

Committee: Executive
Date: Monday 3 September 2012
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

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

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

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

4. **Urgent Business**

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

5. **Minutes** (Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting held on 2 July 2012.

Strategy and Policy

6. Design and Conservation Strategy for Cherwell (Pages 7 - 66) 6.35pm

Report of Head of Strategic Planning and the Economy

Summary

To seek the approval of the Executive for the adoption of the Design and Conservation Strategy for Cherwell.

Recommendations

The Executive is recommended:

- (1) To consider the content of the Design and Conservation Strategy.
- (2) To adopt the Design and Conservation Strategy for Cherwell.

Service Delivery and Innovation

7. Banbury Museum Trust Project Developments (Pages 67 - 72) 6.45pm

Report of Head of Community Services

Summary

The report highlights the work of the Banbury Museum Trust Project Board in developing an independent organisation to run the service and the costs associated with this process

Recommendations

The Executive is recommended:

- (1) To approve the selection of Mr Bob Langton to the role of Shadow Board Chairman.
- (2) To approve the Deputy Leader as the Council's nominated representative on the Shadow Trust Board.
- (3) To approve a budget of £20,000 to enable the project to be delivered.

8. Update on Major Programmes (Pages 73 - 80) 6.55pm

Report of Head of Transformation

Summary

To provide 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, and subsequent decision in relation to governance structures.

Recommendations

The Executive is recommended to:

- (1) Note the progress in relation to the implementation of governance standards for the 9 major projects which Members have identified as key to the delivery of regeneration and economic development (the Place Programme) and change (Transformation Programme) for Cherwell District Council and South Northamptonshire Council.
- (2) Note the Member champions assigned to each of the programme boards

Value for Money and Performance

9. Performance and Risk Management Framework 2012/13 First Quarter Performance Report (Pages 81 - 122) 7.05pm

Report of the Director of Resources and Interim Corporate Performance Manager

Summary

This report covers the Council's performance for the period 1 April to 30 June 2012 as measured through the Performance Management Framework.

Recommendations

The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To request that officers report in the second quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.
- (4) To identify any further performance or risk related matters for review or consideration in future reports.

10. Quarter 1 2012/13 Finance Report and Local Government Resources Review Update (Pages 123 - 134) 7.15pm

Report of Head of Finance and Procurement

Summary

This report summarises the Council's Revenue and Capital performance for the first 3 months of the financial year 2012/13 and projections for the full 2012/13 period.

The report also considers treasury and procurement performance for the first quarter and compares against strategy and action plans.

A short update on the Local Government Resources Review (LGRR) Project is also included.

Recommendations

The Executive is recommended:

- (1) To note the projected revenue & capital position at June 2012.
- (2) To note the Q1 performance against the 2012/13 investment strategy and the financial returns from each of the 3 funds.
- (3) To note the contents and the progress against the Corporate Procurement Action Plan (detailed in Appendix 1) and the Procurement savings achieved at June 2012 (detailed in Appendix 2).
- (4) To note the latest position on the LGRR project.

Urgent Business

11. Urgent Business

Any other items which the Chairman has decided is urgent.

12. Exclusion of the Press and Public

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

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

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

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

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

13. Award of Contract for the Provision of Refuse Collection Vehicles

(Pages 135 - 142)

7.25pm

Exempt Report of Head of Finance and Procurement and Head of Environmental Services

(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 or 01295 2215897 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.

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 James Doble, Democratic and Elections
james.doble@cherwellandsouthnorthants.gov.uk, 01295 221587

Sue Smith
Chief Executive

Published on Thursday 23 August 2012

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Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 2 July 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

Also Present: Councillor Patrick Cartledge, Leader of the Labour Group
Councillor Tim Emptage, Leader of the Liberal Democrat Group

Apologies for absence: Councillor Nicholas Turner, Lead Member for Performance and Customers

Officers: Sue Smith, Chief Executive
Ian Davies, Director of Community and Environment
Martin Henry, Director of Resources / Section 151 Officer
Kevin Lane, Head of Law and Governance / Monitoring Officer
Ed Potter, Head of Environmental Services
Natasha Clark, Team Leader, Democratic and Elections

26 **Declarations of Interest**

Members declared interests in the following agenda items:

8. Local Government Resources Review and Welfare Reform Overview
Councillor G A Reynolds, Disclosable Pecuniary Interest, as a Landlord.

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

There were no petitions or requests to address the meeting.

28 **Urgent Business**

There were no items of urgent business.

29 **Minutes**

The minutes of the meeting held on 18 June 2012 were agreed as a correct record and signed by the Chairman.

30 **Low Carbon Energy Strategy 2012 and Use of Natural Resources**

The Head of Environmental Services submitted a report which sought consideration of the newly drafted Low Carbon Environmental Strategy 2012 as well as the progress of the Use of Natural Resources Group in delivering the Council's Low Carbon Management Plan.

In introducing the report, the Lead Member for Clean and Green explained that Low Carbon Environmental Strategy 2012 built on the Council's previous Environmental Strategy. It would help further the success of carbon reduction and energy saving work internally as well as across the district. The Strategy was divided into three main sections "Leading by Example", "Sustainable Communities – Our district – Our future" and "Working in Partnership and encouraging low carbon initiatives" and an action plan. The Lead Member for Clean and Green advised Executive that a one page summary would be circulated to all Members.

Councillor Patrick Cartledge, Leader of the Labour Group, addressed Executive and welcomed the report and the work being taken to address climate change. He commented that the Strategy focussed on Cherwell District Council and stressed the importance of encouraging local businesses to tackle climate change.

In response to the Labour Group Leaders' comments, the Lead Member for Clean and Green explained that the focus had been on Cherwell District Council and the Council had been leading the way. It was acknowledged that it was difficult to assess the impact and agreed that officers be requested to request the inclusion of the Low Carbon Energy Strategy 2012 on the agenda of meetings of the Banbury Chamber of Commerce and Bicester Chamber of Commerce.

Executive requested that their thanks to officers for their hard work in producing the Low Carbon Energy Strategy 2012 and their work as part of the Use of Natural Resources Group.

Resolved

- (1) That the Low Carbon Environmental Strategy 2012 and its action plan be approved.
- (2) That the achievements of the Use of Natural Resources Group in delivering the Carbon Management Plan in 2011/12 be noted.
- (3) That future initiatives of the Use of Natural Resources Group in delivering the Carbon Management Plan in 2012/13 be noted.

- (4) That officers be requested to request the inclusion of the Low Carbon Energy Strategy 2012 on the agenda of meetings of the Banbury Chamber of Commerce and Bicester Chamber of Commerce.

Reasons

Key to the internal and external environmental performance of the Council is the Low Carbon Environmental Strategy

The excellent work already achieved by the Use of Natural Resources Group needs to continue to deliver the Carbon Management Plan

Key to reducing energy costs and emissions is the Low Carbon Environmental Strategy as well as the Carbon Management Plan

Options

Option One To approve the Low Carbon Strategy 2012 and its action plan as well as the forward plan for the Use of Natural Resources Group

Option Two To reject

Option Three To ask officers to modify the proposals by setting lower emissions targets, recognising that this would conflict with public and national government expectations

31 Banbury Brighter Futures

The Director of Environment and Community submitted a report which sought consideration of a review of the second full year of the Brighter Futures Programme in Banbury and the proposed emphasis in the third and subsequent years.

In introducing the report, the Lead Member for Banbury Brighter Futures advised Executive that the programme had made significant progress with effective multi-agency focus and joint actions during the two years the programme had been running.

Members acknowledged the good work that had been undertaken and achievements to date and stressed the importance of maintaining the impetus as the project had been envisaged as a long term programme.

Councillor Patrick Cartledge, Leader of the Labour Group, addressed Executive and welcomed the report and the efforts being made to tackle the cycle of deprivation but raised concerns that the project did not have a long term vision. He also commented on the potential impact of the welfare reforms and queried how these would be addressed,

In response to the Labour Group Leaders' comments, the Lead Member for Banbury Brighter Futures explained that the Members and officers involved in the project were aware of the changes and would be proactive to address the potential impact.

Members noted that due to the multi-agency approach, there was an element of reliance on partners for delivery and stressed the importance of ensuring ongoing adequate resource for the project.

Resolved

- (1) That the good progress made in the second year of the Brighter Futures Programme be noted.
- (2) That the areas of emphasis and proposed activity in 2012/13 be supported.
- (3) That further reports as appropriate on progress be received.

Reasons

The Brighter Futures in Banbury programme will only be effective if it is targeted, long-term, multi-agency in nature and clear on its purpose and outcomes. A common understanding amongst all relevant agencies of what can and should be done underpins the proposals for 2012.

Options

Option One Adopt the recommendations as set out

Option Two Amend/add to the areas of focus for 2012/13

32 Local Government Resources Review and Welfare Reform Overview

The Head of Finance and Procurement submitted a report which summarise the Local Government Resources Review project and provides a welfare reform overview.

In introducing the report, the Lead Member for Financial Management provided an overview of the appendices to the report which provided detailed information on localised council tax support, business rates localisation, welfare reform and universal credit and the implications and options for the council.

Members were advised that as new data was being received all the time, regular updates and would be provided. Additionally, all Members would be offered the opportunity to attend training seminars on the issues presented by both the Local Government Resources Review and Welfare Reform.

Councillor Tim Emptage, Leader of Liberal Democrat Group, addressed Executive and thanked officers for a succinct report which covered the many

changes arising from the Local Government Resources Review and Welfare Reform. The Liberal Democratic Group Leader commented that it appeared the same groups of people would be affected by all changes and stressed the importance of alleviating the burden on vulnerable groups. He sought assurance that there would be effective consultation and Members would be kept informed.

The Leader of the Council confirmed that all Group Leaders would be briefed and kept up to date on matters.

Councillor Patrick Cartledge, Leader of the Labour Group, addressed Executive and highlighted that there would be tremendous financial implications on both the Council and residents across the district.

In response to the Labour Group Leader's questions regarding a possible countywide council tax localisation scheme, the Leader of the Council acknowledged that there would be benefits in having a countywide scheme and talks were at an early stage.

The Leader of the Council further commented that it was important for the Council to have strong policies which co-operated with each other to support residents in the current economic climate.

Resolved

- (1) That the contents of the report and the initial indications of the impact for the Council be noted.
- (2) That the consultation and timetable for Council Tax support be approved.
- (3) That, in principle, an application for pooling with Oxfordshire councils for Business Rates localisation be approved.
- (4) That it be noted that further report would be presented in September 2012 outlining progress and the impact on the Medium Term Financial Strategy.

Reasons

This report provides members with information on the Local Government Resource Review and Welfare Reform and potential implications for the Council, residents and services.

Options

- | | |
|-------------------|---|
| Option One | To review and note the current situation and that further reviews will be likely. |
| Option Two | To approve or reject the recommendations above. |

The meeting ended at 7.55 pm

Chairman:

Date:

Executive

Design and Conservation Strategy for Cherwell

3 September 2012

Report of Head of Strategic Planning and the Economy

PURPOSE OF REPORT

To seek the approval of the Executive for the adoption of the Design and Conservation Strategy for Cherwell.

This report is public

Recommendations

The Executive is recommended:

- (1) To consider the content of the Design and Conservation Strategy.
- (2) To adopt the Design and Conservation Strategy for Cherwell.

Executive Summary

Introduction

- 1.1 Cherwell boasts a fine historic and high quality environment. It is also an area of sustained pressure for growth. It is vital that we identify, understand and preserve what is special and sensitively managing change. Heritage-led regeneration can add value and local distinctiveness, and contribute to high quality design.
- 1.2 The strategy sets out the Council's remit in the areas of design and conservation, illustrates what has been achieved and what we will strive to achieve in the future. The document covers a three year period from September 2012 to March 2015.
- 1.3 It has been the subject of public consultation since the Executive approved the draft strategy in April 2012. The consultation ran until 25 June 2012.

Background Information

- 1.4 In terms of pure designations, in Cherwell there are currently 59 conservation areas, over 2,700 listed buildings, 56 scheduled ancient monuments, 7 Registered Parks and Gardens and one Registered Battlefield at Cropredy. In addition, there are curtilage listed buildings and many non-designated heritage assets, which we record on a Local List. This is a high level of protection for the historic environment for a District of this population.
- 1.5 The protection of the local heritage and the promotion of high quality design are very important to Cherwell District Council and the people who live and work in the area. The intrinsic quality of the environment brings visitors and inward investment. It is important that we manage growth in a way that reinforces and enhances the unique character of the area.
- 1.6 The Strategy sets out the national and local policy background on design and conservation within which we operate. It explains how we work in partnership with others, including national and local organisations.
- 1.7 It discusses the pressures for change expected in the District including in our town centres, the rural areas, associated with the Oxford Canal, the military heritage, major development and urban extensions, and land and buildings in the Council's ownership.
- 1.8 It looks at resources, remits and sets priorities for the work of the Design and Conservation Team for the forthcoming three years.

Conclusion

- 1.9 The Strategy sets the following priorities for the period 2012-13:
 - Designate a new conservation area along the length of the Oxford Canal.
 - Review the following conservation areas: Barford St John, Barford St Michael, Hornton, North Newington, South Newington and Steeple Aston
 - Aim to remove Duns Tew and Cropredy from the EH Heritage at Risk Register.
 - Consider additional powers of control and work towards significant upgrading of the environment in Grimsbury.
 - Work closely with the owners of former RAF Upper Heyford to ensure all buildings of historic interest, including unlisted buildings, are brought to a wind and weather tight condition pending future suitable uses.
 - Work with DIO on the disposal of RAF Bicester technical site and flying field to enable the development of the site for heritage-related tourism and, in the interim, work to ensure that the buildings are brought into a wind and weather tight condition.
 - Publish Guidance on the design of Shop Fronts for use as a tool in the regeneration of Town Centres in the District.

- Work with Oxfordshire Highways to ensure that the detailed design and implementation of environmental enhancements in Market Square, Bicester, are of the highest quality and that a memorable people-oriented place is created in the heart of the historic town.
- Seek a contribution to public art in major developments across the District and to appoint public artists who engage with the local community to create locally distinctive public realm, ideally as part of the design team from the outset of a project.
- Work with our partner authorities and local people to implement soft landscape proposals to upgrade the local environment in East Street and Centre Street, Grimsbury.

1.8 The Draft Strategy sets the following priorities for the period 2012-15:

- Submit a report to the Council's Executive identifying the non-designated heritage assets across the District, the special significance of each and the implications of inclusion on such a list. Once the list is approved by the Executive, the non-designated heritage assets will be identified on the Council's web site. A policy that aims to provide non-designated heritage assets with a level of protection reflective of the NPPF will be included within the Local Plan.
- Review six conservation areas annually. During 2013-15 twelve further conservation area appraisals will be published and this will ensure that all the conservation areas in the District will have been the subject of review within 10 years. Thereafter, assuming that the number of designations remains the same, a programme that continues with 6 appraisals a year will ensure that every conservation area is reviewed on a ten year cycle.
- Work with Economic Development and Development Management to secure suitable uses for heritage assets that promote economic development and tourism.
- Consider requests for further conservation area designations formally submitted by Parish Councils as resources allow.
- Continue to engage local communities in the preparation of Conservation Area Appraisals.
- Strive to ensure that the historic parks and gardens in the District are protected from unsuitable development.
- Continue to identify curtilage listed buildings as opportunities occur, inform owners and make the information publicly available on the Council's web site.
- Strive to remove one building from the Building at Risk Register every year. If necessary we will use our powers under the Planning (Listed Buildings and Conservation Areas) Act 1990 to serve Repairs Notices or Urgent Works Notices as appropriate.
- Give careful consideration to the benefits of removing specific permitted development rights through Article 4 Direction, report to the Council's

Executive and consult publicly on any such proposal.

- Keep the online mapping service updated whenever new designations are made and strive to secure ongoing improvements to it for public use.
- Provide design and heritage input to Council-led regeneration and development initiatives.
- Contribute design advice to private sector led development projects, including with the developers of major sites, urban extensions and NW Bicester to ensure that the proposals create high quality and sustainable places.
- Publish Design / Planning Guidance on other key sites to promote sensitive redevelopment of gap sites within the market towns and mend the holes in the historic townscape.
- Work with DIO to ensure that the former flying field and technical site at RAF Bicester are disposed of for gliding and heritage tourism purposes and work with successor land owners to bring forward the phased restoration of the technical site that enables public access.
- Work with the owners of Heyford Park to ensure that the creation of a new living and working environment preserves and enhances the established character and appearance of the former Cold War airbase.
- Work with the Customer Service Team to enable them to expand their remit to cover general conservation-related telephone enquiries.
- Investigate a Cherwell Design Award for renovation, built and landscape design on a three yearly rotation.
- Maintain staffing at current levels and retain the urban design / master planning resource.
- Strive to ensure that the provision of specialist advice on Development Management matters and heritage / design policy formation will be equally balanced in the work of the team.
- Respond to requests for advice on planning and listed building applications within 10 working days.
- Provide urban design and heritage input into the Local Plan process, including policy formulation, SPDs and Development Principles for Strategic Sites.
- Publish other site specific development briefs and generic guidance as required.
- Continue to consult local historical societies with regard to better community involvement in the design and conservation of villages and urban centres.
- Continue to contribute to the BOBMK Design Review panel and to avail ourselves of its service in equal measure, which will be cost neutral.

Key Issues for Consideration/Reasons for Decision and Options

3.1 To approve the adoption of the Design and Conservation Strategy.

The following options have been identified. Accepting the recommendation is believed to be the best way forward.

Option One	To accept the recommendation
Option Two	To not accept the recommendation, thereby not establishing and setting clear priorities for the way the Council approaches design and conservation matters for the next three years.
Option Three	To not accept the recommendation and refer the document back to the Head of Strategic Planning and the Economy for further alterations.

Consultations

Oxfordshire County Council	The County Council has been consulted and has no comments on the draft strategy document.
Town and Parish Councils in the District	The Town and Parish Councils were consulted. Any comments received are listed below.
Banbury Civic Society	Concern that archaeology and parks & gardens have so little protection. Would like enhancement proposals to use quality design consultants. Would like up-to-date annual review of Heritage At Risk.
Banbury Town Council	Broad strategy is welcomed. Important to retain the uniqueness of the district. Possibly some confusion amongst the public as to what a conservation area is. Appraisal, local lists, advertising, redevelopment, landscape enhancements are important, as is good design advice for residential developers.
Bicester Local History Society and Bomber Command Heritage	The groups supported the document wholeheartedly.
British Waterways South East	Support the priorities listed.
Campaign to Protect Rural England (CPRE) Banbury	Urges closer liaison with OCC Highways to reduce visual clutter. Encourages links between tourism and Oxford Canal. Cautions care at the edge of conservation areas regarding compromise of settings. Encouraged by mention of enhancement schemes. Considered aims and objectives well set out.
English Heritage	Welcomes Council initiative. Encouraged to see OCC Highways protocol. Encourages criteria, consultation and ratification for non-designated heritage assets to be published. Timescale needed for Article 4 work. Desires

local plan policy for protection of parks and gardens. Welcomes pro-active approach to curtilage listed buildings. Supports in principle working with DIO over RAF Bicester.

Launton Parish Council

Excellent document. Pleased to see specific priority given to sensitive re-use of RAF Bicester flying field and technical sites, and preservation of unique village identities.

Oxfordshire Geology Trust

Identification of local building materials important. Impact of local nature and heritage important to health and well-being of the district.

Oxfordshire Inland Waterways Association

Pleased at the special mention of the Oxford Canal. Suggests other documents which have relevance to the preservation of the canal and wider district.

Sue Marchand, CDC Biodiversity and Countryside Officer

High quality urban design is required to promote energy efficiency in new buildings which also aid biodiversity (green roofs/walls, nests etc.). Landscaping schemes for new and existing developments are also essential to establishing good quality residential areas.

Mr C Astley, Adderbury Resident

Design guidance for residents and Parish Councils would be useful.

Implications

Financial:

The cost of preparing and consulting on this Strategy has been met from existing resources.

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

Legal:

This Strategy will form non statutory guidance; it is therefore essential that the priorities set out are fed into the Proposed Submission Draft Cherwell Local Plan to ensure they have sufficient weight to be a determining matter in the forward planning of the District and in determining planning applications.

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

Risk Management:

The adoption of this Strategy following will ensure that the priorities reflect the aspirations of the District and will inform the preparation of the Core Strategy.

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

Wards Affected

All

Corporate Plan Themes

**Cleaner Greener Cherwell
A District of Opportunity**

Executive Lead Member

**Councillor Michael Gibbard
Lead Member for Planning**

Document Information

Appendix No	Title
1	Design and Conservation Strategy for Cherwell 2012 - 2015
Background Papers	
None	
Report Author	Claire Sutton-Abbott, Design and Conservation Officer
Contact Information	01295 221608 claire.sutton-abbott@cherwell-dc.gov.uk

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Design and Conservation Strategy for Cherwell 2012-2015

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1.3.1	Economy and regeneration	5.1.3	Pedestrian environment
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4.9	Conservation Priorities		



Vernacular buildings from the north (above) and the south (below) of the District, illustrating the differing materials and building style, relating to the geology



1 Introduction

1.1 The Purpose of this Document

The protection of the local heritage and the promotion of high quality urban design are very important to Cherwell District Council and the people who live and work in the area. This strategy sets out the Council's remit in these areas, within the broader Planning framework, illustrates what has been achieved and what we will strive to achieve in the future. The document covers a three year period from April 2012 to March 2015. This document has been subject to public consultation between 17th April to 25th June 2012.

1.2 What is Special about Cherwell?

The valley of the River Cherwell, after which the District is named, threads its way north south through the area and is a symbol of its evolution. The softly bucolic pastoral landscape accommodates, not only the river, but the Oxford Canal, once a vital transport route between the Midlands and the South East, the London and Oxford to Birmingham railways and now, in parts, also the M40.

The landscape character, settlement pattern and building materials of the area are derived from the local geology and make the District highly distinctive. Landscape and heritage are intertwined and no more so than in our villages which, built out of locally hewn stone and roofed in locally grown thatch, literally grow out of the landscape in which they sit.

North Oxfordshire is rich in history, having pre-Roman routes and settlements, and with medieval wealth derived from sheep farming. Banbury and Bicester are market towns, still with their medieval street pattern intact. Banbury was always a route and trade centre (its cattle market was once the largest in Europe) and, following the construction of the Oxford Canal and the London and Oxford to Birmingham railways, the town expanded significantly with planned Victorian suburbs.



St Mary's Church, Banbury Grade 1 listed

Early 20th century development to cater for rapid expansion saw Garden City style suburbs with spacious layouts. Bicester, despite being located near the crossing of Roman roads, remained a small market town until the late 20th century, since when it has experienced very rapid growth.

Throughout the District the villages are remarkable in retaining their strong vernacular architectural style using locally distinctive materials, so creating harmony in the street scene. In the north the incised valleys of the Ironstone Uplands see villages of rich brown ironstone with thatch and slate clinging to the upper valley sides; in the south the flatter landscape has cooler toned cornbrash and oolitic limestone, often traditionally lime-washed for protection, and often with window and door openings framed in red brick, with thatch or clay tile being the main building materials.

The centres of Banbury and Bicester display a complex palette of building materials, types and styles. Grander buildings display stone slates and the railway brought Welsh slate. Bricks were made locally and the warm red Banbury brick is quite distinctive. The sheep-derived wealth led to a local architectural style based on farming and industry rather than great estates and model villages.

1.3 Heritage and High Quality Design is Important

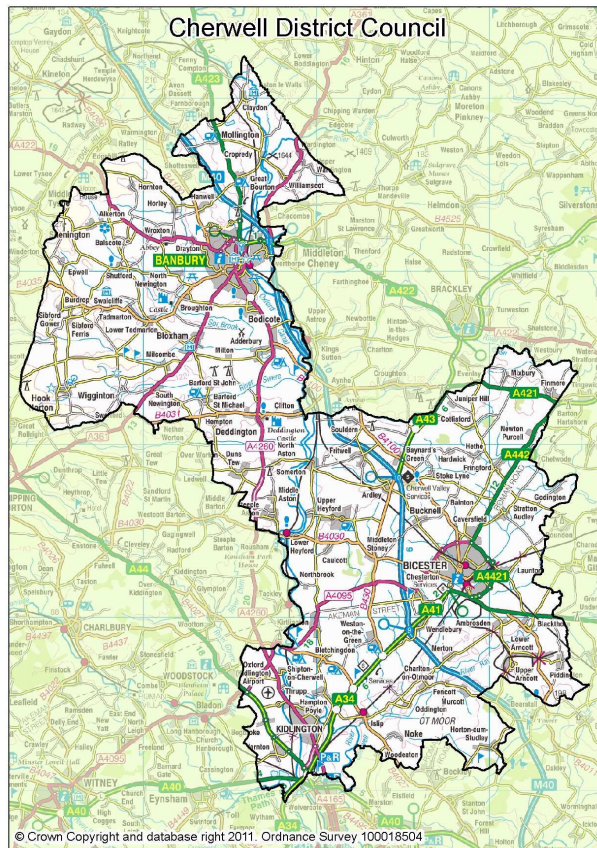
There are 59 conservation areas and over 2,300 listed buildings in Cherwell. Not only is this attractive rural and historic environment locally distinctive, so engendering a sense of belonging and local pride, it makes a substantial contribution to the local economy.

The area is an attractive one in which to live and its location, with excellent transport links, ensures that there is constant pressure for substantial growth. The challenge of accommodating continued growth in a sustainable way continues. Villages need to be assisted in retaining essential local services without being swamped by new building and the market towns need to retain their identity whilst developing as major service centres.

Banbury sits alongside the busy London to Birmingham railway and motorway but, despite the wealthy area, there are pockets of relative deprivation. The town occupies a bowl in the landscape, which poses physical limitations on continued outward expansion. The challenge is to ensure that development is directed towards regenerating rundown areas, where heritage, local distinctiveness and sense of place will be key drivers for change.

Bicester finds itself in a strategic location in relation to modern transport routes and continues to attract further expansion. Military sites lent the town a garrison image but, now that these are available for redevelopment, they offer unique development opportunities.

The centres of our two market towns also require refitting to accommodate higher level facilities to support this growth, so there are challenges in regeneration and place-making here too.



Cherwell District Council area showing transport connections

Understanding and conserving what is special about each place and using this to inform decisions on where and how new development should be accommodated is key to **promoting and managing change to create high quality design**. Identifying and protecting the special character is an essential starting block, but identifying appropriate locations for and ensuring high quality and inclusive design of new development are also essential in maintaining a high quality environment that is attractive to residents, visitors and investors.

1.3.1 Economy and regeneration

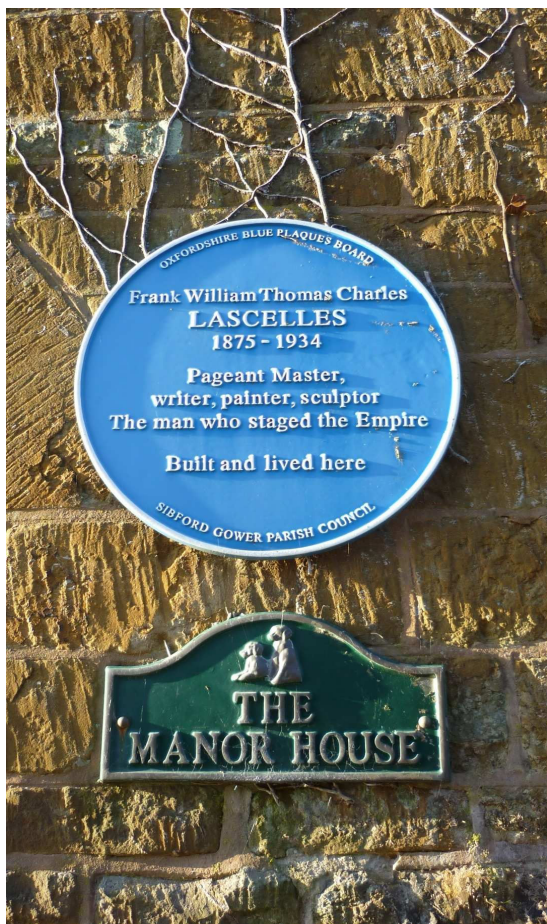
The overall vision of the Sustainable Community Strategy for Cherwell in 2030 is:

A diverse economy with opportunities for all, vibrant communities connected by a sense of pride, place and purpose

Cherwell's Economic Development Strategy (2011-16) has a key aim:

Our district will be an even better place in which to live, work, learn and spend leisure time

The quality of the natural and built environment is central to achieving these aims. A prosperous economy, consisting of thriving businesses, provides the basis for the maintenance of the local environment and investment in its development. Sustainable and energy efficient design can also help the operational efficiency of businesses. The design of buildings and neighbourhoods provides the 'form' to support the 'function' of businesses and the local economy, and vice versa. This not only benefits the visitor to a locality but also the investment decisions of people who live and work there.



1.3.2 Tourism

Tourism contributes £300 million to the local economy every year. The District benefits from the neighbouring 'tourism honey pots' of Oxford, Blenheim Palace, Warwick, Stratford-upon-Avon, Stowe (the most visited National Trust property outside London), Silverstone and the Oxfordshire Cotswolds, all accessible within 30 minutes travel time. Many visitors base themselves in North Oxfordshire and make day excursions, responding to the marketing of the District as a touring base.

The District possesses a wealth of distinctive and attractive traits of its own that include the diverse Ironstone and Otmoor countryside, the Oxford Canal, the gentle Cherwell Valley and picturesque villages with pubs offering high quality cuisine. Recognised by many for its market cross and nursery rhyme connection with a fine lady on a white horse, the area also has strong links to the English Civil War, the author Flora Thompson and, over the last 40 years, the annual Fairport Convention folk rock festival at Cropredy, thriving farmers' markets and an annual canal day. We are working to promote the connections with more recent military history, the Second World War and The Cold War at RAF Bicester and former RAF Upper Heyford respectively, and these will offer a synergy with the nearby attraction at Bletchley Park. Four and a half million people, including many from the Far East and China, visit Bicester Village every year, but few venture beyond their shopping experience.

The challenge is how to get these visitors to explore further and stay longer. The weekend break and holidays at home are growth areas to be tapped and we are drawing on the intrinsic landscape and heritage of our 59 conservation areas, promoting green tourism, food trails, literature, music and canal festivals and, in so doing, helping to keep village shops open, pubs trading, footpaths maintained, villages well cared for, the local economy buoyant and the District looking the way it does. North Oxfordshire has a unique position as a quality tourism destination, but can only thrive if the quality of the historic and rural environment is maintained and championed.

1.4 A Word Picture of Cherwell: SWOT Analysis

Strengths

- Varied attractive landscape
- Historic villages
- Historic market towns with medieval street pattern intact and well preserved historic cores
- Strong local distinctiveness
- Rich palette of materials
- Oxford Canal
- River Cherwell
- Buoyant economy
- Growth area
- Rural areas in demand
- Leisure opportunities
- Excellent accessibility by rail and road



The District experiences continued pressure for housing growth. Urban extensions to the market towns have delivered sustainable urban extensions

Weaknesses

- Loss of industrial heritage, both buildings and skills
- Some characterless suburbs
- View of Banbury from the motorway
- Lack of high quality contemporary architecture; tendency towards reliance on pastiche or “dumbed down” or “safe” design
- Poor design of some shop fronts and corporate design
- Under use of some upper floors of commercial premises in towns
- In shadow of Cotswolds

Opportunities

- Consolidate local character
- Channel development pressure positively to regenerate
- Raise standards of design
- Retain character of historic cores whilst regenerating underused sites to attract new investment
- Upgrade shop fronts
- Environmental improvements to key spaces e.g. Market Square
- Invest in Grimsbury
- Eco Bicester
- The Garth and Garth Park
- Integrate Bicester Village into the town
- Redevelopment of MOD estate, especially around Bicester
- Promote the visitor attractions e.g. Civil War connections, cheese manufacturing, brewing, Oxford Canal, River Cherwell
- Link with OCVC to reinstate traditional skills, e.g. long straw thatching, use of lime
- Heritage based tourism
- Historic significance of RAF Bicester regarding Bomber Command and Cold War significance of RAF Upper Heyford

Threats

- Growth pressures favours fast growing urban extensions, making organic growth difficult
- Gentrification of villages, resulting in change of character
- Out of town retail undermining historic core
- Effect of Permitted Development, particularly in villages, including uPVC glazing
- Effect of bin storage in Victorian suburbs
- Pressure to meet decision deadlines in development control, leaving little time for negotiating improved proposals
- Over-use of reconstituted stone
- Corporate signage

2 Policy Background

2.1 Legislation and National Guidance

The Council has a statutory duty to protect the heritage within its area. This is manifested in the Planning (Listed Buildings and Conservation Areas) Act 1990 [The Act], which places a duty on Local Planning Authorities [LPAs] to control development affecting listed buildings, to designate conservation areas, to review these from time to time and to have regard to the desirability of preserving or enhancing the character and appearance of conservation areas.

The Act is supplemented by the *National Planning Policy Framework* [the NPPF], published late March 2012, which provides more detailed policies for protecting designated and non-designated heritage assets.

English Heritage publishes an array of useful guidance and best practice documents, the most overarching of which is *Conservation Principles*.

As regards design, LPAs are required by the NPPF to promote high quality and inclusive design and this is supported by guidance from Design Council Cobe.

The relevant national policies and guidance are listed at Appendix 1.

2.2 The Localism Act

This introduces community led planning, whereby local communities can, through parish councils, produce their own Neighbourhood Development Plans that can have the status of being part of the Development Plan. The Council has published guidance for local communities on how to prepare such plans and expects the protection of the historic environment and the need for high quality design to feature as priorities.

2.3 Local Plan

The Proposed Submission Cherwell Local Plan 2012 is currently out for public consultation and it is anticipated that the document will be formally adopted as policy in Summer/Autumn 2013. This document will then supersede the 1996 Cherwell Local Plan.

The proposed submission Local Plan sets out the Council's vision for the District over the next 20 years; establishing a plan that will guide economic growth and sustainable development. The location and form of development are particularly important issues and the Proposed Submission Local Plan contains generic and site specific policies that direct growth to sustainable locations, reinforces Banbury and Bicester as important centres and protects the historic environment. Detailed policies on design quality, place-making and the protection of designed and non-designated landscape and heritage assets are set out to preserve and enhance the character of the District.

A list of relevant existing local policies can be found at Appendix 2.

2.4 Local Policy Documents and Guidance

The Council has published a range of formal and informal guidance documents on the conservation of the built heritage and on design issues. These are both generic and site specific.

When a major windfall site (i.e. not one anticipated and covered by planning policy) comes onto the market, we try to ensure that the planning policy position is set out, that any constraints are identified that would have an impact on capacity of the site, so that a realistic expectation of value can be made by the vendor in advance of sale.

A list can be found at Appendix 3.

2.5 The Cherwell Sustainable Community Strategy

Our District Our Future (2010) produced by the Local Strategic Partnership sets the vision for North Oxfordshire for the next 20 years. This notes that the quality of the environment is one of the features that people value most, both the natural and historic environment, with its “breathtaking array” of listed buildings, and the generally high quality built environment. The aims for the future are set out and include:

- Cherish the resources that define Cherwell’s character and distinctiveness including our natural environment, our built heritage and the vitality of our towns and villages.
- Support our towns and villages to be different from each other and maintain their local distinctiveness and qualities that define their identity.

This Design and Conservation Strategy will sit along side and work with other Strategies produced by the Council, which include the Economic Strategy and the Housing Strategy.

2.5.1 Economic development strategy

The central theme of this Strategy is the creation of ‘economic resilience’, whereby the Council focuses on combining the resources of private, social and public sector partners to develop our local economy to ensure it remains internationally competitive. It recognises our unique resources contained within People, Business and Place. There is a collective will to join together, particularly through the Local Strategic Partnership and informally to maximise opportunities locally for the benefit of the District’s businesses, employees, residents and visitors.

2.5.2 Housing strategy

This strategy deals with the supply of, access to, conditions of and provision of housing across all sectors and including for the most vulnerable. There are a number of themes in common with this strategy in the conservation of heritage and provision of high quality homes.

3 Working in Partnership

No public authority works in isolation in the provision of services to the people who live and work in its area and the provision of design and heritage service relies upon collaboration with others to be effective

3.1 Oxfordshire County Council

The County Council holds the Historic Environment Record for Oxfordshire and is responsible for above and below ground archaeology. The County Records Office can be contacted at:

<http://www.oxfordshire.gov.uk/cms/public-site/oxfordshire-history-centre>

The HER can be accessed at: <http://www.oxfordshire.gov.uk/cms/content/historic-environment-record>

Oxfordshire Highways plays a major part in determining the appearance of streets and public places, both in its role as adoption authority on new developments but also in undertaking repairs to existing adopted roads and footways. We work closely with Oxfordshire Highways on the detailed design of new places and, as a result, high quality design, sustainable drainage, innovative use of materials, street trees and street furniture assist in making quality places. In conservation areas we have agreed a protocol with Oxfordshire Highways whereby, before undertaking repair works for which the authority has deemed consent, the Area Office contacts us to discuss what materials would be appropriate. This has resulted, for example, in some sensitive repaving in local materials in villages.

www.oxfordshire.gov.uk/.../highwaymanagementpolicy/hmpmsectionc.pdf



Mallards Way, Bicester, incorporates sustainable highway drainage and traffic calming along the route through the flood plain of the River Bure

As Education Authority the County Council commissions new school buildings and these are often the centrepiece of new developments. We have agreed a protocol with the Education Authority whereby we input into the client's brief to ensure that the architect is fully aware of the context in which the building will sit, aware of the content of any adopted design code or design brief and generally aware of the aspirations of this Council as well as of the client group.



The former Banbury Grammar School building, Stanbridge Hall, converted and extended in accordance with our brief to provide extra care homes for Housing 21

We work with Oxfordshire County Council on the sale of its surplus sites and prepare Planning and Design Guidance in collaboration with the County Council.

One recent example is Stanbridge Hall, a redundant former Banbury Grammar School building, where our Planning and Design Brief ensured that the whole of the former facade of this locally important building was retained and sensitively incorporated into the extension of the building as an extra care housing scheme by Housing 21. A further example has seen the conversion of the Locally Listed Victorian former Dashwood School into affordable homes by Paradigm Housing.

3.2 Parish and Town Councils

The seventy eight Parish Councils and two Town Councils across the District share our commitment to the conservation of the local heritage and high quality design and, being, on the spot, play a helpful role in alerting us to breaches of planning control and reflecting public opinion about development proposals. Requests for new conservation area designations come from Parish Councils representing the consensus support of local people. We engage with Parish Councils in the preparation of conservation area appraisals and incorporate their comments. These documents are a celebration of the place, as well as an appraisal of the historic and architectural character, and are generally much appreciated locally. In Banbury the Town Council has convened a Heritage Working Group, which was influential in drawing up the Local List for Banbury and in researching the historical interest of the extensive extension to the conservation area that was designated in 2004.



In Bicester we have been working with the Town Council to secure a viable future for The Garth, a locally listed building and park much valued locally and current home of the Town Council.



The Oxford Canal is a key feature of the District

3.3 English Heritage

English Heritage is the Government's advisor on the historic environment. It is the body responsible for adding buildings to the Statutory List of Buildings of Architectural or Historic Interest, for designating Historic Parks and Gardens and for scheduling ancient monuments. Members of the public can make suggestions to English Heritage for additions to these lists through their web site. The Council may provide documentary evidence in support but plays no part in the decision making process. A local case officer provides advice to Cherwell District Council on listed building applications of particular significance. We have worked collaboratively with English Heritage on major schemes affecting conservation areas in the District such as RAF Upper Heyford and RAF Bicester, where English Heritage's Head of the Government's Historic Estate contributed to the preparation of the adopted Planning Brief. English Heritage has published a wealth of documents on the historic environment, which can be found at <http://www.english-heritage.org.uk/publications>

3.4 The Canal and River Trust

Formerly British Waterways, the Trust owns and manages the network of canals in England. The Oxford Canal, with its locks, bridges and wharves, contributes a very great deal to the character of the District. The Council has commissioned an appraisal of the character of the canal corridor along the entire route through the District and part of South Northamptonshire, with a view to identifying buildings and structures that are of Local Interest and also the appropriate boundaries for a conservation area. An important output of this work will be to agree those matters of maintenance and repair to be covered by a Heritage Partnership Agreement between the Councils and The Trust.

<http://www.waterscape.com/features-and-articles/features/introducing-the-canal-and-river-trust>

3.5 Registered Social Landlords

We have worked with colleagues in the Strategic Housing Team to deliver affordable homes on major developments and urban extensions across the District. These aim to be tenure blind and provide decent homes of high quality design. We have also contributed to identifying Rural Exceptions Sites in small villages, where affordable housing is difficult to achieve and high quality design particularly important.

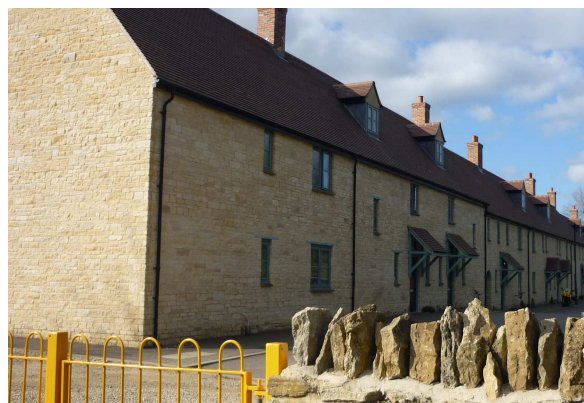
<http://www.english-heritage.org.uk/publications/affordable-rural-housing-amp-the-historic-environment/>

We contributed to the self-build Front Runner Neighbourhood Planning projects at Miller Road and The Fairway in Banbury.

Projects such as the conversion of Stanbridge Hall, the conversion of Dashwood School and the Chapel Street / Bryan House development have been largely driven through by the Team. At Chapel Street / Bryan House the initial proposal was to simply redevelop Bryan House, but we saw the opportunity for a land swap with the Council's car parks on Chapel Street to enable this historic street frontage to be repaired and the car parking tucked behind the building line. Our Design Brief and layout was used to good effect by Sanctuary Housing and the resultant Chapel Street frontage is a high quality infill within a conservation area, that achieves level 5 of the Code for Sustainable Homes.



Chapel Street, Bicester, Code level 5 affordable homes by Sanctuary in accordance with our Design Brief



Locally distinctive housing in local stone at Bletchington providing affordable homes for local families



The former Dashwood School Banbury is being converted to affordable homes by Paradigm Housing in accordance with our Design Brief, retaining the attractive features of this Victorian School

We have published guidance on flat conversions, working closely with the Private Sector Housing Team, to ensure that property, often of heritage value, converted to flats or houses in multiple occupancy provide not only decent homes, but preserve the character of the building and the street scene. We are currently working on a Shop Front Design Guidance document, which will, inter alia, aim to ensure that access to upper floors is available and will use this with the Strategic Housing Team, through their Empty Homes Scheme, to bring back upper floors to productive use. Under the *Build!* Project we have shown, by drawing up conversion floor plans, how heritage assets, some long-term empty properties, can be brought back into productive use as affordable homes.

3.6 Stakeholders

At its broadest, the Council’s stakeholders are the Council tax payers, hundreds of whom come into contact with the work of the team each year through submitting planning or listed building applications. Greater numbers are affected by the conservation area appraisal review process and engage in the consultation process out of concern for their local environment or, perhaps, are more directly affected by new or extensions to existing designations. However, the public generally, including everyone who lives in, works in or passes through the District, is aware of the high quality historic rural and urban environment with which this District is blessed and which draws people to visit, live in, work in or invest in Cherwell.

3.6.1 Applicants

People who apply for planning permission and their agents receive a service from the Design and Conservation Team, including general and pre-application advice. Pre-application advice is essential in influencing proposals before an applicant’s ideas are firmed up. If proposals are inappropriate for the site we are able to make suggestions as to what would be more likely to be suitable.

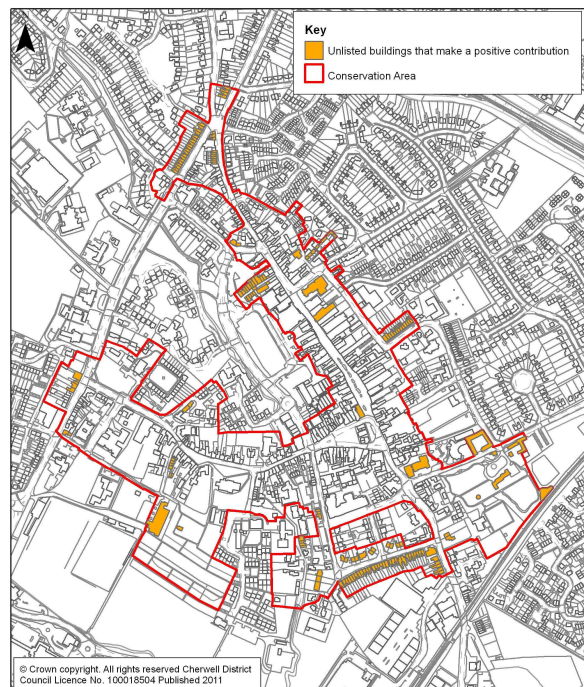
3.6.2 Local societies

Many of the town and villages have active local history, amenity or other societies. We try to engage with these groups in advance of the preparation of conservation area appraisals, not only to draw on the vast local knowledge but also, to engage local people in the process. Banbury Civic Society frequently articulates its comments on planning applications and this can be helpful in giving an added dimension to the heritage perspective. Bicester History Society made a valuable contribution to the review of the Bicester conservation area appraisal and we were able to contribute to their very successful History Day in 2011 to publicise the review of the Bicester Conservation Area Appraisal, RAF Bicester Conservation Area Appraisal and Planning Brief.

3.7 Neighbourhood Planning

In line with the Localism agenda, the Council is moving towards greater engagement of local people and stakeholders in its decision-making. The appointment of a Community Engagement Officer is assisting in this process. There is, however, scope to widen this engagement and, at the same time, to celebrate and further enhance the heritage and high quality design in the District. The Council has published a Protocol for Preparing Neighbourhood Plans to encourage this.

<http://www.cherwell.gov.uk/neighbourhoodplanning>



Bicester Local History Society made a valuable contribution to the review of the conservation area in 2011, recommending buildings for addition to the Local List (above)

Market Square before the construction of Manorsfield Road. Notice how the space funnels views towards the Parish Church (below)



4 Understanding What is Special

4.1 Conservation Areas

There are currently 59 conservation areas in Cherwell, with one further designation currently proposed. The table overleaf indicates the date of designation and date (s) of review of each.

4.1.1 New designations

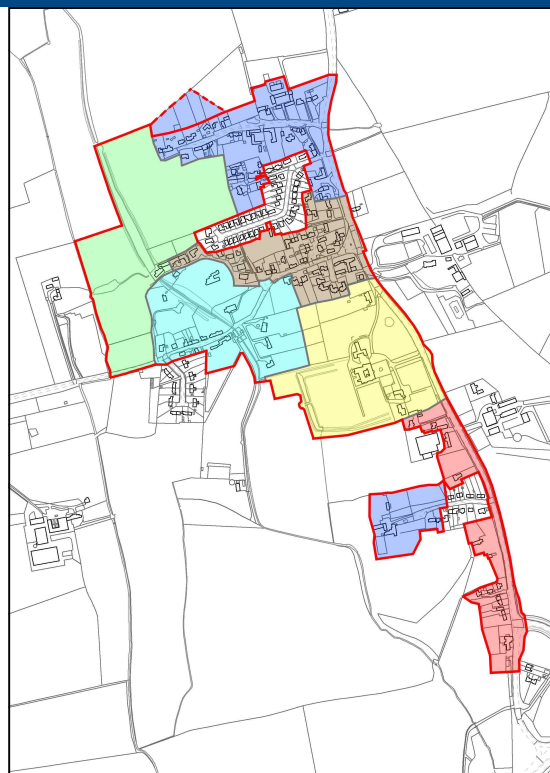
There have been 5 new conservation areas designated in Cherwell in the last 5 years. We are intending to imminently designate a further conservation area along the 32 mile length of the Oxford Canal. Other than former RAF Upper Heyford and RAF Bicester, whose historic significance was revealed through an English Heritage national thematic study, new designations are generally undertaken at the request of the local Parish or Town Council, whose view is taken to reflect that of the local parishioners.

4.1.2 Review

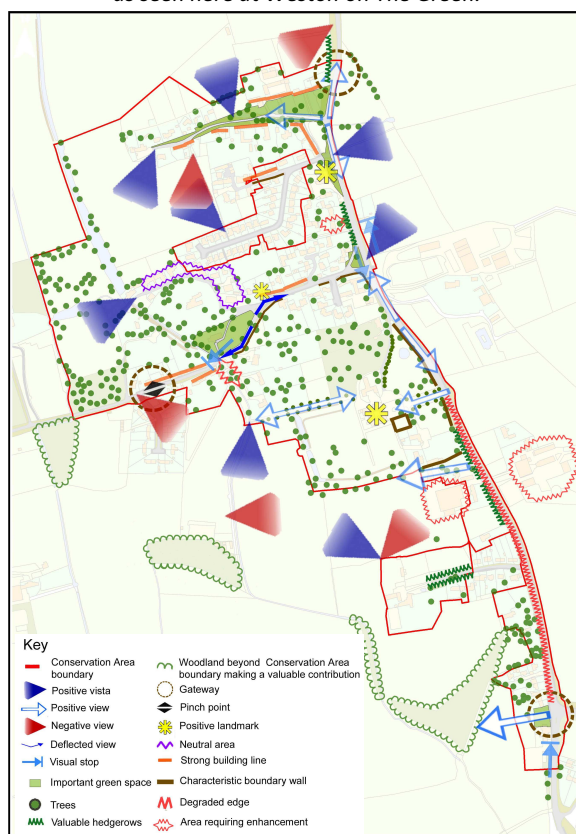
Of the 59 conservation areas 84% have character appraisals. We operate a rolling programme that aims to review 6 conservation areas annually, which, if sustained, should mean that all conservation areas are reviewed every 10 years to ensure that they are up to date and fit for purpose. During 2011-12 we reviewed Bicester, Adderbury, Deddington, Sibford Ferris and Sibford Gower & Burdrop. A review of Cropredy is underway.

Priorities for appraisal take account of:

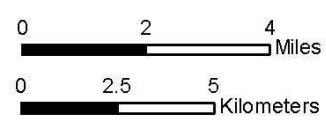
- Pressure for change (e.g. Banbury, Bicester, former RAF Upper Heyford, RAF Bicester)
- Proximity to expanding urban areas (e.g. Bodicote, Hanwell, Drayton, Chesterton)
- Lack of an existing appraisal (e.g. Sibford Ferris and Sibford Gower & Burdrop)
- Level of interest (e.g. Juniper Hill and Cottisford in response to the serialisation of *Lark Rise to Candleford* on television).



Conservation area appraisals define the special architectural and historic interest of each place through character appraisal (above) and visual analysis (below) as seen here at Weston on The Green.



Location of the 59 existing conservation areas in Cherwell

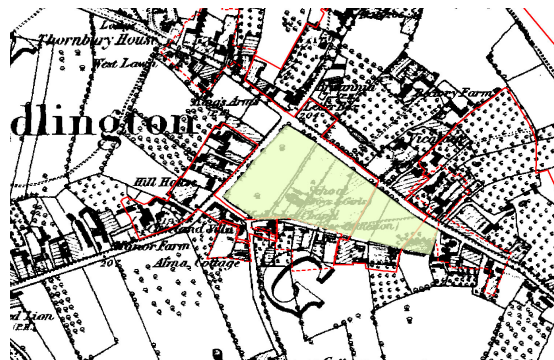


Conservation Area	Date of designation	Date reviewed
Bold type = reviewed within 5 years		<i>Italic type : Review 2012 -13</i>
Adderbury	Apr 75	Jul 91, Sep 97, Mar 11
Ardley	Aug 05	
Balscote	Apr 80	Mar 92
Banbury	1969	May 91, Oct 04
<i>Barford St John</i>	<i>Mar 88</i>	<i>Review 2012-13</i>
<i>Barford St Michael</i>	<i>Jul 88</i>	<i>Review 2012-13</i>
Begbroke	Jul 91	Jun 08
Bicester	1969	Oct 92, Jan 98, Sep 11
Bletchington	Apr 80	May 91, Jul 08
Bloxham	Apr 75	Jul 91, May 07
Bodicote	Mar 88	Nov 95, Apr 08
Charlton-on-Otmoor	Nov 89	Mar 96
Chesterton	Mar 88	Jan 95, Jan 08
Cottisford	Nov 80	May 09
Cropredy	Feb 78	Sep 95, May 11
Deddington	Mar 88	Nov 97, Mar 11
Drayton	Feb 77	Oct 08
Duns Tew	Dec 05	
Fewcott	Oct 08	
Fritwell	Mar 88	Jan 08
Grimsbury	Jan 07	
Hampton Gay/Shipton on Cherwell/Thrupp	Oct 75	Aug 07
Hampton Poyle	May 91	
Hanwell	Jan 85	Aug 07
Hethe	Mar 88	Jul 93
Hook Norton	Mar 88	May 07
Horley	Jan 87	Jul 91, Mar 96
<i>Hornton</i>	<i>Mar 88</i>	<i>Jul 88, Review 2012-13</i>
Islip	Nov 89	Nov 94, April 08
Juniper Hill	Nov 80	Mar 09
Kidlington, Church St	1974	May 91, Mar 96, May 09
Kidlington, High Street	May 91	May 09
Kidlington, The Rookery	May 91	Mar 96, May 09
Kidlington Crown Road	May 09	May 09
Kidlington Langford Lane Wharf	May 09	May 09
Kirtlington	Mar 88	Nov 98, Oct 10
Milton	Mar 88	Mar 96
Mixbury	Mar 88	
Mollington	May 10	
North Aston	Mar 88	
<i>North Newington</i>	<i>May 89</i>	<i>Review 2012-13</i>
Oxford Canal	TBC Sep 2012	
RAF Bicester	Jul 02	Nov 08
RAF Upper Heyford	Apr 06	Apr 06
Rousham (includes Lower & Upper Heyford)	Jul 91	May 96
Shenington with Alkerton		Feb 09
Sibford Ferris	Nov 85	Mar 11
Sibford Gower & Burdrop	Jan 88	Mar 11
Somerton	Oct 92	Mar 96
Souldern	Mar 88	
<i>South Newington</i>	<i>Apr 89</i>	<i>Review 2012-13</i>
<i>Steeple Aston</i>	<i>Mar 88</i>	<i>May 96, Review 2012-13</i>
Stratton Audley	Mar 88	July 96
Swalcliffe	Mar 88	
Tadmarton	Oct 92	Nov 95
Wardington	Mar 88	Oct 10
Weston on the Green	Oct 2000	May 09
Wigginton	Mar 88	
Williamscot	Oct 92	Nov 95
Wroxton	Sep 77	Nov 96
Total 60		

4.1.3 Appraisal process

The steps in the process are:

- 1 We advise Parish Council that a review is about to commence, ask for this to be publicised locally, explain the process, timescale and invite contributions and suggestions for possible changes to boundary or additions to the Local List. We ask for suggestions as to local individuals or organisations to contact for input.
- 2 We undertake desk based and field work research.
- 3 We share an early working draft with the Parish Council and any others who have contributed. Where alterations are proposed to the boundary of the conservation area or additions to the Local List of Non-Designated Heritage Assets are proposed, these are fully justified.
- 4 We organise an afternoon drop in public exhibition (3.30 – 6.30pm) and a follow on evening public meeting setting out the special character of the conservation area, any proposed changes to the boundary, the buildings that are proposed to be identified as undesignated heritage assets and a management plan that aims to preserve or enhance the character or appearance of the conservation area. The event takes place in a local venue, is chaired by the Lead Member for Planning or Local Member and attended by Design and Conservation and Development Management staff. We try to ensure that this is well advertised through early liaison with the Parish Council through their magazine, posters, leaflets, press release etc.
- 5 We make the draft appraisal available through the Parish Council, on the Council's web site and in local venues.
- 6 At the end of the consultation period we tabulate comments received and the action that is proposed to be taken in response.
- 7 We advise the Parish Council of any intended change to the boundary or other significant change from the Draft document.
- 8 We write a report to the Lead Member setting out the process, the outcome of the public consultation, the views of those directly affected, the changes to the document and the justification, seeking approval to the revised document.
- 9 If this is a new designation we report to the Council's Executive Committee.
- 10 Once the report to the Lead Member or to the Executive is approved, we immediately advise Land Charges, Development Management and the Council's GIS manager of any changes.
- 11 We send hard copies of the approved document to the Parish Council, any other contributing organisation, Oxfordshire County Council, English Heritage and Oxfordshire Studies Library.
- 12 All residents within the conservation area are written to with a reminder of how the designation affects their property.



Historic maps reveal the development of an area: here the former Green at High Street, Kidlington

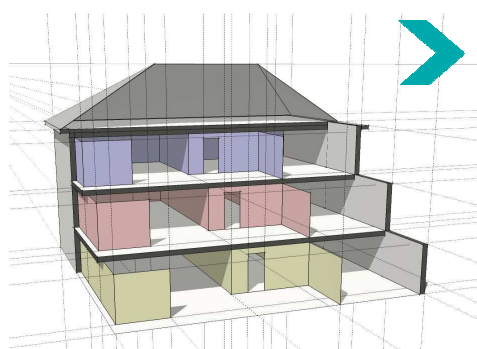
On an annual basis we place a Notice in the local press and the London Gazette of conservation areas newly designated and of boundary changes.

4.1.4 Conservation areas at risk

English Heritage's *Heritage at Risk Report* is published annually. The 2011 Report identified a number of conservation areas in Cherwell as being "At Risk".

- **Grimsbury** was included because some of its historic fabric and general environment had become degraded. The degradation of the area was unfortunately well underway prior to designation, but conservation area status has not enabled the Council to adequately control the many permitted development *ad hoc* changes to dwellings. One of the issues identified locally as a problem is the conversion of houses to flats and Houses in Multiple Occupancy. The Team published guidance to set standards for such development.

In view of the extent of permitted development rights, even in conservation areas, we commissioned a study to provide an assessment of the potential for Article 4 Directions to remove selected permitted development rights from selected properties in selected settlements. A qualitative assessment process will follow as to the benefits of such an approach including to Grimsbury. In addition, the Team has secured some capital funding, to work with match funding from Oxfordshire County Council and Banbury Town Council, to focus on specific improvements to the public realm.



Planning and Design Guidance:
Sub Division of Buildings
for Residential Use

Planning, Housing and Economy

Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

- Other rural conservation areas were erroneously included due to problems with data entry. It is anticipated that this error will be corrected in the next HAR Report.
- **RAF Bicester and former RAF Upper Heyford** were included due to remaining uncertainty about their future.

At **former RAF Upper Heyford** the Council is working with the Dorchester Group to bring forward proposals that balance the preservation and enhancement of the heritage asset with the needs of the enabling development. A series of strategies aiming to ensure proper management of the flying field are being agreed.



The buildings at RAF Bicester remain in poor condition whilst the Crichel Down process is concluding

As regards **RAF Bicester technical site**, the Council has been putting pressure on DIO and the Minister for many years to ensure the site is properly maintained whilst the outstanding Crichel Down matters are resolved. The Council's Planning Brief (2010) and the recent "master plan for Bicester" identify the opportunities for heritage related tourism.

The **RAF Bicester domestic site** is currently being restored and converted to residential accommodation by City and Country Ltd. This is considered to be a high quality development that will secure the future of this important heritage asset. This part of the site should be removed from the Heritage At Risk Report for 2012.

4.2 Scheduled Ancient Monuments

There are fifty six Scheduled Ancient Monuments (SAMs) within the District, of which five are identified on English Heritage’s Heritage at Risk Register. These are:

- Manor House, Hampton Gay (also listed Grade II)
- Castle Bank Enclosure, North Newington
- Ilbury Camp Hillfort, Deddington
- Islip Roman Villa, Islip
- Bomb Stores, former RAF Bicester, WWII Airfield, Bicester

The power to grant Scheduled Ancient Monument consent lies with English Heritage and therefore, as a local planning authority, the Council has less control than over other aspects of the built heritage.

St. John’s map of Kirtlington. 1750, reproduced by kind permission of the President and Fellows of St. John’s College, Oxford (below)

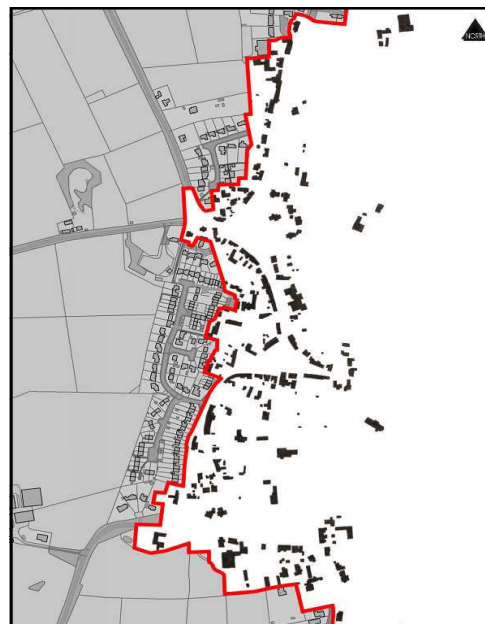
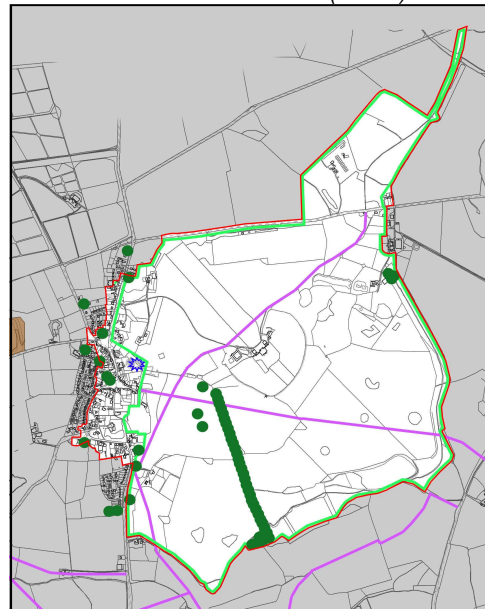


A figure ground plan of Kirtlington Conservation Area reveals consistency of building lines framing the two village greens, which are historic spaces that add much to the character of the village even today (right)

4.3 Historic Parks, Gardens and Battlefields

There are five registered parks and gardens and one battlefield (Cropredy) that appear on English Heritage’s list of designated heritage assets for Cherwell district, and six considered as non-designated heritage assets by the Council. None are currently identified as being at risk, but the pressure remains for owners to maintain the historic fabric of these vast estates and find viable uses for such buildings and areas to secure their future.

Kirtlington Park, (listed Grade I) a handsome Palladian mansion, stands in a park of 3,000 acres east of the village: the whole park lies within the conservation area (below)



4.4 Listed Buildings

4.4.1 Statutory list

English Heritage is responsible for compiling the statutory list of buildings of architectural or historic interest and the last general survey of the District was undertaken by English Heritage in 1977. A Thematic Study of military airfields resulted in a number of buildings being added to the list in 2000 and others have been spot listed since the 1977 survey. Anyone can ask English Heritage to add a building to the statutory list. The criteria that English Heritage uses when identifying buildings for statutory listing can be found at:

<http://www.english-heritage.org.uk/caring/listing/criteria-for-protection/selection-guidelines/>

There are currently 2327 statutorily listed buildings in the District:

- 39 Grade I
- 102 Grade II*
- 2186 Grade II

There is an array of building typologies: most parish churches are listed, several at Grade I; farm houses, tithe barns and other agricultural buildings; structures relating to military heritage; manors and grand houses, but most are modest domestic vernacular buildings. This is a high level of designation for the population and reflects the high quality historic environment of the District.



The Grange Adderbury, recently restored

4.4.2 Curtilage listed buildings

If a building within the curtilage of a listed building was on the site prior to 1948, had a physical and functional relationship at the time of listing and was in the same ownership at the time of listing, it is a curtilage listed building and should be treated as a listed building.

Curtilage listing is defined in law under Section 1.5(b) of the 1990 Act. If owners are not aware of the status of the building, at best it can cause confusion or, at worst, it can result in unauthorised works and potential enforcement action. Therefore, listing status is established by applying three standard tests, set out in by the Court of Appeal in the case of *Attorney-General v Calderdale BC* [1983] J.P.L. 310:

"three factors had to be taken into account in deciding whether a structure (or object) was within the meaning of [s1(5)], whatever might be the strict conveyancing interpretation of the ancient and somewhat obscure word 'curtilage'. They are:

- 1) the physical 'layout' of the listed building and the structures;*
- 2) their ownership, past and present;*
- 3) their use or function, past and present."*

As we become aware of potential curtilage listed buildings, through planning applications, site visits, inquires or other means, we establish whether they meet the above tests. If they do, we identify them on the publicly available mapping system on the Council's web site and advise the owners accordingly.



Coombe Hill Farm, Milton, an Inclosures farm built in the mid 18th century with all out-buildings intact and now recognised as curtilage listed

4.4.3 Non-designated heritage assets

These heritage assets fall into two categories:

- Locally listed - having special interest for the locality desirous of protection under the NPPF, but not worthy of statutory listing
- Making a positive contribution to the character and appearance of a conservation area - these have protection under The Act as part of a designated heritage asset

The NPPF requires LPAs to identify and register these non-designated heritage assets and we are drawing together such a register across the District. The location of these assets is not currently available for the public to view because the register is incomplete and has not yet been endorsed by the Council's Executive.

Initially, identifying potential locally listed assets was one of the outputs of the conservation area appraisal and review process, where buildings that made a positive contribution to the conservation area were identified and the best of them were added to the local list. This process was slow and also excluded assets not within conservation areas.

The NPPF places a great emphasis on the regard that is to be paid to non-designated assets. Therefore, as part of a rapid area assessment commissioned in January 2012, non-designated assets worthy of being locally listed. In identifying their special significance, regard will be had to the local vernacular, to good surviving examples of local building typologies or use of local materials, to structures or areas with a social history or that have an impact on the local area. As well as buildings, non-designated historic assets include structures such as walls, crosses, bridges, street furniture (for example historic water pumps) and may also include significant spaces.



Holmby House, Sibford Ferris, nineteenth century gentleman's villa, a non-designated heritage asset

Heritage can be a catalyst to regeneration, as acknowledged by English Heritage in their document *Regeneration and the Historic Environment* and, where historic buildings and spaces exist in areas of major change, these can be a positive tool in retaining local identity, creating character and in place-making generally. At Canalside in Banbury, the value of the remaining canal-related buildings is already recognised by their inclusion on the local list of non-designated heritage assets and the significance of this area will be further acknowledged by inclusion within the Oxford Canal conservation area. The former wharves, winding hole, spaces and routes associated with the Canal are also key to understanding how the place came to be and these will also need to be reflected in the redevelopment proposals.



Springdale & Bishop's Cottage, non-designated heritage assets in Kirtlington; former Estate cottages where the window and door openings are framed in local red brick, with the burnt headers creating an attractive chequer board effect, that is highly locally distinctive

It is important to understand that identification as a non-designated heritage asset on the Local List does not mean that owners need to apply for listed building consent. The NPPF requires Local Planning Authorities to have regard to the undesignated asset in determining applications that would affect its significance whether directly (to the structure) or indirectly (to its setting).

4.4.4 Heritage at risk

Heritage assets fall into the status of being ‘at risk’ for a number of different reasons. These could be to do with the lack of adaptability of the asset to other uses, the location, the financial environment associated with the asset, or the owner. Rescuing an ‘at risk’ asset can be a complex matter and the officer-hours spent dealing with such a case may not necessarily result a successful outcome. Criteria for action is based on the simple Risk Level Assessment drawn up by English Heritage, but the extent of local authority action is always modified by the likely success of the outcome. Only risks levels 1-3 indicate assets to be ‘at risk’ and in need of some immediate action to prevent further deterioration. The following listed buildings in the District are on English Heritage’s Heritage at Risk Register:

- Manor House, Hampton Gay (SAM/Grade II)
- Church of St Peter, Hook Norton (Grade I)
- Church of St Peter & St Paul, Swalcliffe (Grade I)



Above: 4 Church Lane, Hornton (before repair)

Below: The Granary, Manor Farm, Lower Heyford: works were undertaken after the Council served an Urgent Works Notice



Condition	Occupancy	Risk Level
1. VERY BAD Likely structural failure or substantial material loss.	0. NOT APPLICABLE	1A. Extreme Risk
	1. VACANT	1
	2. PARTIALLY OCCUPIED	2
2. POOR Deterioration which may lead to structural failure.	0. NOT APPLICABLE	3A. At Risk
	1. VACANT	3
	2. PARTIALLY OCCUPIED	
3. FAIR Structurally sound but lack of maintenance.	0. NOT APPLICABLE	4A. Vulnerable (Buildings to Watch)
	1. VACANT	4
	2. PARTIALLY OCCUPIED	
4. GOOD Structurally sound and well maintained.	0. NOT APPLICABLE	5A. Buildings not at Risk
	1. VACANT	5
	2. PARTIALLY OCCUPIED	6
	3. OCCUPIED	

English Heritage Risk Level Assessment
(The letter ‘A’ refers to structures and monuments that cannot be occupied)

We work to remove buildings from the English Heritage and our own local list of HAR following the English Heritage protocol and in the last few years the Team have successfully removed four buildings, illustrated in the photographs below:



Above: Montague Farm, Hethe (grade II), after restoration

Below: Finmere House (grade II), now undergoing a programme of repairs



The Council has also compiled a Local Heritage at Risk Register and there are currently twenty eight assets listed including:

- Cargo, 16 Market Place, Banbury (where upper floors are in a hazardous condition) (Grade II*)
- SAPA, Banbury (Grade II) now subject to current planning application
- 18 structures on the Technical Site at former RAF Bicester (Grade II)
- Elephant & Castle Public House, Bloxham (Grade II) where some progress has been made
- Barn at Clattercote Priory Farm (Grade II)
- Manor Farm, Epwell (Grade II)
- 1 Church Lane, Hornton (Grade II)
- Barn at Mill House, Kidlington (Grade II) where some progress has been made
- Co-op Buildings, Broad Street, Banbury (locally listed)



We served a Repairs Notice on Grimsbury Manor, which is now beautifully restored

4.5 Urgent Works and Repairs Notices

The key to the preservation of historic buildings is, wherever possible, to keep them in use and in good repair. Where deterioration and dilapidation are in evidence local authorities can take action to secure repair of the building by serving either an Urgent Works Notices on an uninhabited building, or a Repairs Notice on an occupied building, under sections 54 and 48, respectively of the 1990 Act. These can be effective tools to help secure the preservation of historic buildings. The serving of such notices is outlined in the English Heritage publication *Stopping the Rot*, which is designed to help local authorities make effective use of these powers. The Council has adopted this process as its standard procedure, and guidance is currently being formulated for our website.

Urgent Works Notices enable local authorities to execute any works that appear to them to be urgently necessary for the preservation of a listed building within their area. The owner must be given a minimum of seven days' written notice of the intention to carry out works. The notice must describe the proposed works to be carried out and can only relate to unoccupied parts of the building. We served an Urgent Works Notice in 2007 on the owner of the Granary, Manor Farm, Upper Heyford. The building was subsequently repaired by contractors working on behalf of the Council.

Repairs Notices may be served on the owner of a listed building at risk as the result of its poor condition; the notice must specify those works which are considered reasonably necessary for the proper preservation of the building. If, after a period of not less than two months, it appears that no reasonable steps have been taken towards preserving the listed building then the authority may begin compulsory purchase proceedings under section 47 of the same act. We served a Repairs Notices and Compulsory Purchase Order, following decades of neglect, on Grimsbury Manor in 1997 and this has been restored to a high specification.

4.6 Article 4 Directions

Even in conservation areas certain kinds of development and alterations to dwellings do not require planning permission. These works are known as ‘permitted development’. They usually involve small scale alterations such as replacement of windows and doors, changes to roof coverings, and removal of boundary walls.

Individually many of these changes may appear fairly minor but cumulatively begin to have a significant effect on the character and appearance of the area.

Local Authorities can introduce specified additional planning controls known as Article 4 Directions which withdraw certain permitted development rights within conservation areas in order to prevent this effect.

There are currently six Article 4 Directions in place in Cherwell. These are:

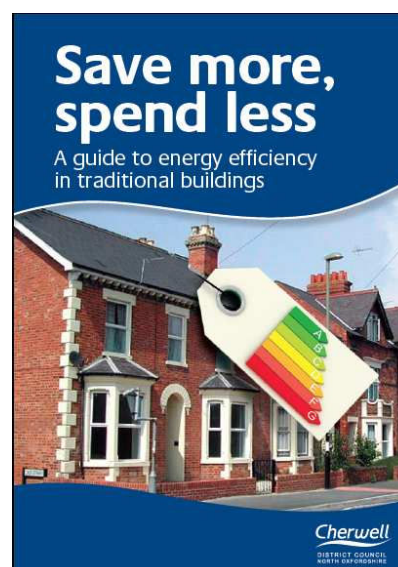
- Wroxton (1954) removes all permitted development rights within the core of the historic village
- Balscote (1969) restricts the use of a given plot of land to agriculture only
- Mollington (1970) restricts the use of a given plot of land to agriculture only
- Kidlington Oxford Airport (1978) restricts the use of the land and the placing/erection of movable structures
- Land at Castle End Deddington (1982) places a restriction on works to the boundary and gates
- 162 Bloxham Road, Banbury (1996) places a restriction on works to the boundary and gates.

Some Councils routinely remove some permitted development rights from conservation areas through the appraisal process. This Council has historically been reluctant to serve Article 4 Directions, taking the view that requiring householders to apply for planning permission for works that would not otherwise need consent would result in an increase in planning applications that would attract no fee. Concern has been raised over the past few years that the cumulative effect of many small changes is leading to the rapid deterioration of some environments.

In January 2012 we therefore commissioned a study to establish the scale of these changes and the extent of the harm that these cause to the character and appearance of the public realm in all settlements across the district. Once the data has been collected, in the form of a database audit of the built environment, and analysed, a qualitative assessment will be made as to the benefits of serving such orders on specific properties in specific locations to remove specific permitted development rights. The audit has been prepared in such a way as to enable periodic update of the data.

4.7 Energy Efficiency in Older Homes

The need for energy efficiency is well understood and is promoted in government guidance, but it can pose a conflict with the preservation of historic fabric. Replacement of historic fenestration with double glazing, floor and wall insulation, solar and photovoltaic panels etc. can all cause harm to an old building, whether a designated asset or not. Whilst we can control works to a listed building, the appearance of undesignated assets and, indeed, of whole streets, can be harmed by energy saving changes, however well intentioned. The Team has therefore published guidance called *A Guide to Energy Efficiency in Traditional Buildings* that aims to encourage householders to consider a range of energy saving actions before investing in measures that involve the loss of historic features.



4.8 Making Information Available

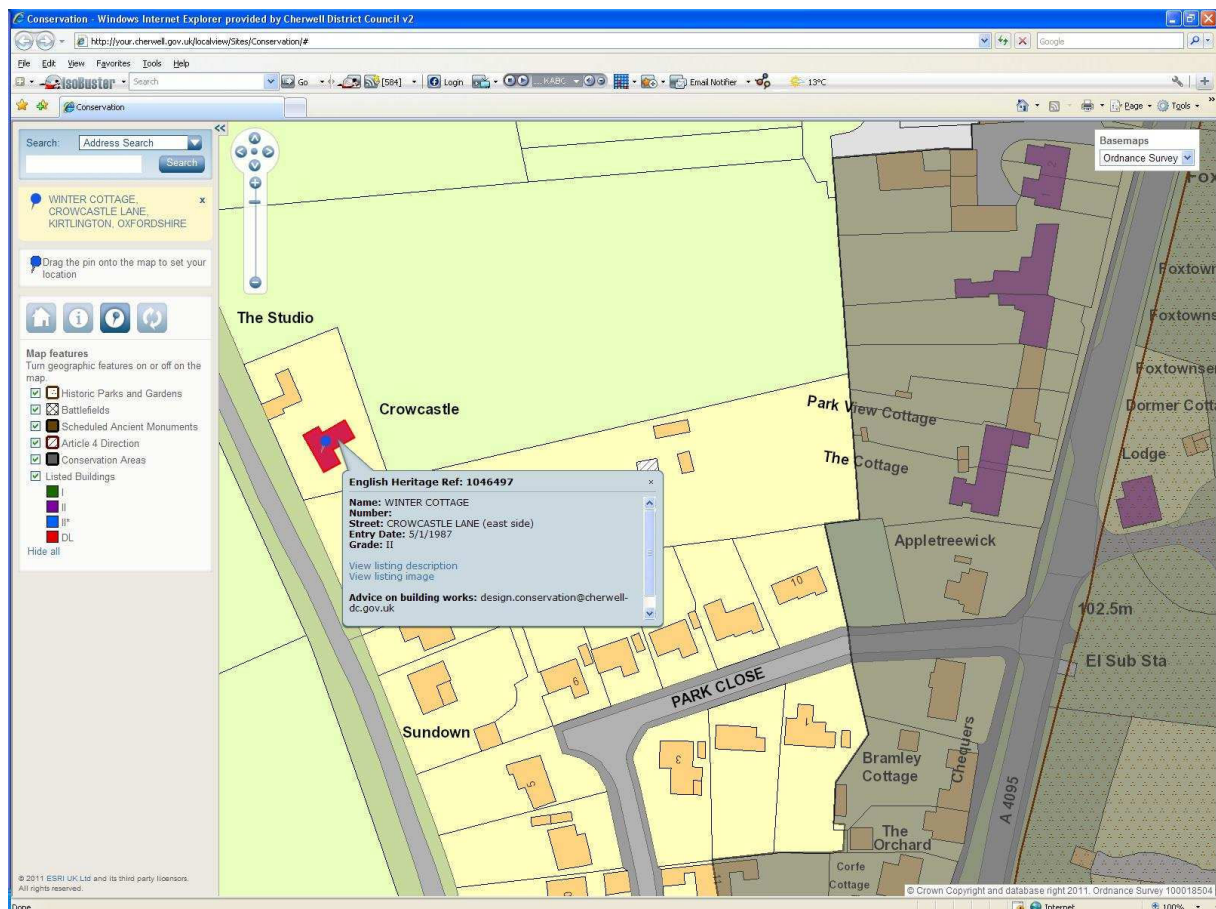
The Council's web site provides public access to designations via its online web mapping application. This enables members of the public to view interactive maps showing the location of conservation areas, scheduled monuments, Article 4 Directions, registered battlefields and historic parks and gardens. All Statutorily listed buildings, together with their grades, are shown and a link is provided to English Heritage's web site where the list description and a photograph can be viewed. It is also intended to provide a link to Google Street view in due course. We upload curtilage listed buildings as and when these are defined.

The link to the Council's mapping system is <http://your.cherwell.gov.uk/localview/Sites/Conservation/>

As far as known undesignated heritage assets are concerned, these have been captured digitally in-house and they are currently available to GIS users within the Council. They will be uploaded for public use once the local list has been approved by The Executive. In the meantime they can be made available on a case by case basis if required.

Each conservation area on the appraisal page has a link directly to an interactive map of each conservation area using the Council's online web mapping application.

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



This map of Kirtlington illustrates the heritage information that is available on the Council's website

4.9 Conservation Priorities

During 2012-13 we will:

- Review six conservation areas: Barford St John, Barford St Michael, Hornton, North Newington, South Newington and Steeple Aston, the first five of which will be first time appraisals.
- Designate a new conservation area along the length of the Oxford Canal.
- Consider additional powers of control and work towards significant upgrading of the environment in Grimsbury, albeit that it is likely that the investment of finance and any policy change will not take immediate effect.
- Work closely with the owners of former RAF Upper Heyford to ensure all buildings of historic interest, including unlisted buildings, are brought to a wind and weather tight condition pending future suitable uses.
- Work with DIO on a disposal to the market of RAF Bicester technical site and flying field to enable the development of the site for heritage related tourism and in the interim that the buildings are brought to a wind and weather tight condition.

Specific Ongoing Tasks

During 2012-2015 we will:

- Submit a report to the Council's Executive identifying the non-designated heritage assets across the District, the special significance of each and the implications of inclusion on such a list. Once the list is approved by the Executive, the non-designated heritage assets will be identified on the Council's web site. A policy that aims to provide non-designated heritage assets with a level of protection reflective of the NPPF will be included within the Local Plan.

Ongoing Tasks During 2012-2015 we will:

- Review six conservation areas annually. During 2012-15 twelve further conservation area appraisals will be published and this will ensure that all the conservation areas in the District will have been the subject of review within 10 years. Thereafter, assuming that the number of designations remains the same, a programme that continues with 6 appraisals a year will ensure that every conservation area is reviewed on a ten year cycle.
- Work with Economic Development and Development Management to secure suitable uses for heritage assets that promote economic development and tourism.
- Consider requests for further conservation area designations formally submitted by Parish Councils as resources allow.
- Continue to engage local communities in the preparation of Conservation Area Appraisals.
- Strive to ensure that the historic parks and gardens in the District are protected from unsuitable development.
- Continue to identify curtilage listed buildings as opportunities occur, inform owners and make the information publicly available on the Council's web site.
- Strive to remove one building from the Building at Risk Register every year. If necessary we will use our powers under the Planning (Listed Buildings and Conservation areas) Act 1990 to serve Repairs Notices or Urgent Works Notices as appropriate.
- Give careful consideration to the benefits of removing specific permitted development rights through Article 4 Direction, and report to the Council's Executive and consult publicly on any such proposal.
- Keep the online mapping service updated whenever new designations are made and strive to secure ongoing improvements to it for public use.



Recent developments in Bicester

5 Promoting and Managing Change to Create High Quality Design

Understanding place is critical to ensuring successful change. How places have evolved is important, but so is the way that places function now and in the future. High quality design is about making vital, vibrant, sustainable and successful places that are robust enough to respond to changing needs over time. This is not only about individual buildings but also the routes and spaces and the role and relationship that buildings have with one another. In an area of change, such as Cherwell, it is vital to understand the place we are dealing with as a first step towards regeneration and growth. Protecting what is special is an essential tool in promoting and managing change in a positive way.

5.1 Banbury, Bicester and Kidlington Centres

5.1.1 Integration of new development

The town centres of both Banbury and Bicester are remarkable in retaining their medieval street layouts which are very much intact.

Conservation areas have been designated to cover the entire historic cores and many buildings are listed. The Parish Churches are located slightly off centre and Banbury also boasts a professional business quarter housed in the grand houses, immediately west of the retail core. The commercial areas still focus on the historic street pattern and new shopping centres have been sensitively integrated into both towns while maintaining the main street frontages. The challenge will be to ensure that the historic streets retain a viable commercial function, with an attractive retail offer, and high quality public realm and where heritage is protected, integrated and well used.



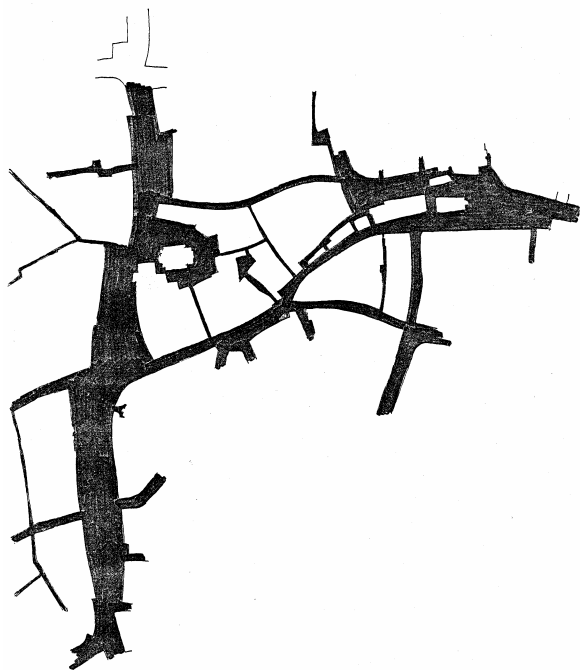
Bolton Road, Banbury, where a retail-led regeneration scheme is being promoted by the Council which will integrate with Parsons Street and Corn Hill

In Banbury the Council is actively promoting mixed-use redevelopment of key sites, at Bolton Road and at Canalside, where residential-led regeneration will upgrade the amenity of the Oxford Canal and River Cherwell corridor, linking the rail station with the town centre. The Council also aspires to create a cultural quarter east of the town centre, focussing on the Mill Arts Centre, Banbury Museum, the recent Spiceball leisure centre redevelopment and proposed Oxfordshire County library. It is intended that this will lever in private investment from the commercial leisure industry, such a multi-screen cinema operator and quality entertainment and food and drink establishments to create a destination that maximises the leisure potential of the Canal.

Other “soft” sites remain, for example either side of Calthorpe Street and the former Crest Hotel, derelict for over 15 years, immediately south of Bridge Street. These sites are complex in terms of land assembly and sensitive in terms of historic context but their appropriate redevelopment would enhance the town centre, increase its critical mass and create a series of distinct character zones. The Council will work with owners in these areas on preferred site uses to bring sites back into productive use. Key to this will be retention and incorporation of heritage buildings, spaces and features to inform the design principles for each site, in acknowledgement that heritage, as well as water, adds value to successful regeneration.

In Bicester food-store-led development, including a cinema, is under construction on the former burgage plots to the rear of Sheep Street, which had been the site of the main town car park for nearly 40 years. The Supplementary Planning Document for this development was produced by the Team and helped the Council choose a development partner, guided the scheme design and also proved robust when commercial considerations led to a reduced scheme being implemented. The challenge remains to ensure that the northern extension of this development to house, inter alia, public authority functions, will also make a positive contribution to this historic centre. Beyond this, Bicester has outgrown its commercial centre, which is constrained by existing roads and has few underdeveloped sites, so radical restructuring of significant fringe town centre areas will be required to enable the continued expansion of the town centre.

Kidlington has seen two reasonably sized retail developments, with office and residential uses over, which have helped to consolidate the built form within the village centre. The challenge here is to continue to establish a critical mass both functionally and visually.



A plan showing only the routes reveals that Banbury's medieval street pattern remains intact

5.1.2 Shopfront design

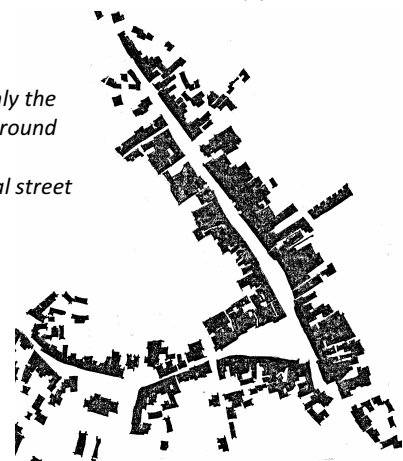
The small grain of the historic plots is still very much in evidence in both Banbury and Bicester, with original properties from medieval timber framed units to elegant 18th and 19th century shops, still lining the streets. Many of these boast fine, mainly Victorian or early 20th century shop fronts, but there are also examples in both towns of shop frontages that are not true to the period of the property and are of unsympathetic materials.

The Team is preparing guidance on the design of shopfronts, which aims to resist corporate standardisation and inappropriate pastiche but promotes locally distinctive high quality design where permission is required. It will also promote the active use of upper floors. It is the intention to use this guidance as a tool in the regeneration of Parsons Street and Market Square, in particular, to complement the recent and impending investment in the streetscape. A bid for funding to assist property owners financially in this respect has been submitted.



North Street, Bicester, Victorian shop fronts

A plan showing only the buildings (figure ground plan) shows that Bicester's medieval street pattern also remains intact



5.1.3 Pedestrian environment

High Street, Banbury and Sheep Street, Bicester were pedestrianised approximately 20 years ago and vastly improved the shopping environments. Parsons Street and Corn Hill, Banbury, were also pedestrianised in 2010, to enhance the historic retail core in response to a shift of footfall towards the expanded indoor shopping centre. These are considered by the public and traders to have been successful interventions. As car parking has shifted further from the main commercial environment the importance of creating welcoming arrival points and pedestrian routes through high quality public realm to the retail core becomes increasingly important.



Parsons Street, Banbury

In Bicester, Market Square is required to accommodate bus stops during the construction of the new retail development but an environmental enhancement scheme has been approved in principle by Oxfordshire County Council to be implemented as soon as construction is complete. This will see the pedestrianised environment of Sheep Street extended across half the gyratory road layout, creating a civic space where currently car

parking dominates. The Design and Conservation Team has secured a budget of £250,000 to ensure that the Oxfordshire Highways scheme includes high quality materials and street furniture.

Kidlington High Street was partly pedestrianised about 20 years ago, but rights of vehicular access to individual frontages have resulted in some confusion and the traffic orders has recently been amended.

5.1.4 Public art

We have a well established public art policy that actively encourages developers to make suitable provision for public art as part of any new development and have a track record of working with artists to produce permanent pieces that enhance the public realm. We encourage the engagement of local people and local sourcing of design ideas, whether from local history or local materials.

In Banbury works include the fine lady on a white horse statue at Banbury cross, a word map of the town centre carved in stone, plaques in the street surface on Parsons Street, a photograph wall at Spiceball leisure centre and a carved poetry trail near The Mill arts centre.

In Bicester, as well as the popular sheep in Sheep Street, the Courtyard Centre has bespoke gates, ironwork and furniture and artist Gordon Young engaged with local people form all walks of life to devise a Dictionary of Bicester, a remarkable resource that lists what makes the town special to its residents. It is the intention that the artist be commissioned as lead artist to the Market Square environmental enhancement scheme.

In Kidlington, floorscape mosaics were developed from ideas suggested by local people as part of the High Street environmental improvements, wooden sculptural works involving school children and were installed and further floorscape works are found in Kidlington library.

5.2 The Rural Area

Some of the highest quality environments in the District are to be found in the villages, where the building materials bring harmony, the vernacular architecture is distinctive and the places are well cared for. The villages are therefore sought after and affordable housing is in short supply. Villages which have primary schools and other services have seen modest growth in recent years, which helps to keep these facilities viable, but smaller villages have few facilities, or even bus services. The challenge is to ensure that such places meet the needs of the whole community. The Council's programme of Rural Exceptions Sites enables the provision of affordable homes on land where market housing, by definition, would not be permitted. Such sites therefore have to be chosen with care to ensure that the setting of conservation areas is not harmed and the design needs to be sensitive to the local building traditions, whilst still affordable.

The historic cores of many villages are designated conservation areas but, even so, small scale permitted developments on unlisted buildings, such as uPVC double glazing, loss of boundary enclosures, erection of solar thermal cells etc, can cumulatively erode character and cause harm. The output of the Built Heritage Audit will assist in determining whether there is benefit in withdrawing any permitted development rights from any dwellings in any settlements.



The Oxford Canal is a linear route that has architectural, historic, ecological, landscape amenity and visitor interest

5.3 Oxford Canal

The Oxford Canal runs through the entire length of the District and was built between 1770 and 1790 to connect the industrial Midlands with London, but is now a leisure route, largely passing through tranquil countryside and near historic villages. This section of the Canal was built cheaply and is a contour canal, which gives rise to an attractive winding route, with timber lift bridges and brick bridges. The Canal is also linked with the River Cherwell, which actually forms part of its route. There are a number of conservation areas along the route, generally focussing on historic wharfs and many of the bridges and locks are listed. Tooleys Boatyard, which now forms part of the Banbury Museum, is a scheduled ancient monument, restored as part of the Castle Quay shopping centre. The Cherwell Local Plan and the Non-Statutory Cherwell Local Plan contain policies that seek to protect the Canal environment from inappropriate development.

The Canal is more than a route; it is a corridor through the centre of the District that has a sensitive ecology and brings tourism. It also faces development pressures. Given changes in the role of The Canal and River Trust (from April 2012) and likely change of remit and funding, additional protection for this special resource is considered helpful. The Council therefore intends to designate a conservation area along the entire length of the Oxford Canal and is publishing an appraisal that identifies its special character, ensures its protection and identifies management proposals including matters to be covered by a Heritage Management Agreement with the new Trust. As well as identifying a conservation area boundary, it is the intention that additional buildings and structures will be recommended to English Heritage for addition to the Statutory List and others will be added to the local list of undesigned heritage assets. Other than in central Banbury, Canal related assets are largely intact and the intention is to ensure that these survive, that the setting is protected, whilst the assets in areas of change are acknowledged, preserved and sensitively incorporated.



RAF Bicester Domestic site is being converted to residential use by City and Country Ltd in accordance with our Planning Brief. All the historic buildings and the key spaces are being retained

5.4 Military Heritage

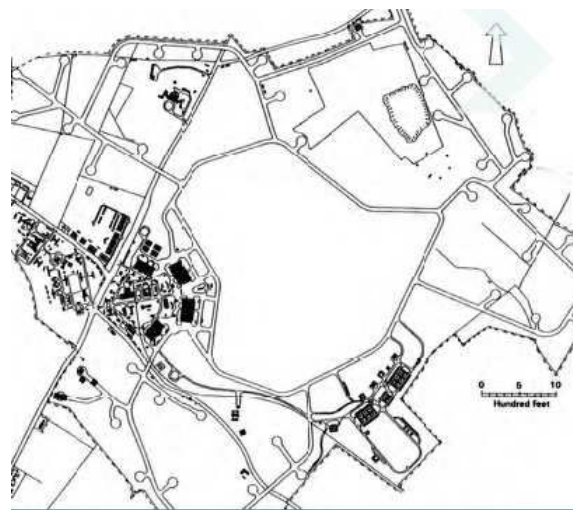
The District is fortunate to have two of the finest examples of historic air bases in the country.

5.4.1 RAF Bicester

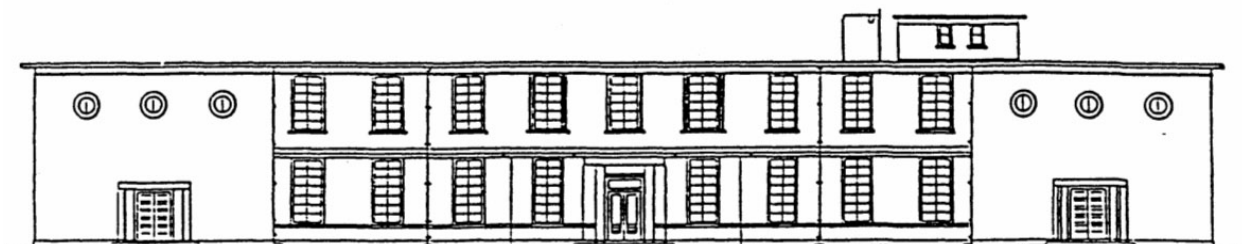
Located immediately north east of Bicester, this is described by English Heritage as the best preserved bomber airfield dating from the period up to 1945. The flying field, technical site and domestic site have been designated as a conservation area and 35 buildings are listed grade II and other structures are scheduled. The Team published a Planning Brief in 2010, which sets out the Council's aspirations and includes a Management Plan for the whole site. The Domestic site, comprising the former Sergeants' Mess, Officers' Mess and barrack blocks is currently undergoing restoration and conversion to create new homes by City and Country Ltd. following extensive detailed negotiations with the Team. The parade ground and other key spaces in the campus style layout will be retained with limited private outdoor space and a handful of new buildings of iconic contemporary design constructed. The Council considers this to be a carefully considered approach to bringing the site back into productive use and worked closely with the developers to secure a high quality scheme.

The technical site and flying field, although also declared surplus to defence requirements, are still in the ownership of DIO, which is following the Cichel Down process prior to disposal. One hangar is used by Windrusher's Gliding Club but all the others are disused and most buildings are in a very poor condition. The conservation area is on English Heritage's Heritage at Risk Register and the bomb stores are identified as Buildings At Risk.

The Planning Brief and Management Plan sets out the uses that are considered appropriate for the site and the works that are needed to bring the buildings back to a wind and weather tight condition. The aspiration of the Council is to see retention of gliding on the flying field together with heritage tourism with complementary uses on other parts of the site and public access. These proposals will be taken forward through Bicester Master Plan and the Core Strategy, being mindful that new uses need to be sensitively integrated into this very rare historic environment.



Below: The dining room and institute, RAF Bicester Domestic site, being restored and converted to residential use



5.4.2 The former RAF Upper Heyford

This is considered by English Heritage to be the most intact UK example of a military airbase dating from the Cold War period. The entire 505 hectares are designated as a conservation area and several structures are listed or scheduled. The USAF withdrew in 1994 and, eighteen years, two Planning Briefs and two public inquiries later, the plans to resolve the future of this huge, unique and complex site are settled and awaiting implementation by the Dorchester Group.



RAF Upper Heyford from the air (taken from the east)

The Council has been keen to balance the productive use for employment purposes of some of the vacant and redundant buildings, whilst ensuring that the character of the flying field, which inspires a sense of awe and foreboding, should not be compromised by the paraphernalia of a business park.

Accordingly, a series of strategies are required as part of a Management Plan for the flying field, to control matters such as signage, lighting, parking, refuse and access. This is designed to preserve the character and appearance of the flying field.

The former technical and domestic sites will also see the retention of many buildings dating from the 1920s. In the revised proposals the bungalows dating from the period of USAF occupation are also proposed to be retained.



One of the 56 hardened aircraft shelters across the 505 hectare base at RAF Upper Heyford

Into this landscape a new settlement of a further 700 or so dwellings is to be integrated, balancing the creation of an attractive living environment with the preservation of some iconic reinforced concrete and other structures. The Team will be working with the developers to bring forward a Design Code to ensure that the established character is respected in the design of the new settlement.

5.4.3 Graven Hill

Although of limited historic and architectural significance (only 2 groups of buildings are being considered by English Heritage for Statutory listing) Bicester Ordnance Depot, located immediately south east of Bicester, has recently been declared surplus to Defence requirements and is being promoted by DIO for residential and employment development. This iconic brownfield site, with its roads and railway encircling the wooded hilltop, which is a local landmark, presents opportunities to restructure the wider road network, link new employment areas to the rail network and create pleasant living environment relatively close to the town centre. The Team has been working with DIO to create a sustainable development here and this work will be reflected in the Bicester Master Plan and Local Plan.

5.5. Small Enhancement and Regeneration Schemes

Small enhancement and regeneration schemes can make an important contribution to the character and function of an area. These schemes are considered on an annual basis and currently the Team has a very limited capital budget for enhancement schemes.

The team is currently working with Oxfordshire Highways on the enhancement of Market Square Bicester where our 'top up' budget is being used to improve the details of the scheme. We have also championed and secured a small budget that combined with match funding from Oxfordshire County Council and Banbury Town Council, will enable small scale environmental improvements to be carried out in Grimsbury. In this area planters were used as part of a highways scheme to prevent rat running some decades ago and now need replacement / structural repair.



We have secured funding to work with Oxfordshire Highways and Banbury Town Council to undertake streetscape improvements in Centre Street and East Street, Grimsbury



Kingsmere, Bicester, where we were involved in the scheme design from the master plan through Design Code to detailed design with lead developer Countryside properties

5.6 Major Development Sites and Urban Extensions

The team provides design and heritage input into Council-led initiatives.

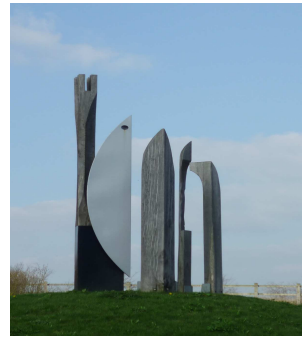
Recent schemes include the redevelopment of Spiceball leisure centre, where we produced Planning Briefs, worked with the architects and advised the Project Board. For Bicester Town centre retail redevelopment we produced the SPD and were involved throughout the design process. Current projects include Bolton Road redevelopment and Banbury Cultural Quarter. Engagement of the Team in the active regeneration of both Banbury and Bicester is considered essential.

We have a role in the development of Town Master Plans for Banbury and Bicester and contribute to the Banbury Development Team to ensure proper co-ordination of development proposals including consideration of heritage and design matters from the outset.

The team provides urban design and master planning advice to Project Teams set up to deliver the major developments lead by the private sector, such as the urban extensions at Banbury and Bicester, including NW Bicester EcoTown.

Recent projects include Kingsmere at SW Bicester, where the multi disciplinary team of developer's consultants and County and District Officers worked together to design the initial master plan, then the Development Principles document and finally the Design Code; we are now advising on the implementation of Reserve Matter applications.

At NW Bicester we contribute to the work of the Joint Steering Group, Design Team and Project Team. We are also working with the landowners of other major sites to produce Design Codes that will inform the submission of Reserve Matter applications.



Recent developments in Banbury

5.7 Buildings and Land in Council Ownership

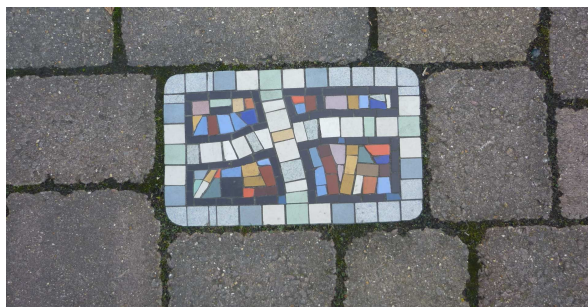
The Council's assets include land and buildings. The Team offers design advice on the redevelopment of the Council's assets, such as the leisure centres.

The Council's own offices at Bodicote House are grade II listed. The refurbishment of the Old Bodicote House was informed by a brief prepared by the team, which identified, room by room, features of historic interest to be retained and restored and later incursions that could be stripped out. Regular site inspections were undertaken with the Clerk of Works. The resultant refurbishment is, at the time of writing, almost complete and the character and quality of the original architecture is, once again, able to be appreciated.

The site of the former Spiceball leisure centre is available for redevelopment, as part of a wider Cultural Quarter involving enhanced facilities at The Mill Arts Centre and a new public library. The Team has been involved in pulling together proposals for this area, working closely with Oxfordshire County Council.



Interior of Old Bodicote House, refurbished, following guidance from the Team



Mosaics inserted into streetscape improvements on Council car parks in Kidlington



Above: The new Spiceball Sports and Leisure Centre linked to the town centre by bridge in accordance with our Design Brief

Below: The site of the former centre now awaiting redevelopment as part of a new cultural quarter



In terms of car parks, the Team has been actively involved in bringing forward redevelopment proposals through writing SPDs, Design Briefs and working closely with the design teams, for example at Bicester town centre with Sainsbury's and at Chapel Street with Sanctuary Housing Association.

At Chapel Street we identified an opportunity for a land swap so that slum clearance land held by the Council along the Chapel Street frontage, which had been vacant for 50 years, was developed for housing, so repairing this historic street frontage, and the Council's car parking was relocated to the rear. In Banbury the Team is contributing to the evolution of redevelopment proposals for the Bolton Road area, and has also been active in trying to engage developers in complex redevelopment proposal for Calthorpe Street.

5.8 Design Priorities

During 2012-13 we will:

- Publish Guidance on the Design of Shop Fronts for use as a tool in the regeneration of Town Centres in the District.
- Work with Oxfordshire Highways to ensure that the detailed design and implementation of environmental enhancements in Market Square are of the highest quality and that a memorable people-oriented place is created in the heart of the historic town.
- Seek a contribution to public art in major developments across the District and to appoint public artists who engage with the local community to create locally distinctive public realm, ideally as part of the Design Team from the outset of a project.
- Work with our partner authorities and local people to implement soft landscape proposals to upgrade the local environment in East Street and Centre Street, Grimsbury.

Ongoing Tasks During 2012-15 we will:

- Provide urban design and heritage input to Council-led regeneration and development initiatives.
- Contribute urban design advice to private sector led development projects, including with the developers of major sites, urban extensions and NW Bicester to ensure that the proposals create high quality and sustainable places.
- Publish Design / Planning Guidance on other key sites to promote sensitive redevelopment of gap sites within the market towns and mend the holes in the historic townscape.
- Work with DIO to ensure that the former flying field and technical site at RAF Bicester are disposed of for gliding and heritage tourism purposes and work with successor land owners to bring forward the phased restoration of the technical site that enables public access.
- Work with the owners of former RAF Upper Heyford to ensure that the creation of a new living and working environment preserves and enhances the established character and appearance of the former Cold War airbase.



At the Canalside regeneration area, canal and heritage led regeneration of this run down employment area in a highly sustainable location, will require strong urban design principles from the outset to inform a master plan that maximises the amenity value of and the enhanced return from the Canal and Riverside locations, whilst respecting the historic buildings, spaces and places

6 Service Delivery Action Plan 2012-15

6.1 Resources

The Design and Conservation Team sits within the Strategic Planning and The Economy Service, but works closely with other service areas of the Council, particularly Development Management, including Building

Control, and Strategic Housing. The Team consists of 3.8 FTE staff, with 50% of the Team Leader's time currently seconded to the Eco Bicester Team, so current staff levels are 3.3 FTE. It consists of 3 officers with conservation qualifications, of which one is a short term contract due to terminate July 2013. The Team Leader is an Urban Designer.

6.2 Remit

The Team provides specialist conservation and urban design advice to Development Management officers, applicants and the public on planning applications and applications for listed building consent. It has a rolling programme of conservation area appraisals and reviews of the District's 59 conservation areas. The Team provides the urban design and conservation input in to the Development Plan process and also publishes policy documents on generic design and conservation matters and site specific planning and design briefs. The team additionally contributes the urban design input to a number of project teams dealing with Council initiatives, regeneration projects and private sector led initiatives.

On average about 46% of all applications received within Cherwell are within conservation areas and 10% are for Listed Building Consent. Conservation officers are consulted routinely on all works requiring LBC and on selected applications within conservation areas or those having an impact on a listed building. This has varied in total between 530 and 789 applications per year over the last 4 years, equivalent to between 20% and 36% of all applications, depending upon our available staff resources, as they have fluctuated.

In addition, urban design advice has been provided on all major applications including applications for urban extensions) averaging about 50 per annum. This equates to each Design and Conservation officer providing advice on up to 250 applications per annum. Additionally, advice is provided on applications for discharge of conditions, but this has not been not included in the recorded figures.

The Team contributes to the appeal and inquiry process and the current rate of success at defending conservation related refusals is 75% compared with 50% of general planning refusals. The Team offers pre-application advice, including site visits and meetings, to owners of property and also to prospective purchasers by telephone, for which there is currently no charge.

The importance of heritage and high quality design to the economic well being of the District as a whole and the regeneration of key sites places these matters high on the Council's agenda. Proactive policy work is therefore a priority so, in addition to contributing to Local Plan policy formulation and selection of strategic sites, the Team publishes Design Briefs for key allocated sites and windfall sites and writes specialist guidance notes on design and conservation matters. In the last twelve months guidance documents have been published or are in preparation on *Energy Efficiency in Traditional Buildings*, *Shop Front Design* and *The Use of Lime in Historic Buildings*.

A programme of six conservation area appraisals has been established during recent years. There have been five new conservation areas designated within the last five years.

Conservation related telephone and other queries are handled by the Team, many of which, given access to the Council's GIS system, could be handled by the Customer Service Team.

6.3 Balance

The immediacy of the target-driven development management process tends to dominate the work load of the team. However it is important that adequate time is set aside for the preparation of policy documents, so that the Council can be proactive as well as reactive. Consideration should be given to requests for advice from conservation officers being more selective where the proposal does not directly affect a statutorily listed building, but might affect the character of a conservation area or the setting of a listed building. Expansion of the Customer Services remit could also assist in handling routine inquiries. The input of heritage and urban design advice into the Development plan process will be important as the Council's policy is being developed over the next few years.

6.4 Award Schemes

As part of a strategy to improve the quality of design across the District, we intend to instigate an award scheme that recognises and celebrates the best development. Categories may include renovation, new development (of all types) and landscape design. It is suggested that, to avoid debasing the award due to shortage of suitable candidates, it should be awarded every three years in rotation between the categories.

6.5 Design Review Panel

Design review can be a valuable process that offers an impartial opinion of design proposals within a swift timescale. We have made use of the CABI National, Eco Town and Regional Design Review service, particularly for development proposals in which the Council has an interest (e.g. Bicester Town Centre redevelopment and Spiceball Leisure Centre redevelopment) and this has generally been helpful. Although Design Council CABI and the SE Regional Architecture Centre (SERDP) continue to offer a restricted service, it is costly.

The Council is a member of the Bucks, Oxon, Berks and Milton Keynes Design network (BOBMK) which has recently established a sub-regional design review service. This service provides a local panel of experts who understand the regional context. Using this service to provide pre-application and post application reviews would be appropriate, especially on strategic schemes.

6.6 Conservation Area Advisory Groups

Local heritage is highly valued by local people. This is evidenced by the level of interest in development proposals and conservation area appraisals. In the larger conservation areas there are active associations concerned with the historic environment. In Banbury, for example, there is a Civic Society, which frequently articulates well informed comments on planning applications and other matters, the CPRE which does likewise and the Heritage Working Group, established by the Town Council, which draws together these interests. Many villages have active Local History Groups.

Such groups are consulted on conservation area appraisals and are often highly informative about their community's past. Involvement with local residents has proven to be invaluable when working on good design principles and heritage-led regeneration.

6.6 Delivery Priorities

During 2012-2015 we will:

- Work with the Customer Service Team to enable them to expand their remit to cover general conservation related telephone enquiries.
- Instigate a Cherwell Design Award for renovation, built and landscape design on a three yearly rotation.
- Maintain staffing at current levels and retain the urban design / master planning resource.
- Strive to ensure that the provision of specialist advice on Development Management matters and heritage and urban design policy formulation will be equally balanced in the work of the team.
- Respond to requests for advice on planning and listed building applications within 10 working days.
- Review six conservation areas annually.
- Provide urban design and heritage input to the Local Plan process, including policy formulation, SPDs and Development Principles for Strategic Sites.
- Publish other site specific development briefs and generic guidance as required.
- Continue to consult local historical societies with regard to better community involvement in the design and conservation of villages and urban centres.
- Continue to contribute to the BOBMK Design Review Panel and to avail ourselves of its service in equal measure, which will be cost neutral.



In both Banbury and Bicester town centres there are redevelopment and regeneration sites where promoting and managing change to create high quality design will require conservation and design input into master planning



APPENDIX 1

National Policy background

The National Planning Policy Framework was published on 27 March 2012. It aims to distil Planning Policy Guidance and Statements into one succinct document. The key aspirations relating to urban design in PPGs1 and 3 and the provisions of PPS5 are largely taken through in to the new NPPF, whose policies are material considerations in the preparation of local and neighbourhood plans and in planning decisions.

The Ministerial Forward states that:

- Our historic environment – buildings, landscapes, towns and villages – can better be cherished if their spirit of place thrives, rather than withers.
- Our standards of design can be so much higher. We are a nation renowned worldwide for creative excellence, yet, at home, confidence in development itself has been eroded by the too frequent experience of mediocrity.

The Core Planning principles retain reference to:

- High quality design and a good standard of amenity for all existing and future occupants of land and buildings.
- The different role and character of different areas, promoting the vitality of urban areas.... the intrinsic character and beauty of the countryside and supporting thriving rural communities.
- Supporting the transition to a low carbon future by encouraging [inter alia] the conversion of existing buildings.
- Conserving heritage assets in a manner appropriate to their significance.

In term of **requiring good design** the NPPF states (in précis) at the following paragraphs:

- 56 Good design is indivisible from good planning.
- 57 It is important to plan positively for high quality and inclusive design.
- 58 Local and neighbourhood plans should have robust policies that aim to ensure that developments function well over their lifetime, requiring developments to:
 - Establish a strong sense of place.
 - Optimise the potential of the site with an appropriate mix of uses including green and other public space, local facilities and networks.
 - Respond to local character and history and reflect the identity of surroundings and materials.
 - Create safe and accessible environments.
 - Are visually attractive as a result of good architecture and appropriate landscaping.
- 59 Design Codes should be considered where they could help deliver high quality outcomes. Policies should avoid unnecessary prescription or detail, but should concentrate on guiding the overall scale, density, massing, height, landscape, layout, materials and access of new development.
- 60 Planning policies and decisions should not attempt to impose architectural styles, stifle innovation, originality or initiative through unsubstantiated requirements. It is proper to promote or reinforce local distinctiveness.

- 61 Visual appearance and architecture are very important but planning policies and decisions should also address the connections between people and places and the integration of new development into the natural, built and historic environment.
- 62 LPAs should have local design review arrangements in place and should, when appropriate, refer major projects for national design review and should have regard to recommendations from the panel when assessing applications.
- 63 Great weight should be given to outstanding or innovative designs.
- 64 Permission should be refused for poor design that fails to take the opportunities available for improving the character and quality of an area.
- 65 LPAs should not refuse permission for buildings or infrastructure which promote high levels of sustainability because of incompatibility with existing townscape, if concerns have been mitigated by good design, unless this would cause material harm to a designated heritage asset or its setting which is not outweighed by economic, social and environmental benefits.
- 66 Proposals that have taken account of the views of those directly affected should be looked upon more favourably.
- 67 Control over outdoor advertisements should be efficient, effective and simple in concept and operation. Advertisements should be subject to control only in the interests of amenity and public safety.
- 68 An Area of Special Control Order may be approved for advertisements following consultation with local trade and amenity organisations and after demonstrating that the direction would improve visual amenity and that there is no other effective control.

In terms of **conserving and enhancing the historic environment** the NPPF states (in précis) at the following paragraphs:

- 126 LPAs should set out strategies in local plans, recognising that heritage assets are an irreplaceable resource, taking into account of:
- The desirability of sustaining and enhancing their significance.
 - The wider social, cultural, economic and environmental benefits.
 - The positive contribution to local character and distinctiveness.
 - The contribution of the historic environment to the character of a place.
- 127 Conservation areas should only be designated where justified by special architectural or historic interest.
- 128 In determining applications, LPAs should require a description of the significance of the assets affected, proportionate to importance, sufficient to understand the potential impact.
- 129 LPAs should assess the significance of an affected heritage asset.
- 130 A deteriorated state of a heritage asset caused by deliberate neglect or damage should not be taken into account in any decision.
- 131 LPAs should take account of:
- Sustaining and enhancing the significance of heritage assets.
 - The positive contribution heritage assets can make to sustainable communities including economic viability.
 - The positive contribution to local character and distinctiveness.
- 132 When considering the impact on an asset, great weight should be given to the asset's conservation, relative to its significance. Any harm or loss should require clear and convincing justification. Substantial harm to or loss of a grade II listed building should be exceptional and to a scheduled ancient monument, grade I or II* listed buildings should be wholly exceptional.

- 133 Consent should be refused for proposals leading to substantial harm or total loss of significance unless there is substantial public benefit that outweighs the harm or loss or all of the following apply:
- The nature of the asset prevents reasonable use of the site.
 - No viable use of the asset can be found in the medium term.
 - Conservation by grant funding or charitable or public ownership is not possible.
 - Harm or loss is outweighed by the benefit of re-use.
- 134 Less than substantial harm should be weighed against public benefits, including securing the optimum viable use.
- 135 For non-designated assets, a balanced judgement will be required having regard to the scale of any harm or loss and the significance of the asset.
- 136 LPAs should not permit the loss of whole or part of a heritage asset without taking all reasonable steps to ensure the new development will proceed.
- 137 LPAs should look for opportunities for new development in conservation areas and settings of heritage assets that enhance or better reveal their significance.
- 138 Loss of a building that makes a positive contribution to a conservation area should be treated as substantial harm or less than substantial harm relative to its significance.
- 139 Non-designated assets of archaeological interest of equivalent significance to scheduled ancient monuments should be subject to policies for designated assets.

140 LPAs should assess whether the benefits of a proposal for enabling development outweigh the disbenefits of departing from policy.

141 LPAs should make information about the significance of the historic environment publicly accessible and should require developers to record and make publicly available their understanding of the significance of any asset to be lost.

English Heritage Publications

English Heritage has published a wealth of conservation related advice, which can be viewed at:

<http://www.english-heritage.org.uk/publications/>

Design Council / Cabe publications

Cabe, the former government advisor on urban design has now merged with the Design Council. Many of their publications are informative on matters relating to placemaking and can be viewed at:

<http://www.designcouncil.org.uk/publications>

APPENDIX 2

Local Policy

The Cherwell Local Plan Proposed Submission Draft August 2012

- SLE 2 Securing Dynamic Town Centres
- SLE 3 Supporting Tourism Growth
- SLE 5 HS2: high quality design solutions to protect communities and minimise adverse impacts
- BSC 1 Housing Distribution
- BSC 2 Ensuring Sustainable Housing Delivery
- BSC 3 Efficient and Sustainable Use of Land
- ESD 1 Mitigating and Adapting to Climate Change
- ESD3 Sustainable Construction
- ESD 7 Sustainable Drainage Systems
- ESD 12 Cotswold AONB: protection of the area and its setting
- ESD 13 Local Landscape Protection and Enhancement: setting of important natural and built features of interest
- ESD 14 Oxford Green Belt
- ESD 15 Green Buffers to Growth
- ESD 16 Character of the Built Environment: how to protect the best of the past while encouraging positive and sustainable growth
- ESD 17 Oxford Canal: promote tourism uses and protect its character
- ESD 18 Green Infrastructure

Cherwell Local Plan 1996

- C10 Resist development which harms historic landscapes, battlefields, parks and gardens and/or their settings
- C11 Protect the vista and setting of Rousham Park
- C18 Alterations/extensions to listed buildings must be minor and sympathetic
- C23 Retention of positive features within a conservation area
- C25 Protect the site or setting of Scheduled Ancient Monuments
- C27 Respect the historic settlement patterns of villages
- C28 High standard of design and sympathy to the locality is required in conservation areas
- C29 High standard of design and sympathy to the locality is required adjacent to the Oxford Canal
- C30 Designs should be compatible with the local character and appearance
- C31 Excessive visual or audio intrusions are unacceptable
- C32 Support proposals which improve access for disabled people
- C33 Preserve gap sites in loose-knit settlements or within the setting of a listed building
- C34 Preserve views of St Mary's Church, Banbury, by restricting building heights
- C38 Satellite dishes on listed buildings or within conservation areas should not be visible from the highway

Non-Statutory Cherwell Local Plan 2011

- EN34 Conserve and enhance the landscape through control of development
- EN35 Retain features important to local character or justify their loss
- EN39 Development should preserve or enhance listed buildings and conservation areas
- EN40 Development in conservation areas should preserve or enhance, retain positive features and respect the sense of place
- EN42 Sympathetic reuse of a listed building should minimise damage to the fabric and character
- EN43 Substantial demolition of a listed building will require clear and convincing evidence of market testing
- EN44 Development within the setting of a listed building must respect the character of the building
- EN45 Listed building applications must include an assessment of the impact of the proposals on the structure and setting
- EN45A The local list will be a material consideration in planning determinations
- EN46 Enabling development may be permitted where it is the only viable means to ensure the retention of the heritage asset
- EN47 Development should protect and enhance archaeology, provide accurate records and include appropriate field evaluations
- EN48 Refuse development which harms designated parks, gardens, battlefields and landscapes or their settings
- EN49 Development should not harm the vista or setting of Rousham Park
- EN49A Sympathetic reuse of RAF Bicester will be considered
- EN51 Adverts in a conservation area should preserve or enhance the area
- EN53 Satellite dishes should be located away from public view in a conservation area and should respect the character of a listed building
- D1 Proposals should demonstrate compliance with the Urban Design Objectives
- D2 Applications should be accompanied by a Design and Access Statement
- D3 Proposals should be locally distinctive
- D4 High quality contemporary architecture is required that expresses its use and importance and possesses visual interest
- D5 Requirements for proposals that impact on the public realm
- D6 Design control on house extensions and alterations
- D7 Proposals should retain and consolidate and extend areas of mixed use
- D8 Requirements for the design of shopfronts
- D9 Encourages energy efficient design
- D10A Requirements for incorporating tall buildings
- D10 Requirements for canal side development in Banbury
- D11 Requirements for canal side development in villages
- D12 Protection of views.

APPENDIX 3

Adopted and Informal Guidance

Generic guidance

- Listed Buildings: A guide for owners and occupiers
- Conservation Areas: A general guide
- Planning Guide no 1: Windows and Doors in Historic Buildings
- Planning Guide no 2: Hot Food Takeaways
- Planning advice for farmers: Siting and design of farm buildings
- Design Guide for the Conversion of farm buildings
- Design and Layout of Employment Sites
- Colour Palette for Banbury, Bicester and Kidlington
- Countryside Design Summary
- Building in Harmony with the Environment
- Home extensions and alterations: a design guide for householder applications
- Subdivision of dwellings for residential use
- Energy efficiency in traditional buildings

Site specific guidance

- Urban Design Strategies for Banbury, Bicester and Kidlington
- RAF Upper Heyford Revised Comprehensive Planning Brief

Bicester

- RAF Bicester Planning Brief and Management Plan
- Land between Manorsfield Road and Sheep Street
- Bicester Fields Farm
- Redevelopment of Bryan House, Chapel Street
- St Edburg's School
- Old Place Yard

Banbury

- Hanwell Fields
- Banbury Regeneration Area (east)
- Land east of Southam Road and South of Noral Way
- Spiceball Park Sports Centre modernisation: existing site and island site
- Stanbridge Hall
- Dashwood School
- Orchard Way shopping parade

Kidlington

- Redevelopment of Co-op car park

APPENDIX 4

Finance

Grant aid

Cherwell District Council no longer provides grants or loans towards the repair of heritage assets. Other sources of funding that might be worth exploring include the following:

The Heritage Lottery Fund Townscape Heritage Initiative offers grants to help communities regenerate conservation areas displaying particular social and economic need. It encourages partnerships, which are to include the local authority, to carry out repairs and other works in conservation areas to preserve and enhance the character, to bring buildings back into a sustainable use and increase training in heritage skills and community engagement. It is not aimed at single buildings. Contact:

enquiries@hlf.org.uk 020 7591 6000

English Heritage can provide grant funding towards the repair and conservation of the most significant heritage assets (however only for works to scheduled ancient monuments or grade I and II* listed buildings or grade I or II* designed landscape on English Heritage's Register of Historic Parks and Gardens). These are mainly offered for urgent repairs or other work required within two years in order to prevent loss or damage to important heritage assets. Exceptionally English Heritage may offer grants to projects that are within conservation area and involve a grade II listed buildings, an unlisted building of significant historic or architectural merit a designed landscape on English Heritage's Register of parks and Gardens at grade II or public realm of historic importance. Further information can be obtained from:

<http://www.english-heritage.org.uk/content/imported-docs/f-j/hbmdl-guidenotes-300304>

A Disabled Facility Grant is available from the Council to help towards the cost of adapting a home to enable a disabled person to continue to live there. For further information please contact housing@cherwell-dc.gov.uk.

The Fund for Historic Buildings web site lists additional sources of grant aid with an ability to search by region, building type and organisation applying, including specialist sources for religious buildings. <http://www.ffhb.org.uk/>.

VAT

The Chancellor announced in the Budget Statement on 21 March 2012 that the VAT relief that applies to alterations to listed buildings is being withdrawn with effect from 1 October 2012. The Chancellor described the existing relief as an "anomaly", which "gives a perverse incentive for change as opposed to repair". Only buildings reconstructed from a shell now continue to benefit from the zero rate.

Anti-forestalling legislation will be introduced in the Finance Bill 2012 to prevent businesses entering into avoidance arrangements from 21 March 2012 to obtain zero rating of supplies.

English Heritage agrees that the removal of VAT relief on approved alterations to listed buildings will eliminate a perverse incentive to carry out more changes to a listed building than are necessary, and is currently seeking clarity on a number of detailed issues with HMRC in order to make a full assessment of the impact of the proposed changes. For further information contact:

<http://hmrc.gov.uk/budget2012/tiin4806/htm>

or Stephen Roberts on 0207 147 0428

stephen.roberts@hmrc.gsi.gov.uk

Insurance

Companies that specialise in the insurance of historic property including listed buildings includes Lark Insurance group through the Listed Property Owners Club and Ecclesiastical.com.

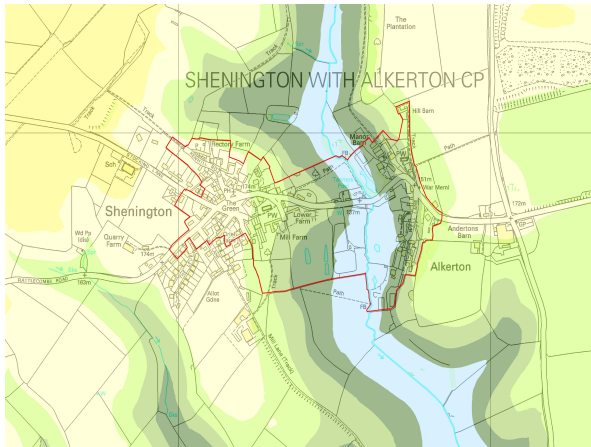
APPENDIX 5

Glossary

DIO	Defence Infrastructure Organisation (formerly Defence Estates)	MOD	Ministry of Defence
EH	English Heritage	NPPF	National Planning Policy Framework
HER	Heritage Environment Record (the record of all heritage assets, above and below ground, held by the County Council)	RAF	Royal Air Force
LPA	Local Planning Authority	SPD	Supplementary Planning Document
LBC	Listed building Consent	USAF	United States Air Force



Wisteria Cottage, Wardington



Topographical map of Shenington with Alkerton with conservation area boundary overlaid



Former Royal Oak public house in Adderbury, now a dwelling with rear garden and off-street parking



The historic bridge over the River Ray, Islip

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

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PLAN0312

Executive

Banbury Museum Trust Project Developments

3 September 2012

Report of Head of Community Services

PURPOSE OF REPORT

The report highlights the work of the Banbury Museum Trust Project Board in developing an independent organisation to run the service and the costs associated with this process

This report is public

Recommendations

The Executive is recommended:

- (1) To approve the selection of Mr Bob Langton to the role of Shadow Board Chairman.
- (2) To approve the Deputy Leader as the Council's nominated representative on the Shadow Trust Board.
- (3) To approve a budget of £20,000 to enable the project to be delivered.

Executive Summary

Introduction

- 1.1 The Executive agreed to pursue the recommendations of the Value for Money review of Culture and Heritage Services in October 2011, one of which was to set up an independent body to run Banbury Museum. The Project Board has met regularly to oversee the further development of the business case and to keep the project moving forward.
- 1.2 The refinement of the business case has identified some of the complexities involved in transfer of the service to a new independent organisation and resulted in an upward revision of the costs associated with implementing the project from £15,000 to £20,000.

Proposals

- 1.3 Most recently an advertisement for a Shadow Board Chairman has produced experienced voluntary candidates and, following an interview process, the Museum Project Board is recommending one of those for appointment.
- 1.4 Following on from the ratification of the appointment of Shadow Board Chairman, there is a process outlined to identify and secure other trustees over the coming three months. The aim of the Shadow Board Chairman is to select a Board of appropriate people with specific skills, not only in heritage related matters but also legal, finance, marketing and sales, property and fundraising who will be able to volunteer sufficient time to support the establishment of an independent organisation.
- 1.5 It is envisaged that the Shadow Board of Trustees will comprise at least 5 members, including one Cherwell District Council Member representative. The number of Council Members rises to two should the size of the Board increase to 10 or larger. For the purpose of on-going working with the Shadow Board it is proposed that the Deputy Leader (or relevant Lead Member responsible for the Arts and Visitor portfolio) be nominated by the Executive for this purpose. Should a second Council Member be required then this will be further considered.
- 1.6 It is hoped that many of the Shadow Board will stay committed to the Museum following the establishment of a permanent independent body, which is envisaged in the second quarter of 2013/14.

Conclusion

- 1.7 The Executive at its meeting on 3 October 2011 agreed in principle the transfer of Banbury Museum to independent status, knowing this preserves a valuable and visited cultural asset for local residents whilst securing some financial benefit to the Council.
- 1.8 Trust status will also enable service development and new fundraising potential to be tapped into. The first step towards independence is the creation of a Shadow Board. The Executive are asked to ratify the appointment of the Shadow Board Chairman (who will in turn seek other trustees), and to approve the Deputy Leader (or Lead Member responsible for Arts and Visitor Services should Lead responsibilities change) as the Council's nominated Shadow Board Member.
- 1.9 Specialist and independent advice must be made available to the Shadow Board to ensure the probity of the transfer, the costs of which will be met from a fund established specifically for that purpose.

Background Information

- 2.1 The original report from DCA Consultants, commissioned as part of the Value for Money review, identified a range of £75-£125k of implementation costs, based on the experience of councils transferring their Museum Service to independent trust status.
- 2.2 Previously it was thought possible to secure much of the advice necessary from in house sources and so a minimal budget of £15,000 was identified and agreed. Whilst it remains the case that much information/advice can be provided in-house, there is a need to ensure the Shadow Board, and the move to trust status, is based on independent advice which stands the test of inspection and scrutiny from the Charity Commissioners. This should ensure that the project is not delayed nor additional unplanned expenditure incurred at a later date should there be a requirement to have information provided in the submission documents independently audited or verified.
- 2.3 A greater budget of £ 20,000 in total is therefore suggested to cover the costs of engaging specialist advisors to the Shadow Board to see this project to fruition. Included within this will be specialist legal advice on shaping the preferred Trust vehicle (Charitable Incorporated Organisation, whose long anticipated availability is expected autumn 2012), and specialist VAT and trading advice to ensure the financial viability of the independent body. This will be funded from the corporate change reserve as it meets the criteria of a spend to save initiative.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The interview panel considered the candidates before them against a range of stringent criteria covering previous experience and expertise in a comparable role as well as personal interest in the cultural sector. They selected Mr Bob Langton as their preferred candidate having scored highly against the majority of the person specification for the role.

The following options have been identified. The approach in the recommendations as per Option 2 is believed to be the best way forward

Option One To continue without any further independent and specialist advisors; and to make alternate recommendation on appointment of Shadow Trust Board Chairman and the Council's nominated representative.

Option Two To engage external and independent advice and approve the appointment of the Shadow Trust Board Chairman and the Council's representative to the Shadow Board as set out in this report.

Consultations

Oxfordshire County Council	Have been consulted on the Council's plans for the Museum Service as they have a key interest as owners of much of the exhibition material. They have no objections to the plans.
National Heritage Lottery Fund	Have been consulted with regard to the Lottery Grant and will be further consulted as plans progress.
Museum Trust Project Board	Have further developed the Business Case.

Implications

Financial:	<p>The project has confirmed the initial savings target of £64,000 is achievable from mid 2013/14 onwards. The £20,000 budget required to achieve this can be funded through the change reserve as it meets the spend to save criteria for use.</p> <p>Comments checked by Karen Curtin, Head of Finance and Procurement, 01295 221551.</p>
Legal:	<p>There are no legal issues arising from this report, but the need for specialist trust/tax advice to meet requirements that either cannot or should not be met in-house is endorsed by the Head of Law and Governance</p> <p>Comments checked by Richard Hawtin, Team Leader, Property and Contracts 01295 221695</p>
Risk Management:	<p>A formal Project Risk Log has been put in place setting out the risks identified and the mitigation proposed. It has been one of the tasks of the Project Team to consider these and reports are presented to the Project Board which is responsible for oversight and decisions on risks.</p> <p>Comments checked by Gavin Halligan-Davies, Interim Community and Corporate Planning Manager 01295 221563</p>

Wards Affected

All

Corporate Plan Themes

**A Value For Money Council
A District of Opportunity**

Executive Lead Member

Councillor George Reynolds
Deputy Leader

Document Information

Appendix No	Title
None	
Background Papers	
Culture and Heritage Value for Money review 2011 Cherwell District Council Executive report 3 October 2011 Project Risk Log	
Report Author	Nicola Riley, Arts and Visitor Services Manager
Contact Information	01295 221724 Nicola.riley@cherwell-dc.gov.uk

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Executive

Update on Major Programmes

3 September 2012

Report of Head of Transformation

PURPOSE OF REPORT

To provide 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, and subsequent decision in relation to governance structures.

This report is public

Recommendations

The Executive is recommended to:

- (1) Note the progress in relation to the implementation of governance standards for the 9 major projects which Members have identified as key to the delivery of regeneration and economic development (the Place Programme) and change (Transformation Programme) for Cherwell District Council and South Northamptonshire Council.
- (2) Note the Member champions assigned to each of the programme boards

Executive Summary

2 Introduction

- 2.1 In May 2012, Executive approved the governance structure for the Council's major projects. At the same time Executive agreed to nominate Member champions to project boards, and that the Programme Board responsibilities in respect of the Transformation Programme be absorbed into the remit of the Joint Arrangements Steering Group.
- 2.2 Executive also agreed to include a further project into the Place Programme: Banbury Developments.
- 2.3 This report is to update members on the progress made in implementing the programme governance structure since May 2012. A similar report is being considered by the SNC Cabinet.

Proposals

- 2.4 This report proposes continuing to develop and implement the governance arrangements for major projects as previously agreed.

Background Information

- 2.5 Nine major projects and programmes are organised into two programmes:

Place Programme:

- Two Sustainable Urban Extensions (Brackley and Towcester) (SNC)
- Silverstone (SNC)
- Bicester Eco-town programme (CDC)
- Bicester town centre (CDC)
- Brighter Futures in Banbury programme (CDC)
- Moat Lane regeneration (SNC)
- Banbury Developments programme (CDC)

Transformation Programme:

- ICT standardisation and harmonisation programme (SNC and CDC)
- Services transformation programme (SNC and CDC)

- 2.6 Since the Executive decision in May, existing governance structures have been reviewed, and where appropriate will continue, and will fulfil the role of project board. Where no suitable existing control group was in place, new project boards will be implemented and scheduled to report into the Place Programme Board. All projects have a schedule of board meetings or governance groups fulfilling the role of project board.

Place Programme Composition

Senior Responsible Owner: Calvin Bell, Director of Development

CDC Councillor	SNC Councillor	Officer/Project Sponsor	Project
Cllr Wood	Cllr M Clarke	Sue Smith	Programme Owners
Cllr Wood	-	Calvin Bell	Bicester EcoTown
Cllr Bolster	-	Chris Stratford	Bicester Town Centre
Cllr Donaldson	-	Ian Davies	Brighter Futures in Banbury
Cllr Gibbard	-	Chris Stratford	Banbury Developments
-	Cllr R Breese	Andy Preston	Urban Extensions
-	Cllr Fordham	Andy Preston	Silverstone
-	Cllr Fordham	Chris Stratford	Moat Lane Regeneration

Transformation Programme Composition

2.7 As agreed in May the Joint Arrangements Steering Group fulfils the role of Programme Board for the Transformation Programme.

Senior Responsible Owner: Martin Henry, Director of Resources

Councillors	Project Sponsor	Role/Project
CDC: Cllr Turner SNC: Cllr McCord Deputies: CDC: Cllr Kerford-Byrnes SNC: Cllr S Clarke	Jo Pitman	ICT Standardisation and Harmonisation
CDC: Cllr Wood SNC: Cllr McCord	Jo Pitman	Service Transformation

2.8 Monitoring Progress of the Programmes

2.9 In accordance with the objective of wanting to ensure transparency, accountability and Member awareness of all projects, standard milestones for major projects are included in the Corporate Performance Management Framework (PMF), giving clear visibility of progress being made to all Members, not just those with a role in the two programmes.

2.10 Formal reports will be produced on a quarterly basis as part of the on-going performance management process. Performance reports will be received by both Executive at CDC and Cabinet at SNC, and Scrutiny (CDC) / Review and Development Committees (SNC). Project and Programme Boards will review progress and performance on a monthly basis.

2.11 This approach to using the standard PMF to report progress will mean that all Members, not just those with a role of “champion” in the two programmes, will have ready access to information about how these important projects are developing in line with their priority status within each council.

2.12 In addition, project boards will receive detailed status reports from their project managers, a summary of which will be presented to the overarching Programme Board.

Schedule of Meetings

2.13 Dates for the Place Programme Board have been planned to coincide with Joint Arrangements Steering Group, with the exception of the first meeting, which is planned for September 6:

Board	Sept 2012	Nov 2012	Jan 2013	April 2013
JASG (Transformation Programme Board)	27	22	10	18

Venue	SNC	CDC	SNC	CDC
Place Programme Board (5pm start when at SNC, 6pm at CDC)	6	22	10	18
Venue	SNC	CDC	SNC	CDC

The work of the Programme Boards

- 2.14 Programme governance is concerned with ensuring that potentially high profile and large investments by the Council deliver outcomes in line with the Council's strategic objectives and priorities. The Board's serve a dual function; they ensure political buy-in, influence and engagement for all 9 major projects whilst also having a key role in maintaining focus on delivering the outcomes and managing any risks arising from the projects.
- 2.15 Major projects comprise a very large number of complex activities; part of the role of the two Programme Boards is to provide leadership to those delivering those tasks.
- 2.16 A key part of the Boards' role is to have oversight of the way resources are used by projects, agreeing and monitoring a strategy for resource management within the constituent projects (money, assets, people, information, skills) and resolving issues where scarce resources are demanded on by other projects in the Programme, or from "business as usual" requirements. Lack of clarity on resource usage can put projects, and the ultimate delivery of strategic objectives, at risk.
- 2.17 A further key role is to ensure that all stakeholders in the projects'/programmes' are engaged with the programme and to agree and monitor a strategy for engagement and communication in relation to the programme. Pro-active engagement with stakeholders is a key part of risk mitigation.

Programme Board Meetings: Scope

- 2.18 Forthcoming meetings of both Programme Boards will be invited to consider and adopt Programme-wide approaches or strategies in relation to resource management (including a standard approach to project accounting and budget monitoring), stakeholder engagement, issue resolution, and risk management. These will provide the context for the constituent projects to operate from this point forward.
- 2.19 The standard agenda item is a high level update from the project sponsor on the current position of each constituent project or programme, highlighting variance against planned time, cost and quality, any key risks that compromise overall delivery of the programme objectives, and any intransigent issues and the actions being taken to deal with them.
- 2.20 Periodic items will include reviews of the effectiveness of the resource management and stakeholder engagement strategies, and of the continued alignment of the programme outcomes with the Council's strategic objectives.

Project Office Systems

- 2.21 An online project office system has been procured to allow project information to be stored in one place but made available to all, and will allow Officers and Members to have a simple view of the current position of any individual project or the programme as a whole.
- 2.22 Work to input the required project information into the system and configure the appropriate reports for project and programme boards is being undertaken by the Programme Office and is planned to be completed by the end of September, taking feedback on the usefulness of report content from the Programme Boards themselves. The project information will then be maintained and reported on by Project Managers on a day to day basis. Based on feedback from users of the project office system further licenses and training will be procured to allow team members and others contributing to projects inside and outside the council, to access and update the system.
- 2.23 The system has been procured using the Capacity Building reserve agreed by Members in January 2012.

Training

- 2.24 Almost all project lead officers and support staff have now received training to maintain their project information in the online project information system; additional training and support to gain confidence in using the system is being made available through the programme office.
- 2.25 Where appropriate project lead officers and support staff are taking the opportunity to undertake self-paced learning in the basics of good project governance, and to receive training in other tools such as Microsoft Project.
- 2.26 The training is procured using the Capacity Building reserve agreed by Members in January 2012, and is contained within the available resources

Internal audit report

- 2.27 A value-adding audit of our governance processes is included in the Audit Plan for 2012/13.
- 2.28 The audit is in two parts, the first of which took place at the end of July and examined whether our governance structures are likely to deliver the desired benefits or control and transparency, and to offer advice and guidance.
- 2.29 The second part of the audit, looking at how the governance processes are actually performing, is scheduled for Quarter 4.

Resources

2.30 A project support resource has been retained for 22.5 hours each week until the end of January 2013. This support officer is specifically working on the project information system to populate it with our project information, and to configure standard report formats for project boards and programme boards. She will also provide administrative support to project boards and thereby embed standard approaches to reporting and information recording. This temporary provision is contained within budgets.

Use of the Project Management Capacity Building reserve of £50,000 (£25,000 from SNC)

	Spent	Planned	Var
Self-paced training package (access for 25 users to a wide range of project-management related courses and qualifications)	£5,000		
Project Information System (P I System)	£5,924		
Training for 15 to use the P I System	£1,500		
Planned extension to all team members	£4,650		
Planned further training		£1,500	
Anticipated requirement for MS Project licensing		£1,500	
Agreed reserve £50,000	£17,074	£3,000	£29,926

Key Issues for Consideration/Reasons for Decision and Options

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 update members.

Option One To agree the recommendations as set out

Option One To amend the recommendations

Consultations

JMT The Programme Management arrangements have been approved previously by Executive.

Implications

Financial: No financial implications arising from the proposals set out in this report.

Comments checked by Karen Curtin, Head of Finance and Procurement 01295 221634

Legal: There are no legal implications of the proposals set out in this report.

Comments checked by Kevin Lane, Head of Law and

Governance 01295 222127

Risk Management:

This proposed governance arrangement will help to facilitate a robust approach to the management of organisational risk.

Comments checked by Gavin Halligan-Davies, Interim Performance Manager 01295 221563

Wards Affected

All

Corporate Plan Themes

An accessible, value for money council

Lead Member

Councillor Barry Wood, Leader of the Council

Document Information

Appendix No	Title
None	
Background Papers	
Resources Review January 2012; Executive Report May 2012 "Major Programmes Update"	
Report Author	Jo Pitman, Head of Transformation
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Executive

Performance and Risk Management Framework 2012/13 First Quarter Performance Report

3 September 2012

Report of the Director of Resources and Interim Corporate Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 April to 30 June 2012 as measured through the Performance Management Framework.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To request that officers report in the second quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.
- (4) To identify any further performance or risk related matters for review or consideration in future reports.

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in the first quarter of 2012/13 measured through the performance management framework. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers key areas of performance, these are: performance against the Council's 17 public pledges; financial performance, human resources performance and customer feedback.

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

The Council continues to develop its integrated risk and performance management framework which means that performance and risk is monitored and reviewed as part of a single process. This report includes a review of all strategic, corporate and partnership risks relating to specifically to CDC and or shared/common to CDC & SNC.

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

- 1.2 It should be noted that although this is primarily a report of corporate performance the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

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

For 2012/13 performance and priorities have been reviewed as part of the business and financial planning process. Performance pledges and strategic priorities have been updated as agreed by Executive.

Proposals

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

Cherwell: A District of Opportunity

- Actions are on-going to promote apprenticeships and other routes to work and education. In June, 6 regular Job Clubs were held: 2 in Banbury, 3 in Bicester and 1 in Kidlington. 4 'Career & Opportunity Gateway' Job Clubs were held at the Mill Cottage on Wednesdays. 4 additional Job Club workshops were introduced in June, on Thursdays at the Mill Cottage. This brings the total number of job clubs for Q1 to 25. A successful Job Fair (to allow job seekers to meet employers) was also held in Banbury in April.
- Progress is currently on track for the delivery of 100 affordable homes in the District and current risks to delivery are being managed, in particular, further assessments are being made of the contribution the South West Bicester development can make by year end. The schemes at Dashwood Road School in Banbury and Bryan House in Bicester are due to complete by early September with official scheme openings happening later that month. 31 homes delivered in Quarter 1 against target of 27.

- Key strategic sites for the provision of new commercial and leisure facilities in Banbury have been clearly identified and initial consideration has been given to potential development strategy through some initial soft market testing. Sites also form on-going process of completing necessary Supplementary Planning Documents and master planning, running alongside the production and publication of the Core Strategy. These sites are being project managed at present through the Banbury Development Group.
- Bicester Town Centre continues to progress well. A name for the Centre is urgently required to progress marketing of the units. Minor changes now required to entrance/layout of the new Cinema due to new operator but these can be accommodated by the contractor.

A Cleaner Greener Cherwell

- Very wet first three months have made garden waste tonnages fluctuate wildly with some weeks low tonnages & some very heavy tonnages. Some Environment Agency changes regarding street sweepings may reduce recycling rates by 1% in the future.
- The Annual customer satisfaction survey results due in September/October. Overall standards haven't fallen - entered in Clean Britain awards - results due September 2012 which should give an independent third party view. The Neighbourhood Blitz programme in Banbury continues successfully.
- The Cocoon scheme has secured additional external funding to provide free cavity wall insulation in all cases and free loft insulation in some cases. The Council has been helping to fund the discount on both types of insulation and, in response to the changes in the Cocoon scheme, has been able to revise the way its contribution is used so that all home owners and private landlords in Cherwell can get insulation free. New leaflets have been produced and promotion is on-going.
- The legal agreement and planning permission have been issued and the developers have appointed contractors and are in the process of clearing conditions and obligation requirements to enable a start on site of the Eco-Bicester houses project this year.

A Safe, Healthy and Thriving Cherwell

- Dates were agreed in May for the initial sign up to the Best Bar None Scheme by participating premises and date agreed for completion (November 2012). Although there has been some slippage against target for sign up with potential participants in June, the project is expected to be brought back on track in July/August.
- On-going effective Partnership working through Cherwell Community Safety Partnership (CCSP), Local Strategic Partnership (LSP) and voluntary sector. Joint Agency Tasking & Co-ordination group (JATAC) working with Oxfordshire County Council (OCC) Hub in identifying individuals and information sharing for future interventions.
- Earthworks at South West Bicester Sports pitches have been delayed by wet weather but still expect to seed and plant the area from September.

- Preferred bidder for the replacement community hospital in Bicester on the existing site announced by the Primary Care Trust (PCT). Planning application submitted. On-going dialogue between the PCT and Strategic Health Authorities (SHA) to progress the project

An Accessible, Value for Money Council

- Savings of c £600,000 of the £800,000 secured and plans are in place to address the remainder.
 - Customer survey commissioned, we will have a challenge to bring up satisfaction rates in the current economic climate so there is some risk associated with this performance objective.
 - The website improvement project is undertaking final checks with the stakeholders before making it available to the public. Time scales beginning in Quarter 2.
- 1.4 The performance management framework allows Councillors to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory, risks to performance are identified or new issues arise. There are a number of such items identified in this report and we recommend officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

Corporate Scorecard – Customer Feedback

Telephone call response rates – Target was reduced to 1min from 1min10 (last year's target) following significant improvements in response times. Appointments moving contact from Face to Face to Phones and a 5 week backlog of Benefit processing work has generated increased customer contact, this combined with reduced staffing has resulted in an increase in response times during the first quarter. A significant increased number of calls received, 3000 on this time last year.

Conclusion

- 1.5 In this report we show that at the first quarter the Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities. Risks have been reviewed and the report highlights a small number of areas which the Council needs to keep under review to ensure targets are met. This report also identifies emerging issues which will be reported on in the next quarter.

Background Information

2.1 Progress on issues raised in the last Executive performance review

The Executive on 18/06/12 requested progress reports on a number of issues identified in the year end performance report as areas where targets had not been met or where there were emerging issues. The position in relation to these is outlined below:

A Cleaner, Greener District

Reducing the number of Fly Tips: Fly tipping for the 1st quarter is down on the same quarter last year. Although the overall numbers are down there has been some problems with an increasing proportion of these fly tips being tyres. Investigations are underway.

Last year saw a small overall rise in fly tipping after several years of falling numbers. The increase in number was around 20. This small rise hasn't been of major concern since the numbers are still substantially below the number of fly tips over two or three years ago.

Fly tips are investigated and several successful prosecutions are achieved – this success in enforcement is helping reinforce the possible consequences from fly tipping.

Customer Satisfaction

The customer survey is live, results are anticipated in Quarter 3 where results will be published.

2.2 Overview of Performance

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

2.3 Corporate Scorecard – Corporate Plan Pledges

The Corporate Scorecard includes the 17 pledges which were included in the 2012/13 Council Tax Leaflet which was sent to every household in Cherwell. Of these 13 are Green, 3 Amber and 1 Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

2.4 Corporate Scorecard: Financial Performance

There are two finance targets, relating to predicated variance against revenue and capital budgets. Both are Green. There are no issues of concern at this point.

2.5 Corporate Scorecard: Human Resources

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience/staff satisfaction. Turnover and sickness are both green. Staff resilience and satisfaction is currently reporting as amber. This is being addressed by staff survey which will be undertaken during Quarter 3.

2.6 Corporate Scorecard – Customer Feedback

Three key measures are covered: speed of telephone response, customer satisfaction as measured through bi-annual mystery shopping and customer complaints.

2.7 Corporate Plan

The corporate plan is made up of 54 priority performance targets under the Council's four strategic priorities. In this quarter good progress has been made in a number of areas: 48 are Green, 4 Amber and 2 Red (Details in Appendix 2)

2.8 Priority Service Indicators

In addition to the corporate plan the Council has identified a set of 41 priority service indicators that reflect core service provision 30 indicators are due to report at this time. Full details are included in appendix 3

2.9 Corporate Programmes

The 'major programmes' template attached as appendix 4. This new template reflects the Council's ambitious improvement programme around place based regeneration and development and service transformation to deliver improvement and efficiency.

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

2.10 Corporate Equalities Plan

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

During the last year there have been a number of changes to the legislation and the Council's plans and policies reflect this. As legislation changes Cherwell District Council equalities policies are reviewed. Third quarter performance is summarised below: Details in Appendix 5

2.11 Brighter Futures in Banbury

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

1. Early Years community learning and young people's attainment
2. Employment support & skills
3. Family support & NEETS
4. Financial Inclusion & Housing
5. Health and wellbeing
6. Safer and stronger communities
7. Performance & Community Engagement

Full Details in Appendix 6

2.12 Significant Partnerships

The Council has identified 17 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together. Of these partnerships 7 are county wide (including the County Local Strategic Partnership and its supporting thematic partnerships) the remaining partnerships are specific to the Cherwell district and directly support our strategic priorities.

Details in Appendix 7

2.13 Strategic, Partnership and Corporate Risks

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

30 strategic, corporate and partnership risks relating specifically to CDC or shared/common to both CDC and SNC, are identified on the register and they are reviewed on a monthly basis. The risk register is also subject to a fundamental review by the management team on an annual basis.

Operational and service risks are reviewed at the directorate and service level quarterly and escalated to the strategic risk register where appropriate. The Accounts, Audit and Risk Committee also monitors the strategic, partnership and corporate risk registers.

Status this quarter

- All current strategic, corporate and partnership risks and mitigation actions have been reviewed and updated all with no change. All risks continue to be reviewed in the light of changing policy, budgetary requirements and constraints

Details in Appendix 8

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 This report presents the Council's performance against its corporate scorecard for the first quarter of 2012/13. It includes an overview of successes, areas for improvement and emerging issues to be considered.

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

- Option One**
- (1) To note the many achievements referred to in paragraph 1.3.
 - (2) To request that officers report in the second quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks..

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

Option Two To identify any additional issues for further consideration or review.

Consultations

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

Implications

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

Efficiency Savings – There are none arising directly from this report.

Comments checked by Sarah Best, on behalf of Head of Finance, 0300 0030106

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

Comments checked by James Doble on behalf of the Monitoring Officer, 0300 0030107

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

The author of this report is responsible for risk management.

Data Quality: Data for performance against all indicators has been collected and calculated using agreed methodologies and in accordance with Performance Indicator Definition Records (PIDRs) drawn up by accountable officers. The council's performance management software has been used to gather and report performance data in line with performance reporting procedures.

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

Wards Affected

All

Corporate Plan Themes

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

Executive Lead Member

Councillor Nicholas Turner
Portfolio Holder for Performance Management and Improvement

Document Information

Appendix No	Title
Appendix 1	Corporate Scorecard 2011/12
Appendix 2	Corporate Plan
Appendix 3	Priority Service Indicators
Appendix 4	Major Programmes
Appendix 5	Corporate Equalities Plan
Appendix 6	Brighter Futures in Banbury
Appendix 7	Significant Partnerships
Appendix 8	Strategic, Corporate and Partnership Risks
Appendix 9 – Page 31	Performance – at a glance summary
Background Papers	
• Risk Management Strategy 2012/13	
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Corporate Scorecard 2012/2013 Corporate Pledges : Quarter 1

Measure Definition	Responsible Service	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comment on Performance
A District of Opportunity					
Continue to support skills development, apprenticeships & job clubs in order to reduce the number of young people not in education, employment or training	Strategic Planning & the Economy	G	G	⇒	In June, 6 regular Job Clubs were held: 2 in Banbury, 3 in Bicester and 1 in Kidlington. 4 'Career & Opportunity Gateway' Job Clubs were held at the Mill Cottage on Wednesdays. 4 additional Job Club workshops were introduced in June, on Thursdays at the Mill Cottage. This brings the total number of job clubs for Q1 to 25. A successful Job Fair (to allow job seekers to meet employers) was also held in Banbury in April.
Deliver 100 affordable homes in the District and support opportunities for self build and developing self build skills	Regeneration & Housing (Housing)	G	G	⇒	Progress is currently on track and current risks to delivery are being managed, in particular, further assessments are being made of the contribution the South West Bicester development can make by year end. The schemes at Dashwood Road School in Banbury and Bryan House in Bicester are due to complete by early September with official scheme openings happening later that month. 31 homes delivered in Quarter 1 against target of 27.
Complete the local plan as the foundation for economic growth in the district	Strategic Planning & the Economy	n/a	G	n/a	Will not be complete until 2013 part enquiry. Pre-Submission draft was considered by Executive on 28 May 2012
Continue to strengthen the leisure & retail facilities in Banbury & Bicester Town Centres	Regeneration & Housing (Regeneration)	G	G	⇒	Key strategic sites for the provision of new commercial and leisure facilities in Banbury have been clearly identified and initial consideration has been given to potential development strategy through some initial soft market testing. Sites also form on going process of completing necessary Supplementary Planning Documents and master planning, running alongside the production and publication of the Core Strategy. These sites are being project managed at present through the Banbury Development Group. Bicester Town Centre continues to progress well. A name for the Centre is urgently required to progress marketing of the units. Minor changes now required to entrance/layout of the new Cinema due to new operator but these can be accommodated by the contractor.
A Cleaner, Greener Cherwell					
Increase the household recycling rate to 60%	Environmental Services	A	G	↑	Very wet first three months have made garden waste tonnages fluctuate wildly with some weeks low tonnages & some very heavy tonnages. Some Environment Agency changes regarding street sweepings may reduce recycling rates by 1% in the future.
Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	Environmental Services	R	R	⇒	Annual customer satisfaction survey results due in September/October. Overall standards haven't fallen - entered in Clean Britain awards - results due September 2012 which should give an independent third party view. Neighbourhood Blitz in Banbury town Centre successfully took place in May.

Corporate Scorecard 2012/2013 Corporate Pledges : Quarter 1

Measure Definition	Responsible Service	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comment on Performance
A Cleaner, Greener Cherwell .. Continued					
Reduce the Council's carbon footprint by 4% by further improving the energy efficiency of our buildings and vehicles	Environmental Services	G	G	⇒	Data currently being processed externally and will not be available until mid August - although initial assessment suggests it is on track
Continue to give Cherwell residents the opportunity to take advantage of low cost discounted insulation under the new Green Deal replaces discount funding	Regeneration & Housing (Housing)	G	G	⇒	The Cocoon scheme has been able to obtain additional external funding to provide free cavity wall insulation in all cases and free loft insulation in more cases. The Council has been helping to fund the discount on both types of insulation and, in response to the changes in the Cocoon scheme, has been able to revise the way its contribution is used so that all home owners and private landlords in Cherwell can get insulation free. New leaflets have been produced and promotion is on-going
Begin construction of the Eco-Bicester houses	Strategic Planning & the Economy	n/a	G	n/a	The legal agreement and planning permission have been issued and the developers have appointed contractors and are in the process of clearing conditions and obligation requirements to enable a start on site this year.
A Safe, Healthy and Thriving District					
Work with local police and licence holders to roll out the "best bar none" scheme which will help make our town centres safer in the evenings	Public Protection & Development Management	n/a	A	n/a	Dates were agreed in May for the initial sign up by participating premises and date agreed for completion of 2012 process (November 2012). Although there has been some slippage against target for sign up with potential participants in June, the project is expected to be brought back on track in July/August.
Continue working with our partners to provide support to the most vulnerable individuals and families in the District	Community Services (Community Safety)	G	G	⇒	Ongoing effective work through Cherwell Community Safety Partnership (CCSP), Local Strategic Partnership (LSP) and voluntary sector. Joint Agency Tasking & Co-ordination group (JATAC) working with Oxfordshire County Council (OCC) Hub in identifying individuals and information sharing for future interventions
Complete the layout of the sports pitches at the South West Bicester Sports Village and finalise plans for the Pavilion	Community Services (Leisure)	G	G	⇒	Earthworks delayed by wet weather but still expect to seed and plant the area from September.
Inspire young people to take up new sporting opportunities during the Olympic Year	Community Services (Leisure)	n/a	G	n/a	Working with the School Sports Partnership on inter school sports days leading up the County Sports Games.
Support the local health sector in building a new community hospital in Bicester	Community Services	G	G	⇒	Preferred bidder for the replacement hospital on the existing site announced by the Primary Care Trust (PCT). Planning application submitted. Ongoing dialogue between the PCT and Strategic Health Authorities (SHA) to progress the project

Corporate Scorecard 2012/2013 Corporate Pledges : Quarter 1

Measure Definition	Responsible Service	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comment on Performance
An Accessible Value for Money Council					
Secure savings of at least £800,000 to help meet the medium term financial deficit	Finance & Procurement (Finance)	n/a	G	n/a	Latest forecast has secured c £600,000 of the £800,000 and plans are in place to address the remainder.
Improve level of customer satisfaction with our services	Transformation (Performance)	A	A	⇒	Customer survey commissioned, we will have a challenge to bring up satisfaction rates in the current economic climate so there is some risk associated with this performance objective.
Continue to improve our website, the ease of accessing our services & giving feedback online	Transformation (I T)	G	G	⇒	Stage 1 : The website improvement project is undertaking final checks with the stakeholders before making it available to the public. Time scales beginning in Quarter 3.
Corporate Scorecard					
Financial Performance					
Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Finance & Procurement (Finance)	G	G	⇒	As at 30th June 2012 projected to be within tolerance levels.
Percentage variance on capital budget expenditure against profile (+2%/-5%): Other projs	Finance & Procurement (Finance)	G	G	⇒	As at 30th June 2012 projected to be within tolerance levels.
Human Resources					
Staff turnover (voluntary leavers)	Transformation (H R)	G	G	⇒	Only two voluntary leavers during the first quarter of 2012-2013 (0.43%) 1 from Law & Governance and 1 from Environmental Services.
Number of days lost through sickness	Transformation (H R)	G	G	⇒	Average day's sickness absence per full-time equivalent (FTE) was 1.26 for the first quarter of 2012-2013. This is broken down as 49.21% short term sickness and 50.79% long term sickness. Sickness for same period last year was 1.60 days.
Organisational Resilience / Staff Satisfaction	Transformation (H R)	A	A	⇒	Preparations for the staff survey are on track. The Survey is provisionally scheduled to be undertaken during Quarter 3

Corporate Scorecard 2012/2013 Corporate Pledges : Quarter 1

Measure Definition	Responsible Service	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comment on Performance
Customer Services					
Speed of response to telephone calls	Community Services (Customer Services)	G	R	↓	<p>Appointments moving contact from Face to Face to Phones and a 5 week backlog of Benefit processing work has generated increased customer contact. A member of South Northants Council staff was helping with Benefit calls (due to staff shortages) but this has now ceased.</p> <p>Q1 2012 : 39414 calls answered (91.1%) 4331 calls abandoned (9.9) Average speed of answer 1 minute 27 seconds Average call length 4 minute 5 seconds Total inbound talk time 2680:40:29 (Hours:minutes:seconds)</p> <p>Q1 2011 : 36489 calls answered (91.2% answered) 3516 calls abandoned (8.8% abandoned) Average speed of answer 1minute 4 seconds Average call length 3 minutes 32 seconds Total inbound talk time 2146:34:13 (Hours:minutes:seconds)</p>

**Corporate Plan : 2012/2013
A District of Opportunity : Quarter 1**

Objective/Measure Definition	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Work with partners to tackle disadvantage in the District				
Support vulnerable residents through tough times focussing on homelessness prevention and housing advice at current levels of performance	G	G	⇒	Demand continues consistent and staff remain very busy. The position continues to be closely monitored.
Support local people into work (Job Clubs & apprenticeships) and prepare for the impact of Government reform to welfare and the benefits system	G	G	⇒	In June 6 regular Job Clubs were held: 2 in Banbury, 3 in Bicester and 1 in Kidlington. 4 'Career & Opportunity Gateway' Job Clubs were held at the Mill Cottage on Wednesdays. 4 additional Job Club workshops were introduced in June, on Thursdays at the Mill Cottage. This brings the total number of job clubs for Q1 to 25. A successful Job Fair (to allow job seekers to meet employers) was also held in Banbury in April.
Deliver the Brighter Futures in Banbury programme	G	G	⇒	Annual review undertaken and report issued to Executive and LSP. 2012/13 priorities and actions established. Good multi agency engagement. Theme leaders in place. Review of updated data and partnerships governance underway
Balance economic development and housing growth				
<p align="left">Page 95</p> <p>Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships</p>	G	G	⇒	<p>Self Employment: 14 Cherwell residents have received 1-1 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. Launch of a series of 'How to be an Entrepreneur' workshops to partners, ready for supporting residents in July and Sept. Joint work with Banbury Market to promote services to job seekers and entrepreneurs on 28 June.</p> <p>Business Development: In Q1, 19 further detailed business enquiries were dealt with in support of indigenous businesses growth or potential inward investment. Minister for Employment, Mark Prisk MP visited Bicester on 23 April, hosted by CDC and Sir Tony Baldry MP, highlighting all development matters in the town. Meetings with both Banbury and Bicester Chambers of Commerce to tackle any issues relating to business and CDC. A Banbury Town Centre Working Group is established and focusing upon actions to promote trade in the town. A similar Bicester group has also formed.</p> <p>The Banbury Innovation Award ceremony was held to recognise and encourage business growth. 12 applications Plus One Personnel won small business of the year at the Oxfordshire Business Awards, they were a finalist at the</p>

Corporate Plan : 2012/2013
A District of Opportunity : Quarter 1

Progress the Community Housing Project with HCA investment partner (31 dwellings)	n/a	G	n/a	Supporting YMCA to secure status as a Construction Skills Certification Scheme assessment centre (with the Construction Skills Council). Application submitted to the Department of Business, Innovation and Skills (Regional Growth Fund) to support off-site sustainable manufacturing/construction in Cherwell. Leadbitter were appointed as main contractor for SW Bicester. Application submitted to Financial Services Authority to register Cherwell Community Land Trust as a legal entity
Deliver 500 new homes including through planned major housing projects. (Net additional homes provided - NI 154)	Actual 354 Target: 500	Actual 44 Target: 125	↓	Housing completions remain low in the current economic climate. However, it is anticipated that delivery at the South West Bicester urban extension will accelerate over time. The Design Code / Masterplan for the Bankside development at Banbury has now also been agreed. The Proposed Submission Local Plan was approved on 28 May 2012 (subject to minor changes) and sets out new strategic development sites aimed at achieving economic growth and improving and maintaining housing supply.
Develop a robust and locally determined planning framework				
Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	n/a	G	n/a	The CDC Infrastructure Plan needs to be prepared by 2014
Secure implementation of new policy for Developer contributions	G	G	⇒	Policy is currently being revised as per Executive Decision made in February 2012.
Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	G	A	↓	An upsurge of planning applications has resulted in reduced focus on the Cropredy and North Newington conservation area assessments which are now slightly behind schedule.
Work to improve the quality and vibrancy of our town centres and urban areas				
Progress the commercial development of Bicester Town Centre and consider the plans for development of the community building	G	G	⇒	Good progress continues, despite adverse weather conditions. Steelwork is almost complete and generally the contract is still slightly ahead of schedule. With no delays expected completion is expected August 2013.
Complete a Masterplan for Bicester	n/a	G	n/a	Underway. Local Development Scheme sets out timetable
Complete a Masterplan for Banbury	n/a	G	n/a	Underway. Local Development Scheme sets out timetable
Make progress on the Canal Side Regeneration programme in Banbury	G	G	⇒	Draft Supplementary Planning Document prepared
Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury	G	G	⇒	Draft Supplementary Planning Document being revised

**Corporate Plan : 2012/2013
A District of Opportunity : Quarter 1**

A District of Opportunity : Performance Indicators

	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comment
Number of households living in temporary accommodation (NI 156)	Actual 27 Target 33	Actual 26 Target 33	⇒	Effective prevention of homelessness continues to keep levels of Temporary Accommodation use below target levels.
Housing advice: repeat homelessness cases	Actual 0 Target 4	Actual 0 Target 1	⇒	Performance remains consistent in this area. Cases are defined according to the formula required by the central government PIE return to CLG (Communities & Local Government)
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI181)	Actual 7.07 Target 11	Actual 6.06 Target 11	⇒	Although performance on new claims continued to deteriorate this was outweighed by the improvement in performance on changes of circumstances. Improvement on same period 2011

Corporate Plan : 2012/2013
A Safe, Healthy and Thriving District : Quarter 1

Objective/Measure Definition	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Work with partners to support the development of safe and thriving local communities and neighbourhoods				
Continue to provide wide range of recreational activities/opportunities for young people across district	G	G	⇒	Recreation and sport activators continue to deliver opportunities across the District
Work with partners to maintain already low levels of crime in the district	G	G	⇒	All crime remains below target levels. Local Commander is now working to reduce violent crime as a priority.
Reduce chronic Anti-Social Behaviour cases	n/a	G	n/a	Thames Valley Police have agreed the Cherwell LPA Anti Social Behaviour Plan to tackle 10 chronic cases within the year. The first two cases have been identified.
Reduce the number of metal theft incidents	n/a	G	n/a	Attendance at launch of "Operation Jupiter" planned 06/07/12. "Operation Jupiter" is the Cherwell PLA co-ordinated response to metal theft. Participation in 2 stop check operations planned for July
% of nuisance cases dealt with within the prescribed timescale (maximum of 48 hours)	Actual: 96.95% Target: 95%	Actual: 98.78% Target: 96%	⇒	164 cases were dealt with during Quarter 1 and of these 2 fell outside the prescribed timescales.
% of nuisance cases resolved within 8 weeks	Actual: 95.42% Target: 95%	Actual: 99.54% Target: 96%	⇒	216 cases were dealt with during Quarter 1 - 1 of which fell outside the prescribed timescales.
Number of anti-social behaviour incidents involving high and medium risk victims	n/a new	Actual: 11 Target: 7	n/a	There were no high risk cases on hand at the start of the quarter and none were received during the quarter. 4 medium risk cases were open at the start of the quarter, 10 cases were resolved during the quarter and 4 cases were active at quarter end. It is important to note that CDC is reactive to ASB incidents and cannot control the number of incidents reported - the target data used (2012/11 outturn) is for trend data only
Reduce all crime incidents reported by 1% (per 1000 Popn)	n/a	Actual: 13.46 Target: 14.29	n/a	Good performance for Quarter 1 and on track to reduce by 1% at year end
Reduce violence against the person with injury incidents by 5% (per 1000 Popn.)	n/a	Actual: 0.84 Target: 0.95	n/a	Good performance during Quarter 1. Violent crime action plan being developed by Thames Valley Police
Reduce domestic burglary incidents reported by 5% (per 1000 Popn.)	G	Actual: 0.31 Target: 0.36	n/a	Robust handling of offenders is keeping Burglary levels down. Burglary action plan now written and actions being implemented
Work with partners and businesses to support public health and safety	n/a	G	n/a	Implementation of work plan with Sainsburys has been agreed and will form part of both teams' plans in 2012-13.

Corporate Plan : 2012/2013
A Safe, Healthy and Thriving District : Quarter 1

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

Work with the local voluntary sector to provide advisory services for the local community	G	G	⇒	The new contract awarded to the Banbury CAB for advice, volunteering and car driving services went live on 1st April 2012. The new advice arrangements are now in place, and the CAB is working well with CDC officers. Outcomes for the first quarter will be ready in August 2012
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Support volunteering across the district	G	G	⇒	New arrangements with CAB contract are bedding in (re volunteer brokerage and volunteer driver schemes). Picture of progress will be clearer at end of Q2
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Provide good quality recreation and leisure opportunities in the district

Maintain current levels of visits/usage to the modernised district leisure centres, Spiceball, Bicester and Kidlington	Actual 1,284,170 Target 1,251,206	Actual 309,900 Target 284,407	⇒	All three centres slightly up on 2011 position
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Maintain current levels of visits/usage to Woodgreen Leisure, North Oxfordshire Academy and Cooper School	Actual 1,284,170 Target 1,251,206	Actual 22018 Target 19348	⇒	A Triathlon event was held on 24th June at Woodgreen Leisure Centre. The Pool did not open for half term due to maintenance works delays due to rain. Figures up slightly due to dry side events.
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Establish the Trust arrangements to secure the long term future of Banbury Museum and maintain access for the community	G	G	⇒	Project plan in place and regular meetings are starting to deliver progress against separate targets
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Support improvement of local health facilities, services and standards across the district

Work to promote active and independent lifestyles amongst older people	G	G	⇒	Agreed revised programme of delivery with Age UK.
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Work with partners to deliver 40 active lifestyle sessions monthly for older people	G	G	⇒	Sessions being delivered through the Age UK Service Level Agreement.
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Support the local NHS to retain and develop health services at the Horton General Hospital	G	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. Renewed focus on the Horton as ongoing budgetary pressures are leading to further service changes but based on established principles through the Better Healthcare Programme. Potential Healthwatch body emerging to bid for Oxfordshire County Council contract.
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Continue to support new and improved health services in Bicester and the surrounding area	G	G	⇒	Preferred bidder for the replacement hospital on the existing site announced by the Primary Care Trust. Planning application submitted. Ongoing dialogue between the Primary Care Trust and Strategic Health Authorities to progress the project.
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**Corporate Plan : 2012/2013
A Cleaner, Greener District : Quarter 1**

Objective/Measure Definition	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district				
Reduce the amount of waste sent to landfill	A	G	↑	Landfill tonnages showing a small fall during Quarter 1
Residual household waste per household	Actual 24,073 Target 23,500	Actual 5950 Target 5900	⇒	Landfill tonnage for the first quarter are broadly similar to same period in 2011/12.
Maintain the current high levels of customer satisfaction with our recycling and waste collection services	G	G	⇒	Levels of satisfaction good - annual customer satisfaction survey results due September/October 2012
Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe				
Work with local communities to continue the programme of neighbourhood litter blitzes	G	G	⇒	The programme of Neighbourhood Blitz continues with the next scheduled for Bretch Hill, Banbury, week commencing 16 July
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				
Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills	G	G	⇒	Work continuing - publicising energy efficiency
Work with partners to support the development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, to work and spend their leisure time in sustainable ways				
Work with partners to progress the delivery of the vision for Eco-Bicester	G	G	⇒	The Project Team continues to work with partners to ensure delivery of the shared vision for Eco Bicester. A report will be presented to the Strategic Delivery Board in July setting out the priorities.
Start work on site for the initial housing development at North West (NW) Bicester	G	G	⇒	Work continues to complete the Section 106 Agreement for the first phase of development at NW Bicester. The legal agreement is expected to be completed by the end of June 2012 with a start on site likely later in the year
Ensure continued opportunities for local people to participate in the Eco-Bicester programme	G	G	⇒	The demonstration projects, particularly the travel behaviour project and insulation scheme, continue to provide opportunities for local participation. The preparation of the Local Plan. masterplanning of NW Bicester and the town as whole will provide further opportunities later in the year.

Corporate Plan : 2012/2013
An Accessible, Value for Money Council : Quarter 1

Objective/Measure Definition	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services				
Develop and implement an effective approach to address the financial impact of Government welfare reform	n/a	G	n/a	Local Government Resources Review project board set up to monitor and analyse implications.
Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery	G	A	↓	The 2013/14 budget process will be reported to Executive in October along with strategic priorities.
Work with partners to reduce Council costs				
Implement/embed shared back office systems to secure efficiencies	n/a	G	n/a	Work continues on this with Shared ICT now complete and Finance to be completed by 31 July
Implement a Shared ICT service	G	G	⇒	Shared ICT service implemented and operational from May 2012, on budget and on project plan.
Explore further opportunities with partners to share or provide services, thereby reducing costs or maximising income	G	G	⇒	This work is ongoing and includes discussions with Stratford District Council.
Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance				
Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity	G	G	⇒	Annual report drafted, monthly updates will continue from June 2012 and be published online
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	G	G	⇒	New citizen's panel commissioned and filed work for annual survey to commence in June/July.
Work to ensure we provide good customer service through the delivery of high quality and accessible services				
Improve levels of satisfaction with and access to information provided by the Council	G	G	⇒	Communications team continue to use existing and emerging channels to promote Council services
Improve access to services and advice by increasing online payment and appointment options	G	G	⇒	A pilot scheme for an online booking service enabling customers to book appointments and pay for services booked is currently being set up in key service areas at both Cherwell District Council and South Northants Council

Priority Service Indicators 2012/13 : Quarter 1

Measure Definition	Year End Performance	Quarter 1 30/06/2012 Performance	Direction of Travel	Comments on Performance
A District of Opportunity				
Contribute to the creation of 200 new jobs	G	G	⇒	Firstline moved into Banbury in April 2012 safeguarding 120 jobs and seeking to create 30 new jobs.
Processing of major applications within 13 weeks (NI 157a)	Full Year Actual 25% Target 60%	Actual 50% Target 60%	⇒	Given the current difficult economic climate and the need to deliver growth the management approach has been to ensure sound planning outcomes (by allowing time to amend applications and negotiate planning obligations) rather than that concentrating on meeting the 13 week deadline. With low numbers of major applications, the percentage of applications processed becomes quite a volatile measure and this also makes it difficult to achieve.
NI 157b Processing of minor applications within 8 weeks	Full Year Actual 76.17 Target 65.00	Actual 82.22 Target 65.00	⇒	Excellent performance maintained throughout the quarter
NI 157c Processing of other applications within 8 weeks	Full Year Actual 87.71 Target 80.0	Actual 86.07 Target 80.00	⇒	Excellent performance maintained throughout the quarter
% Planning appeals allowed against refusal decision	Full Year Actual 26.83 Target 30.00	Actual 0 Target 30	⇒	The performance measure is volatile as it is based on low overall appeal numbers at present therefore each decision can impact on the performance measure for appeals. There is no evidence of poor performance at present but this will continue to be carefully monitored. 7 appeals were received during Quarter 1.
Prepare design planning & conservation guidance Conservation Areas with up to date appraisals	A	A	⇒	Little progress has been made during Quarter 1. This is mainly due to an increase in planning applications received that have taken priority and limited resources.
Prepare design planning & conservation guidance : % of Conservation Areas with published Management Plans	A	A	⇒	No increase in Quarter 1 in the number of conservation areas with published management plans. This is due to an upsurge in the number of planning applications that have taken priority and limited resources.
% houses developed on previously developed land	Actual 45.8 Target 40.00	Actual 6 Target 25	⇩	The first quarter residential completions are 44. Only 6% completions are on previously developed land (PDL), this is because of completions being recorded on greenfield sites at Bicester and Bloxham
Supply of ready to develop housing sites (NI 159)	R	Reported Annually	not known	April 2012 : District had a 3.1 year supply of deliverable housing sites for 5 year period 2012-2017. Proposed Submission Local Plan was approved by the Executive for consultation on 28 May 2012 (subject to minor changes)
Previously developed land that has been vacant or derelict for more than 5 years (NI 170)	Actual 3.00 Target 65.00	Reported Annually	not known	Similar to last year's return (2.13%). The main site still being the Shipton-on-Cherwell Quarry.

Priority Service Indicators 2012/13 : Quarter 1

Measure Definition	Year End Performance	Quarter 1 30/06/2012 Performance	Direction of Travel	Comments on Performance
A Cleaner, Greener Cherwell				
CO2 reduction from Local Authority operations (NI 185)	Actual 6.20 Target 6.00	Actual not yet known Target -4.00	not yet known	Quarter 1 data is currently being processed by external company and will be available end August. However, early indications suggest we are on track
Inform all residents and businesses how to reduce carbon emissions	G	G	⇒	Information is available to all on website. Other initiatives to inform residents and businesses include distribution of energy efficiency and low carbon leaflets
NI 194i Emissions of NOx	Actual 8339 Target 10,500	Actual n/a Target 10,500	n/a	Annual measure
NI 194ii % reduction of Nox emissions	Actual 17.90 Target 3.00	Actual n/a Target 3.00	n/a	Annual measure
NI 194iii Emissions of PM10	Actual 304 Target 310	Actual n/a Target 310	n/a	Annual measure
NI 194iv % Reduction in PM10 emissions	Actual 10.00 Target 3.00	Actual n/a Target 3.00	n/a	Annual measure
Reduce the number of fly tips	R	Actual 110 Target 126	⇧	Main fly tipping issue is the growth in the number of fly tipped tyres - although overall fly tips are down there are increased number of tyres being fly tipped. Investigations are on going
A Safe, Healthy & Thriving District				
Number of risk based food premises inspections completed	Full Year Actual 605 Target 443	Actual 180 Target 156	⇒	Team currently on 115% of year to date target.
% of residents when asked feel safe being home alone after dark	G	n/a	n/a	Not due to report until Quarter 2/3. Awaiting results of Customer Satisfaction survey due September/October
% Residents when asked say they feel safe in town centres	G	n/a	n/a	Not due to report until Quarter 2/3. Awaiting results of Customer Satisfaction survey due September/October
Delivery of Olympic Legacy actions and events leading to 2012 and beyond	G	A	⇩	Some actions have yet to be realised - Olympic Torch coming through the District resulted in some resources being redirected. Rings of Song recording project concluding
Increase participation in active recreation by 1%	G	G	⇒	Active People Survey result showed an increase on the previous year by 1.5%, up from 13.7 to 16.2%. Quarter 1 figures show slight increase but statistically not significant.

Priority Service Indicators 2012/13 : Quarter 1				
Measure Definition	Year End Performance	Quarter 1 30/06/2012 Performance	Direction of Travel	Comments on Performance
An Accessible Value for Money Council				
BV009 % Council Tax collected	Actual 98.30 Target 98.00	Actual 29.82 Target 30.25	↓	Still a little under target and a little worse than last year. Still good performance though given economic situation which is not improving.
BV010 % NNDR collected	Actual 98.28 Target 98.00	Actual 32.91 Target 31.50	⇒	Excellent performance maintained throughout Quarter 1
BV078a Average time for new HB/CTB claims	Year End Actual 17.22 Target 17.00	Actual 20.38 Target 17.00	↓	Recorded performance continued to deteriorate in Quarter 1. However, in June Capita added extra resources to the contract and the volume of outstanding work has declined significantly. This should feed through to improved performance figures for July.
BV078b Average time to process change in circumstances	Year End Actual 5.78 Target 13.00	Actual 4.97 Target 9.00	⇒	A slight improvement in performance as additional resources were added to the contract to clear the backlog accumulated over the past two months.
BV079bi.05 % HB Recovered: Overpayment	Actual 78.12 Target 78.00	Actual 87.31 Target 78.00	⇒	Original data provided by Capita for April/May was incorrect - whilst they have not been able to provide revised data, June figures confirm we are above target with steady income.
BV079bii.05 % HB Recovered: including outstanding	Actual 37.58 Target 40.00	Actual 12.76 Target 11.00	↑	Original data provided by Capita for April/May was incorrect - whilst they have not been able to provide revised data, June figures confirm we are above target with steady income.
BV079biii.05 % HB O'Pay: Written Off	Actual 3.71 Target 5.00	Actual 0.37 Target 1.50	⇒	Performing well with very few write offs requested
% Invoices paid within 30 days	Year End Actual 98.38 Target 98.30	Actual 97.46 Target 98.30	↓	Coding delays in one particular service area affected June performance. The issue has been addressed and corporate guidelines have been reiterated to all staff to ensure performance improves
Deliver a council tax increase in 2013/14 which is below inflation	G	n/a	n/a	Not due to report until February 2013
Produce a combined Annual Report of Performance & Finance	G	n/a	n/a	Not due to report until August 2012

Priority Service Indicators 2012/13 : Quarter 1				
Measure Definition	Year End Performance	Quarter 1 30/06/2012 Performance	Direction of Travel	Comments on Performance
An Accessible Value for Money Council continued...				
% Telephone calls abandoned compared to same period last year	Year End Actual 8.9 Target 10.0	Actual 9.9% Target 10%	⇒	Consistent performance throughout Quarter 1
Number of Stage One complaints received	n/a	Actual 49 Target 57	n/a	A total of 49 stage 1 complaints were received in quarter 1. These related to the following services:- Amenities 10; Benefits 7; Council Tax 7; Customer Service 3; Development Control & Major Development 1; Environmental Services 2; Housing Services 2; Multiple Services 2; Planning 7; Recreation & Health 2; Safer Communities 1; Urban & Rural 5
Number of Stage Two complaints received	n/a	Actual 3 Target 2	n/a	3 Stage 2 complaints were received relating to Environmental Services 1, Housing 1 and Planning 1 It is important to note that we are unable to control the number of complaints received – the target data used (2010/11 outturn) which determines the performance status is for trend purposes only
Number of Stage Three complaints received	n/a	Actual 6 Target 1	n/a	6 Stage 3 complaints relating to Council Tax 1; Environmental Services 1; Housing 1; Planning 2; Safer Communities 1 were received during Quarter 1 It is important to note that we are unable to control the number of complaints received – the target data used (2010/11 outturn) which determines the performance status is for trend purposes only
Number of complaints referred to Ombudsman	n/a	Actual 9 Target 4	n/a	9 Complaints were referred to the Ombudsman 8 related to Urban & Rural Services and 1 to Safer Communities It is important to note that we are unable to control the number of complaints received – the target data used (2010/11 outturn) which determines the performance status is for trend purposes only
Increase the readership of Cherwell Link	G	G	⇒	Wide readership is targeted through all publications and is based on feedback and research.
Car parking revenue	Actual £1,763,928 Target £1,775,113	Actual £381,445 Target £354,149	⇒	Quarter 1 performance well on track with income in excess of profiled target.
% of buildings audited that are accessible	A	Actual 62% Target 66%	⇒	3 outstanding access audits from 2011/12 were not completed as scheduled in Quarter 1 due to pressures of priority work in other areas. A decision was made earlier this year not to fill a vacant post in the light of prevailing economic conditions, however work demands locally have surprisingly exceeded expectations. The 3 audits have now commenced and are scheduled for completion before Quarter 2.

Major Programmes 2012/13 : Quarter 1

Programme	Council	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Place Programme					
Eco Town Bicester	Cherwell District Council	A	A	⇒	Demonstration projects are all underway. Future of Demo building and/or demolition needs to be resolved before end of 2012. Poor response on some cycle initiatives but also a lack of publicity; review required to ensure scheme meets targets. Proposals being developed to replace the insulation scheme when CERT funding ends in October and "green deal" is announced
Bicester Town Centre	Cherwell District Council	G	G	⇒	Preparative groundworks for the two main blocks completed and steelwork frame have been erected and is 80% complete. Precast infill units are being installed for the cinema and the project is well on programme. Utility services provisions have slipped slightly on programme but will not impact on main milestone dates
Banbury Brighter Futures	Cherwell District Council	G	G	⇒	Annual review undertaken and report issued to Executive and Local Strategic Partnership. 2012/13 priorities and actions established. Good multi agency engagement. Theme leaders in place. Review of updated data and partnerships governance underway.
Moat Lane	South Northants Council	G	G	⇒	Preparations for the build stage are progressing, with archaeology, demolitions, and other consultations under way, and a business case review by JMT to validate the business case
Silverstone	South Northants Council	G	G	⇒	Draft S106 substantially agreed (including with senior management and members sounding board), Solicitor in process of making some more minor changes before engrossments. Current aim is to issue decision by end July 2012 (but progress dependent on cooperation of applicant and legal issues/problems being raised by the Towcester South applicant)
Sustainable Urban Extensions Brackley	South Northants Council	G	G	⇒	Conditions and S106 at advanced stage - viability testing completed and agreed with the DC Committee - current aim is to issue decision by mid August 2012 (but progress dependent on cooperation of applicant and third parties who are signatories to the S106).
Sustainable Urban Extensions Towcester	South Northants Council	A	A	⇒	Key issues still need to be resolved such as the masterplan, education provision, the relief road and viability testing. Doubtful as to whether it will get to Committee by September 2012, with S106 being signed by December 2012. Issue of whether a fresh application will be required or if the applicant will provide funding for an additional resource yet to be resolved with applicant.
Transformation Programme					
ICT Shared Services	Cherwell District Council & South Northants Council	G	G	⇒	Stage One successfully delivered and projects (Insource and shared service) closed in May. Stage two in preparation now (Standardisation and Stage One Follow-On projects) and schedule of board meetings in place.
Service Transformation	Cherwell District Council & South Northants Council	G	G	⇒	A project board has been identified and a schedule of meetings is being developed now, on a timeframe to allow reporting into the Joint Arrangements Steering Group (JASG)

Corporate Equalities Plan 2012/13 : Quarter 1

	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on performance
Fair Access and Customer Satisfaction				
To ensure Cherwell District Council and our Partners treat the public fairly regardless of their background or way of life	G	G	⇒	Disability Forum held in May which proved very successful, was well attended and resulted in positive feedback. Plans well in place for the Faith Forum to be held in Banbury in July to highlight the Masterplans for both Banbury and Bicester.
To improve our services to the older generation within the Cherwell district	G	G	⇒	The older peoples strategy will be included within the Cherwell's Overall recreational strategy during 2012/2013. Housing already have a specific
To ensure all our services both internal and external are accessible to all Equality Groups at a high standard	G	G	⇒	Quarter 1 saw a significant reduction in customer complaints received, 4 this year against 21 same period 2011/12, the majority of which related to Blue Badge parking. Access Audits of Council Buildings continues although is slightly behind schedule.
Tackling Inequality and Deprivation				
break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	⇒	Annual review undertaken and report issued to Executive and LSP. 2012/13 priorities and actions established. Good multi agency engagement. Theme leaders in place. Review of updated data and partnerships governance underway.
Building Strong and Cohesive Communities				
Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement	G	G	⇒	Plans well in hand for 3 Connecting Communities Events to be held in Q2. Local Commander currently reviewing Thames Valley Police Advisory Panel membership with a view to improving business outputs. Actions from the Cherwell Safety Community Partnership (CSCP) Plan are on track and are reviewed at each meeting. Relations developing with OCC Hub - now engaging through Joint Agency Tasking & Co-ordination group (JATAC) and Wardens

Corporate Equalities Plan 2012/13 : Quarter 1

	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on performance
Positive Engagement and Understanding				
Gain better engagement and work with young people within the district	G	G	⇒	Youth Councils now in place. Web site provides opportunities for young people to comment.
Establish links with minority representation/community groups to help improve services	n/a	G	n/a	Q1 Outreach attended venues below in addition to property inspections and home visits: Neithrop Library; Bicester & Banbury Foodbank; Horsefair Doctors Surgery; Fritwell Forgetmenot Club; Bicester Garrison; Banbury Job Fair; Banbury, Bicester & Kidlington Job Clubs; Faith Forum; Rotary Club; My Life, My Choice - Ruscote Parish Liaison
Raise internal awareness of diversity within our community	G	G	⇒	Plans well in hand for 3 Connecting Communities Events scheduled for Q2:- 14 July : Bicester - this will be the first event held in Bicester; 4th August - BHYP Day Out - Families, children and young people; 11th August - Wood Green Leisure Centre - Sports Health and Wellbeing
Data published in line with the government legislation requirements				
Review and publicise all documentation in line with government framework	G	G	⇒	Data published in line with the government legislation requirements
Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	Self Assessment is due to take place during Quarter 2/Quarter 3
Ensure staff and services promote and embed equality into their work	G	G	⇒	During Quarter 1, 1 Equality in the Workplace course and 2 Cultural Awareness courses were delivered. A Fair and Aware training module for all depot staff is being prepared
Maximise output from the Equality & Diversity Steering Group	G	G	⇒	The Group remains focussed on specific subjects such as Fair & Aware training, equality complaints and specific subjects that impact on the whole council

Brighter Futures in Banbury Programme 2012/13 : Quarter 1

	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Early Years, Community Learning & Young Peoples Attainment : Oxfordshire County Council (OCC)				
Improve educational attainment through better skills in numeracy / maths and more effective family engagement	A	A	⇒	Awaiting comments from OCC
Family Learning Programme	n/a	A	n/a	Awaiting comments from OCC
Employment Support & Skills : Cherwell District Council (CDC)				
Support skills development/apprenticeships/job clubs to reduce NEETS (19+)	G	G	⇒	In July 5 regular Job Clubs were held: 2 in Banbury, 2 in Bicester and 1 in Kidlington. Also at the Mill Cottage in Banbury: 4 'Career & Opportunity Gateway' Job Clubs were held on Wednesday evenings. 4 additional Job Club workshops were held on Thursdays. This brings the total number of job clubs for Quarter 1 to 38. An Opportunities Fair (including a Job Club) is being planned at the Banbury Hub on 1 July with particular focus upon young people.
Job Clubs	n/a	G	n/a	In addition to the established fortnightly Friday Job Club at the Mill in Banbury, two additional Job Clubs were launched: 1) The 'Career & Opportunity Gateway' every Wednesday evening. 2) 'Going for Gold' job seeker workshops every Thursday. Additional funding has been gained from the Local Area Agreement to extend the Banbury Job Club services into Neithrop Library, the Sunshine Centre and the Banbury Young Homeless Project, ensuring full coverage across Brighter Futures in Banbury wards. An Opportunities Fair is also being joint organised between CDC and Oxfordshire County Council at the Hub for 14 July.
Business Development	n/a	G	n/a	<u>Self Employment:</u> 14 Cherwell residents to date have received 1-1 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. Launch of a series of 'How to be an Entrepreneur' workshops to partners, ready for supporting residents in July and Sept. Joint work with Banbury Market to promote services to job seekers and entrepreneurs on 28 June. <u>Business Development:</u> 19 further detailed business enquiries were dealt with in Quarter 1 in support of indigenous businesses growth or potential inward investment. Minister for Employment, Mark Prisk MP visited Bicester on 23 April, hosted by CDC and Sir Tony Baldry MP, highlighting all development matters in the town. Meetings with both Banbury and Bicester Chambers of Commerce to tackle any issues relating to business and Cherwell District Council. A Banbury Town Centre Working Group is established and focusing upon actions to promote trade in the town. A similar Bicester group has also formed. The Banbury Innovation Award ceremony was held to recognise and encourage. A further export meeting was held to support overseas trade, attracting 25 people. The Young Enterprise final in Oxfordshire saw two of our teams, one from Warriner and one from Tudor Hall compete.

Brighter Futures in Banbury Programme 2012/13 : Quarter 1

	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Skills	n/a	G	n/a	Help to unemployed residents with job seeking skills are significantly enhance with the addition of two programmes as part of Banbury Job Club: 'Going for Gold' and 'Career & Opportunities Gateway' (reported under Job Clubs).
Career Ladders : 12 Ladders to be developed with Brightsparks	n/a	A	n/a	This programme has been cancelled and is to be replaced with a 'Talent Match' service which will be created by November 2012 to enhance the links between job clubs and employers, helping to meet both the needs of residents and employers.
Financial Inclusion & Housing : Cherwell District Council				
Increase supply & access to housing	n/a	G	n/a	Working with Registered Providers on the 2011-15 affordable homes programme. CDC has produced a new "Strategic Housing Offer" to support developments coming forward. CDC has agreed a Tenancy Strategy that sets out the Council's position on the provision of affordable homes including the use of flexible tenancies, affordable rents and the use of the private sector tenancies for homeless household
Developing financially & socially sustainable communities	n/a	G	n/a	On track, the YMCA training centre is progressing well.
Housing for our most vulnerable residents	n/a	G	n/a	Within Neithrop Brighter Futures Area Sanctuary Housing have commenced work on two new affordable housing projects: the construction of a bungalow adapted for disabled people at Gillet Close, and at Cedar Villas, Boxhedge Road two flats will be brought up to Decent Homes Standard and let to households in housing need. CDC has contributed funding to both of these projects
Ensuring homes are safe, warm and well managed	n/a	G	n/a	Preparing the Green Deal in the district ready for October implementation
Preventing Homelessness	n/a	G	n/a	A strategic priority for Cherwell District Council.
Health & Wellbeing : Oxfordshire County Council				
Improve life expectancy with improved overall health and well-being	G	A	⇩	Although there are some successful programmes in place it will be some while before we can ascertain whether the overall aim of increasing life expectancy in these wards has been achieved
Reducing high rates of teenage pregnancy	A	A	⇨	Data is reported annually in arrears so no update due until Quarter 4.

Brighter Futures in Banbury Programme 2012/13 : Quarter 1

	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Safe & Strong Communities : Thames Valley Police				
Build a safer and more connected community, where residents feel socially included	G	G	⇒	The first quarter has seen continued reductions in most categories of crimes and anti-social behaviour. The roll-out of the Thriving Families initiative later this year will build upon existing good work and promises to deliver a sustained improvement in the lives of many families within the BFIB wards. Coupled with this will be an ongoing programme of community engagement
Family Support & NEETS (Under 19) : Oxfordshire County Council /HUB				
Provide support to families and young people not in employment education or training	G	G	⇒	<p>Good progress made during Q1 with:-</p> <p>NEET drop ins running twice per week</p> <p>Cycle workshops every week during senior open access sessions</p> <p>2 "Parent Talk" courses for parents with children aged 10-16 yrs</p> <p>2 "Strengthening Families" courses for parents and young people aged 10-14 yrs. A Pilot programme is planned for January 2013 for families with children aged 6-10yrs</p> <p>Twelve 14-16yr olds attended the "Education Programme for Young People on the verge of Exclusion" which ran for 3 months.</p> <p>The Hub has provided direct work to approximately 150 children/young people on a case work basis Since September 2011</p> <p>The first 7 week Babysitting course run for young people is scheduled to start in July</p>
Performance & Community Engagement : Cherwell District Council				
Provide performance reports and Connecting Communities events	G	G	⇒	Quarter 1 performance report identifying new objectives/measures for 2012/13 sent to Theme Leads for approval. Preparations for Connecting Communities event scheduled for 14 July in Bicester well underway.

Significant Partnerships 2012/2013 : Quarter 1

	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Sub-Regional Partnerships				
Oxfordshire Partnership Board	G	G	⇔	Minutes of meetings received
Health and Well Being Partnership Board (H&WB)	G	A	↓	New Oxfordshire H&WB Board and supporting partnership proposals in place. CDC representation on Health Improvement Board and Children and Young People's Board. 2012/13 priorities are under consideration. Concern re disaggregation across the new structure of the important Supporting People budgets
Environment and Waste Partnership	G	G	⇔	On track - chairmanship of the partnership has successfully transferred to South Oxfordshire
Oxfordshire Safer Community Partnership (OSCP)	G	G	⇔	OSCP is now developing a new third party Hate crime reporting scheme and further developing actions in business plan. Still work to do on a further paper for Police Crime Commissioner in Autumn.
Oxfordshire Stronger Communities Alliance (OSCA)	G	G	⇔	OSCA has just completed a review of its structure. Changes will be made to increase the involvement of District Councils and other partners
Local Enterprise Partnerships (LEP) (Oxfordshire)	G	G	⇔	Both Local Enterprise Partnerships are at an early stage of development. Cherwell District Council is active in both to ensure they support the achievement of local economic priorities
Local Enterprise Partnerships (LEP) (South Midlands)	G	G	⇔	
Cherwell-specific Partnerships				
Cherwell Local Strategic Partnership (LSP)	G	G	⇔	The LSP Board continue to meet regularly and has constant commitment from each member. All areas are now represented with the Managing Director of Banbury Sound taking on the Public Sector Representation. Details are being finalised for the 2012 Public Reference Group meeting which this year will be held in Bicester.
Cherwell Safer Community Partnership (CSCP)	G	G	⇔	CSCP membership still needs strengthening due to lack of resilience in other statutory bodies.



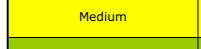

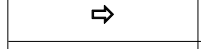


Significant Partnerships 2012/2013 : Quarter 1

	Year End Performance	Quarter 1 30/06/2012	Direction of Travel	Comments on Performance
Cherwell M40 Investment Partnership (CHIP)	G	G	⇒	Partnership meeting held on 27 April to consult with commercial agents and other partners involved with business investment and recruitment. Focus was made of the Economic Analysis work being undertaken by Roger Tym for the review of the Local Plan. Day-to-day work through CHIP, providing services to business, continued and statistics are recorded under 'Business Development'.
Banbury Town Centre Partnership (BTCP)	G	G	⇒	Cherwell District Council 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)	G	G	⇒	Cherwell District Council is an active member of Banbury Vision with the Chief Executive, Vice-Chair. We have engaged Bicester Vision 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	G	G	⇒	Attendance at Management Board meetings. Assistance with work on Vision provided and separate meeting arranged on Local Plan implications
Homelessness Strategy Partnership	G	G	⇒	The Cherwell Homelessness Strategy has now been superseded by the Cherwell Housing Strategy which includes a strategic priority entitled "Preventing Homelessness". The two key strands of this strategic priority are taking forward the prevention agenda and responding to the localism agenda
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	⇒	Joint work has taken place with Registered Providers (RP) to produce a Tenancy Strategy for Cherwell, and officers are working closely with RPs in setting up the monitoring arrangements for the strategy. Sanctuary are specifically working on projects with the Citizens Advice Bureau (CAB) and YMCA Training, in addition are supporting a number of projects in Banbury to support regeneration. These include support for the Sunshine Centre Community Focus Project in Bretch Hill to improve skills, access work and build cohesive communities; further support provided to the Faithworks Furniture Project that collects and re-cycles unwanted furniture and household goods - repairs, tests etc... and passes onto households who can't afford new or replacements; a Live Arts afternoon concerts at St Mary's church for residents of Banbury, targeted at sheltered hard to reach and general public; a Home Start Banbury family support project centred on the Britannia Road children's centre providing 1-2-1 support for families in crisis; and a Banbury Young Homeless Project (BYHP) community project for young people in the Grimsbury area of Banbury, aiming to get young people engaged in supp
NW Bicester Strategic Delivery Board	G	G	⇒	The Strategic Delivery Board continues to meet quarterly and this year has reviewed its progress (April 12) and operation (July 12) to ensure that it is well placed to move forward with its work.
Banbury Brighter Futures	G	G	⇒	Annual review undertaken and report issued to Executive and LSP. 2012/13 priorities and actions established. Good multi agency engagement. Theme leaders in place. Review of updated data and partnerships governance underway.

Risk Register 2012/2013														
Risk Heading	Owner	Council	Description	Risk Assessment Agreed 01/04/2012				Controls	Quarter 1 : 30 June 2012				Net Risk Direction of Travel	Comments this quarter
				Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
Strategic Risks														
RS01 : Policy and Legislative Change	Kevin Lane	CDC and SNC	Failure to identify, adapt and respond to policy change leads to: <ul style="list-style-type: none"> • Missed opportunities (for example funding, pilots) • Loss of reputation • Legal impacts (failure to implement new policy) • Negative impacts on service users and customers • Poorly managed change / implementation and potential impacts on business continuity 	High 20	R	Medium 8	A	RS01a : Highly professional, competent, qualified staff RS01b : Good networks established locally, regionally and nationally RS01c : National guidance interpreting legislation available and used regularly RS01d : Members aware and are briefed regularly RS01e : JMT undertake policy oversight role	High 20	R	Medium 8	A	⇒	Localism Act briefing notes to Members and Officers. LGRR reports to Executive/Cabinet are recent examples of mitigating steps.
RS02 : Local Government Resources Review	Karen Curtin	CDC and SNC	Lack of preparation for the implementation of the significant changes associated with the Local Government Resources Review could leave the Councils financially disadvantaged. The term Local Government Resources Review is loosely used to describe changes to: <ul style="list-style-type: none"> - Council Tax benefit (Council Tax localisation) - Housing Benefit (Universal Credit) - Council Tax discounts - Business rates localisation - New Homes Bonus - Freedoms and flexibility contained within the Localism Act and further legislative powers anticipated in relation to planning fees etc. 	High 20	R	Medium 8	A	RS02a : Highly professional, competent, qualified staff RS02b : Good networks established locally, regionally and nationally RS02c : National guidance interpreting legislation available and used regularly RS02d : Members aware and are briefed regularly RS02e : Participate in NFO and OTA workstreams RS02f : Programme management approach being taken	High 20	R	Medium 8	A	⇒	The Local Government Resources Review (LGRR) project team is managing these risks and reporting regularly to Members
RS06 : Financial Viability (Should be considered alongside S2 Local Government Resources Review)	Karen Curtin	CDC and SNC	Failure to plan for the impact of local government finance reform, unforeseen external financial impacts, emerging government policy and increased service demand reduces the medium and long term financial viability of the Councils.	High 16	R	Medium 8	A	RS06a : Highly professional, competent, qualified staff RS06b : Good networks established locally, regionally and nationally RS06c : National guidance interpreting legislation available and used regularly RS06d : Robust medium term revenue plans RS06e : Robust budget process RS06f : Scenario modelling carried out regularly RS06g : Internal officer/member working groups regularly consider information and emerging intelligence RS06h : Members aware and are briefed regularly RS06i : Participate in NFO and OTA discussions	High 16	R	Medium 8	A	⇒	The financial implications of LGRR and the Medium Term Financial Strategy (MTFS) are being modelled and will be reported to Members in Oct 12 as part of the MTFS Update
RS07 : Customer Service Improvement	Jacqui Hurd	CDC and SNC	Performance and costs of both CSC teams will be negatively affected if robust, attractive and user friendly online and self service options are not available. Furthermore customers who do not have access to the web may have poorer access to services. This failure to increase internet usage or self service and to improve customer service processes could result in: <ul style="list-style-type: none"> • higher costs • decreased customer satisfaction • impact on the councils' reputations • Increased 'failure' demand (e.g. people calling back repeatedly, or calling/visiting where the web or phone service has failed) 	High Medium 12	A !	Medium 9	A	RS07a : CDC – customer service standards in place (e.g. voicemail) RS07b : Web – both councils redesign undertaken and on-going development is undertaken – this includes online forms and payment RS07c : Managers should discuss service changes with customer services to mitigate any negative impact on customer service RS07d : On-going review of the web (SNC you said we did page – noting actions taken from customer feedback) RS07e : Customer communications in local / residents newsletters RS07f : Customer complaints process RS07g : JMT highlight service changes to customer service teams to ensure web/service team can deliver	High Medium 12	A !	Medium 9	A	⇒	Risk reviewed and controls in place. Risk remains unchanged
RS 08 : Silverstone development	Adrian Colwell	SNC	Failure to capitalise on the opportunities afforded to the district through the Silverstone development and failure to manage the risks associated with the programme result in: <ul style="list-style-type: none"> • Failure to maximise long term economic benefit to the district • Negative impact on the a43 – (impact of transport risks) • Negative impact on council's reputation 	High 16	R	Medium 6	A	RS08a : Planning negotiation processes (to cover transport delivery) RS08b : Section 106 process to cover economic gains RS08c : Strong working relationship with Silverstone	High 16	R	Medium 6	A	⇒	Draft S106 substantially agreed (including with senior management and members sounding board). Solicitor in process of making some more minor changes before engrossments. Current aim is to issue decision by end July 2012 (but progress dependent on cooperation of applicant and legal issues/problems being raised by the Towcester South applicant)
RS011 Deprivation & Health Inequalities	Ian Davies	CDC	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 6	A	RS.11a Long term commitment to support local people and communities as many issues can only be addressed on this basis RS.11b Multi agency actions with clear and common objectives Additional funding from Government grants to supplement current resources RS.11c LSP focus on Brighter Futures in Banbury programme RS.11d Contingency fund made available in CDC budget RS.11e Programme co-ordination role in place RS.11f Quarterly performance management in place	High Medium 12	A !	Medium 6	A	⇒	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

Risk Register 2012/2013

Risk Heading	Owner	Council	Description	Risk Assessment Agreed 01/04/2012				Controls	Quarter 1 : 30 June 2012				Net Risk 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		
				RS12 Bicester Eco Town	Ian Thompson	CDC	Failure to deliver the project results in loss of economic benefit, local dissatisfaction and reputational damage to the council 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. Likewise the programme aims to increase eco-business opportunities and failure to manage effectively could result in lack of new business development or alienation of current businesses.		High 16	R	Medium 9	A		
RS13 Local Plan	Adrian Colwell	CDC	Failure to ensure sound local plan is submitted by 27/03/13 results in inappropriate growth in inappropriate places. This leads to negative (or failure to optimise) economic, social, community and environmental gain. There is also potential negative impact on the council's ability to deliver its strategic objectives and manage its reputation.	High 20	R	Medium 9	A !	RS13a : A local development scheme is in place which details the timeframes and deliverables to underpin the work RS13b : Resources are in place to support delivery	High 20	R	Medium 9	A !	⇒	
RS14 : Bicester Town Centre	Ian Thompson	CDC	Failure to deliver the project results in loss of economic benefit, local dissatisfaction and reputational damage to the council This could result in reputational damage Failure to realise economic opportunities Reputational damage Increased costs (if failure to deliver within the programme timescales)	High Medium 12	A !	Medium 6	A	RS14a : Project manager in lead role RS14b : Project board RS14c : Legal agreements in place RS14d : Joint venture with the developer (underpinned by legal agreements) RS14e : Monthly performance / projects reports RS14f : Resources and technical advice provided as part of the developer agreement	High Medium 12	A !	Medium 6	A	⇒	Construction works progressing well and on time in spite of adverse weather conditions. Planning classifications for the retail units to be reviewed to give flexibility on interest. A name for the Centre is urgently required to progress marketing of the units. Scheme Architects have provided a proposal for the Bicester Town Centre Civic Building for discussion.
Page 115 on Hospital	Ian Davies	CDC and SNC	The risks to maintaining the Horton General Hospital (HGH) as a facility that meets community aspirations for local health provision are the on going affordability of a new consultant delivered service model. Further risks associated with this arise from the funding changes from the health sector reforms.	High 16	R	High Medium 12	A !	RS15a : Support to the Oxford University Hospitals Trust (OUHT) and emerging GP commissioning structure to maintain services RS15b : Providing evidence of deliverability of consultant delivered services elsewhere RS15c : Gaining consensus locally that this is important RS15d : Ensuring local councillors are briefed and engaged to play a community leadership role RS15e : Continuing to support a local stakeholder group (CPN) with OUHT, GP and OCC representation to hold service commissioners and providers to account and to communicate the health sector changes to the wider population.	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.

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

Risk Register 2012/2013

Risk Heading	Owner	Council	Description	Risk Assessment Agreed 01/04/2012				Controls	Quarter 1 : 30 June 2012				Net Risk Direction of Travel	Comments this quarter
				Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
Corporate Risks														
RC01 Business Continuity	Gavin Halligan- Davis	CDC and SNC	Loss of ICT/Access to Facilities/Loss of Staff/Resources or other continuity event leads to: <ul style="list-style-type: none"> Failure of councils to deliver services Failure of councils to recover services within a reasonable time limit Failure of councils to recover services This could result in: <ul style="list-style-type: none"> Loss of income or increased costs Negative impact on customers Danger to staff/employees 	High 20	R	Medium 9	A	RC01a : Business continuity strategy in place RC01b : All services prioritised and recover plans reflect the requirements of critical services RC01c : ICT disaster recovery arrangements in place RC01d : JMT lead identified RC01e : Incident management team identified RC01f : All services undertake annual business impact assessments	High 20	R	Medium 9	A	↔	Business Continuity and Business Recovery systems in place
RC02 Member Decision making	Kevin Lane	CDC and SNC	The making of unlawful and/or ineffective decisions by Members due to lack of necessary information and/or support	High16	R	Medium 8	A	RC02a : Attendance of professionally qualified and experienced officers at all Member decision taking meetings. RC02b : Council Constitutions. RC02c :Member Development Programmes. RC02d : Legislative requirements. RC02e : Call in processes.	High16	R	Medium 8	A	↔	Shared Democratic/Elections Team support levels dependent on maintaining current staffing levels
RC04 Joint Working	Jo Pitman	CDC and SNC	Failure to implement and manage joint working – resulting in: <ul style="list-style-type: none"> Reduced performance Failure to realise savings / benefits Negative impact on reputation 	High 20	R	High Medium 12	A !	RC04a : Leading members and Joint Management Team committed to partnership working and reducing associated costs wherever possible RC04b : Programme management approach ensures regular review, monitoring and delivery RC04c : Number of business cases progressing well RC04d : Initial discussion taking place with other potential partners RC04e : Financial imperative to deliver savings built into the budget	High 20	R	High Medium 12	A !	↔	
RC05 Communications	Janet Ferris	CDC and SNC	Failure to proactively manage internal and external communications leads to: <ul style="list-style-type: none"> Service changes not being effectively managed Organisational changes not being effectively implemented Service failure Increased complaints Reduced performance Reduced service take up This could result in: <ul style="list-style-type: none"> Reputational damage Breach of communications codes of conduct (e.g. purdah) Wasted resource dealing with increased / failure demand or complaints 	High 16	R	Medium 6	A	RC04a : Leading members and Joint Management Team committed to partnership working and reducing associated costs wherever possible RC04b : Programme management approach ensures regular review, monitoring and delivery RC04c : Number of business cases progressing well RC04d : Initial discussion taking place with other potential partners RC04e : Financial imperative to deliver savings built into the budget	High 16	R	Medium 6	A	↔	Risk reviewed and controls in place. Risk remains unchanged
RC06 Equalities	Gavin Halligan- Davis	CDC and SNC	Failure to comply with equalities legislation leads to: <ul style="list-style-type: none"> Legal challenge Customer complaints Lack of access to council services This could result in negative impact on community and / or service users, reputational damage or legal costs. Failure of ICT services resulting from the insource project and any outstanding issues in terms of the forward plan (i.e. the process of embedding the new service).	High Medium 12	A !	Medium 9	A	RC06a : Rolling programme of equality assessments RC06b : Equality policy and corporate plan in place RC06c : Equalities requirements to be identified in service plans RC06d : Equalities training available for staff and members RC06e : Equalities awareness programme at CDC (knowing our communities)	High Medium 12	A !	Medium 9	A	↔	Risk reviewed and controls in place. Risk remains unchanged
RC07 ICT insource	Gareth Jones	CDC and SNC	This could result in loss of critical systems, reduced capacity and impact on existing systems. This risk will be retained throughout the period of harmonisation and implementation until the new shared service becomes business as usual.	High 16	R	Medium 9	A	RC07 : All business systems have been transferred and are controlled by the shared team RC07b : Knowledge transfer RC07c : Documentation of processes RC07d : Contracts novated (i.e. systems provided by third parties are now 'owned' by the shared team	High 16	R	Medium 9	A	↔	Good processes and practices established for CDC are being extended and improved in the context of the wider CDC / SNC shared IT Service. Audit against the ISO270001 Information Security Standard is scheduled for July.

Risk Register 2012/2013

Risk Heading	Owner	Council	Description	Risk Assessment Agreed 01/04/2012				Controls	Quarter 1 : 30 June 2012				Net Risk 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		
RC08 Health & Safety	Dave Bennett	CDC and SNC	Failure to comply with health and safety legislation leads to injury, sickness, absence and litigation against the council	High 20	R	High Medium 15	A !	RC08a : Both Councils have policies, procedures, and arrangements in place to mitigate the risks of accidents to staff, members of the public and contractors that may be affected by the Councils actions	High 20	R	High Medium 15	A !	↔	The level of risk to the Councils has not altered since the last review, but it is important that the future health and safety provision across both organisations is considered so that long term Policies and Procedures can be developed to ensure that both organisations operate to the same standard. Further to this the HSE intend to undertake a review of the Waste Services Section at SNC in August 2012 as part of their on-going nationwide review of Waste Services
RC09 Emergency Planning	Dan Rowison	CDC and SNC	The Emergency Plan is a document that formulates the Councils responses to major incidents around the district and across its boundaries.	High Medium 12	A !	High Medium 12	A !	RC09a : Emergency plan reviewed quarterly and on activation. Currently being reviewed to integrate joint working arrangements.	High Medium 12	A !	High Medium 12	A !	↔	Plan continually reviewed with TVLRF. Plan recently changed to a SNC and CDC joint plan. This has been presented to and accepted by JMT.
RC11 Capital Investment & Asset Management	Karen Curtin	CDC and SNC	Poor investment and asset management results in the Councils not maximising financial returns or losing income.	High 20	R	High Medium 12	A !	RC11a : Treasury management policies in place RC11b : Investment strategies in place RC11c : Regular financial and performance monitoring in place RC11d : Independent third part advisers in place and different one used at each council RC11e : Regular bulletins and advice received from advisers RC11f : Fund managers in place at CDC RC11g : Property portfolio income monitored through financial management arrangements on a regular basis RC11h : Experienced professionally qualified staff employed at both councils	High 20	R	High Medium 12	A !	↔	This is managed on a daily basis with regular monitoring reports being presented to management and members.
RC12 ICT Systems Failure	Gareth Jones	CDC and SNC	Failure of ICT services including telephones and remote access. Leading to a negative impact on customers, loss of business continuity and cost to the council (in terms of resources and reputation).	High16	R	Medium 9	A	RC12a : BCP Plan RC12b : Disaster recovery arrangements RC12c : Recovery site RC12d : Back up of systems RC12e : Process and standards (compliance regime)	High16	R	Medium 9	A	↔	Disaster Recovery arrangements in place and under regular monitoring
RC13 Corporate Fraud	Karen Curtin	CDC and SNC	Lack of corporate governance and control along with the current economic climate leads to an increase in fraudulent activity faced by the Council.	High16	R	Medium 8	A	RC13a : Professionally qualified finance staff RC13b : Communication of anti-fraud messages RC13c : Dedicated fraud teams at SNC and CDC RC13d : Anti-fraud trained staff at both authorities RC13e : Specific corporate fraud resource within the Finance project team at SNC RC13f : Fraud risk assessments carried out periodically RC13g : Audit Committee at SNC RC13h : Accounts, Audit and Risk Committee at CDC RC13i : Benefit fraud campaigns advertised RC13j : Benefit fraud identification and convictions communicated to the local press RC13k : Internal controls processes and procedures (segregation of duties, checking of information etc.) RC13l : Periodic checking of data (single person discounts, Audit Commission data matching etc.) RC13m : Membership of National Anti Fraud Network	High16	R	Medium 8	A	↔	Employees and Committee members are aware that identifying and responding to fraud should be done through the responsible financial officer. This is reinforced by the regular update on anti-fraud and corruption issues, risk management and whistle blowing updates. The Anti-Fraud, Corruption and Bribery Policy, the Money Laundering Policy and the Whistle Blowing Policy have been updated to take account of the joint working arrangements and these policies are available to view on the Councils intranet sites.
RC14 Managing Data & Information	Gavin Halligan-Davis	CDC and SNC	Lack of effective data quality and information governance results in: • Poor quality information underpinning decision making • Lack of understanding regarding performance issues • Poor quality corporate governance • Lack of transparency/accountability to both the members and the public This could result in: • Legal challenge • Reputational damage • Increased costs, waste or reduced performance	High 16	R	Medium 9	A	RC14a : Audit and data quality health checks RC14b : Annual target setting process RC14c : Annual PMF review RC14d : Data quality policies in place	High 16	R	Medium 9	A	↔	Risk reviewed and controls in place. Risk remains unchanged

Risk Register 2012/2013														
Risk Heading	Owner	Council	Description	Risk Assessment Agreed 01/04/2012				Controls	Quarter 1 : 30 June 2012				Net Risk 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		
RC15 Xpress on SN Services	James Doble	CDC and SNC	<p>There is a risk with the SNC version of Xpress (elections management system) being on SNC servers. There is uncertainty of the reliability of backups and the system is not part of a reliable and timely DR arrangement. This would be very disruptive and costly to the council both in terms of finance and reputation if this failed during an election or the canvass.</p> <p>During these events, it is necessary to have these systems back up within hours.</p>	High 15	R	Low 5	G	<p>RC15a :System planned to move to CDC servers before July 2012 and all democratic and elections team to be moved to CDC log ons and CDC built PC's.</p> <p>RC15b : System will become a gold system and have full DR replication at Thorpe Lane Depot</p>	High 15	R	Low 5	G	⇒	Risk terminated at end Q1 - risk removed following completion of the Xpress system move to CDC Servers and the Democratic & Elections Team all moved to CDC log ons and CDC built PCs.

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

Risk Register 2012/2013														
Risk Heading	Owner	Council	Description	Risk Assessment Agreed 01/04/2012				Controls	Quarter 1 : 30 June 2012				Net Risk Direction of Travel	Comments this quarter
				Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
Partnership Risks														
RP04 Cherell Local Strategic Partnership	Kevin Lerner	CDC	Failure or reduced effectiveness of the partnership could lead to: • Key partners adopting policies or projects inconsistent with each other, • Opportunities being missed for effective partnership working • Existing LSP sponsored projects failing to deliver their objectives Any of the above could result in wasted resources and reputational damage to the council and the partnership	Medium 9	A	Medium 6	A	RP04a : Annual self assessment of performance RP04b : Annual "Reference Group" conference to report to and gain guidance from the wider community RP04c : CDC officer time dedicated to servicing the partnership and maintaining links between partners	Medium 9	A	Medium 6	A	⇒	
RP05 CDC safer Communities Partnership	Mike Grant	CDC	The partnership doesn't add value to the work of the council, undertakes projects that don't align with strategic objectives or the council is unable to influence the partnership's agenda. Leading to failure to achieve corporate objectives and loss of reputation • Duplication of work • Less effective / efficient work • Less public confidence • Failure to achieve partnership objectives	Medium 9	A	Low 4	G	RP05a : CSCP effective meetings RP05b : Elected member representation at district and county groups RP05c : Continued support of JATAC RP05d : CSCP strategy RP05e : CSCP action plan compliance	Medium 9	A	Low 4	G	⇒	Risk reviewed there are no changes to the risk this month
RP06 Local Enterprise Partnerships Oxford Region	Adrian Colwell	CDC	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 16	R	High Medium 12	A !	RP06a : Partnership Work Programme / Forward Plan RP06b : Resource provision for Partnership work. Senior management and Member Involvement	High 16	R	High Medium 12	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
Page 19 RP07 Oxfordshire Waste Partnership - Financial Arrangements	Ed Potter	CDC	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, indicating from April 2013. This could threaten the future of the Oxfordshire Waste Partnership.	High 16	R	High Medium 12	A !	RP07a : Working with other collection authority partners. The County Council has one vote, the collection authorities have five. RP07b : Full participation in the partnership to address any moves made by the County Council to reduce payments. RP07c : The County Council could walk away from the partnership which would mean the County Council would only pay recycling credits. However this is unlikely. RP07d : The chair of the OWP has moved from Oxfordshire County Council to South Oxfordshire from May 2012	High 16	R	High Medium 12	A !	⇒	A paper on the financial arrangements going to the Chief Exec meeting in mid July
RP08 Health & Wellbeing Boards	Ian Davies	CDC	A new health and well being structure is being set up with county councils being given the responsibility to lead. This includes health, social care and the general well being in the widest context. CDC and SNC have notable contributions to make through their leisure, community safety, housing and health improvement services, regulatory functions such as planning, licensing and environmental health and its services to young people and older people. Unclear with a CC lead how DC services contribute and influence. There is a specific risk that the previous Supporting People budget, so crucial to much of the homelessness preventative work, will be broken up within this structure.	Medium 9	A	Medium 9	A	RP08a : Engagement with CC structures. NB The structures are different in each county. Oxfordshire has a clear structure and acknowledges the need for the DC's direct contribution. However, greater Supporting People budget risk exists which is of more relevance to CDC. SNC engagement has commenced but there is a reliance on each District to set up its local for a forum with no clear guidance on the contribution mechanism of that to the county structure.	Medium 9	A	Medium 9	A	⇒	Ongoing multi agency activities in the targeted wards. All local government tiers involved. Review undertaken of priority actions and new multi agency opportunities. OCC's Early Intervention Hub now integrated into the programme
RP09 Local Enterprise Partnerships (South East Midlands)	Adrian Colwell	CDC and SNC	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 16	R	Medium 12	A	RP09a : Partnership Work Programme / Forward Plan RP09b : Resource provision for Partnership work RP09c : Senior management and Member Involvement	High 16	R	Medium 12	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

Risk Register 2012/2013														
Risk Heading	Owner	Council	Description	Risk Assessment Agreed 01/04/2012				Controls	Quarter 1 : 30 June 2012				Net Risk 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		
RP10 Police & Crime Commissioner and Police & Crime Panel (Thames Valley & Northamptonshire)	Chris Rothwell	CDC and SNC	<p>The Council fails to engage/influence the PCC/ PCP Doesn't add value to partnership work of the Council PCC commissions projects that don't align with strategic objectives of the Council. Loss/reduction of funding to Community Safety. Becomes isolated from PCC. Leading to failure to achieve corporate objectives and loss of reputation</p> <ul style="list-style-type: none"> Failure to deliver local priorities Failure to achieve PCC objectives Less effective / efficient work Less public confidence 	Medium 9	A	Low 4	G	<p>RP10a : Effective local Community Safety Partnership meetings RP10b : Elected member representation at PCP RP10c : Elected Member representation at Northamptonshire and Oxfordshire Board (OSCP) arrangements. RP10d : Elected Member representation at CSP RP10e : Alignment with PCC Policing Plan RP10f : Elected membership in accordance with agreed PCP steering group policy</p>	Medium 9	A	Low 4	G	⇒	Member representatives nominated to PCP. Northampton Partnership working on the plans and briefings ready for the November elections.

Indicated by:-		
High		Requires Active Management High impact / High Probability: this risk requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
High Medium		Contingency Plans Required A robust contingency plan is required, together with early warning mechanisms to detect any deviation from the profile. Escalate upwards.
Medium		Monitoring Required This risk may require some additional risk mitigation to reduce the likelihood (if it can be done cost effectively), but good housekeeping to ensure that the impact remains low should be adequate. Monitor to identify any change in the risk.
Low		Review Periodically This risk is unlikely to require further mitigating actions, but the status should be reviewed quarterly to ensure that conditions have not changed.
Page 120	↔	Risk rating stayed the same Last quarter compared to this quarter
	↗	Risk rating improved Performance increased (risk rating decreased) Last quarter compared to this quarter
	↘	Risk rating worsened Performance declined (risk rating increased) Last quarter compared to this quarter

AT A GLANCE PERFORMANCE BRIEFING: 30 JUNE 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 Provided	Red	Amber	Green	No Data Provided			
Corporate Plan : Pledges	17	17	Monthly Quarterly	1	3	13	0	6%	18%	76%	0%	94%	A	Red relates to levels of satisfaction with street & environmental cleanliness
Corporate Plan (exc Pledges) Total	54	54	Monthly & Quarterly	2	4	48	0	4%	7%	89%	0%	96%	A	
<i>District of Opportunity</i>	17	17		1	1	15	0	6%	6%	88%	0%	94%	A	Red relates to delivery of 500 new homes through planned major housing projects
<i>Safe Healthy & Thriving Communities</i>	20	20		1	1	18	0	5%	5%	90%	0%	95%	A	Red : number of anti-social behaviour incidents involving high & medium risk victims
<i>Cleaner, Greener Cherwell</i>	8	8		0	1	7	0	0%	13%	88%	0%	100%	G	
<i>Accessible, Value For Money Council</i>	9	9		0	1	8	0	0%	11%	89%	0%	100%	G	
Customer, Finance and HR Measures	6	6	Monthly & Quarterly	1	1	4	0	17%	17%	67%	0%	83%	R	Red relates to speed of telephone response
Priority Service Indicators Total	41	30	Monthly & Quarterly	6	6	17	1	20%	20%	57%	3%	77%	R	
<i>District of Opportunity</i>	10	8		2	2	4	0	25%	25%	50%	0%	75%	R	Red: % of houses developed on previously developed land & major planning applications
<i>Safety Healthy & Thriving Communities</i>	5	3		0	1	2	0	0%	33%	67%	0%	100%	G	
<i>Cleaner, Greener Cherwell</i>	7	3		0	0	2	1	0%	0%	67%	33%	67%	R	CO2 reduction figures for Q1 not available until end of August
<i>Accessible, Value For Money Council</i>	19	16		4	3	9	0	25%	19%	56%	0%	75%	R	Reds relate to Average time for new claims & Customer Complaints
Brighter Futures in Banbury	17	17	Quarterly	0	3	14	0						G	
Corporate Equalities Plan	12	12	Quarterly		0	12	0						G	
Major Programmes	9	9	Quarterly	0	2	7	0						G	
Significant Partnerships	17	17	Quarterly	0	1	16	0						G	
Risks Total	38	30	Monthly	No change	increase	decrease	no review in P+	Note : these risks relate to CDC only or are shared/common to both CDC/SNC						
<i>Strategic</i>	15	10	Monthly	10										
<i>Corporate</i>	13	13	Monthly	13										
<i>Partnership</i>	10	7	Monthly	7										

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Executive

Quarter 1 2012/13 Finance Report and Local Government Resources Review Update

3 September 2012

Report of Head of Finance and Procurement

PURPOSE OF REPORT

This report summarises the Council's Revenue and Capital performance for the first 3 months of the financial year 2012/13 and projections for the full 2012/13 period.

The report also considers treasury and procurement performance for the first quarter and compares against strategy and action plans.

A short update on the Local Government Resources Review (LGRR) Project is also included.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the projected revenue & capital position at June 2012.
- (2) To note the Q1 performance against the 2012/13 investment strategy and the financial returns from each of the 3 funds.
- (3) To note the contents and the progress against the Corporate Procurement Action Plan (detailed in Appendix 1) and the Procurement savings achieved at June 2012 (detailed in Appendix 2).
- (4) To note the latest position on the LGRR project.

Executive Summary

Introduction

- 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 report includes the position at Q1.
- 1.2 The revenue and capital expenditure in Q1 has been subject to a detailed review by Officers and reported monthly to management as part of the corporate dashboard. An additional benchmark has been included this year to

measure the accuracy of projections by budget holders on a month by month basis.

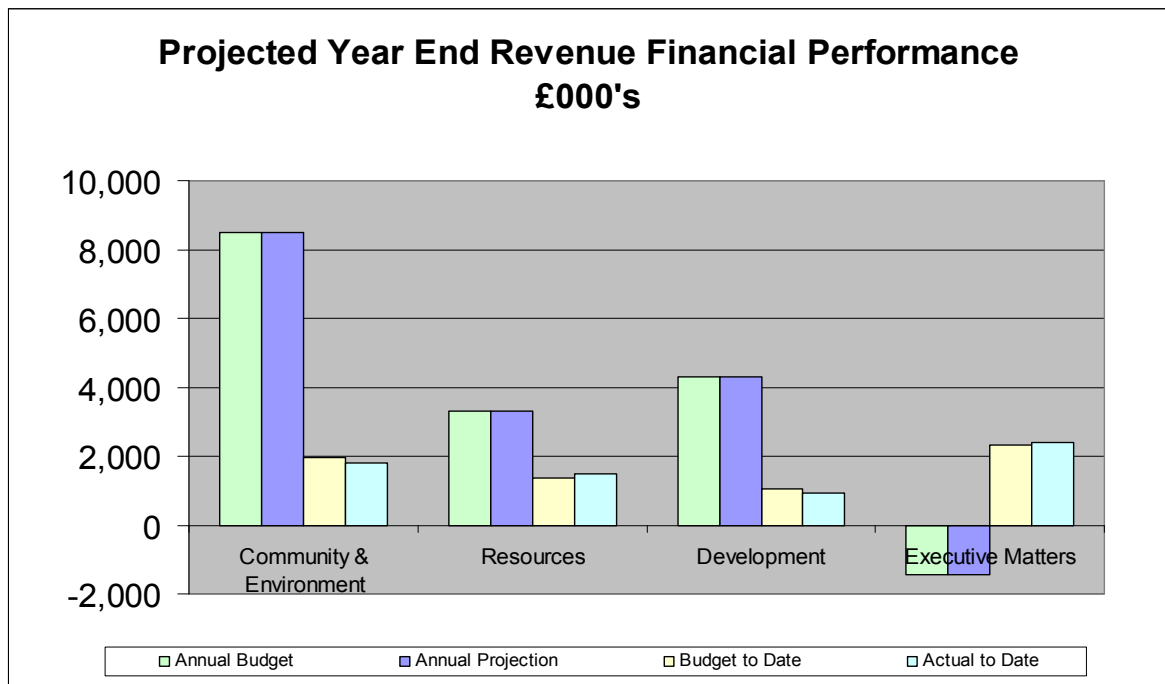
- 1.3 Due to the downturn in the economy, impact of the credit crunch on Council services and the volatility of the financial markets, the Council is keeping a watching brief on any challenges that they may need to face which may result in a redirection of budgets.
- 1.4 The variances on the revenue and capital projections are within the Council's stated tolerances of +2% / -5%. The Council has a General Fund Revenue reserve to meet any budgetary surplus or deficit.
- 1.5 At the end of quarter 1, interest received was 22% more than budgeted and shows a positive result across all three funds. This was mainly due to higher than planned balances when creating the budget as we had a higher level of capital programme slippage from 2012/13, obtaining better than projected rates from our investments, and the change in allocation of funds.
- 1.6 The CIPFA Code of Practice on Treasury Management which this Council has adopted requires a regular budget monitoring report - this detailed report was taken to Accounts Audit and Risk Committee on the 27th June 2012 and a summary included in this report.
- 1.7 The procurement action plan approved along with the strategy is also regularly monitored and this reports contains an update of progress against this plan and savings target as at 30 June 2012.
- 1.8 Work continues on understanding the implications of the LGRR and this report gives a quick update on the status of the project.

Background Information

Revenue Projected Outturn 2012/13

- 2.1 We are currently projecting to be on track to budget at the year end.

June 2012 PROJECTIONS	Full-Year Budget 2012/13 £000's	Projected Out-turn 2012/13 £000's	Projection Variance 2012/13 £000's
DIRECTORATES			
Community & Environment Resources	8,560	8,337	-223
Development	3,184	3,146	-38
	4,214	4,279	65
Net Expenditure Services	15,958	15,762	-196
Increase in Investment Income		-100	-100
Transfer to Reserves		296	296
	15,958	15,958	0
Q1 Net Revenue Projected (under) / overspend			0



2.2 Community and Environment shows a projected underspend of £223k.

This primarily relates to Environmental Services where the over recovery of income from the new dry recyclables contract of £395k, offsets service overspends such as £90k in agency costs, reductions in tonnages and recycling credits - £58k and reduction in sales of blue and brown bins and liners £35k.

2.3 Resources shows a projected underspend of £38k.

This primarily relates to underspends in Transformation with vacant posts within Training & Development. Law & Governance and Finance and Procurement are currently projecting on target. Work will be undertaken within Quarter 2 to realign ICT and finance budgets to the new joint working structure and a full review of the savings will be analysed.

2.4 Development shows a projected overspend of £65k.

Regeneration and Housing is projected to be £76k overspent – primarily within Corporate Facilities where there is a projected overspend in Repair and Maintenance £20k, reduced income from feed in tariffs £18k and additional utility costs. Based on the 1st Quarter rent received early indications are that there is a potential shortfall of rental income. However we have not included this within our projections at this stage, as plans are in place to reduce this shortfall and mitigate some of the impact caused by the economic downturn. We also have the risk reserve which could be utilised if required. This will be monitored carefully over the coming months and a further update will be provided in Quarter 2. An underspend of £11k within Public Protection and Development Management offsets the Directorate overspend projection to £65k.

- 2.5 Investment Income: We are currently projecting an over recovery of interest of £100k based on interest received to June 2012 and the forecasted cash flow for the remainder of the year. A detailed cash flow forecast will be prepared in September and a further projection in the Quarter 2 report. The 2012/13 budget did not rely on all the investment income to balance the budget with an agreed principle that the additional interest received would be used to replenish revenue and capital reserves.

Budget Reductions - £800k Public Promise 2012/13

- 2.6 At Q1 80% of the public pledge to reduce expenditure by April 2013 by £800k has been identified and work continues to identify at least a further £200k. These savings will come from procurement, additional planning fee income and a number of joint working initiatives. A full analysis will be presented at Q2.

Capital Projection 2012/13

- 2.7 Total capital spend to June 2012, including commitments, amounts to £535K. This represents 4% of the total annual budget and 15% of the periodic budget.

JUNE 12 PROJECTIONS	Full-Year Budget 2012/13 £000's	Projected Out-turn 2012/13 £000's	Projection Variance 2012/13 £000's
DIRECTORATES			
Community & Environment	3,370	3,370	0
Resources	399	399	0
Development	10,403	10,403	0
(see below)	14,172	14,172	0
<u>Analysed:-</u>			
Net (Under) / Overspends Identified Slippage (no approvals requested at this stage)			0
		As above	0

The Capital Budget for 2012/13 can be analysed as follows:-

Capital Budget 2012/13	£000's
Approved Capital program for 2012/13 (including Supplementary)	4,455
Slippage from 2011/12 Programme	9,717
	14,172

- 2.8 The projected 2012/13 spend for capital schemes as at June 2012 is currently £14.2M; we are not projecting any variances at this stage.

Treasury Management Performance Q1 2012/13

2.9 The Treasury Management Strategy for 2012/13, which includes the Annual Investment Strategy was approved by the Council on 19th March 2012. It sets out the Council's investment priorities as being:

- Security of capital; liquidity; and yield

2.10 The Council will also aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover short term cash flow needs but also to seek out value available in significantly higher rates in periods up to 12 months with highly credit rated financial institutions, using Sector's suggested creditworthiness approach, including sovereign credit rating and Credit Default Swap (CDS) overlay information provided by Sector: this applies in particular to nationalised and semi-nationalised UK banks.

2.12 Investment performance for quarter ended 30th June 2012 was:

Fund	Amount at 30th June 2012	Interest Budget	Actual Interest	Variance	Rate of return %
TUK	£10,500,000	£33,952	£49,883	£15,931	1.91%
Investec	£11,742,224	£21,562	£31,366	£9,803	1.07%
In House	£54,990,742	£162,875	£185,275	£22,400	1.43%
Total	£77,232,966	£218,389	£266,524	£48,134	1.44%

2.13 At the end of quarter 1, interest received was 22% more than budgeted and shows a positive result across all three funds. This was mainly due to higher than planned balances when creating the budget as we had a higher level of capital programme slippage from 2011/12, obtaining better than projected rates from our investments, and the change in allocation of funds between TUK, Investec and in-house.

2.14 As a result we have reviewed our interest projections and as you can see from the Q1 revenue report it is projected to achieve an additional £100k.

Procurement Action Plan and Record of Savings 2012/13

2.15 Progress against the Council's procurement action plan is detailed under Appendix 1 with a record of savings achieved to June 2012 detailed under Appendix 2.

2.16 The Joint Procurement Team has been in place since the beginning of July and has been working together on drawing up a joint forward plan to provide savings targets and support a range of programmes across the Councils including the Build! Affordable Home Programme and the Bicester centre re-development.

2.17 The procurement target for securing ongoing cashable savings in 2012/13 is £150,000 and to date total savings achieved (excluding the recycling contract) amount to £19,500. Non-cashable savings of over £13,000 and capital savings of £9,000 have also been secured.

- 2.18 A number of projects have been capital or programme based, such as the Build! Affordable Homes Programme which has seen substantial savings against budget, such as an estimated £235,000 saving against the South West Bicester new build project which is currently under way.
- 2.19 We are also working with Stratford Upon Avon District Council on a number of collaborative opportunities which we would expect to bring financial benefit.

Local Government Resources Review Update

- 2.20 In July 2012 the Executive received an information report on the Welfare Reform Act and the Local Government Resource Review (LGRR) including the introduction of localised Council Tax Support to replace Council Tax Benefit and changes to the way in which business rates are collected and distributed. This summary provides members with updated information on progress since the last report.

Council Tax Localisation

- 2.21 In July DCLG published both the draft regulations for the default scheme and the prescribed requirements for any local scheme. Since the last update the documentation has been reviewed and work has taken place on a number of proposals for a local scheme for year 1 which also addresses the reduction in funding.
- 2.22 The analysis has considered a number of proposals for addressing the % reduction in year 1 and the financial impact of any proposals including the cost of administering any local scheme.
- 2.23 Given the timescales involved Cherwell District Council has agreed with other major preceptors in Oxfordshire that for year 1 of the new scheme the status quo should be maintained and that there will, in effect, be no change to the current support which is in place. Proposals to offset the budget reduction will be prepared as part of the 13/14 budget process.
- 2.24 A draft scheme has been prepared and a public consultation will be undertaken from 23 August for a period of eight weeks.
- 2.25 Final recommendations will be presented to the Executive in November 2012.

Business Rates Localisation

- 2.26 The proposals focus on the distribution of business rate income rather than changes to the system of business rates. Businesses will see no difference in the way in which they pay or the way in which the tax is set.
- 2.27 Each authority will receive in 2013/14 a level of funding from the Government but these figures have not yet been confirmed and are not likely to be known until November 2012.
- 2.28 Of the Business Rates collected by each authority the first 50% will go to the Government. Up to 50% may go to District council (subject to the levy on disproportionate benefit) as the business Rates baseline. There will be a system of top-ups and tariffs.

- 2.29 Following Executive approval in July 2012 the Council submitted an expression of interest to pool with other councils in Oxfordshire. We are meeting all district councils and the County to consider how we model, what additional financial benefits a pooling arrangement could deliver and how it would be shared. The outcome of this will be reported to the Executive in October along with a recommendation of whether to formally submit an application to pool by the deadline date of 19 October 2012.
- 2.30 A technical consultation paper has been released which requires a response by 24th September 2012 and the outputs will feed into proposals for local government funding for 2013/14. The response will be approved for submission by the Leader of the Council and Lead Member for Financial Management.
- 2.31 The LGRR project team are continuing to meet to model the financial and other implications so that they can feed into the medium term financial forecast and corporate planning. Regular updates have been considered by the Executive.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 This report illustrates the Council's performance against the 2012/13 Financial Targets for Revenue, Capital, Treasury and Procurement Monitoring.

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 or request that Officers provide additional information. |

Consultations

- 4.1 The revenue and capital position has been subject to regular review by the Corporate Management Team.
- 4.2 The investment and procurement strategies have been subject to regular review with Members and the Corporate Management Team.

Implications

Financial: Financial Effects – The financial effects are as outlined in the report.

Efficiency Savings – There are no efficiency savings arising directly from this report however the budget 2012/13 was based on a number of efficiencies. In addition we made a public promise of £800k savings which are being actively pursued as part of the 2013/14

budget setting process.

Comments checked by Karen Muir, Technical & Project Accountant 01295 221559.

Legal:

There are no legal implications. Presentation of this report is in line with the CIPFA Code of Practice.

Comments checked by Kevin Lane, Head of Law and Governance, 0300 0030 107.

Risk Management:

The position to date highlights the relevance of maintaining a minimum level of reserves and budget contingency to absorb the financial impact of changes during the year.

It is essential that the treasury annual report is considered by the Executive as it demonstrates that the risk of not complying with the Council's Treasury Management Strategy has been monitored in 2011/12.

Comments checked by Gavin Halligan Davis, Interim Corporate Performance Manager, 01295 221563.

Wards Affected

All

Corporate Plan Themes

An Accessible and Value for Money Council

Executive Lead Member

Councillor Ken Atack
Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix 1	Record of progress Against Procurement action Plan 2012/13
Appendix 2	Procurement Savings Achieved April to June 2012
Background Papers	
2012/13 Budget Booklet 2012/13 Capital Asset Strategy Medium Term Financial Strategy 2012/13 Investment Strategy CIPFA Treasury Management Code of Practice 2012/13 Procurement Strategy and Action Plan LGRR Project Brief and associated documentation and minutes	
Report Author	Karen Curtin, Head of Finance and Procurement Karen Muir, Technical & Project Accountant Viv Hichens, Corporate Procurement Manager
Contact Information	0300 0030106 karen.curtin@cherwellandosouthnorthants.gov.uk

Appendix 1

Service Area	Contract Description	Cashable with budget reduction	Non-cashable	Capital
Various	P Cards		£13,838	
Environmental Services	Refuse Collection Vehicles	£450		£9,000
Environmental Services	Vehicle Spare Parts - No price increase.(saving of £1286) Savings full CPI & 2.5% prompt payment discount.(saving of £918)	£2,204		
Environmental Services	Public Toilets Cleaning. No price increase. Prices held at 2011-12 prices.(saving £3725) Plus 3.25% early payment discount.(£3459) (However Becca thinks this part may have already been taken into account when budgets were prepared at the end of last year)	£7,184		
Environmental Services	Pest Control. Price increase of 2.4%. Saving 3.5% - 2.4% = 1.1% = £351	£351		
Regeneration & Estates	Heating - no price increase. Saving 3.5% = £303 plus prompt payment	£477		
Regeneration & Estates	Cooling - Price increase 2.4%. Saving 3.5% - 2.4% = 1.1% = £69.28 plus prompt payment discount	£384		
Regeneration & Estates	Door & Shutter Maintenance - fixed price for 2nd yr	£65		
Regeneration & Estates	Water Hygiene - 1% increase	£265		
Regeneration & Estates	Lift Maintenance - fixed price for 2nd yr	£34		
Regeneration & Estates	Office Cleaning	£361		
Regeneration & Estates	Coffee Machines	£2,438		
Environmental Services	Public Toilet Maintenance	£158		
Regeneration & Estates	PAT Testing	£234		
Regeneration & Estates	Maintenance of UPS Sytems, Generator, Inverter Battery Systems	£2,191		
Regeneration & Estates	Out of Hours Answering Service	£1,407		
Environmental Services	Traffic Management	£1,300		
	Total YTD	£19,503	£13,838	£9,000
Projects completed in 2011/12 with savings captured in 2012/13				
	Dry waste recycling - 2012/13	£432,000		
	Internal Audit - 2012/13	£30,400		
	Total YTD	£462,400		
Other projects supported in 2012/13 generating savings in service or project budgets				
	Media Monitoring Software			
	Corporate Consultation Programme			
	Credit Checking Services			
	Property Condition Surveys			
	Build! SW Bicester Affordable Homes			
	Build! Design Framework			
	Build! Consultancy Support			

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2012/13 PROJECTED REVENUE & CAPITAL OUTTURN AT 30 June 2012
Appendix 3 - Record of Progress Against Joint Procurement Action Plan for 2012/13

8.1 Embed the use of the Joint Procurement Strategy objectives across the Council and ensure good governance and full compliance		
Action	Status	Progress Narrative
Reinforce the importance of the Contract Procedure Rules to officers across both Councils.	All procurement officers	1-2-1 training sessions with new officers in Facilities, interim Major Projects Manager and officers on the Build! Programme.
8.2 Sustainability		
Action	Status	Progress Narrative
<ul style="list-style-type: none"> Ensure sustainability is addressed with each procurement exercise by utilising the sustainability questions within the stakeholder questionnaires and encouraging sustainability to be included within evaluation criteria as well as the assessment/pre-qualification stages. Encourage project officers to break down larger contracts to match SME and Social Enterprise capacity where appropriate. 	<p>All procurement officers</p> <p>All procurement officers</p>	<p>Sustainable solutions over reducing mileage when undertaking services addressed to good effect with the Traffic Management and Building Condition Survey tenders with commitments to plan routes to both reduce CO2 emissions and keep down cost of providing services.</p> <p>The Corporate Consultation Programme Tender broke the requirement down into lots and provided an option for further work for South Northamptonshire Council.</p>
8.3 Value for money and transparency		
Action	Status	Progress Narrative
<ul style="list-style-type: none"> Deliver significant cost and efficiency savings; Cherwell District Council - £150,000 target. 	All procurement officers	<p>Cashable savings year-to-date of £19500 against a Q1 target of £37,500. Non-cashable savings of over £13,000 and capital savings of £9000.</p> <p>A number of projects have been capital or programme based, such as the Build! Affordable Homes Programme which has seen substantial savings against budget, such as an estimated £235,000 saving against the South West Bicester new build project which is currently under way.</p>

2012/13 PROJECTED REVENUE & CAPITAL OUTTURN AT 30 June 2012

Appendix 3 - Record of Progress Against Joint Procurement Action Plan for 2012/13

8.4 Joint Working		Status	Progress Narrative
Action		Procurement Manager	Joint forward plan with a particular focus on Environmental Services (Vehicles & wheelie bins), ICT Phase 2 (including a hosted sales and booking system and maintenance agreements) and Facilities Management (including planned and reactive maintenance).
<ul style="list-style-type: none"> Deliver a joint working forward plan that reflects the procurement requirements of both Councils across 2012/13 		Head of Finance and Procurement	Preliminary discussions held with Stratford on potential areas of collaboration and approach to procurement activity.
8.5 Transformation			
Action		Status	Progress Narrative
<ul style="list-style-type: none"> Provide procurement support to programme office as required, offering innovative solutions to deliver the transformation agenda. 		Procurement Manager	Substantial support being provided to the Build! Affordable Homes Programme in setting up frameworks & delivering build projects.
8.6 Collaboration, Selling and Marketing			
Action		Status	Progress Narrative
<ul style="list-style-type: none"> Promote existing contracts open to other authorities which can be sold on in 2012/13: <ul style="list-style-type: none"> Report back quarterly on progress and any additional savings or discounts achieved for either Council 		Procurement Manager	Both the internal audit and dry waste recycling services contracts have been actively promoted to Oxford City Council and are being pursued with savings still to be calculated. The Internal Audit contract will provide a further 2.5% saving for over 500 additional per annum and 5% for 1000 days.
8.7 Develop the corporate contract management methodology and promote across all service areas			
Action		Status	Progress Narrative
<ul style="list-style-type: none"> Maintain a Council wide register of all contracts/agreements for all term contracts with a lifetime value of more than £10K. Rollout the Contracts Management Steering Group across both councils. 		All procurement officers Senior Officers	Contracts register maintained with last update published July 2012. Senior Procurement Officers arranging initial meetings for Q2.

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