountable officers. The council's performance management software has been used to gather and report performance data in line with performance reporting procedures. A set of performance measures is audited each year as part of the internal audit programme to spot check data quality issues.

Comments checked by Ros Holloway, Performance and Risk Officer, 01295 221751

**Wards Affected**

---

All

**Corporate Plan Themes**

---

The Performance Management Framework covers all of the Corporate Plan Themes

**Executive Lead Member**

---

Councillor Nicholas Turner  
Lead Member for Performance and Customers

**Document Information**

---

Appendix No	Title
Appendix 1	Corporate Scorecard 2009/2010
Appendix 2	Local Area Agreement
Appendix 3	Corporate Plan
Appendix 4	Priority Service Indicators
Appendix 5	Strategic Service Projects
Appendix 6	Corporate Improvement Plan
Appendix 7	Significant Partnerships
Appendix 8	Strategic Risks

Appendix 9	Performance Summary
Appendix 10	Draft Annual Performance Report
<b>Background Papers</b>	
None	
<b>Report Author</b>	Claire Taylor, Corporate Performance Manager
<b>Contact Information</b>	Tel: 0300 0030113 <a href="mailto:claire.taylor@cherwelland.southnorthants.gov.uk">claire.taylor@cherwelland.southnorthants.gov.uk</a>

## Corporate Scorecard 2011/2012

### Corporate Pledges : Quarter 4 / Year End

Measure Definition	Responsible Service	Reporting Frequency	Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	Comment on Performance
<b>A District of Opportunity</b>						
Work with our partners to reduce the number of young people not in education, employment or training across the district	Strategic Planning & the Economy	Monthly	<b>G</b>	<b>G</b>	<b>G</b>	Activity is on-going to promote apprenticeships and other routes to work and education. Since the Business Breakfast Event (July), Job Club specials (Sept) and Young Enterprise Event (Sept), Cherwell District Council successfully recruited 7 Apprentices who started in November 2011. The apprentices are now studying for an NVQ qualification in Business and Administration.
Deliver 100 affordable homes in the district	Regeneration & Housing (Housing)	Monthly	<b>G</b>	<b>G</b>	<b>G</b>	83 affordable homes were delivered in March bringing the total completed during 2011/12 to 213, the highest level of delivery ever recorded in Cherwell and more than double the annual target of 100. The year was very notable for a number of key successes including the completion of the Miller Road Young Person's Housing project, the delivery of the largest Extra Care scheme in Oxfordshire at Stanbridge Hall, further rural housing in Arncott, Bloxham and Hornton, excellent progress on SW Bicester which has seen the completion of the first shared ownership units and the delivery of units under the new First Time Buyer initiative, and the completion of the Cassington Road site Yarnton. Building blocks have been developed for securing affordable housing delivery in future years given the changing context in which affordable homes will be delivered. Officers have worked with Registered Providers (RP) and the Homes and Communities Agency (HCA) to secure RP packages that will benefit Cherwell, the Council has secured Investment Partner status with the HCA to deliver community led and self-build opportunities, and a new housing strategy has been agreed that prioritises increasing the supply of and access to affordable housing. Affordable housing is also being more closely linked to regeneration and officers are working with partners at earlier stages to bring forward strategic sites. The Miller Road Young Person's Housing project in Banbury recently won the National Innovation Award from the Local Government Chronicle (LGC), and the scheme has been highly commended by the Municipal Journal in the category of Delivering Better Outcomes. The LGC Innovation status was awarded as the project demonstrated the leading role a local authority can play in providing young people not in employment, education or training, with new opportunities and skills in delivering affordable housing.
Start building the new shops and cinema in Bicester Town Centre	Regeneration & Housing (Regeneration)	Monthly	<b>G</b>	<b>G</b>	<b>G</b>	Work commenced, as planned, on 30 January 2012 and is expected to last 18 months.

## Corporate Scorecard 2011/2012

### Corporate Pledges : Quarter 4 / Year End

Measure Definition	Responsible Service	Reporting Frequency	Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	Comment on Performance
<b>A Cleaner, Greener Cherwell</b>						
Increase the household recycling rate to above 60%	Environmental Services	Monthly	A	A	A	Recycling rate around 58-59% for 2011/12. Information from Council vehicles in-cab system will be used to identify areas where we can target publicity to bring about increases in recycling performance in 2012/13.
Maintain high levels of residents' satisfaction with street and environmental cleanliness	Environmental Services	Monthly	R	R	R	Customer satisfaction levels fell in the annual customer satisfaction survey last year despite cleanliness standards remaining unchanged. Neighbourhood blitz programme developed for the coming year to try and improve satisfaction levels
Reduce the Council's carbon footprint by installing solar panels on Council buildings and generating savings in our energy costs	Environmental Services	Monthly	G	G	G	Buildings - 14 % reduction; Fleet emissions - 1.3% reduction; Business mileage - 6.6 % reduction; Leisure Centres - 5.8 % reduction Refurbishment work at Thorpe Lane depot along with continued energy efficiency actions have resulted in a significant fall in emissions from our buildings. Efficiencies were secured in all areas but the reduction from buildings were the largest contributor. Overall 6.2% reduction
Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills	Environmental Services	Monthly	G	G	G	A recent programme of energy efficiency workshops in Highfield Bicester was successfully completed. 1275 homes took advantage of the £49 (Bicester) and £99 (rest of Cherwell) Insulation schemes during the year.
Deliver the Eco-Bicester demonstration projects	Strategic Planning & the Economy	Monthly	G	G	G	All demonstration projects are being delivered successfully
<b>A Safe, Healthy and Thriving District</b>						
Continue to provide a wide range of recreational opportunities and activities for young people across the district.	Community Services (Leisure)	Monthly	G	G	G	The Cherwell Play Partnership, established in January to deliver opportunities in the District, held its first meeting to plan Play Days in Bicester and Banbury. During March after school activity sessions were developed in Banbury, Bicester and Kidlington
Work with partners to maintain already low levels of crime in the district	Community Services (Community Safety)	Monthly	G	G	G	All Crime below level of last year, a reduction of 9.5%. Future challenges will be Metal Theft and Burglary. It is unlikely Thames Valley Police will continue to provide statistics for other crime categories in future years.

## Corporate Scorecard 2011/2012

### Corporate Pledges : Quarter 4 / Year End

Measure Definition	Responsible Service	Reporting Frequency	Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	Comment on Performance
<b>An Accessible Value for Money Council</b>						
Secure savings of at least £1m to help meet the reduction in our government funding.	Finance & Procurement (Finance )	Monthly	G	G	G	Plans are in place and approved to deliver £1m savings
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	G	G	G	Good performance against this target. During 2011/12 short monthly performance briefs have been issues to Members, staff and the public via the internet. Detailed quarterly reports have been produced and published and scrutiny has reviewed performance on a frequent basis.
Maintain high levels of customer satisfaction with our services	Transformation (Performance)	Quarterly	A	A	A	At year end performance is just off track with a rating of 68% satisfied in comparison with 73% last year (2010). The council remains focused on improving customer access and satisfaction and will aim to improve customer satisfaction ratings during 2012/13. This will be done through continuing to improve access to online services (e.g. ordering/paying for services) customer outreach work and customer service performance
Improve access to our services by increasing online payment and appointment options	Finance & Procurement (I T )	Monthly	G	G	G	The Capita hosted payment solution has been implemented during 2011 to ensure Payment Card Industry (PCI) compliancy as well as improving secure online payment facilities for our customers. Design and development of the new CDC website which improves and promotes online services was undertaken with the better connected programme of work to promote and create online services in the first instance
<b>Corporate Scorecard</b>						
<b>Financial Performance</b>						
Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Finance & Procurement (Finance )	Monthly	G	G	G	Projections for year end out turn show a variance from budget within the tolerance levels of +2% / -5%
Percentage variance on capital budget expenditure against profile (+2%/-5%): Other projs	Finance & Procurement (Finance )	Monthly	G	G	G	Recognising slippage of some Capital projects from 2011/12 to 2012/13 the outturn projection for variance on budget is within acceptable tolerance limits of +2% / -5%.

## Corporate Scorecard 2011/2012

### Corporate Pledges : Quarter 4 / Year End

Measure Definition	Responsible Service	Reporting Frequency	Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	Comment on Performance
<b>Human Resources</b>						
Staff turnover (voluntary leavers)	Transformation (H R)	Quarterly	G	G	G	Number of voluntary leavers remains low - only 8 during quarter four. Total number of voluntary leavers during the year was 26 (5.4%)
Number of days lost through sickness	Transformation (H R)	Quarterly	G	G	G	Average days sickness per FTE employee for 2011/2012 is 5.97 days (58% short term sickness and 42% long term sickness). This is a great improvement on last year's average sickness of 7.15 days per FTE employee.
Organisational Resilience / Staff Satisfaction	Transformation (H R)	Quarterly	A	A	A	Pending joint approach and shared service business case.
<b>Customer Services</b>						
Speed of response to telephone calls	Community Services (Customer Services)	Monthly	G	G	G	March - average time to answer 45 second 2011/12 Average time to answer 1 min 9 sec 2010/11 Average time to answer 2 min 16 sec  March - abandoned rate 4.2 % 2011-2012 abandoned rate 8.9 %    2010-2011 abandoned rate 19.9%
Achieve above average performance in a nationally comparative telephone mystery shoppers survey	Community Services (Customer Services)	Monthly	A	R	R	March - Mystery shopping is being reviewed to see how it can be delivered in-house and what joint opportunities are available with South Northants Council (SNC) At end of year, Mystery Shopping was not complete, budget allocated shown as a saving for 2011/12. Joint opportunities will be explored with SNC and other departments within CDC in 2012/13
Complaints (PSI-4 12, 13 and 14 refer)	Community Services (Customer Services)	Monthly	G	G	A	March - 16 complaints and 1 ombudsman 16 stage one complaints received  Year 2011-12 : 248 complaints received plus 19 Ombudsman Stage 1 - 236 (73 upheld); Stage 2 - 8 (1 upheld); Stage 3 - 4 (1 upheld);  Of the 19 Ombudsman complaints, 13 related specifically to Blue Badges/Car Parking following increase in car parking charges and new notices during the year. 67 of the Stage 1 complaints, 1 Stage 2 and 3 Stage 3 all related to parking

Corporate Plan 2011/2012 Action Plan : Quarter 4 / Year End				
Cherwell: A District of Opportunity	Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	Comment
<b>Work with partners to tackle disadvantage in the District</b>				
Support vulnerable residents through challenging economic times	G	G	G	Regeneration and Housing is chair to the Housing and Financial Inclusion theme group as part of the Brighter Futures in Banbury arrangements.
Support local people into work by helping another 1000 local people at our Bicester and Banbury Jobs clubs	G	G	G	<p>Target exceeded as Job Club evolves to meet job seekers' needs with over 1,542 job seekers helped in 2011/12. Over 50 Job Clubs have been held during the year, 6 of these in March. An extension of the Job Club to deliver Brighter Future targets in 2012-13 has been approved for Local Area Agreement 2 funding. This will provide resources at Neithrop Library and additional workshops at the Mill, connecting with the Sunshine Centre, Banbury Young Homeless Project, etc.</p> <p>A self-help Job Club 'Connecting Opportunities Gateway' for managers, professional and executives has also been launched by volunteers with the help of CDC staff and the MP.</p> <p>A room at the Mill is being opened for 2012-13 to improve and centralise the facilities for job seekers in Banbury.</p>
Deliver the Brighter Futures in Banbury programme	A	G	G	Ongoing multi agency activities in the targeted wards. All local government tiers involved. Review undertaken of priority actions and new multi agency opportunities. Oxfordshire County Council's Early Intervention Hub now integrated into the programme.
<b>Balance economic development and housing growth</b>				
Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships	G	G	G	<p>76 Cherwell residents (April 2011 - March 2012) 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 CDC's Economic Development Service and has provided funding to two businesses in Cherwell. In March, 6 further detailed business enquiries were dealt with in support of indigenous businesses growth or potential inward investment. During 2011-12, 80 detailed enquiries were handled, of which 40 were for sites and premises.</p> <p>Organised by CDC and partners, over 100 businesses attended the Banbury in Business exhibition and conference on 23 March. Attracting prominent business figures, it reflected strong business leadership and investment in Cherwell, enabled by the Council.</p> <p>Cherwell Business Awards, led by CDC with support and sponsorship from the private sector, was held on 30 March to promote the District's successful businesses and encourage further success. Environment and Innovation Awards are also being organised with local partners.</p> <p>A Banbury Town Centre Working Group was held to identify ways to improve the town centre economy, and a group</p>

## Corporate Plan 2011/2012 Action Plan : Quarter 4 / Year End

### Develop a robust and locally determined planning framework

Develop a clear long term local Local Plan for the district	A	G	G	On track for completion. Submission and public enquiry in 2012 with adoption in early 2013, the Council's Executive has now signed of the pre-submission plan which covers the period until 2030.
Prepare an updated policy for developer contributions and deliver at least £1million funding for infrastructure improvements	G	G	G	The proposed submission Core Strategy, including a framework for infrastructure provision, is scheduled to be presented to the Executive on 28 May 2012. Consultation on a draft Planning Obligations Supplementary Planning Document (SPD) is expected to commence May 2012. The SPD will then be reviewed taking into account the comments made and will be completed alongside the final Core Strategy.
Protect and enhance the quality of the built environment	G	G	G	On track for the completion of 6 Conservation Assessments. In addition, a Conservation Strategy has been drafted and is to be consulted upon and the conservation assessment of the Oxford Canal has been initiated.

### 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	G	On track for the adoption of the Supplementary Planning Document in 2012
Prepare detailed planning guidance for the future development of the Bolton Road area in Banbury	G	G	G	Draft Supplementary Planning Document (SPD) has been produced and consulted upon. Revised SPD is to be completed in the second half of 2012

### A District of Opportunity : Performance Indicators

	Quarter 3 31/12/2011	Quarter 3 Performance	Quarter 4 31/03/2012 Actual	Quarter 4 31/03/2012 Target	Quarter 4 Performance	Year End Performance	Comment
Deliver 500 new homes including through planned major housing projects. (NI154 Net additional homes provided)	Actual 53 Target: 125	R	159.00	125.00	G	Actual 354 Target 500	Net housing completions are recorded as 354 (subject to final verification). This is the second consecutive year that completions have been below 400 due to national economic conditions and their effect on housebuilding. Significant developments recorded in 11/12 include the first completions South West Bicester (Kingsmere); Stanbridge Hall, Banbury; Milton Road, Bloxham; and, Cassington Road, Yarnton. On 6 February 2012, the Executive approved a Housing Land Supply Position Statement in the interests of the addressing an identified land supply shortfall. The Proposed Submission Core Strategy, which will include policies for future housing supply, is scheduled to be presented to the Executive on 28 May.
NI 156 Number of households living in temporary accommodation	Actual 27 Target 33	G	27	33	G	Actual 27 Target 33	Effective homelessness prevention is maintaining the considerable reduction in use of temporary accommodation.
Housing advice: repeat homelessness cases	Actual 0 Target 4	G	0	4	G	Actual 0 Target 4	Due to effective homelessness prevention there were zero cases of repeat homelessness throughout 2011/12.
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Actual 9.37 Target 11	G	2.8	11	G	Actual 7.07 Target 11	Performance for March has been boosted by the large number of system generated changes linked to annual uprating (69% of all changes in the month). However, excluding these performance was still 5.71 days.  Average performance for the whole year was 7.07 days; significantly better than the target of 11 days.



Corporate Plan 2011/2012 Action Plan : Quarter 4 / Year End				
A Safe, Healthy and Thriving Cherwell	Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	Comment
<b>Work with partners to support the development of safe and thriving local communities and neighbourhoods</b>				
Improve the condition of homes in the district to make them safer and healthier	G	G	G	4 premises achieved the Decent Homes standard in March bring the year end total to 111 - our highest ever figure, exceeding the last year's record 99. Serious hazards were resolved in 116 premises in 2011/12 (81 by means of formal & informal enforcement and 35 by means of grants), 6 of these in March and Other (less serious hazards) were resolved in a further 36 premises, (5 in March) - this is our second best ever outcome
Change in the number of Anti-Social Behaviour (ASB) cases	G	G	G	During the year a total of 28 Medium risk cases were received, 1 of which was re-classified crime giving a total of 27. 2 High-risk cases were also received again 1 was re-classified crime reducing the total to 1  The low numbers of High and Medium risk cases are due to a proactive approach taken by the ASB Team and Thames Valley Police Officers in dealing promptly with standard rated cases and identifying individuals who are repeat callers to our services and dealing with the issues they have raised before situations escalate and the case risk rating rises due the frequency of occurrence of incidents
<b>Support the local community, voluntary and not for profit sectors to play an active role in the district</b>				
Work with the local voluntary sector to provide advisory services for the local community	G	G	G	Commissioning of strategically relevant advice services, car driving and volunteer schemes was completed so that the new arrangements could begin on 1st April 2012.
Support volunteering across the district	G	G	G	The new Citizens Advice Bureau contract begins in April 2012. A new brand is being established: "volunteer connects" covering volunteer opportunities and volunteer car driving. On a housing note, the formation board of Cherwell Community Land Trust has been established, the board consists of volunteers
Prepare a new community development strategy to ensure the Council's work in this area provides value for money and addresses local need	R			Objective closed 31/12/2011 Work on the Community Development Strategy deferred until 2012/13 when we will have a clearer idea of priorities and structures

**Corporate Plan  
2011/2012 Action Plan : Quarter 4 / Year End**

**Provide good quality recreation and leisure opportunities in the district**

Make progress on the South West Bicester multi-sports village	<b>G</b>	<b>G</b>	<b>G</b>	Despite some delays early in 2012 caused by poor weather conditions, March conditions have allowed earthworks to complete the final platforms and preparation works for the cycle track.
Maintain current levels of visits/usage to the recently modernised district leisure centres (Spiceball (SLC), Bicester (BLC) and Kidlington (KGLC))	<b>G</b>	<b>G</b>	<b>G</b>	March 2012 performance was similar to the same period in 2011. However, during 2012/12 useage over the 3 sites increased by 21,538 visits/usage, an excellent result considering the current economic climate.
Work with partners to deliver 40 active lifestyle sessions for older people each month	<b>G</b>	<b>G</b>	<b>G</b>	Averaged 48 monthly sessions and we are now reviewing how the sessions are being delivered to help make Groups more sustainable
Secure the long term future of Banbury museum, reducing the cost for local taxpayers and maintaining access for the community	<b>G</b>	<b>G</b>	<b>G</b>	Significant progress has been made towards securing the future of Banbury Museum through the establishment of an independent organisation. Over the next twelve months there will be pressure to keep to deadlines and so ensure completion on time and on budget. The project board is established and will meet early on in the financial year to agree targets and project milestones.

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

Work to promote active and independent lifestyles amongst older people	<b>G</b>	<b>G</b>	<b>G</b>	Provided support to older people groups and negotiated new Service Level Agreement to deliver a wide range of programmes and sessions on behalf of CDC with Age UK Oxfordshire
Support the local NHS to retain and develop health services at the Horton General Hospital	<b>G</b>	<b>G</b>	<b>G</b>	Community Partnership Network in transition to examine a range of new roles regarding communication and public engagement in North Oxfordshire whilst the health and social care sector reforms are progressed. The Horton General Hospital still a very important part of that along with new clinical commissioning arrangements and changes in social care. Ongoing budgetary pressures at the Horton leading to further 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	<b>G</b>	<b>G</b>	<b>G</b>	Shortlist of two potential bidders agreed to build a new hospital on the existing site. Primary Care Trust's procurement process well underway to appoint a preferred bidder, submit a planning application and to commence on site in late 2012

**Corporate Plan**  
**2011/2012 Action Plan : Quarter 4 / Year End**

**A Safe, Healthy and Thriving Cherwell : National Indicators**

	Quarter 3 31/12/2011	Quarter 3 Performance	Quarter 4 31/03/2012 Actual	Quarter 4 31/03/2012 Target	Quarter 4 Performance	Year End Performance	Comment
Leisure Centre usage - all centres (Spiceball, Bicester, Kidlington, Woodgreen, North Oxfordshire Academy, Cooper School)	Actual 82709 Target 62056	<b>G</b>	124338	120781	<b>G</b>	Actual 1,284,170 Target 1,251,206	March saw an increase of 3,557 visitors against same period in 2010/11. Final figures for 2011/12 reflected an exceptional performance despite current economic climate, showing an increase of 32,964 overall
% of nuisance cases dealt with within the prescribed timescale (maximum of 48 hours)	Actual 100 Target 95	<b>G</b>	96.88	95.00	<b>G</b>	Actual: 96.95% Target: 95%	Another good quarter performance with 181 cases in total, of which 179 were resolved within the prescribed period (98.9%) Of 1180 service requests received during 2011/12, 1144 were responded to within the prescribed period (96.95%)
% of nuisance cases resolved within 8 weeks	Actual 100 Target 95	<b>G</b>	100	95.00	<b>G</b>	Actual: 95.42% Target: 95%	During Q4 181 cases were dealt with and concluded within the service standard period Performance = 100% Of the 1180 service requests received during the year, 1126 of these cases were resolved within 8 weeks (95.42%)
Serious acquisitive crime (SAC) rate per 1,000 popn. (NI 016)	Actual 0.42 Target 0.46	<b>G</b>	0.32	0.46	<b>G</b>	Actual: 7% Reduction Target: 5% Reduction	Serious Acquisitive Crime is minus 7% (exceeding the reduction target of 5%), considering that the District has reduced crime year on year for the last six years and started the year 20% up this is a huge achievement for the Police and the partnership

Corporate Plan 2011/2012 Action Plan : Quarter 4 / Year End							
A Cleaner, Greener Cherwell		Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	Comment		
<b>Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district</b>							
Reduce the amount of waste sent to landfill		A	A	A	Landfill tonnage similar to last year - final figures still to be receive but only looks to be around 20 tonnes less than 2010/11		
Maintain the current high levels of customer satisfaction with our recycling and waste collection services		G	G	G	Customer satisfaction levels on waste and recycling services still good - 82% satisfied from the annual customer satisfaction survey		
<b>Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe</b>							
Increase the number of bring bank recycling sites in the district		G	G	G	Number of bring sites gradually increasing beyond 85 sites - more sites likely to be installed in 2012/13 to take the number to around 100 sites		
Work with local communities to continue the programme of neighbourhood litter blitzes		G	G	G	Neighbourhood blitz programme for 2011/12 delivered - areas covered were Neithrop, Hardwick, Ruscote , Langford Village and Kidlington		
<b>Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same</b>							
<b>All objectives within this Theme are Corporate Pledges</b>							
<b>Work with partners to support the development of Eco-Bicester, creating a centre of excellence in terms of green or sustainable living</b>							
Work with all parties to achieve an acceptable scheme on the initial 400 home development		G	G	G	Work with all parties continues to deliver the initial phase of development. Following the resolution to grant planning permission in August 2011, the section 106 legal agreement is expected to be completed in April 2012 allowing the decision to be issued.		
Ensure there are opportunities for local people to participate in the Eco-Bicester programme		G	G	G	Opportunities continue to be developed for local people including events at the demonstration building and an Energy Efficiency scheme in the Highfield area culminating in Eco Bicester Day on 31 March 2012. Further events and opportunities in 2012 will focus on consultation and engagement around masterplanning		
<b>A Cleaner, Greener Cherwell : performance indicators</b>							
Quarterly	Quarter 3 31/12/2011	Quarter 3 Performance	Quarter 4 31/03/2012 Actual	Quarter 4 31/03/2012 Target	Quarter 4 Performance	Year End Performance	Comment
Residual household waste per household	Actual 5995 Target 5900	A	6,160	5,800	A	Actual 24,073 Target 23,500	Approximately 24,073 tonnes of household waste was sent to landfill in 2011/12 against target of 23,500 which is similar to 2010/11. Final figures have however, yet to be confirmed.

**Corporate Plan  
2011/2012 Action Plan : Quarter 4 / Year End**

<b>An Accessible, Value for Money Cherwell</b>	Quarter 3 31/12/2011	Quarter 4 31/12/2011	Year End Performance	Comment
<b>Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services</b>				
Ensure the Council's budget is matched to strategic priorities and services are able to demonstrate they provide value for money	G	G	G	This is part of the 12/13 Budget process
<b>Work with partners to reduce Council costs</b>				
Reduce senior management costs by implementing a single shared senior management team with South Northamptonshire Council	G	G	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	G	Ongoing and will be built into the 2012/13 budget and monitored
<b>Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance</b>				
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	G	G	G	2011/12 programme completed.
<b>Work to ensure we provide good customer service through the delivery of high quality and accessible services</b>				
Maintain existing levels of satisfaction with information provided by the Council	G	G	G	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. Information is provided in a variety of formats.

This page is intentionally left blank

## Priority Service Indicators 2011/2012 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 3 31/12/2011 Performance	Quarter 4 31/03/12 Actual	Quarter 4 31/03/2012 Target	Quarter 4 31/03/2012 Performance	Year End Performance	Comment
<b>A District of Opportunity</b>							
NI 159 Supply of ready to develop housing sites	Actual 117.06 Target 100 (2010/11)	<b>G</b> <b>2010/11</b>	62.1 (2011/12)	100 (2011/12)	<b>R</b>	<b>R</b>	As at 18 April 2012, the district had a 3.1 year supply of deliverable housing sites for the 5 year period 2012-17. On 6 February 2012, the Executive approved a Housing Land Supply Position Statement in the interest of addressing the current land supply position. The Proposed Submission Core Strategy is scheduled to be presented to the Executive on 28 May 2012 which will provide a further opportunity to consider both near and long-term housing supply
NI 170 Previously developed land that has been vacant or derelict for more than 5 years	Actual 2.13 Target 0.4 (2010/11)	<b>R</b> <b>2010/11</b>	2.05 (2011/12)	3.0 (2011/12)	<b>G</b>	<b>G</b>	Similar to last year's return (2.13%). The main site still being the Shipton-on-Cherwell Quarry.
NI 157a Processing of major applications within 13 weeks	Actual 0 Target 60.0	<b>R</b>	66.67	60.00	<b>G</b>	Full Year Actual 25.00 Target 60.00	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 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. Despite this this month's performance is excellent and represents a significant improvement on previous months.
NI 157b Processing of minor applications within 8 weeks	Actual 72.41 Target 65.00	<b>G</b>	87.76	65.00	<b>G</b>	Full Year Actual 76.17 Target 65.00	Performance this month was excellent and has returned to a level significantly above target
NI 157c Processing of other applications within 8 weeks	Actual 86.73 Target 80.00	<b>G</b>	89.29	80.00	<b>G</b>	Full Year Actual 87.71 Target 80.0	Excellent performance maintained throughout the year
% Planning appeals allowed against refusal decision	Actual 0 Target 30	<b>G</b>	50.00	30.00	<b>R</b>	Full Year Actual 26.83 Target 30.00	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 was 1 appeal decision in Q4. Out of 41 appeals received in 2011/12 11 of these were allowed
% houses developed on previously developed land		<b>R</b>			<b>G</b>	Full Year Actual 45.8 Target 40.00	Good Q4 performance - 54.1%, primarily due to the conversion of Stanbridge Hall, Banbury and is a significant improvement on Q3 (15%) Full year outturn of 45.8% is a reasonable return considering the Policy H3 of the Draft Core Strategy (Feb 10) seeks to achieve 40% of new housing on previously developed land
Contribute to the creation of 200 new jobs		<b>A</b>			<b>G</b>	<b>G</b>	Contributed directly to 2 new businesses & 227 jobs created / safeguarded. During March, an established automotive component supplier relocated to Banbury with 130 staff with help from CDC's CHIP & Planning services. The number of Job Seekers Allowance claimants has remained steady over the last year and is now 2.0% (1,808 in Feb 12), although the level is 4.6% (465) amongst 18-24 year olds. Young people not in education, employment or training (NEET) remain a concern and 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 and awards have recently been given. The 'Banbury in Business' conference and exhibition on 23 March attracted over 100 businesses to the CDC Spiceball venue. The first Cherwell Business Awards, held in Bicester, also successfully recognised and encouraged local business success. Innovation Awards will follow shortly.

## Priority Service Indicators 2011/2012 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 3 31/12/2011 Performance	Quarter 4 31/03/12 Actual	Quarter 4 31/03/2012 Target	Quarter 4 31/03/2012 Performance	Year End Performance	Comment
Prepare design, planning and conservation guidance documents to protect and enhance the built environment		G			A	A	46 of 48 published management plans were achieved (96%) and 35 of 36 with up to date character appraisals (97%)  6 Conservation Assessments completed in 2011/12. In addition, a Conservation Strategy has been drafted, the Energy Efficiency in Traditional Homes guide has been published and two more publications (Lime and Shop Fronts) are almost complete.
<b>A Cleaner Greener Cherwell</b>							
CO2 reduction from Local Authority operations (NI 185)	Actual -6 Target 0.00	G	-6.20	-4.00	G	G	Buildings - 14 % reduction; Fleet emissions - 1.3% reduction; Business mileage - 6.6 % reduction; Leisure Centres - 5.8 % reduction Refurbishment work at Thorpe Lane depot along with continued energy efficiency actions have resulted in a significant fall in emissions from our buildings. Efficiencies were secured in all areas but the reduction from buildings were the largest contributor. Overall 6.2% reduction
NI 188 Planning to adapt to climate change (score)			Level 2	Level 2	G	G	This measure no longer in overall use but no change on last year
Inform all residents and businesses how to reduce carbon emissions		G			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 events such as swap shops roadshows across the district
NI 194i Emissions of NOx			8339.00	10500.00	G	G	Reduction in NOx from a combination of an overall reduction in energy and measures such as vehicles which due to higher emission standards are leading to a fall in NOx levels
NI 194ii % reduction of Nox emissions			17.90	3.00	G	G	A large fall in NOx emissions achieved from using less energy and from an increase in the number of Euro V vehicles replacing lower emission standard vehicles
NI 194iii Emissions of PM10			304.00	310.00	A	A	Small fall in the amount of particulates (or soot) from the falling levels of energy use
NI 194iv % Reduction in PM10 emissions			10.00	3.00	G	G	Small fall in particulate emissions largely down to less energy being used resulting in less particulates
Reduce the number of fly tips by 5%		A			R	R	Fly tip numbers have fallen significantly over the last few years to 420 in 2010/11. Fly tips in 2011/12 look to have risen to 440. Enforcement action continues with 5 successful prosecutions in 2011/12. Fly tipping will continue to be closely monitored to see if the small rise in 2011/12 is a statistical blip or the start of a rising trend. However enforcement action and information to residents about getting rid of their waste responsibly will continue to be publicised



### Priority Service Indicators 2011/2012 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 3 31/12/2011 Performance	Quarter 4 31/03/12 Actual	Quarter 4 31/03/2012 Target	Quarter 4 31/03/2012 Performance	Year End Performance	Comment
<b>Safe &amp; Healthy Cherwell</b>							
Number of risk based food premises inspections completed	Actual 151 Target 100	A	148.00	123.00	G	Full Year Actual 605 Target 443	Statutory target in line with the Financial Services Authority's Code of Practice exceeded.
% of residents when asked feel safe being home alone after dark	Actual 90% Target 91%	G	90%	91%	G	G	Performance is comparable with last year (within statistical tolerance)
% Residents when asked say they feel safe in town centres	Actual 95% Target 94	G	95%	94%	G	G	Performance is comparable with last year (within statistical tolerance)
Delivery of Olympic Legacy actions and events leading to 2012 and beyond		G			G	G	There has been some minor adjustment of Legacy targets over the course of the last two years due to the changing landscape of public services in general. These have been monitored regularly at member/officer meetings and more recently plans for the Olympic Torch Relay to pass through the District have required significant collaboration between Cherwell and the communities on route and across the County.
Violence Against the Person incidents per 1,000 population	Actual 0.07 Target 3.43	G	0.94	4.57	G	Full Year Actual 12.44 Target 29.71	Violence Against the Person has reduced by 16.3%, exceeding the target reduction of 12%
NI 009 Increase participation in active recreation by 1%		G			G	G	Active People Survey result showed an increase on the previous year by 1.5%, up from 13.7 to 16.2%.
<b>An Accessible Value for Money Council</b>							
BV089 % Council Tax collected	Actual 86.58 Target 85.00	G	98.30	98.00	G	G	Performance has almost matched last year. We have been hampered in last couple of weeks by being unable to send ad hoc bills which may have slightly dented collection.
BV010 % NNDR collected	Actual 87.68 Target 85.00	G	98.28	98.00	G	G	Performance has slipped in last two months. This can be attributed to several problems which have been encountered with Northgate system which has meant billing has been restricted. These problems are common to all sites and no solution has been found.
BV078a Average time for new HB/CTB claims	Actual 17.85 Target 17.00	A	15.80	17.00	G	Year End Actual 17.22 Target 17.00	Performance has continued to decline due to the impact of ATLAS and annual uprating. Performance for the whole year was 17.22 days, just outside the target of 17 days.
BV078b Average time to process change in circumstances	Actual 7.64 Target 13.00	G	2.17	13.00	G	Year End Actual 5.78 Target 13.00	The improvement in performance is primarily due to the number of system generated changes associated with annual uprating. However, excluding these performance for the month was still 4.29 days. Performance for the whole year was 5.78 days; significantly better than the target of 13 days.
BV079bi.05 % HB Recovered: Overpayment	Actual 72.81 Target 78.00	A	78.12	78.00	G	G	Good performance for the year
BV079bii.05 % HB Recovered: including outstanding	Actual 30.92 Target 33.00	A	37.58	40.00	A	A	Just short of target for old debt as we have been concentrating on in year recovery
BV079biii.05 % HB O'Pay: Written Off	Actual 2.96 Target 4.00	G	3.71	5.00	G	G	Well below the write off target set. Good result

## Priority Service Indicators 2011/2012 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 3 31/12/2011 Performance	Quarter 4 31/03/12 Actual	Quarter 4 31/03/2012 Target	Quarter 4 31/03/2012 Performance	Year End Performance	Comment
% Invoices paid within 30 days	Actual 98.03 Target 98.30	A	98.14	98.30	G	Year End Actual 98.38 Target 98.30	Slight dip in performance during March although year end performance just exceeds target. This has been a challenging year with many staff changes which has affected the length of time for invoices to be authorised.
Deliver a council tax increase in 2012/13 which is below inflation		Starts 03/12			G	G	2012/13 Budget has been approved by Full council and this incorporates a 0% increase in Council Tax for 2012/13.
% Telephone calls abandoned compared to same period last year	Actual 4% Target 10%	G	4.20	10.00	G	Year End Actual 8.9 Target 10.0	March 12 abandoned rate 4.2% Year 2011-12 abandoned rate 8.9% compared to 2010-11 of 19.9%
90% of complaints are resolved within Stage One		G			G	G	March 2012 - 16 complaints received : 16 stage 1. Year 2011-12 : 248 complaints were received - 75 of which were upheld. Stage 1 - 236 (73 upheld) ; Stage 2 - 8 (1 upheld); Stage 3 - 4 (1 upheld) Ombudsman - 19 (13 relating to Blue Badges/Car Parking)
95% of all complaints that are escalated to Stage Two are resolved		G			G	G	March 2012 : No stage 2 complaints received Year 2011-12 : 248 complaints received - 75 of which were upheld Stage 1 - 236 (73 upheld) ; Stage 2 - 8 (1 upheld); Stage 3 - 4 (1 upheld) Ombudsman - 19 (13 relating to Blue Badges/Car Parking)
Number of complaints escalated from Stage Three to the Ombudsman		R			R	R	March 2012 : No stage 3 complaints; 1 Ombudsman complaint Year 2011 - 12: 4 stage 3 complaints (1 upheld) and 19 ombudsman complaints. Of the 19 Ombudsman complaints, 13 related specifically to Blue Badge/Car Parking, following revised car park charges/new signage introduced during the year.
Produce a combined annual report of performance and finance in June 2011		G			G	G	Annual Report and Summary of Accounts produced and published.
Increase the readership of Cherwell Link		G			G	G	Wide readership is targeted through all publications, based on feedback from research
Develop a preventable contact measure		G					Measure Closed 31/12/12 Reduce footfall in one stops shops introduced October 2011
Preventable contact indicator: reduce footfall in one stop shops by 50%	Actual 16804 Target 12730	R	11335	13444	G	Year End Actual 28139 Target 26176	March 2012: Footfall 3569 against target of 4609. Year 2011-12: Total face to face footfall 76,311 Year 2010-12: Total face to face footfall 113,828
Average speed of answer (telephones)	Actual 0.41 Target 1.10	G	0.45	1.10	G	G	March - average time to answer 45 seconds 2011-12 Average time to answer 1 min 9 sec 2010-2011 Average time to answer 2 min 16 sec  March - abandoned rate 4.2 % 2011-2012 abandoned rate 8.9 %      2010-2011 abandoned rate 19.9%
Car parking revenue	Actual 1380401 Target 1304937	G	1,775,113	1,763,928	G	G	Profiled budget: £1,763,928 Actual to date: £1,775,113 £11,185 over profiled budget
% of buildings audited that are accessible	Actual 62.5% Target 33.0%	G	62.50%	66.00%	A	A	The agreed audits were not carried out within the last financial year due to a member of staff leaving and insufficient resource to cover Building Control core workload. We have already agreed a revised target date of June 2012 for the identified audits to be completed with our clients which currently is on target.

## Major Programmes 2011/12 : Quarter 4 / Year End

		Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	COMMENT
<b>Place Programme</b>					
Eco Town Bicester	Cherwell District Council	A	A	A	The year has seen strategic leadership and influence in promoting the Eco Bicester initiative, and the progression of the Phase 1 planning application towards a positive determination. An exemplar 106 Agreement is close to completion, and a number of key demonstration projects have been completed. Around 1200 Bicester residents have taken up the subsidised insulation scheme and a number of complementary innovative initiatives have been supported.
Bicester Town Centre	Cherwell District Council	A	G	G	Demolition works completed. Excavations proceeding without incident. Progress on track.
Banbury Brighter Futures	Cherwell District Council	A	G	G	Ongoing multi agency activities in the targeted wards. All local government tiers involved. Review undertaken of priority actions and new multi agency opportunities. Oxfordshire County Council's Early Intervention Hub now integrated into the programme.
Boat Lane	South Northants Council	G	G	G	Project signed off. Application in progress. Negotiations ongoing with English Heritage, and we're on track to meet the archaeological work requirements.
Silverstone	South Northants Council	G	G	G	A number of meetings with Silverstone and their solicitors have been held. Draft S106 circulated and commented on by parties. Revised draft following latest meeting circulated 02 April, meeting arranged with solicitor and Aylesbury Vale District Council for 04 April. Meeting arranged with Silverstone for 19 April. Draft conditions pretty much agreed
Sustainable Urban Extensions Brackley	South Northants Council	G	G	G	Viability issues are still being progressed. We have agreed the profit margin for the developer and are happy with the viability assessment, considering the current market. There is still a question about the land value. Figures have come in for the education costs and they are currently being looked at. Conditions are at an advanced stage. Latest draft has been circulated for consultation. A third draft of the S106 is being assessed and a meeting arranged with the developer's solicitor. The application is scheduled to be reported to committee in May.
Sustainable Urban Extensions Towcester	South Northants Council	A	A	A	Key issues still to be resolved such as the Masterplan, education provision, and the relief road, and viability testing. Urban design advice is being sought with respect to the Masterplan and there is now an agreed education solution, although it involves changing school catchment boundaries. The contribution from the relief road is still a major issue.

## Major Programmes 2011/12 : Quarter 4 / Year End

		Quarter 3 31/12/2011	Quarter 4 31/03/2012	Year End Performance	COMMENT
Transformation Programme					
ICT Shared Services	Cherwell District Council and South Northants Council shared	G	G	G	Shared service project complete and closed. A shared team is now in place with one vacancy and an outstanding TUPE (Transfer of Undertakings Protection of Employment Regulations) which will happen at the beginning of May. All workstreams in the insource project are on track for delivery slightly ahead of time. "Soft" handover planned for the start of Q1 2012/13 three weeks ahead of the end of contract date of April 30. The programme board continues to provide effective governance.
Service Transformation	Cherwell District Council and South Northants Council shared	G	G	G	Service Reviews in the Resources Directorate under way to plan. Democratic and elections, Building Control, and ICT all completed. Finance & Procurement, Performance Management, and PA/Admin reviews getting under way now. Legal, Human Resources, and Programme in the preparatory stages. Communications; revised proposal being planned for the summer. Service Reviews in Environment and Community Directorate, and Place Directorate are benefiting from the input of Theme Groups, taking a wide, strategic view. Plans expected in the summer, with service reviews scheduled thereafter.

## Corporate Equalities Plan 2011/2012 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 4 31/12/2011	Year End Performance	Comment
<b>Fair Access and Customer Satisfaction</b>				
To ensure Cherwell District Council and our Partners treat the public fairly regardless of their background or way of life	G	G	G	<p>During quarter 4 there have been many successful community and consultation events including the Armed Forces Knowing Your Community for internal staff and our partners. Connecting Communities, New Year, New Start, New Ideas focused around the Youth within the Bretch Hill Area. Consultation Wall at Oxford and Cherwell Valley College (OCVC) and the Independent Advisory Group (IAG) and the Faith Forum Committee Meetings have been attended.</p> <p>Significant progress has been made on the extra care development at Stanbridge Hall, Banbury and London Road, Bicester. The first tenants are set to move in this Spring.</p> <p>Mystery shopping not complete, budget for 2011/12 shown as a saving. Alternatives with Cherwell District Council and opportunities with South Northants Council will be explored in 2012/13. Cherwell District Council is now represented through a Regeneration and Housing rep on the County-wide Physical Disability Strategy steering Group</p>
To improve our services to the older generation within the Cherwell district	G	G	G	The older peoples strategy will be included within the Cherwell's Overall recreational strategy during 2012/2013. Housing already have a specific strategy and action plan to the older community within Cherwell.
To ensure all our services both internal and external are accessible to all Equality Groups at a high standard	G	G	G	Mystery Shopping exercise has not been completed this year and has been taken as a budget saving. However, 2012/2013 will see a review of mystery shopping.
<b>Tackling Inequality and Deprivation</b>				
To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	A	G	G	Ongoing multi agency activities in the targeted wards. All local government tiers involved. Review undertaken of priority actions and new multi agency opportunities. Oxfordshire County Council's Early Intervention Hub now integrated into the programme
<b>Building Strong and Cohesive Communities</b>				
Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement	A	G	G	The commissioning of strategically relevant advice, car driving, and volunteer schemes has been completed so that new arrangements can begin on 1st April 2012. The Banbury Working Cohesion Group met during quarter 4 to discuss possible future arrangements with regards to increasing community cohesion and engagement throughout the district. The meeting was poorly attended so before any final decisions are made an online consultation will take place.

## Corporate Equalities Plan 2011/2012 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 4 31/12/2011	Year End Performance	Comment
<b>Positive Engagement and Understanding</b>				
To continue to increase engagement and work with young people within the district	G	G	G	Regular work within the Banbury and Bicester Hubs
Increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	G	<p>During Q4 Cherwell's Customer Services have attended a family open day at Bicester Garrison and it has also been agreed for Cherwell District Council to hold two themed events a year at the Bicester HIVE. Cherwell District Council continue to support the work of HALT by sitting on the steering group and supporting the actions held within their own Oxfordshire wide action plan.</p> <p>During Q4 Cherwell District Council have supported the pilot launch of Oxfordshire Mantra - Hate Crime Reporting. No External communications has resulted in no incidents having been reported but Q1 of 2012/2013 will start to monitoring phase.</p>
Raise internal awareness of diversity within our community	G	G	G	Continued to complete this action via the implementation of the Cultural Awareness Fair & Aware training module and through the quarterly Knowing Your Community events.
<b>Demonstrating Our Commitment to Equality</b>				
Review and publicise all documentation in line with government framework	G	G	G	Cherwell District Council is compliant to the Equality Act 2010 legislation and the Public Sector Equality Duty. Cherwell District Council continues to maintain and update it's Equality & Diversity Web Page.
Review achieving standard to research and develop improvement programme	G	G	G	Next self assessment due to take place Q2/Q3 2012/2013
Ensure staff and services promote and embed equality into their work	G	G	G	Continued success for the Fair and Aware in house equality training programme. Q4 has seen specific discussion based around usage of the course by service area. This has produced the need for a separate course to be created for all depot staff and will be set as a single objective for 2012/2013.
All EIA's and Equality documents to be reviewed by the Corporate Equality and Diversity Steering Group	G	G	G	The Corporate Equality Steering group continue to focus on specific and relevant subjects such as, fair and aware training, equality complaints and specific subjects that impact the whole of the council.

## Brighter Futures in Banbury Programme 2011/12 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 4 31/12/2011	Year End Performance	Comment
<b>Employment Support &amp; Skills</b>				
Improve skill levels and educational attainment	G	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	G	Young People's Expo event attracted 175 young people to Banbury College in December, helping with CV 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. A Job Fair in Bicester on 16 February 2012 attracted around 100 job seekers, many of whom also benefitted from training advice. Further events with Job Centre Plus and other partners are being developed
<b>Early Years, Community Learning &amp; Young Peoples Attainment</b>				
Improve educational attainment through better skills in numeracy / maths and more effective family engagement	A	A	A	Recent change in Theme Lead - details to be provided in Year End Report due in May
<b>Financial Inclusion &amp; Housing</b>				
Improve financial situations, addressing debt and financial exclusion	G	G	G	The commissioning of strategically relevant advice services and volunteer car driving was completed so that the new arrangements could begin on 1st April 2012.
Good quality mixed housing, affordable for all income levels, and set in a well-managed environment	G	G	G	83 affordable homes were delivered in March bringing the total completed during 2012/13 to 213, the highest level of delivery ever recorded in Cherwell. The year was very notable for a number of key successes including the completion of the Miller Road Young Person's Housing project, the delivery of the largest Extra Care scheme in Oxfordshire at Stanbridge Hall, further rural housing in Arcott, Bloxham and Hornton, excellent progress on SW Bicester which has seen the completion of the first shared ownership units and the delivery of units under the new First Time Buyer initiative, and the completion of the Cassington Road site Yarnton.  Building blocks have been developed for securing affordable housing delivery in future years given the changing context in which affordable homes will be delivered.
Good access to amenities, including shops, health centres and leisure facilities	G	G	G	The completion of a shared management team for Cherwell and South Northamptonshire Councils has brought forward a new service responsible for regeneration and housing. Regeneration work is being more closely aligned with planning policy and specific work is underway to ensure there is a programme approach to regeneration activities with an emphasis on delivery.

### Brighter Futures in Banbury Programme 2011/12 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 4 31/12/2011	Year End Performance	Comment
<b>Health &amp; Wellbeing</b>				
Improve life expectancy with improved overall health and well-being	G	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 Black Minority Ethnic (BME) communities.
Reducing high rates of teenage pregnancy	A	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.
<b>Safe &amp; Strong Communities</b>				
Build a safer and more connected community, where residents feel socially included	A	G	G	There has been a pleasing reduction throughout the year in levels of overall crime and disorder within the Brighter Futures neighbourhoods. The rise in serious acquisitive crime seen earlier in the year has been reversed and a number of successful engagement activities have been undertaken. Funding has been secured for delivering "Community Noticeboards", focused primarily on these wards and the range of youth activities provided by different groups continues to expand.
<b>Family Support &amp; NEETS</b>				
Provide support to families and young people not in employment education or training	G	G	G	New Theme Lead (Banbury Hub Manager) appointed. Hub actions underway and full update will be provided in Year End report in May
<b>Performance &amp; Community Engagement</b>				
Provide performance reports and Connecting Communities events	A	G	G	Connecting communities events undertaken throughout the year. Events held throughout the Brighter Futures wards and with good attendance from partners and community members.



## Significant Partnerships 2011/2012 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 4 31/12/2011	Year End Performance	Comment
<b>Sub-Regional Partnerships</b>				
Oxfordshire Partnership Board	G	G	G	Six monthly meetings with feedback and review of key Oxfordshire partnerships
Children's Trust	A	A	A	Awaiting confirmation of structures around health service review and final Board arrangements are anticipated early next financial year
Health and Well Being Partnership Board (H&WB)	G	G	G	New Oxfordshire H&WB Board and partnership proposals in place. CDC representation on Health Improvement Board and Children and Young People's Board. Priorities under consideration. Concern re desegregation across the new structure of Supporting People budgets
Environment and Waste Partnership	G	G	G	Environmental & Waste Partnership meetings regularly taking place - overall across the County recycling levels very high with falling landfill tonnages. New revised strategy out to consultation - the review of the financial arrangements are the one area of contention
Oxfordshire Safer Community Partnership	G	G	G	Significant work undertaken to align with the emerging structures for Police Crime Commissioner and Panel, and with partners across the Thames Valley
Stronger Communities Alliance	G	G	G	The key priority for 2011/12 has been the change from grant provision to commissioning strategically relevant services covering advice, volunteering and car driving schemes. This project has been delivered on schedule and the contract was awarded to the Banbury Citizens Advice Bureau (CAB) who will work with a number of partners to deliver the contract as a whole. The priority for the March was ensuring the transitional arrangements ran as smoothly as possible and the contract could begin on 1st April 2012.
Local Enterprise Partnerships (Oxfordshire)	G	G	G	Both Local Enterprise Partnerships are at an early stage of development. CDC is active in both to ensure they support the achievement of local economic priorities
Local Enterprise Partnerships (South Midlands)	G	G	G	Both Local Enterprise Partnerships are at an early stage of development. CDC is active in both to ensure they support the achievement of local economic priorities
<b>Cherwell-specific Partnerships</b>				
Cherwell Local Strategic Partnership (LSP)	G	G	G	The LSP Board continue to meet regularly and have constant commitment from each member. All areas are now represented with the Managing Director of Banbury Sound taking on the Private Sector Representation. The Board are currently finalising details for the 2012 Public Reference Group meeting which this year will be held in Bicester.
Cherwell Safer Community Partnership	G	G	G	North Oxon magistrates attended March meeting and intend to continue, Primary Care Trust (PCT) still unable to commit. Elected member for Community Safety Partnership (CSP) and County CSP also member for Police & Crime Panel (PCP). CSP action plan updated and to run in tandem with Thames Valley Police (TVP) action plan for policing in the District

## Significant Partnerships 2011/2012 : Quarter 4 / Year End

	Quarter 3 31/12/2011	Quarter 4 31/12/2011	Year End Performance	Comment
Cherwell M40 Investment Partnership (CHIP)	<b>G</b>	<b>G</b>	<b>G</b>	<p>A service to existing and inward investor businesses continued day-to-day throughout the year, connecting the Council's CHIP service with businesses and the property, training &amp; 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 are imminently due to occupy new buildings, with help and guidance also provided to Norbar, Prodrive and many smaller enquiries. A total of 40 detailed 'sites and premises' enquiries were dealt with by Economic Development during 2011-12.</p> <p>Assisted the improvement of older industrial premises in Bicester in liaison with a new owner. Joined 5 local businesses and the College at the Engineering and Autosport shows at NEC to promote further (supply chain) investment and development in Cherwell. Three formal meetings with CHIP partners were held, allowing CDC to build valuable partnerships and gain market intelligence.</p>
Banbury Town Centre Partnership (BTCP)	<b>G</b>	<b>G</b>	<b>G</b>	CDC is active within the BTCP and is working to ensure that the development of the Banbury Masterplan strengthens the Town Centre with a close input from the BTCP. In addition, CDC is working with BTCP on the application of the Portas Review into Town Centres.
Bicester Vision (BV)	<b>G</b>	<b>G</b>	<b>G</b>	CDC is an active member of Banbury Vision with the Chief Executive, Vice-Chair. CDC has engaged BV in advising on the economic dimension of the Bicester Masterplan and the potential to increase employment in the town and the marketing of the town for inward investment
Kidlington Village Centre Management Board	<b>G</b>	<b>G</b>	<b>G</b>	No management meetings this quarter but internal discussions held about how to assist the Board with progressing the Kidlington Vision
Homelessness Strategy Partnership	<b>G</b>	<b>G</b>	<b>G</b>	The homelessness prevention approach is being maintained to ensure the number of cases accepted as homeless does not exceed targets
Cherwell RSL Partnership & Sanctuary Housing Group	<b>G</b>	<b>G</b>	<b>G</b>	CDC has continued to work in close partnership with Sanctuary throughout 2011/12. Specific outcomes include affordable housing delivery, a national call centre at Adderbury House that has employed people who were made redundant from Vodafone, the launch of the YMCA Training Centre in Banbury, the launch of the Eco Bicester affordable housing demonstrator project at Eco Bicester, retro fitting of existing housing stock in Bicester, and regeneration options work for Banbury. Wider Registered Providers (RP) Partnerships have remained strong - both in terms of development and housing management. Partners have contributed to the production of the Cherwell Housing Strategy and the forthcoming Tenancy Strategy for Cherwell, whilst A2 Dominion have categorised Samuelson Court in Banbury as one of their priority schemes for 2012/13 to respond to previous points raised by Members and the local community. Annual appraisals of key partners have continued to take place whilst Members have been represented on the Charter Committee to influence the work of the Sanctuary Group following the "transfer of engagements" of the former Charter Community Housing Board to the Sanctuary Group.
NW Bicester Strategic Delivery Board	<b>G</b>	<b>G</b>	<b>G</b>	The Strategic Delivery Board has continued to meet on a quarterly basis to consider a range of issues impacting on Bicester. The next meeting is on 19 July 2012.

Significant Partnerships 2011/2012 : Quarter 4 / Year End				
	Quarter 3 31/12/2011	Quarter 4 31/12/2011	Year End Performance	Comment
Banbury Brighter Futures	A	G	G	Ongoing multi agency activities in the targeted wards. All local government tiers involved. Review undertaken of priority actions and new multi agency opportunities. Oxfordshire County Council's Early Intervention Hub now integrated into the programme.

This page is intentionally left blank

Risk Register 2011/2012 : Quarter 4 / Year End

Risk Heading	Owner	Description	Quarter 3 31 Dec 2011				Controls	Quarter 4/YE 31 Mar 2012				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		
<b>Strategic Risks</b>													
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"> <li>RS.01a Long term approach to support (people/communities) as many issues can only be addressed so</li> <li>RS.01b Multi agency action with clear and common objectives</li> <li>RS.01c Additional funding from Government grants to supplement current resources</li> <li>RS.01d LSP focus on Brighter Futures in Banbury programme</li> <li>RS.01e Contingency fund made available in CDC budget</li> <li>RS.01f Programme co-ordination role in place</li> <li>RS.01g Quarterly performance management in place</li> </ul>	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"> <li>RS.02a Planning policy development through Local Development Framework</li> <li>RS.02b Eco Bicester Town Project plan &amp; related partnerships with private/public sector partners</li> <li>RS.02c Dedicated Project Team</li> </ul>	High 16	R	Medium 9	A	→	<p>A Strategic Delivery Board is in place which is effectively managing the Eco Bicester initiative. Phase 1 (exemplar) planning application has been approved and the 106 agreement is due to be finalised shortly. A number of key demonstration projects in the town have been completed including the John Paul II Centre (largest known non-residential building built to passiv haus standards in Europe), the sixth form eco-extension to Cooper School, and the provision of affordable housing to Code for Sustainable Homes levels 4 and 5 through development at the former Bryan House site.</p> <p>There has been a significant take-up by Bicester residents of the subsidised insulation scheme (approx 1200 completed installations)</p> <p>Other innovative approaches are progressing, which complement the Eco Town development, such as the setting up of a Local Management Organisation for NW Bicester (and potentially wider Bicester) and the feasibility of a local community bulk purchasing energy and a solar photovoltaic scheme.</p> <p>A Masterplan for Bicester Town is also nearing completion which will ensure a clear and coordinated approach to growth in the town over the next 20 years. DCLG funding has been allocated where it can make the most impact in the delivery of NW Bicester which has included:</p> <p>Identification of funding to gap fund the primary school on the exemplar application – the funding can be recouped from later phases of development that will be able to take advantage of the existing school provision;</p> <p>Identification of funding for the provision of the eco business centre on the exemplar – the funding can be recouped either through the sale of the capital asset in the future or revenue from the lease of the asset; and</p> <p>Investment in a site wide energy company (ESCO) Energy Service Company or (MUSCO) Multi Utilities Company – Investment in an ESCO/MUSCO would ensure low cost energy to the development and provide a return on investment.</p> <p>Seed funding for the Bicester Reuse and Sustainable Living Centre</p>
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"> <li>RS.03a Liaison with CLG regarding appropriate procedures</li> <li>RS.03b Take legal advice as necessary, to further inform our position</li> <li>RS.03c Ask our MP to raise questions to Govt. Ministers if clarity is required on Localism Bill</li> <li>RS.03d Engage in public consultation on new population figures that informs emerging Core Strategy</li> <li>RS.03e Work with LDF Advisory Panel in formulating revised policies &amp; Councillor involvement</li> </ul>	High 16	R	High Medium 12	A !	→	The Local Plan/Core Strategy is coming to a conclusion at a time of major planning reforms. The Bicester and Brackley Masterplans are informing its conclusion. Final draft for submission is 2012 and adoption in early 2013.
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"> <li>RS.04a Service and financial planning process</li> <li>RS.04b Sustainable Community Strategy, Economic Development Strategy, related partnership activities</li> <li>RS.04c Service specific plans &amp; strategies</li> </ul>	High 16	R	High Medium 12	A !	→	In the past 12 months the Economic Development team completed the "Resilience Report" as the foundation for the Economic Development Strategy and associated actions. A series of studies have also been commissioned to ensure that the Local Plan/Core Strategy is clearly based on 'sound evidence' - a critical requirement of the forthcoming public examination.
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"> <li>RS.05a Support to the PCT in challenging ORHT proposals</li> <li>RS.05b Providing evidence of deliverability of consultant delivered services elsewhere</li> <li>RS.05c Gaining consensus locally that this is important</li> <li>RS.05d Ensuring local Councillors are briefed &amp; engaged to play a community leadership role</li> <li>RS.05e Support local stakeholder group with ORHT/GP/OCC representation</li> </ul>	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 whilst the health and social care sector reforms are progressed. The Horton General Hospital still a very important part of that along with new clinical commissioning arrangements and changes in social care. Ongoing budgetary pressures at the Horton leading to further service changes but based on established principles through the Better Healthcare Programme.



Risk Register 2011/2012 : Quarter 4 / Year End

Risk Heading	Owner	Description	Quarter 3 31 Dec 2011				Controls	Quarter 4/YE 31 Mar 2012				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		
<b>Corporate Risks</b>													
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"> <li>rc.01a Wide range of health and safety policies and procedures</li> <li>rc.01b Training is given to all relevant staff undertaking manual work</li> <li>rc.01c Relevant safe working practice notes are issued as part of standard induction procedures</li> </ul>	High 20	R	High Medium 10	A !	➡	<p>The Health and Safety Manager also provides advice for South Northamptonshire Council</p> <p>The current arrangements are being reviewed in the first quarter of 2012/13</p>
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"> <li>rc.02a Treasury management</li> <li>rc.02b Annual investment strategy complies to CIPFA code</li> <li>rc.02c Minimise empty properties</li> <li>rc.02d Budget 2011/12</li> <li>rc.02e Medium term financial strategy</li> <li>rc.02f Asset Management Strategy</li> <li>rc.02g Dashboard - budget monitoring</li> <li>rc.02h Annual Treasury Management Strategy</li> <li>rc.02i Counterparty Lists</li> </ul>	High 16	R	High Medium 12	A !	➡	<p>Controls in place for the year appropriate to the level of risk and annually reviewed/update.</p> <p>Regular updates to members through quarterly budget monitoring.</p> <p>No treasury breaches in 11/12 and a balanced 12/13 budget delivered in Feb 2012</p>
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	Medium 8	A	<ul style="list-style-type: none"> <li>rc.03a 6 monthly testing of Disaster Recovery Plan</li> <li>rc.03b External quality assurance of architecture and implementation</li> <li>rc.03c Annual compliance with ISO 27001</li> <li>rc.03d construction of DR Site at Thorpe Lane Depot</li> <li>rc.03e All IT equipment relocated to new Server Room</li> <li>rc.03f Reinstallation of DR line</li> </ul>	High 20	R	Medium 6	A	✔	<p>DR (Disaster Recovery) has successfully tested ICT infrastructure recovery and specific business system (express) as a test last month. BCP (Business Continuity Plan) and DR are being reviewed using BS 25999 Business Continuity Standard</p>
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"> <li>rc.04a Equalities scheme</li> <li>rc.04b Mandatory equalities training</li> <li>rc.04c Equalities performance monitored through PMF</li> <li>rc.04d Equalities Officer Support for EQIA</li> <li>rc.04d IDEA peer assessment planned for 2010</li> <li>rc.04e Equalities steering group and communications plan</li> <li>rc.04f Network of consultative panels for EQIA</li> </ul>	High 20	R	High Medium 12	A !	➡	<p>Risk reviewed and has remained stable. Controls are in place and looking forward the programme of equality impact assessments/analysis will continue</p>
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"> <li>rc.06a As a Category 1 Responder the Council has a duty to prepare and maintain an Emergency Plan</li> <li>rc.06b Annual testing and exercise schedule</li> <li>rc.06c Training to relevant staff</li> </ul>	High Medium 15	A !	High Medium 10	A !	➡	<p>Risk reviewed and controls in place. Risk remains unchanged.</p>
RC07 Managing Data & Information	Claire Taylor	The risk is that unreliable data sources are used to support decision and policy making putting the Council at risk of making poor decisions. Decisions are made on the basis of information about the population and the nature of the district. If data is out of date, incomplete or inaccurate, those decisions may turn out to be inappropriate and they could be challenged. Lack of effective information management means that the Council will not be able to effectively respond to FOI or EIR requests putting CDC at risk of a complaint to the Information Commissioner. Poor information will also mean that the Council is unable to deliver against the transparency agenda.	High 16	R	Medium 9	A	<ul style="list-style-type: none"> <li>rc.07a Single trusted data source for all decision makers</li> <li>rc.07b Use external trusted &amp; reliable data source as the basis for our own information.</li> <li>rc.07c Internal audit programme for performance indicators</li> <li>rc.07d Clear Data Quality policy</li> <li>rc.07e Guidance issued to managers</li> </ul>	High 16	R	Medium 9	A	➡	<p>Risk reviewed and controls in place. Risk remains unchanged</p>
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"> <li>rc08.a Fraud Investigation Team to prevent, detect, investigate and sanction cases of fraud under the</li> <li>rc08.b Corporate and Benefit fraud awareness training to all staff</li> <li>rc08.c In-depth training, including Bribery Act to front line staff &amp; other staff as required</li> <li>rc08.d Participation in the National Fraud initiative &amp; Housing Benefits matching exercises</li> <li>rc08.e Application of Councils Policies (Anti-fraud &amp; Corruption, Sanctions, Bribery)</li> <li>rc08.f Networking/Benchmarking arrangements with other Councils &amp; DW&amp;P</li> </ul>	High Medium 12	A !	Medium 9	A	➡	<p>Fraud investigation team have managed the investigation of any issues and provided substantial reports to Head of Finance and Director of Resources. All actions implemented appropriately.</p> <p>Awareness training delivered to JMT and members of Accounts Audit and Risk committee - with follow up training with services planned in 2012/13.</p>

Risk Register 2011/2012 : Quarter 4 / Year End

Risk Heading	Owner	Description	Quarter 3 31 Dec 2011				Controls	Quarter 4/YE 31 Mar 2012				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	Medium 9	A	<ul style="list-style-type: none"> <li>rc.09a Fully policed change control to ensure all resources focus on insource work &amp; BAU</li> <li>rc.09b No unnecessary change work taken on during the transition.</li> <li>rc.09c Recruitment of additional transition resources, specified in the business case</li> <li>rc.09d Strong project management to limit unforeseen events</li> </ul>	High 16	R	Medium 9	A	→	Project has maintained its own risk register which is regularly reviewed by the ICT delivery group and programme board. All mitigations in place to minimise impact.
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	Medium 09	A	<ul style="list-style-type: none"> <li>rc.10a Audit of existing (and CDC) IT estate</li> <li>rc.10b Contract negotiations with Capita and other suppliers.</li> <li>rc.10c Clear roadmap of future provision of IT services after the end of current Capita contract</li> <li>rc.10d Independent review of future proposed architecture (complete)</li> <li>rc.10e Procure new solutions as required with legal, financial, procurement input into process</li> <li>rc.10f Costed Business Case for consideration by Members</li> <li>rc.10g Regular reviews within SNC by portfolio holders</li> <li>rc.10h Regular review of shared service proposals by Joint Arrangements Steering Group IT Subgroup</li> </ul>	High 16	R	Medium 9	A	→	Project has maintained its own risk register which is regularly reviewed by the ICT delivery group and programme board. All mitigations in place to minimise impact.  Regular briefings with Lead members and a communication plan that included "The Switch" which informed members and officers of progress.  On track to meet projects outcomes, on time and within budget.

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



Risk Register 2011/2012 : Quarter 3

Risk Heading	Owner	Description	Quarter 3 31 Dec 2011				Controls	Quarter 4/YE 31 Mar 2012				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		
<b>Partnership Risks</b>													
RP02 Local Strategic Partnership	Claire Taylor	The risk is the failure of the Local Strategic Partnership to deliver its objectives having a negative impact on service delivery to the public, the Council's reputation with other local agencies and this being reflected in national reputation. There is also a risk that with the reduced focus on partnership working, opportunities for increased efficiency and improved services are lost due to less effective networks and relationships	High Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> <li>RP.02a Partnership governance review implemented</li> <li>RP.02b Performance Management Framework</li> <li>RP.02c Develop Partnership Handbook</li> <li>RP.02d Management Group to support implementation of LSP decisions</li> <li>RP.02e Annual self assessment of performance</li> <li>RP.02f Ongoing review &amp; information exchange to capitalise on emerging issues &amp; opportunities</li> <li>RP02.1 Develop a Partnership Development Plan</li> </ul>	High Medium 12	A !	High Medium 12	A !		Due to partnership changes likely during 2012/13 and the new management of the service this risk will need to be completely reviewed for 2012/13. Currently controls are in place and the LSP has effectively delivered its programme of LAA grants. As such immediate changes are not required but will be considered during quarter 1 of 2012/13.
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"> <li>RP.03a Bi-monthly monitoring of 4 Action Groups plans to deliver the priorities of the partnership</li> <li>RP.03b Quarterly reporting to Strategic Partnership meetings</li> <li>RP03c Monitored via Performance Management Framework</li> </ul>	High Medium 12	A !	Medium 9	A		Significant work undertaken to align with the emerging structures for Police Crime Commissioner and Panel, and with partners across the Thames Valley
RP04 Local Enterprise Partnerships (Oxfordshire & 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"> <li>RP.04a Partnership Work Programme/Forward Plan</li> <li>RP.04b Resource provision for Partnership work</li> </ul>	High Medium 12	A !	Medium 9	A		Both Local Enterprise Partnerships are at an early stage of development. CDC is active in both to ensure they support the achievement of local economic priorities
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	Medium 9	A	<ul style="list-style-type: none"> <li>RP05.a Work with other collection authority partners to achieve greater voting power</li> <li>RP05.b Full partnership participation to address moved by County Council to reduce payments</li> </ul>	High 16	R	Medium 9	A		Discussions continuing regarding the financial arrangements with Treasurers being included. Chairman of the OWP passes from Oxfordshire County Council to South Oxfordshire in the new financial year'
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 meeting its Safe, Healthy and Thriving Strategic Objective. The potential role of County Councils as the public health authority under new legislation will require effective partnership arrangements to ensure Cherwell's priorities are reflected and issues around health inequalities are addressed	Medium 9	A	Medium 6	A	<ul style="list-style-type: none"> <li>RP06.a Strategic Director leadership role on health related issues</li> <li>RP06.b Participation in county-wide partnership discussions</li> <li>RP06.c support local stakeholder group to hold service commissioners and providers to account</li> <li>RP06.d Communicate the health sector changes to the wider population</li> </ul>	Medium 9	A	Medium 6	A		New Oxfordshire H&WB Board and partnership proposals in place. CDC representation on Health Improvement Board and Children and Young People's Board. Priorities under consideration. Concern re desegregation across the new structure of Supporting People budgets

Page 107

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

This page is intentionally left blank

## AT A GLANCE PERFORMANCE BRIEFING: MARCH 2012

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			
<b>Corporate Plan : Pledges</b>	14	14	Monthly	1	2	11	0	7%	14%	79%	0%	93%	A	Red relates to residents satisfaction with street and environmental cleanliness
<b>Corporate Plan (exc Pledges) Total</b>	41	40	Monthly	0	2	38	0	0%	5%	95%	0%	100%	G	
<i>District of Opportunity</i>	13	13		0	0	13	0	0%	0%	100%	0%	100%	G	
<i>Safe Healthy &amp; Thriving Communities</i>	16	15		0	0	15	0	0%	0%	100%	0%	100%	G	
<i>Cleaner, Greener Cherwell</i>	7	7		0	2	5	0	0%	29%	71%	0%	100%	G	
<i>Accessible, Value For Money Council</i>	5	5		0	0	5	0	0%	0%	100%	0%	100%	G	
<b>Customer, Finance &amp; HR Measures</b>	8	8	Monthly	1	1	6	0	13%	13%	75%	0%	88%	R	Mystery shopping is being reviewed to see how it can be delivered in-house and what joint opportunities are available with SNC.
<b>Priority Service Indicators Total</b>	42	42	Monthly	4	4	34	0	10%	10%	81%	0%	90%	A	
<i>District of Opportunity</i>	9	9		1	1	7	0	11%	11%	78%	0%	89%	R	Red relates to the supply of ready to develop housing sites
<i>Safe Healthy &amp; Thriving Communities</i>	6	6		1	0	5	0	17%	0%	83%	0%	83%	R	Red relates to number of risk based food premises inspections completed in March
<i>Cleaner, Greener Cherwell</i>	8	8		1	1	6	0	13%	13%	75%	0%	88%	R	Red relates to fly tips.
<i>Accessible, Value For Money Council</i>	19	19		1	2	16	0	5%	11%	84%	0%	95%	A	Reds relate to number of Stage 3 complaints
<b>Brighter Futures in Banbury</b>	11	11	Quarterly	0	2	8	1	0%	18%	73%	9%	91%	A	
<b>Corporate Equalities Plan</b>	13	13	Quarterly	0	0	13	0	0%	0%	100%	0%	100%	G	
<b>Major Programmes</b>	9	9	Quarterly	0	2	7	0	0%	22%	78%	0%	100%	G	
<b>Significant Partnerships</b>	18	18	Quarterly	0	1	17	0	0%	6%	94%	0%	100%	G	
<b>Risks Total</b>	21	23	Monthly	No change	increase	decrease	no review in P+							
<i>Strategic</i>	9	9	Monthly	9	0	0	0							
<i>Corporate</i>	7	9	Monthly	9	0	0	0							
<i>Partnership</i>	5	5	Monthly	5	0	0	0							

**AT A GLANCE PERFORMANCE BRIEFING: END OF YEAR 2012**

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			
<b>Corporate Plan : Pledges</b>	14	14	Monthly	1	2	11	0	7%	14%	79%	0%	93%	A	Red relates to residents satisfaction with street and environmental cleanliness
<b>Corporate Plan (exc Pledges) Total</b>	41	40	Monthly	1	2	37	0	3%	5%	93%	0%	98%	A	
<i>District of Opportunity</i>	13	13		1	0	12	0	8%	0%	92%	0%	92%	A	Red relates to the delivery of new homes
<i>Safe Healthy &amp; Thriving Communities</i>	16	15		0	0	15	0	0%	0%	100%	0%	100%	G	
<i>Cleaner, Greener Cherwell</i>	7	7		0	2	5	0	0%	29%	71%	0%	100%	G	
<i>Accessible, Value For Money Council</i>	5	5		0	0	5	0	0%	0%	100%	0%	100%	G	
<b>Customer, Finance &amp; HR Measures</b>	8	8	Monthly	1	2	5	0	13%	25%	63%	0%	88%	R	Mystery shopping is being reviewed to see how it can be delivered in-house and what joint opportunities are available with SNC.
<b>Priority Service Indicators Total</b>	42	42	Monthly	4	7	31	0	10%	17%	74%	0%	90%	A	
<i>District of Opportunity</i>	9	9		2	2	5	0	22%	22%	56%	0%	78%	R	Red relates to the supply of ready to develop housing sites and processing of major planning applications
<i>Safety Healthy &amp; Thriving Communities</i>	6	6		0	0	6	0	0%	0%	100%	0%	100%	G	
<i>Cleaner, Greener Cherwell</i>	8	8		1	1	6	0	13%	13%	75%	0%	88%	R	Red relates to fly tips.
<i>Accessible, Value For Money Council</i>	19	19		1	4	14	0	5%	21%	74%	0%	95%	A	Red relates to number of Stage 3 complaints
<b>Brighter Futures in Banbury</b>	11	11	Quarterly	0	2	9	0	0%	18%	82%	0%	100%	G	
<b>Corporate Equalities Plan</b>	13	13	Quarterly	0	0	13	0	0%	0%	100%	0%	100%	G	
<b>Major Programmes</b>	9	9	Quarterly	0	2	7	0	0%	22%	78%	0%	100%	G	
<b>Significant Partnerships</b>	18	18	Quarterly	0	1	17	0	0%	6%	94%	0%	100%	G	
<b>Risks Total</b>	21	23	Monthly	No change	increase	decrease	no review in P+							
<i>Strategic</i>	9	9	Monthly	9	0	0	0							
<i>Corporate</i>	7	9	Monthly	8	0	1	0							
<i>Partnership</i>	5	5	Monthly	4	1	0	0							

Page 10

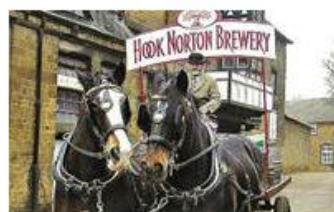


DISTRICT COUNCIL  
NORTH OXFORDSHIRE

**DRAFT**

# Annual Report

## Council Performance 2011/12



## Contents

---

	Page
<b>1. Introduction</b>	<b>3</b>
<b>2. Cherwell – an overview of the district</b>	<b>4</b>
<b>3. Our Approach to Performance</b>	<b>6-7</b>
<b>4. Priorities and Performance 2011 – 12</b>	<b>8-9</b>
<b>5. Highlighting our Achievements</b>	<b>10-15</b>
<b>6. Working in Partnership</b>	<b>16-17</b>
<b>7. Managing our Resources</b>	<b>18</b>
<b>8. Looking forward</b>	<b>19</b>
<b>9. Getting in Touch</b>	<b>20</b>

## Introduction – a year of change, a year of achievement

---

Welcome to Cherwell District Council's annual performance report for 2011/12. This document looks back over the year and reviews the Council's strategic objectives and performance against them. It also highlights areas of achievement in terms of the council's key services and looks forward to the challenges we face in the future.

This report sits alongside our business plan and financial reports which set out our long term priorities, medium term financial strategy and details of our financial performance.

During 2011/12 the Council has continued to deliver high quality services, new projects and developments, innovations and improvement activities to reduce the costs of our services and increase the Council's efficiency.

Looking forward we face many opportunities and challenges. Our business plan for 2012/13 sets out an ambitious programme of service delivery and new projects which include redevelopment in Banbury and Bicester town centres, continuing investment in affordable housing and sports provision within the district, and maintaining high performance in services such as recycling and food waste collection.

2012/13 is the third year we have frozen council tax and we are continuing to explore opportunities to reduce our costs. Our innovative partnership with South Northamptonshire Council, where senior managers and some services are shared, has saved the Council a total of £686,000 per year whilst maintaining our core and frontline services. The second phase of this work will provide further savings, efficiencies and opportunities to share good practice and will contribute to our savings target of £800,000 for the coming year.

In the midst of significant change, new policy developments and unprecedented economic challenges we remain committed to working effectively with our partners to ensure high quality services are delivered in times of financial constraint.

We hope you find this annual report 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 18.

**Councillor Barry Wood**



Leader of Cherwell District Council

**Councillor Nicholas Turner**



Lead Member for Performance and Customers

**Sue Smith**

Chief Executive, Cherwell District and South Northamptonshire Councils

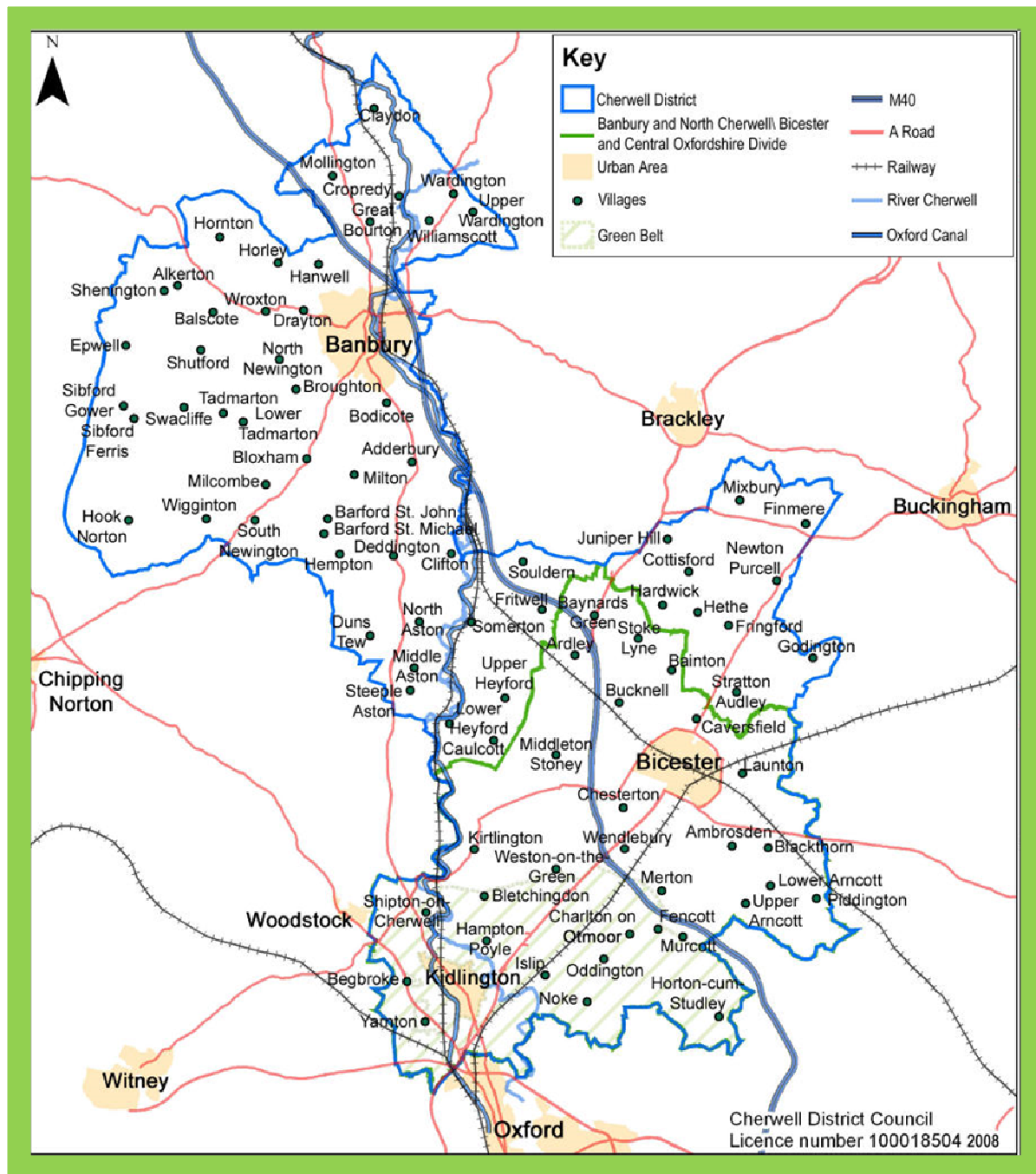


## Cherwell – an overview of the district

---

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.





Cherwell District is centrally located and accessible, the M40 passes through the district and there are excellent rail connections to both London and Birmingham.

- Banbury to Birmingham is around 40 miles and less than an hour by train. Bicester is 60 miles from London and also just less than one hour by train.
- Cherwell's population is based in the three major settlements of Banbury, Bicester and Kidlington and small rural parishes. The district has fewer mid-sized settlements than other rural districts in Oxfordshire.

**The tables below highlight some key population and economic statistics:**

	TOTAL persons (000s)			2008-2018 change		Town	Population Projection 2016
	2008	2013	2018				
<b>Oxfordshire</b>	635.5	655.8	675.0	<b>39.5</b>	<b>6%</b>	<b>Banbury</b>	45639
<b>Cherwell</b>	138.8	143.8	149.1	<b>13.1</b>	<b>10%</b>	<b>Bicester</b>	31666
						<b>Kidlington</b>	17842

Source: Office for National Statistics 2008-based sub-national population projections, published 27 May 2010

Source: Oxfordshire data observatory 2016 population projections

Employment by Occupation (Oct 2010 – Sept 2011)	Cherwell (numbers)	Cherwell (%)	South East (%)	Great Britain (%)
Major group 1-3	28,400	39.9	48.1	43.3
1: Managers, directors & senior officials	7,400	10.4	11.4	9.9
2: Professional occupations	13,300	18.5	21.2	19.4
3: Associate professional & technical	7,700	10.8	15.3	13.9
Major group 4-5	17,700	24.8	21.5	21.9
4: Administrative & secretarial	9,200	12.9	11.7	11.1
5: Skilled trades occupations	8,400	11.8	9.7	10.7
Major group 6-7	14,200	19.9	16.4	17.2
6: Caring, leisure & other services	6,600	9.3	9.2	9.1
7: Sales and customer service	7,500	10.5	7.1	8.1
Major group 8-9	10,900	15.3	14.0	17.6
8: Process plant & machine operatives	#	#	4.7	6.5
9: Elementary occupations	9,500	13.3	9.3	11.0

Source: ONS annual population survey - # sample size too small for reliable estimate, numbers and % are for those of 16+, % is a proportion of all persons in employment

Jobcentre plus vacancies (Cherwell April 2012)		Total JSA Claimants (April 2012)			
		Cherwell (numbers)	Cherwell (%)	South East (%)	
Unfilled jobcentre vacancies (numbers)	1048	All people	1683	1.8	2.6
Unfilled jobcentre vacancies per 10,000 population aged 16-64	115	Males	1071	2.3	3.5
JSA claimants per unfilled jobcentre vacancy	1.6	Females	612	1.4	1.7

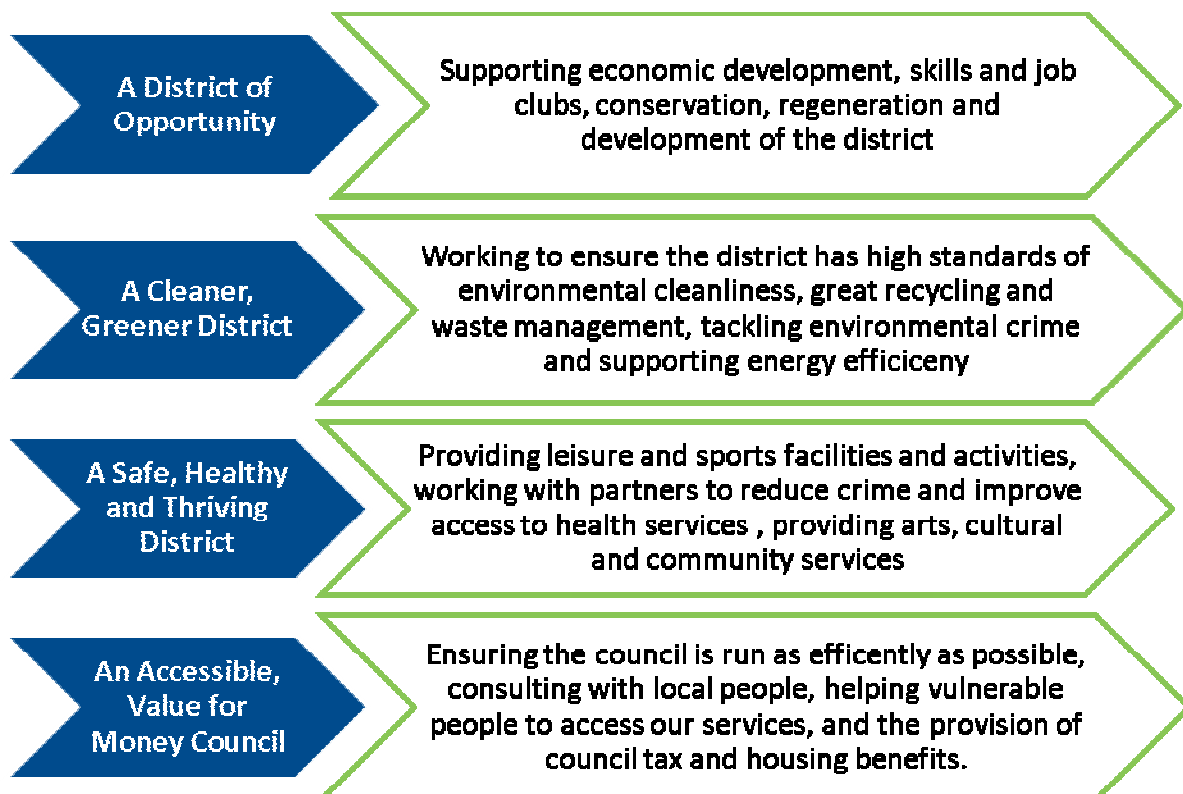
Sources: Jobcentre Plus vacancies - summary analysis and ONS claimant count with rates and proportions

## Our Approach to Performance

---

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 and form the basis of our performance objectives as set out in our Business Plan:

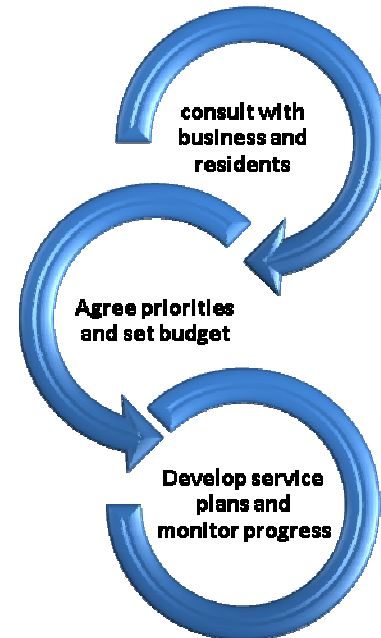


As well as our strategic priorities we set out a number of performance pledges and review our progress in terms of customer feedback, resources, delivery of services, major programmes and projects. This forms our performance scorecard which is reported quarterly.

## A focus on delivery

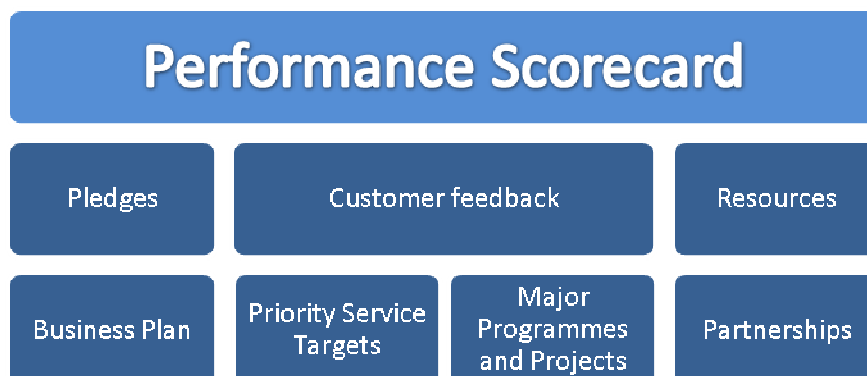
### Performance, accountability and transparency

- 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 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.



### 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 with 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](http://www.cherwell.gov.uk)



## Priorities and Performance 2011– 12

2011/12 has been a year of delivery against our strategic priorities within the context of increasing demand on our services and financial constraints due to reducing levels of public expenditure.

In 2011/12 the Council made 14 performance pledges which were publicly highlighted in the council tax leaflet which was sent to every household in Cherwell. These promises reflect local priorities, are grounded within our strategic objectives and reflect the results of our corporate consultation programme.

### Our Performance Pledges for 2011/12 – A Review

#### A District of Opportunity

- **Deliver 100 affordable homes in the district** during 2011/12 213 new affordable homes were delivered. The Council also won a national innovation award for its work supporting self build and skills development for affordable housing at Miller Road in Banbury.
- **Start building the new shops and cinema in Bicester Town Centre** Work has started and is expected to last for 18 months finishing in the summer of 2013.
- **Work with partners to reduce the numbers of young people not in education, employment or training across the district** the Council has worked with the College, County Council and careers services to help reduce the numbers of young people affected. Specific activities include job clubs targeted at young people, a young enterprise event and the promotion of apprenticeships with local business.

#### A Cleaner, Greener District

- **Increase the household recycling rate to above 60% the final figure for 2011/12 is just of target at 58%.** During 2012/13 information from the Council's collection vehicles in-cab system will be used to identify areas where there are lower recycling rates and targeted publicity will be used to help encourage higher recycling participation.
- **Reduce the Council's carbon footprint by installing solar panels on council buildings and generating savings in our energy costs** whilst full audited figures were not available at the time of drafting the report initial indications are that emissions will have reduced by approximately 6%. The solar panel installation programme is underway.
- **Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills** during the year 1275 households took advantage of the discounted insulation deals across the district. The council has also run a programme of energy efficiency workshops to help spread the message.

- **Deliver the Eco-Bicester demonstration projects** all of the demonstration projects are underway and on track for completion.
- **Maintain high levels of residents' satisfaction with street and environmental cleanliness** performance in this area is off track at year end. A programme of targeted neighbourhood litter blitzes will continue throughout 2012/13 to address the issue.

## A Safe, Healthy and Thriving District

- **Continue to provide a wide range of recreational opportunities and activities for young people across the district** the Cherwell Play Partnership was established in January to help improve opportunities across the district, play days in Banbury and Bicester are being delivered and after school activity sessions have been developed in Banbury, Bicester and Kidlington.
- **Work with partners to maintain already low levels of crime in the district** the 'all crime' rate for 2011/12 is 9.5% lower than last year, likewise serious acquisitive crime is down by 7%.

## An Accessible, Value for Money Council

- **Secure savings of at least £1 million to help meet the reduction in our government funding** during 2011/12 the Council has embarked on an ambitious value for money programme to secure efficiencies and savings through a variety of means including sharing services (focusing initially on senior management) with a neighbouring authority. This has resulted in savings targets being met and further opportunities for savings in future years.
- **Improve the information available to the public about our costs and performance** during 2011/12 the Council has continued to publish data about expenditure and has also published monthly performance summaries which are available on the web site.
- **Improve access to services by increasing online payment and appointment options** a new approach to appointments has been successfully implemented which ensures customers are able to see an advisor with reduced waiting times, the Council's website has been redesigned and now provides better promotion of and access to online payment.
- **Maintain high levels of customer satisfaction with our services** at year end performance was slightly of target with performance at 68% satisfied in comparison with 73% in 2010/11. The Council remains focused in customer satisfaction and will continue to roll out its programme of improving online access, customer outreach and satisfaction ratings will be kept under close review in 2012/13.

## Highlighting our Achievements

During 2011/12 we have focused on delivery of our strategic priorities, providing value for money and key projects and services that enhance the social, economic and environmental quality of the district. Some highlights include:

### A District of Opportunity

#### Economic Development

- Our Job Clubs have continued across the district, with over 50 events including targeted and specialist clubs aimed at specific sectors such as careers in care and groups such as younger people. This year we have also supported a self help job club for professionals and executives supported by the local MP, volunteers and council staff.
- Apprenticeships – the council has its own programme of apprenticeships, with seven new opportunities for young unemployed local people made available this year, and has worked with local business to support the establishment of new apprenticeship opportunities.
- Supporting local businesses and entrepreneurship – we have worked to provide a comprehensive set of services to support local business including:
  - providing advice to 76 local residents on setting up their own business through our Oxfordshire Business Enterprise Service
  - leading the Cherwell Business Awards to celebrate local business success and promote inward investment
  - providing an advice service for businesses seeking new sites and premises
  - supporting local business through networking events such as the Banbury in Business Exhibition



#### Planning Services

- 6 conservation area assessments were completed in 2011/12, along with a conservation strategy and guidance on energy efficiency in traditional homes.
- Processing planning applications (minor and other) is on target at year end with just over 76% of minor applications processed within 8 weeks.
- A new local plan for the district has been developed and will be out for public consultation in early 2012/13.

- Public consultation has been undertaken on regeneration plans for Bolton Road in Banbury.

### Regeneration and Housing

- During 2011/12 we have supported the development of our town centres by commencing the town centre redevelopment in Bicester and beginning work on the south west Bicester multi-sports village. We have also set out plans for the regeneration of the Bolton Road area in Banbury.
- We have delivered 213 new affordable homes during 2011/12, these included Extra Care places for vulnerable older people in Banbury, rural affordable housing for local communities in need and shared ownership and first time buyer schemes in Bicester and Yarnton.



- Our work to support the development of affordable housing and the skills of unemployed young people through the Miller Road Self Build Project was recognised by the Local Government Chronicle and won the national award for Innovation. This project enabled local unemployed young people to gain construction related skills through a self build project providing much needed affordable housing in Banbury.
- Temporary accommodation rose briefly during the year but proactive and preventative work reduced levels and at year end 27 households were in temporary accommodation in comparison to an expected 33.
- Our preventative approach to homelessness continues to be successful and throughout 2011/12 there were no cases of repeat homelessness.
- A new Housing Strategy for Cherwell was launched which outlines our long term approach to housing work. There are two themes to the strategy having a district that is 'Investment Ready' and secondly, customers who are 'Housing Ready'. The strategy raises the commitment to the links between housing and planning, regeneration and community development and sets out to ensure that housing provision supports people with life opportunities rather than holding them back. The Council's new strategic priorities for housing are:
  - Increasing the supply and access to housing
  - Developing financially and socially sustainable communities
  - Providing housing for our most vulnerable residents
  - Ensuring homes are safe, warm and well managed
  - Preventing homelessness



## A Cleaner, Greener District

### Protecting the environmental quality of the district

- We now recycle between 58 and 59% of our waste and we have implemented a food waste collection service which has a customer approval rating of 80%.
- As a large local employer we seek to demonstrate our environmental responsibilities, in 2011/12 we are projecting a reduction in our CO2 emissions of 6% and we are installing solar panels to further reduce our energy costs and impacts. Our work to improve the environmental performance of our depot won us recognition with a Green Apple Award.
- Litter blitzes – as well as our routine street cleansing, work to reduce fly tipping and our zero tolerance approach to environmental crime such as littering we also work to improve things at a neighbourhood level.
- This year we have undertaken targeted neighbourhood litter blitzes across the district to ensure our streets and neighbourhoods are clean and will continue this programme next year.



### Environmental Services

- We have increased the number of 'bring bank' recycling sites across the district
- Customer satisfaction with our waste and recycling rates remains high with an 88% approval rating for recycling centres, 82% approval rating for recycling collection services and an 80% approval rating for food and garden waste collection.
- 1275 homes took advantage of discounted insulation offers across the district in 2011/12 helping to improve energy efficiency and reduce fuel costs.



## A Safe, Healthy and Thriving District

### Supporting local communities

- Activities for older people – during 2011/12 we have delivered an average of 48 monthly sessions to help older people maintain healthy and active lifestyles.
- Activities for younger people – over the last year a number of new initiatives have been launched to help improve the participation of young people in activities and sports, these include the Cherwell Play Partnership to provide play days in Banbury and Bicester, after school sessions in Banbury, Bicester and Kidlington and council recreation 'activators' to encourage inactive young people to take up new activities.
- Advisory services – we have work to establish a new voluntary sector advisory service to support local residents seek advice, to help increase volunteering and promote volunteer driving schemes. Our partnership with the Citizens Advice Bureaux provides improved access to services and better value for money across the district.

### Benefits

- During 2011/12 our time to process new housing and council tax benefits just missed its target of 17 days with our average time to process at 17.22 days.
- The average time to process changes in benefits claims is 5.78 days against a target of 13 days.
- As part of our customer access work we have aimed to identify and support customers who are impacted by benefits changes and we have also worked as part of the Brighter Futures in Banbury Project to support benefits take up. Case study evaluations of the outreach service provided in Banbury GP surgeries estimated financial benefits gained of over £24,000.

### Leisure, Community and Health Services

- Leisure centres visits stand at over 1.2 million for the year. 30,000 more than last year.
- Museum visits are up on last year with a total of 198,141 visits taking place in 2011/12.
- Serious acquisitive crime is down 7% in comparison with 2010/11, violence against the person has reduced by 16%, and 90% of residents report feeling safe at home after dark and 95% safe in town centres.
- A service level agreement has been implemented with Age UK to ensure services are available to local older people to help them stay active, healthy and remain independent.

- The council has worked with local partners to support and encourage the development of new and improved health services in Bicester and retention of services at the Horton General Hospital in Banbury.

## An Accessible, Value for Money Council

### Efficiency Savings

- During 2011/12 we have secured savings of £1 million through an innovative value for money programme and joint working with our neighbouring council of South Northamptonshire by sharing senior management, ICT services and back office services. We have also worked to improve efficiencies through procurement and providing better access to our services through online forms and an improved website.
- Our focus on saving costs through efficiencies, procurement and partnership working has enabled us to focus on protecting frontline services and ensuring we have been able to freeze council tax for the three year period 2010/11- 2012/13.

### Customer services

- During 2011/12 we have built new relationships with the local military community to help improve access to services for military personnel and people who have left or are leaving uniformed service.
- Our Connecting Communities programme provides community information and access to local public services in accessible locations.

During 2011/12 we introduced these events in Banbury and they have proved popular, the combination of activities for children and young people, community and voluntary sector advice, information about



services from the police, council and NHS and entertainment such as community food stall and local live music have helped local people access services and improve the visibility of public service sat the local level.

- We have improved our customer service by increasing the speed at which we answer telephone calls, improving our online access and introducing an appointments system to reduce waiting times.
- We have worked to improve access to our services by implementing a new appointments system which reduces waiting times. We've improved the speed at which we answer customer telephone calls from over 2 minutes in 2010/11 to 45 seconds in 2011/12 and

we have a customer outreach service which aims to improve access for vulnerable customers or harder to reach communities.

- Our general satisfaction rates remain largely stable and where there are areas to develop we are aware of them and are focused on actions to improve our performance.

#### Summary of customer satisfaction rates in 2011.

Service	% very/fairly satisfied				
	2011	2010	2009	2008	2007
Recycling centres	88	87	86	83	77
Household recycling service	82	83	78	75	76
Food and garden waste collection	80	76	N/A	N/A	N/A
Local area as a place to live	78	Not collected in previous years			
Waste collection	76	78	70	68	67
Leisure facilities	74	71	68	63	58
The way parks and open spaces are looked after	72	74	73	70	71
Street cleaning	64	72	67	66	63
Leisure activities	56	Not collected in previous years			
Local car parking facilities	49	63	64	63	58
Council's approach to dealing with anti-social behaviour & nuisance	43	44	36	36	30
Council's approach to dealing with environmental crime	42	Not collected in previous years			

## Working in Partnership

---

### The Cherwell Local Strategic Partnership

During 2011/12 the local strategic partnership has focused on supporting community development and voluntary sector activities. With a grant pot of £85,000 funding has been made available to the following community projects:



- **The Hill Youth Community Centre (Banbury)**  
The Hill received funding to cover the start-up costs and first years funding for a weekly open access session for young people aged 11+. The project uses video, music and photography workshops to provide an opportunity for young people to have a safe, consistent group to attend where they know they will be listened to and their needs cared for. Encourage young people to feel proud about the area they live in, improving living prospects in the Brighter Future target areas of Banbury and boost local confidence.
- **The Peoples Church / Banbury Foodbank Project**  
The funding has supported the project through its first year to ensure successful set up and sustainability. The funding will also support a warehouse facility with racking for storage of produce and to enable purchase of a vehicle which will enable the project to deliver parcels to those in the community who are either isolated or unable to collect their food parcels.
- **Brighter Futures – Communities Online**  
Funding has been provide online community noticeboards in the Brighter Futures in Banbury neighbourhoods these will provide information about local services, what's going on locally and help improve online access.
- **WRVS – support for older people in Banbury**  
WRVS received funding to support more older people to remain independent and active in their communities by integrating WRVS services in Oxfordshire to a proposed Banbury hub.
- **ARCh**  
Arch received funding recruit, train and support 20 new volunteers to provide one-to-one support to needy primary school children within Cherwell helping them to develop a love of reading. This will enable ARCh to work with 60 children for one year, improving their reading ability, attitude to reading and boosting their confidence/self-esteem.
- **Home Start**  
Home Start received funding to enable them to provide support to vulnerable families in Grimsbury and Castle wards where Home-Start is unable to work at the moment. This funding will allow families who have been referred by Health Visitors to receive home visits from specifically trained volunteers, offering emotional support and practical help – whatever is necessary to enable the family to give their children the best start possible.

○ **Community Land Trust (CLT)**

A CLT is a non-profit, community-based organisation run by volunteers that develops affordable housing and other assets for long-term community benefit. Community Land Trusts range in size, can be rural or urban and provide a variety of housing tenures as well as other community facilities, including workspaces, energy generation, community food and farming. Despite the diversity in the sector, Community Land Trusts tend to have in common the aims of meeting local housing needs and providing long-term community benefit.

The Cherwell Community Land Trust will be district-wide to allow cross-subsidy between housing schemes and to build capacity into both rural and urban areas.

### **Brighter Futures in Banbury (BFIB)**

The BFIB programme aims to tackle disadvantage and deprivation in Banbury through multi-agency working; during 2011/12 the following achievements have been made:

- Improved educational attainment in Banbury in key neighbourhoods
- Reduced teenage conceptions
- Reduced crime and anti-social behaviour in key neighbourhoods
- The opening of the early intervention hub in Banbury that supports families and young people to maximise the opportunities available to them
- Targeted health screening work including cancer checks and improved take up of cervical cancer screening
- Support for carers
- Smoking and drugs support

NB a full annual review of the programme is available on our website

[www.cherwell.gov.uk](http://www.cherwell.gov.uk)

### **Bicester**

Partnership work in Bicester includes Bicester Vision and the Strategic Delivery Board for North West Bicester. Strong public private relationships exist and have ensured that progress on Bicester town centre and eco developments has been strong. A draft vision and master plan for the town has been drafted and will be available for public consultation in the early part of 2012/13.

### **Banbury**

Partnership working in Banbury is established and a primary focus over 2011/12 has been developing plans for the regeneration and development of the town. This work will culminate in a master plan for the town.

### **Kidlington**

The pedestrianisation of Kidlington High Street has been achieved this year, supporting improved access to shopping and local facilities at the heart of the village centre.

## 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 2011/12 our financial performance has been maintained in terms of both capital and revenue and provisional outturns are within set tolerance targets. Our performance demonstrates our ability to respond positively and actively to changing economic circumstances and deliver sizeable capital programmes and effective financial management. Our provisional financial outturns for 2011/12 show that variances within the revenue budget are within the Council's stated tolerances of 2%. For capital our provisional outturn is also within stated tolerances of +2% / -5%.

Our strong financial position is underpinned by effective stewardship of our resources, including:

- During 2011/12 we saved £156,084 through effective procurement. In line with our procurement strategy our work to retender for audit and dry waste recycling during the year also secured £462,400 of additional savings to be delivered during 2012/13.
- Reducing sickness absence from an average of 7.15 days per full time employee in 2010/11 to 5.97 days in 2011/12.
- Providing monthly information to the public about our performance and expenditure.
- Increasing the number of our services that can be booked, paid for or ordered online.
- Collecting over 98% of council tax and business rates.
- Over 98% of our invoices are paid within 30 days.

### Joint Working with South Northamptonshire Council



Our partnership with South Northamptonshire Council has resulted in significant savings of £686,000 during 2011/12. Additional opportunities for shared working and joint services have been explored and are focused largely on back office services. We expect these opportunities to help contribute to our savings target of £800,000 over the coming year.

- a joint information technology service
- a single democratic services team
- advanced plans for joint working covering finance, procurement, performance and consultation activities

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](http://www.cherwell.gov.uk)

## Looking forward

Our focus on service delivery, innovation and performance in 2012/13 remains strong. Our Business Plan 2012/13 sets out a detailed overview of our priorities and we will report progress on a quarterly basis. For the coming year we have also made a series of performance pledges. We believe these are some of the key services and projects that local people care about and our aim is to put these right at the heart of what we do. Our performance 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

## 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.

<b>Click</b> 	Consultation inbox: <a href="mailto:consultation@cherwell-dc.gov.uk">consultation@cherwell-dc.gov.uk</a>  To find and email your ward councillor: <a href="http://modgov.cherwell.gov.uk/mgFindCouncillor.aspx">http://modgov.cherwell.gov.uk/mgFindCouncillor.aspx</a>
<b>Call</b> 	The Performance and Consultation team: 01295221575  Customer Services: 01295 227001
<b>Write</b> 	The Performance and Consultation Team Bodicote House Bodicote Banbury Oxfordshire, OX15 4AA

For general enquiries our contact details are via the web site [www.cherwell.gov.uk](http://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 innej formie, 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

## Executive

### 2011/2012 End of Year Finance Report

18 June 2012

### Report of Head of Finance and Procurement

#### PURPOSE OF REPORT

This report summarises the Council's provisional Revenue and Capital performance for the financial year 2011/2012 and reports on performance against the procurement action plan. The figures are still subject to further validation work to ensure compliance with statutory requirements and proper accounting practices.

This report is public
-----------------------

#### Recommendations

---

The Executive is recommended:

- 1) To note the provisional revenue out-turn position for 2011/2012 detailed in Appendix 1.
- 2) To agree the carry forward of budget underspends within 2011/2012 to 2012/13 as detailed in Appendix 1.
- 3) To note the transfer to general fund balances as detailed in Appendix 1.
- 4) To note the continued improvement in accuracy and reliability that the Council has made in projecting the year end position through the embedding of the Corporate Dashboard.
- 5) To note the provisional capital out-turn position for 2011/2012 detailed in Appendix 2a.
- 6) To agree the balances on capital schemes which have slipped in 2011/2012 to be carried forward into the 2012/2013 capital programme as set out in Appendix 2b
- 7) To note progress against the Councils Procurement Action plan – Appendix 3 and savings achieved Appendix 4.
- 8) To note the review of reserves undertaken by the Head of Finance & Procurement and the Lead Member for Financial Management detailed in Appendix 5.

- 9) To delegate responsibility to the Head of Finance and Procurement in consultation with the Lead Member for Financial Management to consider and implement further changes relating to all aspects of the closedown of the accounts for 2011-12 including the transfer of costs from revenue to capital, amendments of the revenue and capital budgets and implementation of a minimum revenue provision accordingly.

## **Executive Summary**

---

### **Introduction**

- 1.1 Three reports relating to the 2011/12 accounts have been considered by the Executive since the budget was approved in February 2011. This end of year finance report details the provisional revenue and capital outturn as at Quarter 4 and also incorporates the current position of the procurement action plan.

### **Revenue Out-turn 2011/12- provisional**

- 1.2 The provisional revenue out-turn for 2011/12 is set out in Appendix 1.
- 1.3 Appendix 1 also summarises the main variances between outturn and the 2011/12 adjusted budget by directorate.

This outturn is based on the latest unaudited revenue position as at 1<sup>st</sup> June 2012 and these figures are still subject to potential change.

### **Capital Out-turn 2011/12- provisional**

- 1.4 Appendix 2a provides the provisional capital out-turn statement for 2011/12 by scheme and directorate and shows that it is within approved budget tolerances for the year.
- 1.5 Appendix 2b provides details of the capital schemes that have incurred budget slippage.

### **Procurement**

- 1.6 2011/12 has been another successful year for the self funded procurement team. Progress against the Council's procurement action plan is detailed in Appendix 3. A record of savings achieved is detailed in Appendix 4.

### **Medium Term Financial Strategy (MTFS)**

- 1.7 In finalising the budget for 2012/13 the budget book referred to a refresh of the MTFS. We are currently analysing the implications of the recently published information on business rates and council tax localisation, both major components of the Local Government Resource Review.
- 1.8 A refresh of the MTFS is expected in September 2012 and this review and updated forecast will inform the 2013/14 budget process.

## **Review of Reserves**

- 1.9 In preparing this 2011/12 outturn report and the closedown of our accounts the Lead Member for Financial Management and the Head of Finance and Procurement have reviewed the level of earmarked revenue reserves and general fund balances. The current forecast is included within Appendix 5.
- 1.10 The Executive is asked to note the proposed re-allocation between various earmarked reserves detailed in column G.

## **Conclusion**

---

- 2.1 Our financial performance in terms of both capital and revenue within set tolerance targets is an area we can be proud of. Our performance demonstrates our ability to respond positively and actively to changing economic circumstances and deliver sizeable capital programmes and effective financial management.
- 2.2 The continued focus on monthly budget monitoring and continued use of the “dashboard” has enabled more efficient use of the Council’s resources.
- 2.3 The provisional year end revenue out-turn against budget shows the Council as being on target to achieve budget, after taking into account reallocations.
- 2.4 The variances on the revenue and capital out-turns are within the Council’s stated tolerances. Revenue out-turn was within 2% of budget and capital was within 3%of budget.
- 2.5 The General Fund reserve is adequately funded to meet the overall deficit.
- 2.6 The procurement target for securing ongoing cashable savings in 2011/12 was £150,000 and the end of year total achieved was £156,084 with a further £462,400 secured for 2012/13 from the collaborative approach on the dry recycling and internal audit contracts. The full detail behind the savings can be seen in Appendix 4. This level of savings has ensured that the procurement team remains self funded for the third year running and continues to contribute to the Council’s focus on protecting frontline services.

## **Background Information**

---

### **Budget Process 2011/12**

- 3.1 The General Fund revenue and capital estimates were approved following a robust and detailed Service and Financial preparation process. Budget guidelines were determined by the Executive and budget holders and their service accountant prepared budget working papers, in accordance with these guidelines from September 2010 to December 2010.
- 3.2 Interim revenue budget reports were made to the Executive and Scrutiny between December 2010 and February 2011. The budget position was finalised and the Council Tax was set by the Council in February 2011.

- 3.3 During the course of the 2011/2012 year, a number of changes have been made to the original 2011/2012 revenue and capital budgets. The amended full-year budget represents the original budget, as approved by the Council, the addition of supplementary revenue estimates approved during the year, agreed virements to existing budgets and the utilisation of appropriate reserves.

### **Budget Monitoring**

- 3.4 During the period May 2011 until March 2012, budget monitoring using the “financial dashboard” has taken place which has looked at variances between actual and budget.
- 3.5 As in previous years there has been a detailed focus on the importance of accurate budgeting and appropriate monitoring. This continues to be embedded throughout the Council.
- 3.6 The dashboard analyses revenue and capital by Corporate, Directorate or Service level and contains a range of cost indicators providing an easy to understand picture of the Council’s financial position. We have actively used it within 2011/12 to monitor progress against our efficiency targets and our aim is to develop this further within 2012/13 to ensure that it remains comprehensive and meets our needs for addressing all financial challenges and pressures.
- 3.7 The budget monitoring information is available to budget holders and senior management by the end of Day 1 following the period of monitoring. Budget holders then have four working days in which to analyse the data with their Service Accountant and populate their budget monitoring reports and projections. This information, with revised forecasts is then reported to JMT during Days 6-10.
- 3.8 This tool has significantly increased the Council’s ability to manage day-to-day costs and is used to report quarterly to members through the quarterly Performance Management Framework.
- 3.9 The Finance Scrutiny Working Group review both Revenue and Capital Budgets throughout the year with specific emphasis on income and budget variations.
- 3.10 The dashboard provides an easy to understand picture of the Council’s financial position. In conjunction with the implementation of a shared joint management team and corporate finance team the aim is to develop this process further within 2012/13 and implement a finance dashboard which will meet our monitoring needs and address the forthcoming financial challenges and pressures.

### **Efficiencies**

- 3.11 Planned efficiency savings from the 2011/12 budget have been achieved. The Public Promise of £1m was successfully delivered and forms a significant element of the 8% (£1.2m) reduction in our approved budget for 2012/13.

## **Procurement**

- 3.12 Progress against the 11/12 procurement action plan is detailed in Appendix 3.
- 3.13 The collaborative exercises for the provision of internal audit services across both councils by a single provider has delivered a guaranteed three year expenditure envelope for both councils with first year savings of £29,250 against the previous year's budget of £87,000 for SNC and savings of £30,400 against the previous year's budget of £92,000 for CDC.
- 3.14 The joint exercise on the handling and purchase of dry waste recycling has delivered substantial revenue to both councils with SNC's predicted revenue based on current recycling volumes increasing from £324,000 per annum to £476,000 per annum and CDC's service cost of £55,000 per annum being converted to a revenue stream of £632,000 per annum with rates being fixed for three years.
- 3.15 The appointment of a contractor for the provision of a web based bookings system will reduce direct contact with officers for a range of services across both councils and in time bring down the cost of service delivery with the winning bid being heavily discounted and within budget.

## **Local Government Resource Review (LGRR) and Medium Term Financial Strategy (MTFS)**

- 3.16 The draft 2013/14 to 2016/17 forecast was presented in the 2012/13 budget book shows a savings requirement of £0.8m in 2013/14 and a cumulative target for the 4 years of £5.2m. This assumes that the Council does not rely on any investment income to balance the revenue budget and uses the provisional settlement figure for 2012/13 and then a range of assumptions.
- 3.17 The Council has pledged to reduce net expenditure by £0.8m by April 2013 and action plans are in place to achieve this.
- 3.18 The Council is managing the information and implications of the LGRR through a project board. The project board will be responsible for the strategic management of the project and will be responsible for the timely delivery of any changes as a result of the LGRR, Welfare Reform Act and Localism Act.
- 3.19 As an informal member/officer working group, the group has no formal decision making powers. Therefore, when the group has reached a consensus on an issue the formal decision making route will be recommendations through to the Executive.
- 3.20 The work of the project will be split into workstreams with individual delivery plans and timescales. The workstreams are:
  - 1. Council Tax localisation
  - 2. Business rates localisation
  - 3. Universal Credit
  - 4. Social Fund localisation
  - 5. Localism Act

6. Single Fraud Investigation Service
  7. Other Welfare Reform Changes
  8. Medium Term Financial Strategy (including consideration of other funding such as new homes bonus)
- 3.21 The outcomes from the LGRR and implications on Cherwell District Council funding will be considered in the next MTFs update expected in September 2012.

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

---

- 4.1 This report illustrates the Council's provisional performance against the 2011/2012 Revenue and Capital Budget and progress achieved against our Procurement action plan and targets. The following options have been identified. The approach in the recommendations is believed to be the best way forward

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

**Option Two**                      To approve or reject the recommendations above.

### **Consultations**

---

The budget monitoring reports have been reviewed by JMT and scrutiny where applicable.

### **Implications**

---

**Financial:**                      There are no financial implications arising directly from the production of this report. It should be noted that the information in this report is in the format used for budget monitoring purposes and, although adjustments have been made for the requirements of IFRS, it does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the same format as the statutory Financial Statement. It is therefore not a straightforward task to compare the figures in this report with the Council's Financial Statement for 2011/2012 because the respective reports are each designed to serve different purposes.

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

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



**Legal:** The Council has a duty to prepare Financial Statements by 30 June 2012.

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

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

Comments checked by Karen Muir, Corporate System Accountant 01295 221559

### Wards Affected

---

All

### Corporate Plan Themes

---

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

### Executive Portfolio

---

Councillor Ken Atack  
Lead Member for Financial Management

### Document Information

---

Appendix No	Title
Appendix 1	2011/2012 Revenue outturn.
Appendix 2a	Capital Outturn Overview
Appendix 2b	Capital Outturn Detail
Appendix 3	Procurement – action plan
Appendix 4	Procurement – savings
Appendix 5	Review of Reserves
<b>Background Papers</b>	
Budget 2011/12 Quarterly Updates to the Executive – Q1-Q3 Medium Term Financial Strategy 2011/12 Procurement Strategy	
<b>Report Author</b>	Karen Curtin, Head of Finance and Procurement Karen Muir, Corporate System Accountant Viv Hichens, Strategic Procurement Manager
<b>Contact Information</b>	Karen Curtin, 0300 0030106 <a href="mailto:karen.curtin@cherwelland-southnorthants.gov.uk">karen.curtin@cherwelland-southnorthants.gov.uk</a> Karen Muir, <a href="mailto:karen.muir@cherwell-dc.gov.uk">karen.muir@cherwell-dc.gov.uk</a> Viv Hichens, <a href="mailto:viv.hichens@cherwell-dc.gov.uk">viv.hichens@cherwell-dc.gov.uk</a>

This page is intentionally left blank

## Draft Revenue 2011/12 Outturn and Analysis

### Background

- 1.1 In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue and capital position is reported monthly to the Corporate Management Team and formally to the Executive on a quarterly basis. This is the Q4 provisional outturn report for financial year 2011/2012.

### Monitoring Compliance with Constitutional Procedure Rules

- 1.2 It is important that any breaches of standing orders, financial procedural rules and the scheme of delegation are identified and appropriate action taken. In the fourth quarter of this year there have been no breaches of the constitution that the statutory officers (monitoring officer – Head of Law and Governance, and s151 officer – Director of Resources) are aware of that have not been appropriately rectified or reported to members. In quarters one to three there were also no breaches that the statutory officers were aware of meaning there have been no breaches throughout the entire year.

### General Fund Revenue Budget

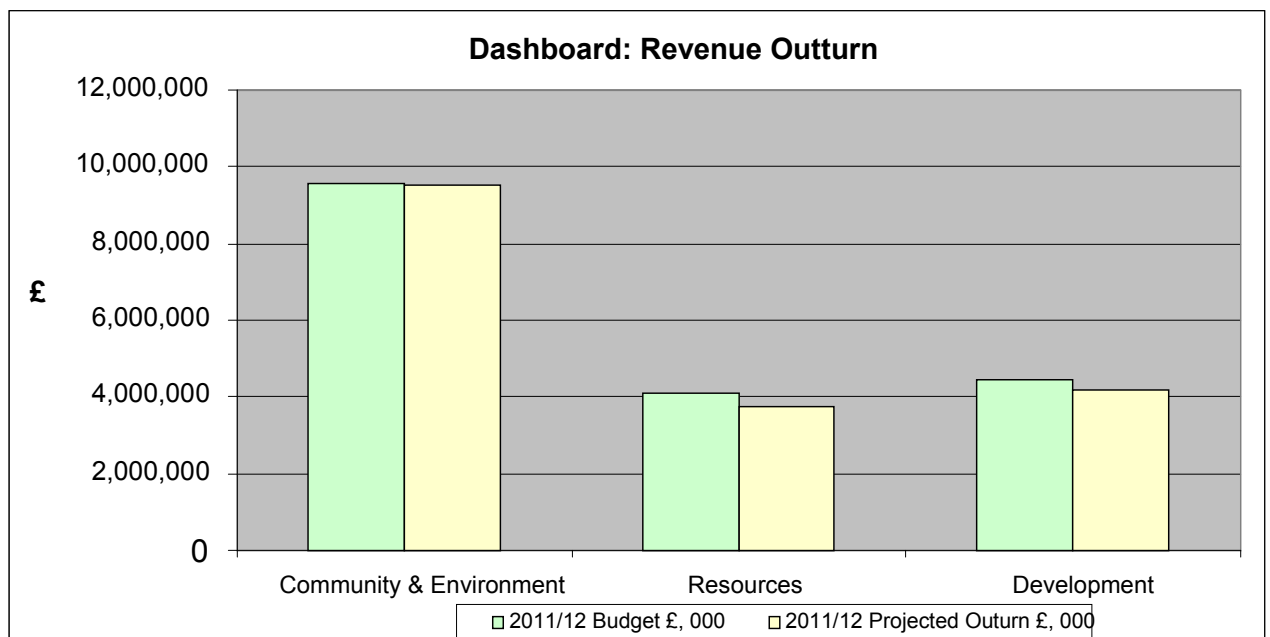
- 1.3 The draft General Fund Revenue budget is shown below.

SERVICE EXPENDITURE	Adjusted Budget 2011-12 £,000	Draft Outturn 2011-12 £,000	Variance £,000	%
<b>Services</b>				
Community & Environment	9,587,703	9,531,269	-56,434	
Resources	4,119,140	3,752,825	-366,315	
Development	4,443,596	4,201,164	-242,432	
<b>Services Total</b>	<b>18,150,439</b>	<b>17,485,259</b>	<b>-665,180</b>	<b>-4%</b>
Capital Charges Reversed	-4,434,068	-4,434,068	0	
<b>Net Expenditure Services</b>	<b>13,716,371</b>	<b>13,051,191</b>	<b>-665,180</b>	<b>-5%</b>
<b>Reserves and Provisions</b>	<b>2,143,568</b>	<b>1,213,691</b>	<b>-929,877</b>	<b>-43%</b>
	<b>15,859,939</b>	<b>14,264,882</b>	<b>1,595,057</b>	<b>-10%</b>
Investment Income	-723,407	-996,368	-272,961	38%
Government Grant	-8,634,458	-8,634,458	0	0%
Collection Fund	-130,417	-130,419	-2	0%
Council Tax	-6,371,657	-6,372,036	-379	0%
	<b>-15,859,939</b>	<b>-16,133,281</b>	<b>-273,342</b>	<b>2%</b>
Budget Carry forwards		<b>611,000</b>	<b>611,000</b>	
Transfer to General Fund		<b>1,257,398</b>	<b>1,257,398</b>	
<b>Provisional Outturn</b>	<b>0</b>	<b>0</b>	<b>0</b>	

1.4 The Service Expenditure forecast Outturn throughout the year predicted the following:

- **Quarter 1** - On target to budget utilising £188k additional investment income and £100k use of General Risk Reserve to offset service overspends of £288k.
- **Quarter 2** - On target to budget utilising £218k additional investment income and £159k use of General Risk Reserve to offset service overspends of £377k.
- **Quarter 3** - On target to budget utilising £266k additional investment income to offset £33k service overspends, with the balance of £233k transferred to reserves – General Fund.
- **Provisional Quarter 4** - on budget subject to approval of £611k of carry forward budgets to 2012/13 and a transfer of £1,257k to general fund balances.

1.5 There is an underspend within Service Expenditure of £665,180 – this is shown in detail in the chart below and corresponding table at 1.7.



1.6 At the start of the financial year members made it clear that as well as addressing the financial deficit for future years, expenditure in the current year should be reduced where possible in order to replenish general fund balances and provide further one-off funds to deliver future savings as part of the medium term financial strategy.

1.7 The underspend against budget has arisen through a variety of reasons. The key drivers are detailed on a Directorate level in the table below. The underspend in services of £665,180 is split between directorates as follows:

Directorate	2011/12 Budget	2011/12 Projected Outturn	Variance	Variance %	Comments
<b>COMMUNITY &amp; ENVIRONMENT</b>	<b>9,587,703.20</b>	<b>9,531,269.12</b>	<b>-56,434.08</b>	<b>-1%</b>	<p><b>Administration</b> - Underspends in stationary, equipment (£16k)  <b>Public Conveniences</b> - reduced contract costs and additional income (£13k)  <b>Street Cleansing</b> - overspends with fuel costs and vehicle repairs £31k.  <b>MOT Bay</b> - reduced income £30k.  <b>Waste &amp; Recycling</b> - Increase in agency costs £82k part offset by reduced salary costs of (£34k) and recycling credits £132k.  <b>Brighter Futures</b> - accounting treatment under IFRS (£11k).  <b>CAE administration</b> - various service underspends (£20k)  <b>Customer Services</b> - service underspends (£79k).  <b>Vehicle Parks</b> - Additional car park income / refunds and ECN's (£67k).  <b>Country &amp; community</b> - various service underspends (£35k).  <b>Facilities</b> - net underspends (£20k)</p>
<b>DEVELOPMENT</b>	<b>4,443,595.61</b>	<b>4,201,164.08</b>	<b>-242,431.53</b>	<b>-9%</b>	<p><b>Eco Town Project</b> - accounting treatment under IFRS for grant funding. £198k  <b>Economic Development</b> - accounting treatment under IFRS for use of LAGBI grant £36k / underspends in Special Initiatives (£50k).  <b>Conservation</b> - Salary underspends (£20k)  <b>Eco Town Project</b> - accounting treatment under IFRS for grant funding. £85k.  <b>Development Control</b> New Homes Bonus (£496k) - accounting treatment under IFRS grant funding./ Various other service under / overspends £67k  <b>Housing</b> - accounting treatment under IFRS grant funding from Planning Delivery Grant £73k/ underspends in Rent Deposits (£35k) / savings through the transfer of management of Temporary Accommodation (TA) (£35k)/ OCC contribution for TA (£20k) other service underspends (£20k)  <b>Regeneration</b> - under recovery of budgeted Castle Quay rental income £142k / offset by additional income (£40k) / underspends in Private Contractors and Equipment Hire (£23k)</p>

					Net underspends in <b>HR / Communications and Corporate Strategy &amp; Performance</b> of (£15k) offset overspends in <b>Information Systems</b> totalling £54Kk arising from additional software and telephony costs. <b>Democratic Services</b> - underspends in member Services (£23k)/ Unbudgeted income form SNC (£13k) <b>Legal Services</b> - underspend in external legal fees paid (£35k) / underspend in books and publications (£20k) / underspend in counsels fees (£7k). <b>Land Charges</b> - Additional search fee income (£46k). <b>Elections</b> - Unbudgeted income from SNC (£28k) and various other underspends. <b>Finance-</b> over recovery of overpayments recovered (£163k) / reduction in rent allowances (£40k) / unbudgeted income for Admin subsidy.
<b>RESOURCES</b>	<b>4,119,140.07</b>	<b>3,752,825.44</b>	<b>-366,314.63</b>	<b>-5%</b>	
<b>TOTAL SERVICES</b>	<b>18,150,439</b>	<b>17,485,259</b>	<b>(665,180)</b>	<b>-4%</b>	

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

<b>Reserves &amp; Provisions</b>	<b>Variance</b>	<b>Detail</b>
	<b>£'000's</b>	
Balance on specific and general risk provisions	210	Created as element of 2011/12 budget – not required in 2011/12. <b>(see carry forward table 1.11 below)</b>
Joint Working provision	600	Created as element of 2011/12 budget – not required as all costs funded through reserve.
Additional Savings delivered through Joint Working with South Northamptonshire Council	120	In addition to the £333k budgeted savings from initial business case. <b>(see carry forward table 1.11 below)</b>
<b>Total</b>	<b>930</b>	

1.9 There has been an overall net increase in projected interest receivable / payable of £273K which is related primarily to larger than budgeted cash balances. Additionally £216k has been received in respect of the investment of our Eco Town Funds. This amount has been transferred back to the Eco Town pot.

### Budget Carry forwards

- 1.10 Approval is sought for the following budgets to be carry forward to 2012/13 from underspends arising from the 2011/12 outturn position

<b>Budget Carry Forwards</b>	<b>£'s</b>
Consultancy Finance & Procurement	50,000
Exchequer Admin Subsidy	71,000
Consultancy Strategic Planning & Economy	50,000
Economic Development	80,000
Green Deal	30,000
<b>Service Total</b>	<b>281,000</b>
Surplus of Joint Working Savings	120,000
Unused Risk Provision	210,000
<b>Total Carry Forward</b>	<b>611,000</b>

### Budget Mitigations

- 1.11 The increased focus on budget monitoring and introduction of the “dashboard” has enabled more efficient use of the Council’s resources and enabled action to be taken to promptly identify and mitigate against economic issues.

### Investments in Iceland

- 1.12 On 1 April 2011 the Council was successful in the Icelandic Court in securing preferential creditor status and in the subsequent appeal against this decision to the Icelandic Supreme Court.
- 1.13 The Council has received 81% of the principal in cash from Glitnir and the remaining 19% of the principal and accrued interest is currently in an Icelandic account in Icelandic kroner (ISK) The ISK is held in escrow but has not been "released" to creditors. Approval for that step is still awaited from the Central Bank of Iceland and we continue to work with LGA and Bevan Brittan on this issue.
- 1.14 Interest is accruing on the ISK monies in escrow at 3.4% and is shown in the Council’s balance sheet. In preparing the financial statements for 2011/12 the write off taken in the 2010/11 accounts has been reversed.
- 1.15 Further updates on the Icelandic funds held in escrow will be reported to the Accounts, Audit and Risk Committee as part of the regular treasury updates.

### Summary

- 1.16 The variances on the revenue are within the Council’s stated tolerances and within 2% of budget provision.
- 1.17 The General Fund reserve is adequately funded to meet the overall deficit.

- 1.18 The Council continues to make excellent progress on delivering against its revenue budget. Our financial performance in terms of revenue performance; in the context of the one of the most challenging economic climates of our times is an area we can be proud of. Our performance demonstrates our ability to be nimble in responding to changing circumstances, improved capacity to deliver sizeable capital programmes and effective financial management.
- 1.19 The information in this report is in the format used for budget monitoring purposes and as reported to the Executive quarterly. It does reflect the various accounting adjustments required for IFRS but not those required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the same format as the statutory Financial Statement.
- 1.20 There are no direct resource requirements flowing from this report. This report is informing members of the provisional actual spend against budget on the General Fund and makes recommendations on the carrying forward of certain budgets and proposals for finalising the 2011/12 financial statements.
- 1.21 These statements will be adopted by the Accounts, Audit and Risk Committee on 27 June 2010 and then subsequently approved after audit clearance in September 2012. A detailed analysis of income and expenditure will be included within these accounts.



**Draft Capital Outturn 2011/12**

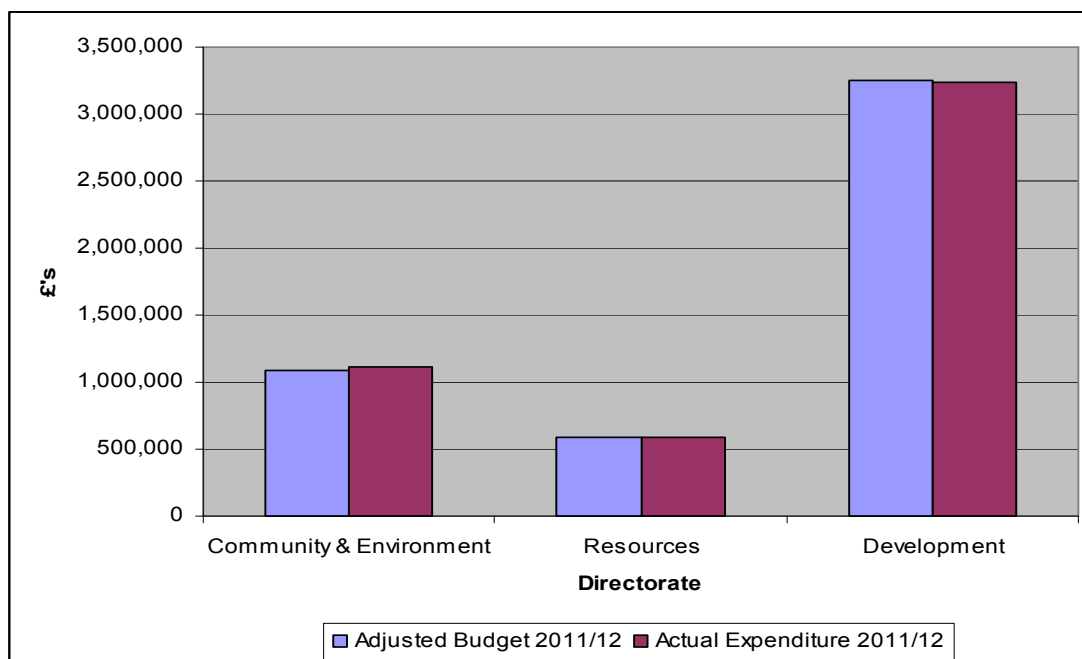
1.1 The adjusted capital budget for 2011/12 equated to £4,914,507 which represents the capital budget approved in February 2011 and all supplementary estimates and capital slippage approved by , (to be approved ) the Executive during the year. The adjusted budget can be summarised as follows: -

<b>SUMMARY</b>	<b>£000's</b>
2011/12 Budget (including Supplementary)	15,518
External Funding	615
Total Slippage into 12/13 Capital Programme	-9,717
Total Cancelled Projects / Released Funding	-1,502
<b>Adjusted 2011/12 Capital Programme Budget</b>	<b>4,915</b>

1.2 The table attached Appendix 2b provides the provisional capital out-turn statement for 2011/12 by scheme and directorate and details the total slippage adjustments for which approval is requested.

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

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



1.5 At a Directorate level this can be analysed as follows.

	Budget year to date £000s	(+) External Funding	(-) Slippage Required £000s	(-) Cancelled Projects £000s	Total Adjusted Budget 2011/12 £000s	Final Spend 2011/12 £000s	Variance £000s
<b>Community &amp; Environment</b>	3,516	0	2,428	0	1,088	1,114	26
<b>Resources</b>	760	0	178	0	583	587	4
<b>Development</b>	11,242	615	7,111	1,502	3,244	3,235	-9
	<b>15,518</b>	<b>615</b>	<b>9,717</b>	<b>1,502</b>	<b>4,915</b>	<b>4,936</b>	<b>21</b>
<b>Deminimis write back to Revenue</b>						-120	
<b>Total Programme</b>	<b>15,518</b>	<b>615</b>	<b>9,717</b>	<b>1,502</b>	<b>4,915</b>	<b>4,816</b>	

1.6 The budget variance of £21k is within budget tolerances. This is the third successive year that the capital programme has been delivered within budget tolerances and this is as a result of the increased monitoring on the capital programme during the year. The capital programme has been subject to monthly review by Corporate Management Team and three reviews by the Executive.

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

#### **CAPITAL PROGRAMME FINANCING STATEMENT**

	<b>Scheme Cost £'000's</b>
Total Capital Programme Delivered in 2011/12	4,816
<b>Financed by:</b>	
Capital Receipts	3,938
Government Grants and Other Contributions	547
Use of Reserves	331
	<u><b>4,816</b></u>

## Appendix 2b

### Capital Detail 2011/12

	Approved budget	External Funding	Slippage Required to 12/13	Cancelled Projects £'000s	Total Adjusted Budget 2011/12 £'000s	Final Spend 2011/12 £'000s
<b>COMMUNITY &amp; ENVIRONMENT</b>			<b>£</b>			
Replacement Cabling Infrastructure for CCTV	55,000		47,955		7,045	7,045
Community Intelligence Hub	20,000				20,000	20,000
CCTV IP Transmission	100,000		86,295		13,705	13,705
Solar Photovoltaic's at Sports Centre	720,000		455,000		265,000	265,000
Hanwell Fields Sports Pavilion	0				0	40
Village Hall, Recreation Play Grants	37,685		37,185		500	500
Football Development Plan in Banbury	20,000		20,000		0	0
Banbury Visitor Management Plan	0				0	248
South West Bicester Sports Village	1,478,675		1,366,177		112,498	112,498
Athletics Track Refurbishment - North						
Oxfordshire	30,000				30,000	31,721
Circular Walks DDA Works	2,328		2,328		0	0
Car Park Refurbishments	29,496		28,346		1,150	1,150
Implementing Vehicle Parks Proposals	49,500		20,048		29,452	29,452
Sports Centre Modernisation Programme	248,965		248,965		0	0
Climate Change Initiatives Fund	59,003		24,003		35,000	35,000
Vehicle Replacement Programme	207,000				207,000	207,834
Recycling Bins	15,000				15,000	16,446
Environmental Services Waste Management IT						
System	1,530		1,530		0	0
Fleet Management System	28,000		28,000		0	0
Mini MRF [Materials Recovery Facility]	29,000		29,000		0	0
Solar Photovoltaic's at Thorpe Lane Depot	165,000				165,000	165,808
Glass Collection Vehicle	130,000				130,000	128,217
Off Road Parking Facilities	23,446		18,172		5,274	5,274
* Christmas Illuminations	51,000				51,000	74,077
Urban Centres Improvements	15,128		15,128		0	0
<b>Community &amp; Environment Total</b>	<b>3,515,756</b>	<b>0</b>	<b>2,428,132</b>	<b>0</b>	<b>1,087,624</b>	<b>1,114,016</b>
<b>RESOURCES</b>					0	
Elections IT Project	22,144				22,144	22,144
Information Services	0				0	35
Iclipse Software Upgrade	12,533		12,533		0	0
Replacement Air - Conditioning in Data Centre	0				0	609
Capita Insource	64,874				64,874	64,874
TLD Business Continuity [ISDN30 phone line & 10mbs]	6,482				6,482	4,895
Online Service Provision via Forms	20,636		5,369		15,267	15,267
ACPACS module for PARIS	78,000				78,000	87,939
Microsoft Licensing Agreement	110,184				110,184	116,706
Thin Client Extension	91,469		37,195		54,274	54,274
Communications Review	56,300				56,300	49,550
Autoteller Kiosks	17,493		14,959		2,534	2,534
Contact Centre Call Recording	10,000		10,000		0	0
Core Business System Integration	52,500		47,500		5,000	5,000
Corporate Bookings System	50,000		50,000		0	0
Extended Contract for Website Hosting	59,666				59,666	54,400
Replacement Voicemail Service	10,000				10,000	11,923

	Approved budget	External Funding	Slippage Required to 12/13	Cancelled Projects £'000s	Total Adjusted Budget 2011/12 £'000s	Final Spend 2011/12 £'000s
SAN Expansion	41,900				41,900	39,623
Uniform & Corporate GIS Database	15,000				15,000	15,496
Virtual Server Infrastructure Expansion	30,914				30,914	30,914
Franking Machine	10,346				10,346	10,366
<b>Resources Total</b>	<b>760,441</b>	<b>0</b>	<b>177,556</b>	<b>0</b>	<b>582,885</b>	<b>586,548</b>
<b>DEVELOPMENT</b>						
Eco Town - Energy Saving Schemes		168,397			168,397	168,397
Eco Town - Exhibition House		3,330			3,330	3,330
Eco Town - Travel Behaviour		288			288	288
Alterations to Highfield Depot	0				0	2,262
Access to Highfield Depot	22,000		22,000		0	0
Hanwell Fields Community Centre	5,647		5,607		40	40
Banbury Pedestrianisation	20,000				20,000	21,014
Bicester Cattle Market Car Park Phase 2	95,000		89,653		5,347	5,347
Bicester Pedestrianisation	250,000		250,000		0	0
Future Regeneration Schemes Preliminary Prof Fees	100,000		51,831		48,169	48,169
Bicester Town Centre Redevelopment Scheme	15,000				15,000	13,222
Thorpe Lane Depot Refurbishment Scheme	315,186				315,186	368,582
Old Bodicote House	861,000		224,693		636,307	636,307
Bicester Town Centre Redevelopment	5,000,000		4,979,618		20,382	20,382
Highfield Depot Repairs	16,000		16,000		0	0
Units 1-7 Thorpe Way Repairs	15,000				15,000	15,123
Kidlington High Street Pedestrianisation	23,000		21,457		1,543	1,543
Fees of Future Regeneration Schemes	50,000		50,000		0	0
Orchard Way Refurbishment	250,000		250,000		0	0
Photovoltaic at Bodicote House & Banbury Museum	350,000		350,000		0	0
Choice Based Lettings	2,000				2,000	1,625
Disabled Facilities Grants	485,000	375,000	103,855		756,145	756,145
Sanctuary Acquisition Scheme	4,000		4,000		0	0
Acquisitions Scheme - to extend RSL Housing Discretionary Grants for Domestic Properties - Es	99,000			99,000	0	0
Housing Overcrowding Pilot scheme	42,000				42,000	40,954
Bicester Acquisition 2nd Scheme	30,000		30,000		0	0
Young Persons Acquisition Scheme	20,000		20,000		0	0
Land Claypits Lane Bicester	217,000		54,500		162,500	162,500
Banbury Foyer & Banbury Youth Hub	187,000		187,000		0	0
Funding for Mollington & Hornton Rural Exception Site	68,000		68,000		0	0
Purchase of Temporary Accommodation - Bicester	80,000			60,000	20,000	20,000
** Orchard Way Banbury Redevelopment	495,000		132,000	**1,100,000	363,000	363,000
Miller Road Youth Self Build	1,100,000	67,985			0	0
Dashwood Road	200,000		66,000		67,985	67,985
** Delegated Affordable Housing capital Pot	500,000			** 242,620	134,000	134,000
Discretionary House Condition Grants	325,000		135,000		257,380	257,380
<b>Development Total</b>	<b>11,241,833</b>	<b>615,000</b>	<b>7,111,215</b>	<b>1,501,620</b>	<b>3,243,998</b>	<b>3,235,053</b>
Deminimis write back to revenue.						-119,976
<b>Grand Total</b>	<b>15,518,030</b>	<b>615,000</b>	<b>9,716,902</b>	<b>1,501,620</b>	<b>4,914,507</b>	<b>4,815,641</b>

**Notes:**

\* A contribution is to be received from Banbury Town Council in respect of expenditure on **Christmas Illuminations**.

\*\* Approved funding for these two projects - **Orchard Way Banbury Development** and **Delegated Affordable Housing Capital Pot** is being transferred to the £7m 12/13 approved project – Cherwell Community Led Housing Programme.

This page is intentionally left blank

**2012/13 PROJECTED REVENUE & CAPITAL OUTTURN AT 31<sup>st</sup> March 2012**  
**Appendix 3 - Record of Progress Against Procurement Action Plan for 2011/12**

<b>7.1 Embed and Develop the use of the Procurement Strategy objectives across the Council</b>		
<b>Action</b>	<b>Status</b>	<b>Progress Narrative</b>
<ul style="list-style-type: none"> <li>Consolidate the key officers group already trained via workshops for continued development of options appraisals for all service planning and contract management to enable better planned and managed contracts.</li> </ul>	Onward going	<p>Training continues on a project by project basis as follows:</p> <ul style="list-style-type: none"> <li>Housing – high level support for strategic housing team with the Affordable Homes Programme;</li> <li>Environmental Services – entire procurement process and contract management for Transport and Waste teams resulting in more effective specifications and pricing mechanisms, better use of technology, prompt payment discounts and bulk purchasing with other councils.</li> <li>Finance – more strategic approach to re-tender for internal audit.</li> </ul>
<b>7.2 Governance and compliance</b>		
<b>Action</b>	<b>Status</b>	<b>Progress Narrative</b>
<ul style="list-style-type: none"> <li>Ensure all operational procurement and contract management activity complies with the Council's Contract Procedure Rules (CPR) and statutory regulations</li> <li>Enhance the scrutiny and policy development role of the Procurement Steering Group Strategy Group.</li> </ul>	<p>Onward going</p> <p>Onward going</p>	<p>Procurement Manager has been meeting with Heads of Service to review procurement projects for 2012/13 and advise on waivers and whether contracts set up prior to joint arrangements working with SNC can be utilised by SNC.</p> <p>ToR agreed for Joint Procurement Steering Group with focus on further joint procurement opportunities for 2012/13.</p>







**2012/13 PROJECTED REVENUE & CAPITAL OUTTURN AT 31<sup>st</sup> March 2012**  
**Appendix 3 - Record of Progress Against Procurement Action Plan for 2011/12**

<b>7.5 Sustainability</b>	
<b>Action</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>Promote awareness, train and encourage buyers to review their consumption of goods and services, reduce usage and adopt more environmentally friendly alternative products.</li> </ul>	<p><b>Progress Narrative</b></p> <p>Further work being undertaken with the stationery contract to reduce usage and successful outcome with the new contract for replacement multi-functional printers resulting in higher speed machines with removal of colour option for all but one printer.</p>
<ul style="list-style-type: none"> <li>Ensure sustainability is addressed with each procurement exercise by including it as a section within the stakeholder questionnaires and encouraging sustainability to be included within evaluation criteria as well as the assessment/pre-qualification stages.</li> </ul>	<p>Onward going</p> <p>Adoption of Government Buying Standards for recycled paper for services contracts whereby contractors agree to usage of recycled paper with all work undertaken on behalf of the Council.</p>
<ul style="list-style-type: none"> <li>Encourage buyers to break down larger contracts to match SME and Social Enterprise capacity where appropriate.</li> </ul>	<p>Onward going</p> <p>Adopted successfully for the PV (solar panel) installation and reactive buildings maintenance projects.</p>

Page 159

<b>7.6 Joint Working</b>	
<b>Action</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>Develop framework for cooperation with South Northamptonshire Council in 2011/12:               <ul style="list-style-type: none"> <li>Review forward plans for all procurement exercises in 2011/12 across both Councils;</li> <li>Agree collaboration projects and targets for economies of scale in procuring together;</li> <li>Review value for money of existing draw down contracts where there is the option of switching to whichever contract demonstrates the best VFM;</li> <li>Review existing common contracts and options for collaborative negotiating of the scope and pricing structures.</li> <li>Provide quarterly reports on additional savings achieved by above activities.</li> </ul> </li> </ul>	<p><b>Progress Narrative</b></p> <p>The initial 14 high profile projects identified have been continually added to on a project by project basis and currently there are 31 projects on the joint working plan with two recent successes:</p> <ul style="list-style-type: none"> <li>Internal audit services across both councils by a single provider has delivered a guaranteed three year expenditure envelope for both councils with first year savings of £29,250 against the previous year's budget of £87,000 for SNC and savings of £30,400 against the previous year's budget of £92,000 for CDC.</li> <li>The project for the handling and purchase of dry</li> </ul>

**2012/13 PROJECTED REVENUE & CAPITAL OUTTURN AT 31<sup>st</sup> March 2012**  
**Appendix 3 - Record of Progress Against Procurement Action Plan for 2011/12**

<b>7.6 Joint Working</b>	
<b>Action</b>	<b>Status</b>
<b>Progress Narrative</b> waste recycling has delivered substantial revenue to both councils with SNC's predicted revenue based on current recycling volumes increasing from £324,000 per annum to £476,000 per annum and CDC's service cost of £55,000 per annum being converted to a revenue stream of £632,000 per annum with rates being fixed for three years.	

<b>7.6 Collaboration</b>	
<b>Action</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>• Develop further strategic links with the following procurement partners to share best practice, reduce duplication and administration costs and release additional savings:               <ul style="list-style-type: none"> <li>• Oxfordshire Procurement Hub</li> <li>• Strategic Procurement Partnership for Oxfordshire (SPPO)</li> <li>• Northamptonshire procurement partnerships</li> <li>• Milton Keynes, Oxfordshire and Buckinghamshire Procurement Partnership (MKOB)</li> <li>• Procurement arm of Improvement and Efficiency South East (IESE) – and future partners – PCT, Thames Valley Police, Universities and Colleges.</li> <li>• The South East Business Portal.</li> </ul> </li> </ul>	<p>Onward going</p>
<b>Progress Narrative</b>	<p>In 2012/13 CDC have lead on amongst others:</p> <ul style="list-style-type: none"> <li>• Liquid fuels (Oxford City)</li> <li>• Tyres (Oxford City)</li> <li>• Credit Checking (all Oxfordshire authorities and three Northants authorities)</li> <li>• Internal Audit Services (SNC)</li> <li>• Refuse Collection Vehicles (Oxford City)</li> <li>• Dry Waste Recycling (SNC and AVDC)</li> </ul> <p>Similarly CDC have benefited from working on the following joint exercises, some of which are ongoing:</p> <ul style="list-style-type: none"> <li>• Cleaning materials (Northampton Borough Council)</li> <li>• Elections Printing (Northampton Borough Council)</li> </ul> <p>The Oxfordshire Procurement Hub Officer has delivered three frameworks for use by CDC.</p>

**2012/13 PROJECTED REVENUE & CAPITAL OUTTURN AT 31<sup>st</sup> March 2012**  
 Appendix 3 - Record of Progress Against Procurement Action Plan for 2011/12

<b>7.6 Collaboration</b>	
<b>Action</b>	<b>Status</b>
<b>7.6 Collaboration</b>	<b>Progress Narrative</b>
<p>In January the Procurement Manager met with over 30 public sector procurement leads from across the Thames Valley met to discuss opportunities for working together and the findings are being fed back to the Thames Valley Chief Executives Group. The main focus was on agreeing which market sectors are best focused on local, regional or national supply chains.</p> <p>Effective dialogue with SPPO over joint working on facilities management tenders and contract management best practice and facilitating the use of apprenticeships with contracts let by the Council.</p> <p>IESE continue to provide some useful information on best frameworks available for key goods and supplies.</p> <p>The South East Business Portal being used to advertise all tenders and promoted to SMEs as a free source for information on tender opportunities – though it's future is in some doubt and is being currently addressed by all participating local authorities.</p>	<p><b>Status</b></p>
<b>7.7 Continuous improvement</b>	<b>Progress Narrative</b>
<b>Action</b>	<b>Status</b>
<p>Enhance Procurement team's knowledge via involvement with local partnership networks, Achilles (local training provider based in Abingdon), Hampshire Procurement Practitioner framework, national conferences and procurement networks such as the Society of Procurement Officers and the Chartered Institute of Purchasing.</p>	<p>Onward going</p>
	<p>Corporate Contracts Officer and Corporate Purchasing Officer are now both MCIPS qualified.</p>

**2012/13 PROJECTED REVENUE & CAPITAL OUTTURN AT 31<sup>st</sup> March 2012**  
**Appendix 3 - Record of Progress Against Procurement Action Plan for 2011/12**

<b>7.8 Mixed Economy</b>	
<b>Action</b>	<b>Status</b>
<ul style="list-style-type: none"> <li>• Continue to make it easier for local businesses to trade with us and implement a two-way dialogue process via online questionnaires and focus groups:               <ul style="list-style-type: none"> <li>○ Dispatch of and collation of feedback from an online questionnaire;</li> <li>○ Develop use of engagement forums for all relevant projects;</li> <li>○ Feedback questionnaire for short listed suppliers – record any feedback from phone debriefs to reduce workload on suppliers.</li> </ul> </li> </ul>	<p align="center">Onward going</p>
	<b>Progress Narrative</b>
	<p>Engagement forums have been used to good effect with the following projects:</p> <ul style="list-style-type: none"> <li>• PV (solar panel) installation</li> <li>• Reactive buildings maintenance</li> <li>• Voluntary sector commissioning</li> <li>• Credit checking services</li> </ul>

<b>7.9 Corporate Procurement Resources</b>	
<b>Action</b>	<b>Status</b>
<p>Raise the profile of the Procurement Service and its achievements, both internally and with external stakeholders by:</p> <ul style="list-style-type: none"> <li>○ Arranging bi-monthly 1-2-1's with key Heads of Service;</li> <li>○ Regular updates via intranet carousel, Cascade and Inside Cherwell focusing on corporate contracts, the contracts register, updates and tips.;</li> <li>○ Meetings with the partners listed in 7.6</li> </ul>	<p align="center">Onward going</p>
	<b>Progress Narrative</b>
	<p>The increased flow of officers approaching the Procurement team – especially ahead of a project – demonstrates how right across the Council officers understand the importance of engaging procurement at the earliest possible stage with impromptu 'drop-in' surgeries occurring on a daily basis.</p> <p>The increased experience of the Corporate Contracts Officer and the Corporate Purchasing Officer has also been recognised by the way in which officers at all levels approach them for advice rather than going straight to the procurement manager.</p>

This page is intentionally left blank

**Procurement Cashable and Non-Cashable Savings Achieved for Financial Year 2011 to 2012 as at end of December 2011**

Service Area	Contract Description	Cashable with budget reduction	Cashable but no budget reduction	Non-cashable	Capital
Customer Service and IT	Supply of multifunctional printer/copiers	£16,452	£8,640	£3,244	
Customer Service and IT	2nd class postal services	£2,500			
Environmental Services	Public Toilet Maintenance	£4,860			
Environmental Services	Vehicle Spare Parts - price increase 1% below CPI - i.e. 3.5% i/o 5.2% & 2.5% prompt payment discount	£2,900			
Environmental Services	Public Convenience Cleansing - agreement to hold prices at 2010 rates	£2,191			
Environmental Services	Pest Control - agreement to fix prices at 2010 rates	£2,350			
Environmental Services	Tyres	£3,250			
Environmental Services	Liquid fuels	£5,000			
Environmental Services	Dry waste recycling	£65,000			
Finance	CT Single Person's Review Service	£1,892			
Finance and Procurement	Non standard stationery items	£140			
Finance and Procurement	Revised paper pricing	£400			
Housing	Housing Register Software - inflation clause reduced to CPI	£160			
Housing	Voluntary Services		£119,765		
Housing	Affordable Homes Strategy Consultancy	£2,300			
Housing	HCA Programme Management Contract	£8,386.00			
ICT	ICT Due Diligence	£5,000			
Legal & Democratic	Elections FM - new contract with prices held at 2011/12 rates	£650			
Leisure	South West Bicester Sports Village Pitches	£1,240			£124,000
Recreation & Health	North Oxfordshire Guide - contract extension at same price as 2010	£135			
Regeneration & Estates	Provision of door & shutter maintenance	£2,662			
Regeneration & Estates	Cleaning materials	£250			
Regeneration & Estates	Water Hygiene	£3,858			
Regeneration & Estates	Lift Maintenance	£359			
Regeneration and Estates	PAT Testing - fixed price for 2nd year - CPI saving of 4.5%	£180			
Regeneration and Estates	Heating plant maintenance - price increase 1% below CPI on £8681 & prompt payment discount	£260			
Regeneration and Estates	Cooling plant maintenance - price increase 1% below CPI on £6148 & prompt payment discount	£480			
Regeneration and Estates	Hot drinks machines	£1,600			
Regeneration and Estates	Corporate cleaning	£811			
Regeneration and Estates	Water Machines	£205			
Regeneration and Estates	Review of energy procurement (Watt-Knots)	£13,000			
Urban & Rural	Supply of Pay & Display Tickets	£750			
Urban & Rural	Supply of lone worker devices	£4,398			
Urban & Rural	CCTV monitoring extension - prices held at last year's rates	£765			
Urban & Rural	Lone Worker devices	£1,700			
Various	P Cards			£58,571	
	<b>Total YE</b>	<b>£156,084</b>	<b>£128,405</b>	<b>£61,815</b>	<b>£124,000</b>
Environmental Services	Dry waste recycling - 2012/13	£432,000			
Finance	Internal Audit - 2012/13	£30,400			
	<b>Total</b>	<b>£618,484</b>			

This page is intentionally left blank



REVIEW OF SPECIFIC EARMARKED RESERVES MARCH 2012										APPENDIX 5	
A	B	C	D	E	F	G	H	I	J	Comments	
Cost Centre Number	Purpose	Balance in Aggresso 31/3/2012	OUTTURN Trfs in/out of reserves	OUTTURN Projected Spend	New Reserves	Re-alignment	Balance as at 31 March 12	Delegated Officer Responsibility (in conjunction with Lead Member)			
		£					£				
50096	Self Insurance / Legal Claims Reserve	(239,410)				(110,590)	(350,000)	Head of Finance & Procurement		Top up required	
50647	HS2 Reserve	(14,021)					(14,021)	Director of Development		Leave at current level	
50646	Iceland Write Off Reserve	(1,384,500)	1,384,500					Director of Resources		Reserve Icelandic write off entries	
50648	Joint Working Implementation	(332,908)				332,908		Chief Executive		Transfer residual to change reserve	
50649	Brighter Futures Reserve Account	(20,000)					(20,000)	Director of Community & Development		Leave at current level	
50144	Building Control Reserve	(47,242)					(47,242)	Head of Public Protection and Development Management		Leave at current level	
50111	Plant and Transport Renewals Reserve	(314,088)		314,088		(400,000)	(400,000)	Head of Finance & Procurement		Top up required	
50370	Wheeled Bins Replacement Reserve	(257,251)		16,446			(240,805)	Head of Finance & Procurement		Leave at current level	
50121	Corporate IT Contingency Reserve	(193,039)				(106,961)	(300,000)	Director of Resources		Top up to 300k to fund implementation of shared service, harmonisation and standardisation.	
50130	Planning Policy Reserve	(349,709)				(300,291)	(650,000)	Head of Strategic Planning and the Economy		Top up to 650k to fund the Enquiry on the Local Plan due at the turn of the calendar year. This will include completion of studies, consultation, QC and support for the enquiry itself.	
50131	Planning Control Reserve	(1,007,134)	(290,465)			597,599	(700,000)	Head of Public Protection and Development Management		Estimate of 700k to cover unknown costs of various planning enquiries and appeals – e.g. Eco Towns, Incinerator, Upper Heyford. These funds can be used to provide consultancy support, specialist advice and staffing costs.	
50124	Environmental Warrantless Reserve	(1,707,407)	(1,384,500)			491,907	(2,600,000)	Head of Finance & Procurement		13 years liability assumed at 200k per year	
50145	Hanwell Fields Reserve	(90,899)					(90,899)	Head of Public Protection and Development Management		Leave at current level	
50585	Licensing Reserve	(45,574)	(22,713)				(68,287)	Head of Public Protection and Development Management		Leave at current level	
50371	Corporate Change Reserve	(213,861)				(494,938)	(708,799)	Director of Resources		Transfer residual of joint working implementation reserve and top up.	
50645	Iceland Legal Cost Reserve	(5,366)				(9,634)	(15,000)	Head of Finance & Procurement		Top up to 15k to fund final legal invoices and challenge on ISK	
50670	Elections Reserve	0			(50,000)		(50,000)	Head of Law & Governance		Funded from 11/12 services budget	
50671	Jubilee / Olympics Reserve	0			(50,000)		(50,000)	Director of Community & Environment		Funded from 11/12 services budget	
<b>Total</b>		<b>(6,222,405)</b>	<b>(313,179)</b>	<b>330,534</b>	<b>(400,000)</b>	<b>(0)</b>	<b>(6,305,055)</b>				



By virtue of paragraph(s) 1, 2, 4 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) 1, 2, 4 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) 1, 2, 4 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) 1, 2, 4 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) 1, 2, 4 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) 1, 2, 4 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) 1, 2, 4 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) 1, 2, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank