

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

Membership

Councillor Barry Wood (Chairman)
Councillor Ken Atack
Councillor John Donaldson
Councillor Tony Ilott
Councillor D M Pickford

Councillor G A Reynolds (Vice-Chairman)
Councillor Norman Bolster
Councillor Michael Gibbard
Councillor Nigel Morris
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 - 10)

To confirm as a correct record the Minutes of the meeting held on 5 November 2012.

Strategy and Policy

6. **Banbury Masterplan Progress Report** (Pages 11 - 18)

6.35pm

Report of Head of Strategic Planning and the Economy

Summary

To receive an update on the development of the Banbury Masterplan.

Recommendations

The Executive is recommended:

- (1) To receive the update presentation.
- (2) Offer comments to WYG in response to the presentation.

7. **Local Plan Update** (Pages 19 - 42)

7.05pm

Report of Head of Strategic Planning and the Economy

Summary

To provide an update on the completion of the Cherwell Local Plan.

Recommendations

The Executive is recommended:

- (1) To note the report, issues being examined and next steps.

Service Delivery and Innovation

8. **Town Centre Innovation Fund** (Pages 43 - 52)

7.25pm

Report of Head of Strategic Planning and the Economy

Summary

To consider the use of the Town Centre Innovation Fund.

Recommendations

The Executive is recommended:

- (1) To receive the report and approve the proposed allocations set out in paragraph 1.4.
- (2) To approve funding for the Christmas Parking Initiative set out in paragraph 1.7.
- (3) To approve the process for developing projects and releasing resources to Town Centre projects set out in paragraphs 1.8, 1.9 & 1.10.

Value for Money and Performance

9. **Performance and Risk Management Framework 2012/13 Second Quarter Performance Report** (Pages 53 - 80) **7.40pm**

Report of Head of Transformation

Summary

This report covers the Council's performance for the period 01 July to 30 September 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 identify any further performance or risk related matters for review or consideration in future reports.

10. **Annual Customer Satisfaction Survey** (Pages 81 - 92) **7.50pm**

Report of Head of Transformation

Summary

To provide an overview of the results of the 2012 Annual Customer Satisfaction Survey undertaken with residents of Cherwell district.

Recommendations

The Executive is recommended to:

- (1) Note the results of the 2012 Annual Customer Satisfaction Survey, and in particular the increase in customer satisfaction.
- (2) Agree that the findings should be used to inform the service business planning process.

- (3) Agree that all results to be published on the Cherwell District Council website.
- (4) Agree that results are included in the Joint Management Team Away days or additional workshops for managers.
- (5) Congratulate staff for maintaining very high levels of satisfaction during this period of transformation.

11. 2012/13 Quarter 2 Finance Report (Pages 93 - 108)

8.00pm

Report of Head of Finance and Procurement

Summary

This report summarises the Council's Revenue, Capital, Procurement action plan and Treasury performance for the first 6 months of the financial year 2012/13 and projections for the full 2012/13 period.

These are measured by the budget monitoring function and reported via the Performance Management Framework (PMF) informing the 2013/14 budget process currently underway.

To provide an update on the Local Government Resources Review Project.

Recommendations

The Executive is recommended:

- (1) To note the projected revenue and capital position at September 2012.
- (2) To note the Quarter 2 performance against the 2012/13 investment strategy.
- (3) To note the contents and the progress against the Corporate Procurement Action Plan (detailed in Appendix 1) and the Procurement savings achieved at September 2012 (detailed in Appendix 2).
- (4) To note the latest update on the Local Government Resources Review detailed in section 5.

Urgent Business

12. Urgent Business

Any other items which the Chairman has decided is urgent.

13. Exclusion of the Press and Public

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

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

5- Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

No representations have been received from the public requesting that these items be considered in public.

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

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

“That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 3 and 5 of Schedule 12A of that Act.”

14. Reactive Property Maintenance Framework Procurement (Pages 109 - 120) 8.10pm

Exempt Report of Head of Finance and Procurement and Head of Regeneration and Housing

This report is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972.

15. The Regeneration of Canalside Banbury (Pages 121 - 126) 8.20pm

Exempt report of Director of Development

This report is exempt from publication by virtue of paragraphs 3 and 5 of part 1 of Schedule 12A of Local Government Act 1972

(Meeting scheduled to close at 8.30pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

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.

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Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Sue Smith
Chief Executive

Published on Friday 23 November 2012

Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 5 November 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 Nigel Morris, Lead Member for Clean and Green (from agenda item 10)
Councillor D M Pickford, Lead Member for Housing
Councillor Nicholas Turner, Lead Member for Performance and Customers

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

Officers: Sue Smith, Chief Executive
Calvin Bell, Director of Development
Ian Davies, Director of Community and Environment
Martin Henry, Director of Resources / Section 151 Officer
Kevin Lane, Head of Law and Governance / Monitoring Officer
Chris Rothwell, Head of Community Services (for agenda item 6)
Ed Potter, Head of Environmental Services (for agenda item 9)
Marianne North, Housing Needs Manager (for agenda item 7)
Tim Mills, Private Sector Housing Manager (for agenda item 8)
Kate Winstanley, Strategic Housing Officer (for agenda item 7)
Natasha Clark, Team Leader, Democratic and Elections

54 **Declarations of Interest**

Members declared interests in the following agenda items:

8. Revision of Private Sector Housing Policies.

Councillor G A Reynolds, Disclosable Pecuniary Interest, as a private sector landlord.

Councillor Nicholas Turner, Disclosable Pecuniary Interest, as a private sector landlord.

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

There were no petitions or requests to address the meeting.

56 **Urgent Business**

There were no items of urgent business.

57 **Minutes**

The minutes of the meeting held on 1 October 2012 were agreed as a correct record and signed by the Chairman.

58 **Review of Parking Arrangements over Christmas and New Year Period**

The Head of Community Services submitted a report which sought approval for a Christmas and New Year Parking promotion.

In introducing the report, the Deputy Leader of the Council advised Executive that the proposal to offer free parking to all customers on Saturday, Sunday and Monday from 1 December 2012 to 7 January 2013 in Council operated car parks was intended to support local business, attract more visitors into Banbury and Bicester and to reduce costs of parking to visitors. There would be notices advising of the promotion and during free periods the car park ticket machines would not accept money. All other restrictions would however apply at all times e.g. maximum length of stay in a particular car park.

Executive members welcomed the proposals commenting that they demonstrated that the Council supported residents and businesses. Members stressed the need for clear notices to ensure that car park patrons were aware of the arrangements and restrictions.

Councillor Emptage, Leader of the Liberal Democrat Group, addressed Executive and expressed support for the promotion which would provide a boost to the local economy.

Councillor Cartledge, Leader of the Labour, also supported the promotion but raised concerns about possible congestion around the car parks during the free parking dates.

Executive was advised that the Christmas and New Year parking proposals needed to be formally advertised as they would be a variation from the legal Parking Orders. Specified procedures were required to vary the charges which were required in order that the Council could correctly enforce arrangements. In order to ensure that the promotion could commence on 1 December, Executive noted that the Chairman of the Overview and Scrutiny Committee had agreed to waive call-in as any delay to implement the decision would seriously prejudice the public interest.

Resolved

- (1) That a six week promotion offering free parking to all customers on Saturday, Sunday and Monday from 1 December 2012 to 7 January 2013 in Council operated car parks be approved.
- (2) That it be noted that the Chairman of the Overview and Scrutiny Committee has agreed to waive call-in as any delay to implement the decision would seriously prejudice the public interest.

Reasons

As a way to support local business, attract more visitors to Banbury and Bicester and to reduce costs of parking to visitors, a Christmas and New Year parking promotion has been proposed.

The Chairman of the Overview and Scrutiny Committee has agreed to waive call-in as any delay to implement the decision would seriously prejudice the public interest.

Options

- Option One: Change to tariffs
- Option Two: A specified initial free parking period
- Option Three: Alternative days/weeks on which to run the promotion.

59

Cherwell District Council Revised Allocation Scheme 2012

The Head of Regeneration and Housing submitted a report which sought approval to adopt a new Allocation Scheme and to endorse the decision to dissolve the Oxfordshire Sub-regional Choice Based Lettings partnership

In introducing the report, the Lead Member for Housing explained that the Localism Act 2011 enabled local authorities to shape an allocations scheme to give greater priority to locally identified needs, removing the requirement to have an 'open' housing register. This had enabled the Council to operate a change of approach to allocations and restrict applications to the Housing Register. In future there will be a three stage test: Eligibility; Qualification; Reasonable preference.

The Executive was advised that there had been extensive consultation on the revised Allocations Scheme. Stakeholders consulted included Registered Providers, Statutory and Voluntary Agencies, elected members and all applicants to Cherwell's existing Housing Register. A variety of consultation methods were used including Cherwell's website, email, face to face and telephone depending on the audience. All existing applicants to Cherwell's Housing Register received a personal letter advising them in outline of the changes which also invited them to 3 specific briefings held in Banbury, Bicester and Kidlington. Specific briefings were also provided for elected

members, Registered Providers, Partner agencies and Cherwell staff. Feedback was generally positive.

The Lead Member for Housing advised Executive that since 2009 the Council had been part of an Oxfordshire Sub-regional Choice Based Lettings partnership. The initial Co-operation Agreement expired in July 2012 and was now operating on a month by month basis. Performance of the scheme was low and it had therefore proved not cost effective to operate. As a result of the new government guidance in the Localism Act 2011 and June 2012 Code of Guidance 'The Allocation of accommodation: guidance for local housing authorities in England', which gave local authorities more freedom to set their own individual policies all Districts participating in the partnership agreeing to cease the arrangement. Notwithstanding, Cherwell remained committed to operating choice based lettings within the district and a growth revenue bid would forward as part of the budget process to reflect the need to amend IT arrangements.

Councillor Cartledge, Leader of the Labour Group, addressed Executive and sought clarification on the impact on the homeless, auto bidding and the impact on people currently in bands 4 or 5 which would be obsolete under the revised Scheme.

The Housing Needs Manager explained that the needs of homeless families were managed under separate legislation. In terms of auto bidding, this was undertaken on a two weekly cycle and the suitability of each applicant was considered on a case by case basis. The Executive was advised that the new bands 1, 2 and 3 may incorporate some individuals currently in band 4 or 5 as each person would be contacted personally and their circumstances reviewed under the revised Scheme.

In addressing the Executive, Councillor Emptage, Leader of the Liberal Democrat Group, praised the Member briefing he had attended and sought clarification on a number of points which was duly provided by the Housing Needs Manager.

In considering the report, Executive members commented that it was extremely important that Cherwell District Council was ready for the changes to the welfare regime and any potential increase in demand whilst also managing residents' expectations.

The Executive commended Housing Officers for the work undertaken in preparing the revised Allocations Scheme, the extensive consultation and briefings.

Resolved

- (1) That the adoption of the new Allocation Scheme effective from 1 April 2013 subject to required IT changes being completed be approved.
- (2) That authority be delegated to the Head of Regeneration and Housing, in consultation with the Lead Member for Housing, to amend this effective date, if required

- (3) That Cherwell District Council's exit from the Oxfordshire Sub-regional Choice Based Lettings partnership be approved.

Reasons

The Allocation Scheme proposals ensure Cherwell has a robust policy which meets the Council's statutory duties and follows legal requirements. It will also ensure existing levels of staffing can re-focus to deliver more housing advice to meet increased demand for services and keep to a minimum the numbers of people who may become homeless and require statutory duties from the Council.

The proposal to withdraw from the Sub-regional Choice Based Lettings Scheme support the revised Allocation Scheme to be introduced. By leaving the Sub-regional Scheme, Cherwell will be free to make any further changes to its policy independently and more easily as may be required in future.

Options

Option One: To accept all the recommendations as set out in the report and in doing so support Cherwell's exit from Sub-regional Choice Based Lettings Scheme and establish the new Allocation Scheme

Option Two: To accept none of the recommendations

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Revision of Private Sector Housing Policies

The Head of Regeneration and Housing submitted a report which sought adoption of revised private sector housing policies and revised standards for houses in multiple-occupation.

Resolved

- (1) That the following operational policies in place of similarly named policies adopted in May 2008 be adopted:
- Housing (Private Sector) Policy
 - Housing Health & Safety Rating Scheme (HHSRS) Policy
 - House in Multiple Occupation (HMO) Licence Policy
 - Recovery of Costs Policy
 - House Condition Enforcement Policy
 - Private Sector Housing Grants and Assistance Policy
- (2) That the house in multiple-occupation standards (entitled HMO Standards 2012) be adopted as the Council's standards in place of earlier adopted standards.

Reasons

Adoption of these revised operational policies and HMO Standards will ensure that the Council is able to discharge its responsibilities for house conditions to

best effect, taking into account developments and experience gained since 2008.

Options

Option One: Adoption of the new policies and HMO Standards

Option Two: To agree the recommendation with variations

Option Three: To reject the recommendation.

(Councillors Reynolds and Turner left the meeting for the duration of this item)

61

Localism Act 2011 - Register of Community Assets

The Head of Law and Governance submitted a report which enabled the Executive to consider the implications of the provisions of the Localism Act 2011 in relation to assets of community value and to approve appropriate decision-taking mechanisms to ensure that the statutory requirements can be met.

Resolved

- (1) That the implications of the provisions of the Localism Act 2011 in relation to the obligation of the Council to maintain a list of assets of community value ('the List') be noted.
- (2) That authority be delegated to the Head of Housing and Regeneration, in consultation with the Lead Member for Estates and the Economy, to consider and determine nominations for inclusion on the List.
- (3) That authority be delegated to the Director of Development, in consultation with the Leader of the Council, to consider and determine requests from asset owners for review of decisions to include an asset on the List.
- (4) That authority be delegated to the Head of Housing and Regeneration, in consultation with the Head of Finance and Procurement, to consider and determine applications for compensation from asset owners for loss and expense incurred through assets being included on the List.
- (5) That authority be delegated to the Director of Development, in consultation with the Director of Resources, to consider and determine requests for review of compensation determinations from asset owners for loss and expense incurred through assets being included on the List.

Reasons

To enable the Executive to understand the full implications of the legislation.

To enable determinations in relation to listing and compensation to be dealt with in a timely way in accordance with statutory requirements.

Options

- Option One: To accept the recommendations as set out.
- Option Two: To reserve the relevant decisions to members. Executive could decide that the listing and compensation determinations outlined above should be reserved to members. However, this is not recommended because of the statutory time limits that are imposed, the fact that determinations will involve a factual assessment applying legislative tests with limited scope for the exercise of discretion, and the need to ensure a separation of roles to accommodate the rights to review.
- Option Three: To delegate authority to officers other than those recommended. Executive could decide that alternative officers to those recommended should be given the necessary delegated authority. This is not recommended because the responsibility for assets and estates is vested in the Head of Housing and Regeneration and the compensation decisions should be subject to assessment and determination by qualified finance officers.

62

Local Government Resources Review (LGRR) Update and 2013/14 Budget Process Update

The Head of Finance and Procurement submitted a report which informed the Executive of the latest position on the LGRR project regarding council tax and pooling localisation and an update on 2013/14 budget planning.

In introducing the report, the Lead Member for Financial Management reported that Cherwell District Council had agreed with other major preceptors in Oxfordshire that for year 1 of the new council tax localisation scheme the status quo should be maintained and that there would, 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 and reported to the Executive in due course.

In terms of business rates localisation and pooling, modelling was still ongoing and a recommendation on whether to formally submit an application to pool by the deadline of 9th November would be made the week commencing 5 November 2012. A full report detailing the recommendation and next steps would be presented to the December 2012 Executive.

Resolved

- (1) That the latest position on council tax localisation and consultation responses be noted.

- (2) That the latest position on business rates localisation and pooling be noted.
- (3) That authority be delegated to the Chief Executive and Director of Resources, in consultation with the Leader of the Council and the Lead Member for Financial Management to make an application to join an Oxfordshire pool if the financial modelling supports.
- (4) That the changes to the budget timetable be noted.

Reasons

In September and October 2012 the Executive received an update report on 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.

The Council agreed its budget guidelines and timetable at the Executive meeting in October 2012 which showed a first draft of the budget being presented at the December 2012 meeting. The information regarding the financial settlement for local authorities will not be available until at least the 19 December 2012 so the first draft of the budget will be presented to the Executive in January 2012.

Options

None

63

Collective Energy Switching Scheme

The Head of Environmental Services submitted a report which informed members of collective energy purchasing and switching scheme proposals and provided information for progressing a scheme in Cherwell.

In introducing the report, the Lead Member for Clean and Green advised Executive that collective energy switching offered households the opportunity to sign up to a scheme that allowed an intermediary to negotiate with energy companies on their behalf in order to secure the householder a discounted energy price. The scheme would complement the Council's Housing Strategy and had the potential to deliver part of Council's priority to tackle fuel poverty.

Member commended the scheme and agreed that it offered a lot of potential. Members stressed the need for the scheme to be clear and easy to understand. It would be important to ensure that it was widely communicated to residents in receipt of benefits. It was agreed that officers be requested to investigate the possibility of a commercial collective energy scheme in the district.

Resolved

- (1) That it be agreed to take forward a collective switching scheme for domestic energy consumers in Cherwell and to collaborate with other interested Districts to achieve the best deal for residents.
- (2) That engaging iChoosr as an intermediary to negotiate with energy companies in order to achieve the best value for money be further explored.
- (3) That the setting up of a working group to implement and deliver a collective switching project be agreed.
- (4) That officers be requested to investigate the possibility of a commercial collective energy scheme in the district.

Reasons

A collective energy purchasing and switching scheme will complement the Council's Housing Strategy by combating fuel poverty as well as the Council's Low Carbon Environmental Strategy by making the costs of green tariffs more compatible with other tariffs.

The scheme can also have environmental benefits, if the auction was to include green energy suppliers. This would make a contribution to the corporate objective of being a cleaner, greener Cherwell and would be particularly appropriate in Eco Bicester.

A collective energy purchasing and switching scheme across more Districts will make the scheme more successful as there is strength in numbers.

Research has established that iChoosr has the knowledge and extensive experience in collective switching therefore it is recommended that iChoosr is considered as partners to operate the pilot scheme.

Options

Option One: Progress with a scheme working with iChoosr

Option Two: Do not progress with a scheme

Option Three: Investigate other options

The meeting ended at 7.50 pm

Chairman:

Date:

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Executive

Banbury Masterplan Progress Report

3 December 2012

Report of Head of Strategic Planning and Economy

PURPOSE OF REPORT

To receive an update on the development of the Banbury Masterplan.

This report is public

Recommendations

The Executive is recommended:

- (1) To receive the update presentation.
- (2) Offer comments to WYG in response to the presentation.

Executive Summary

Introduction

- 1.1 A Masterplan to guide the future development of Banbury is in preparation. It is considering future employment needs and how the town centre might be further strengthened; the potential for major transport improvements and how the integration of new communities with the existing town to form 'one' town might best be secured.
- 1.2 The Banbury Masterplan will be used to provide the detailed underpinning for the Banbury chapter of the Local Plan for the District due for Examination in 2013.

Proposals

- 1.3 The Masterplan contains a set of strategic proposals for the future development of the town to ensure the development of the town proceeds in a holistic, planned, coordinated way.
- 1.4 The development of the Masterplan for Banbury follows a similar process as the Bicester Masterplan.

Background Information

- 2.1 The growth in Banbury shown in the proposed Local Plan for Cherwell takes the form of key sites within the existing town, town centre regeneration and a series of urban extensions. The Masterplan for Banbury seeks to harness these into a more detailed consideration of how the town might grow and what actions might be required.
- 2.2 Banbury plays an important role as a market town that serves a growing rural catchment. As a result of the planned growth, the role and functions of Banbury will need to be expanded, enhanced and regenerated to both maintain and strengthen the role of the town within its catchment. The challenge will be to shape the growth so that the town uses its key opportunity sites in a coordinated, integrated and planned way, to enable appropriate redevelopment opportunities in the town centre which expand the retail, employment, leisure, education and social portfolio of the town to cater for the existing and a growing population.
- 2.3 Banbury has a range of current strengths, from a strong commercial and retail partnership in Banbury Town Centre Partnership, the Castle Quay retail centre with canal side location, an attractive historic core, a dynamic local College, access to the M40 and good rail links to Birmingham and London. The town is a significant attraction as a destination for the surrounding area.
- 2.4 Alongside the expansion of the range of business, commercial and social facilities, Banbury needs to improve capacity on key routes, specifically the north-south route through the central area which suffers congestion.
- 2.5 There is also a need to secure an improved sustainable transport network for cycling and walking together with improved public transport connectivity. This will encourage 'modal shift' and promote the 'well-being' of residents, employees and shoppers of the town.
- 2.6 Banbury has pockets of higher unemployment, low levels of achievement and higher deprivation levels and how some of these issues could be tackled through providing for economic growth supported by quality housing and infrastructure.

Purpose

- 2.7 The main aims of the Banbury Masterplan are to:
 - Guide the growth of the town to 2031, having regard to the potential for additional development that secures the sustainable future for the town in the period beyond.
 - Identify further opportunity sites in the town and potential land uses.
 - Identify the key physical and social infrastructure to meet the requirements of the current and future population and relating to and informing the emerging Local Plan assessment.
 - Identify how best to present the town as a destination.
 - Examine how the town's considerable heritage might be used to develop

new cultural activities and a new tourism offer.

- Highlight to potential landowners, developers and investors the opportunities that Banbury has to offer.
- Secure the future role of the town centre, ensure its vitality and viability, widen and secure the retail offer, reduce the number of vacancies and to prevent against unsuitable out of town development that would undermine the role of the town centre.
- Provide a movement strategy for the car and sustainable methods of transport.
- Secure a stronger employment base for the town.
- Provide a robust document with a sound evidence base that the Local Planning Authority can use in pre-application discussions, to assess future planning applications and assist in the determination of proposals.
- Highlight where on site provision and potential planning obligations may be required.

2.8 The preparation of a Masterplan for Banbury will provide a clear spatial vision for the town and set a framework for the development of key opportunity sites, many of which have been identified through current work on the Local Plan. It will also enable Cherwell Council to guide future development within a clear town boundary that prevents unplanned urban sprawl. The Masterplan will examine ways of best integrating all new developments with the rest of the town.

2.9 The Masterplan will not just examine how to accommodate growth at Banbury, but also help address a number of other challenges including:

- How to reposition the town in the face of competition from neighbouring towns with consequential retail leakage, leading to it becoming more of a dormitory town than a dynamic, attractive retail centre.
- How to assist in reducing the number of vacant shop premises within the town centre.
- How to restore local residents' perceptions of a positive future for the town.
- Identifying potential new employment sites within and around the town to attract new businesses and provide for the expansion and relocation of existing businesses and
- How to build more effectively on the success of the Castle Quay shopping centre as a foundation for a more dynamic and diverse town economy.
- How best to strengthen the role of the existing higher education provision in the town.
- How the town might be further developed as a high quality attractive place that meets wider business needs as well as providing an attractive mix of national and independent retailers and businesses.
- How to provide good access between residential areas to key destinations

within Banbury and enabling the town to make the most of its excellent links to the strategic road network.

- 2.10 The Banbury Masterplan will include an assessment of the likely volume of new housing, its type and design and the integration of all urban expansions with the existing town to ensure that the town benefits from this growth, with new community facilities and the impact on existing services assessed.
- 2.11 The Masterplan process will include consideration of the need for enhanced Green Infrastructure, such as an expanded network of footpaths, link trails and new cycle paths, together with other investment in the public realm and ensuring that Banbury becomes a greener more attractive town. They form an important part of the transport network to link up key parts of the town.
- 2.12 The Masterplan will take into account the need for improved highway capacity enhancements focusing on congested sections of the network, specifically the north/south corridor and investigation of the transport benefits of a relief road/s to serve Banbury. Central to the Masterplan project is the aim of improving public transport services; both bus connections to and around the town, to the rail station in the town and improved links with the villages in its hinterland.
- 2.13 The Banbury Masterplan will also consider current retail trends and needs of the town and surrounding District. This will inform consideration of how best the town should strengthen the retail sector of its economy and promote the town as a shopping, tourism and cultural destination and secure a closer relationship between the potential for future development of the successful Castle Quay shopping centre, the Mill/Spiceball Centre and the Town Centre.
- 2.14 The Terms of Reference for the Masterplan include:
 - I. To clarify Banbury's future role and how best to strengthen the viability and vitality of its town centre at the heart of the local community.
 - II. To prepare a strategic framework for managing the future development of Banbury over the next 20 years.
 - III. To develop proposals for the development of the key opportunity sites in Banbury including identifying appropriate uses and establishing high quality design principles.
 - IV. To outline how the proposed urban extensions can best be integrated with the rest of the town and how the structure of the town may be altered and improved to maximise the integration and the benefits of the development.
 - V. To address movement patterns for people moving by foot, cycle, car or public transport, commercial, service and refuse vehicles.
 - VI. To develop broad design proposals for improvements to streets, squares and public spaces in the town centre and other areas of change.
 - VII. To identify key infrastructure needs for the town.
 - VIII. To identify possible criteria and planning policies for guiding the future development of key sites including the identification of site constraints and

uses, for both Development Management and the Local Plan.

IX. To outline a strategic implementation plan for the Masterplan

Links to the Cherwell Local Plan

- 2.15 The Banbury Masterplan will assist with the completion of the Local Plan for the District having considered the issues facing the development of the town as a whole in depth.
- 2.16 The Banbury Masterplan will show potential phasing of development to illustrate how key development areas might best be delivered – especially for Bolton Road, Spiceball and most importantly Canalside.
- 2.17 As part of the preparation of the Masterplan additional studies are being undertaken to inform its content and to act as evidence for the Local plan including a) a movement assessment, b) additional landscape analysis.
- 2.18 The Local Plan will incorporate the conclusions of the Masterplan onto a statutory footing, placing the future of Banbury into the context of Cherwell District as a whole. The Masterplan does not allocate sites, which is the role of the Local Plan. The Masterplan does consider how sites proposed in the Local Plan might best be integrated with the town and how connectivity might be strengthened.
- 2.19 It is intended that the Banbury Masterplan will be adopted as part of the Development Plan process **after** adoption of the Local Plan.

The process of Masterplan preparation

- 2.20 At the October 2012 meeting of the Executive, the conceptual version of the Banbury Masterplan was endorsed. The concept Masterplan was based on research and extensive discussion with stakeholders to inform its production. This ensured that the plan took account of all those with an interest in Banbury, in shaping the future of the town. Key stakeholders included elected members and officers from the 3 tiers of local government a series of workshops and one to one interviews - District, Town and County Councils; Oxford and Cherwell Developers, the College, local businesses through Banbury Town Centre Partnership and Banbury Chamber of Commerce and neighbouring Parish Councils.

From conceptual to full draft Masterplan

- 2.21 WYG have begun the drafting of the full Masterplan to set out the infrastructure needs of the town including future education, health, green infrastructure and leisure requirements.
- 2.22 The final report will include an executive summary of the key findings and be a high quality document that is readable and well presented. The report will contain an appropriate mix of photographs, maps and drawings to illustrate the concepts that underpin the strategy for the town, as well as site options in a well-designed, accessible format.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 To consider the presentation and the progress being made in the completion of the Masterplan.

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

Option One	To take no action
Option Two	To accept the recommendation.
Option Three	To continue with a piecemeal approach to development that fails to ensure integration with the existing town or to ensure that opportunities are realised for the benefit of residents and businesses in Banbury.

Consultations

The Concept Masterplan for Banbury has been informed by a series of workshops.

Oxfordshire County Council	Are directly involved in steering the development of the Masterplan project.
Banbury Town Council	Have been a consultee on the development of the plan proposals.

Implications

Financial:	The cost of the project is being met from existing resources, co-funded by Oxfordshire County Council. Comments checked by Karen Curtin, Head of Finance and Procurement, 03000030106.
Legal:	The plan will form 'non statutory policy guidance', therefore it is critical that its proposals are reflected in the final Core Strategy to ensure they have sufficient weight to be a determining matter on planning applications. Comments checked by Kevin Lane, Head of Law and Governance 0300 0030107.
Risk Management:	The completion of this project will minimise risk of important opportunities being lost through the continuation of a piecemeal approach to planning. Comments checked by Kevin Lane, Head of Law and Governance 0300 0030107.

Wards Affected

All Wards in Banbury

Corporate Plan Themes

A District of Opportunity

Lead Member

Councillor Gibbard
Lead Member for Planning

Document Information

Appendix No	Title
None	None
Background Papers	
None	
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Executive

Local Plan Update

3 December 2012

Report of Head of Strategic Planning and the Economy

PURPOSE OF REPORT

To provide an update on the completion of the Cherwell Local Plan.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the report, issues being examined and next steps.

Executive Summary

Introduction

- 1.1 The report provides an overview of the issues arising from the public consultation on the Proposed Submission Local Plan.
- 1.2 The report presents next steps with regard to the completion of the evidence, an updated Sustainability Appraisal, legal support that has been engaged, the Local Development Scheme and an updated timetable.

Proposals and background

Taking forward the Local plan

- 2.1 The context for the development of the Local Plan remains unaltered:
 - The Regional Spatial Strategy (RSS) remains in force, unrevoked and is not expected to be revoked for some considerable time, June/July 2013 at the earliest. Until revocation has taken place, the Council has a legal duty to conform to the RSS (as set out in the CALA 3 High Court judgement).
 - The District lacks a 5 year land supply and is exposed to potential development in locations it does not support
 - The planning system continues to be reformed with new Planning

Regulations in 2012, the publication of the National Planning Policy Framework and now the publication of the Growth and Infrastructure Bill heralding further changes. Many of the changes have complex implications.

- Cherwell has an out of date Local Plan which needs updating.
- The recession is creating a stronger demand for employment generation.
- CDC is looking to ensure that growth is concentrated at the two towns, rather than the villages. However, the Plan allows for a small level of growth in rural parts of the District to meet local needs.
- We are required to complete a plan which is 'sound' in terms of current planning guidance, capable of being accepted by the Planning Inspectorate for Examination and not being found wanting in terms of process followed or how evidence supports the proposals made. In view of the complexity of some of the issues we are considering, we now need to focus on a number of areas of refinement of the current Proposed Submission Local Plan.

Public Consultation

- 2.2 The period of public consultation on the Proposed Submission Local Plan was between 29th August 2012 and 10th October 2012. This period included a series of exhibitions, consultation events and local press briefing.
- 2.3 The level of response received has been high. 277 organisations and individuals responded, making a large number of specific comments and proposals on parts of the Plan and the Plan as a whole.
- 2.4 All responses will be available for download on the CDC Website.

Issues from responses

- 2.5 Appendix A to this report (attached) is a summary of the main issues arising from the responses received listed by section and theme. It does not offer a detailed commentary on those representations. It has been prepared to provide an overview of the challenge of addressing a complex set of positions from respondents. A full response to each response issue will accompany the revised Proposed Submission Local Plan currently being developed.
- 2.6 The consultation questions asked by the Council on the 'soundness' of the Plan were posed in the correct form to comply with Planning Regulations. However, they were clearly difficult questions for communities and individuals to answer. We have therefore taken a pragmatic approach of accepting all responses received within the set timetable to ensure no person or community of place or community of interest were excluded.
- 2.7 Many contradictory positions were advanced by different respondents, unsurprisingly given the different interests being consulted over levels of growth, locations of growth and scale of growth. The Planning Policy team is currently considering the points made. Some respondents offered text refinements that can easily be accommodated to achieve greater clarity in the

document. Most of the points offered concerned points of detail or individual concern, very few responses challenged the premises on which the Plan has been developed and structured.

- 2.8 Across all of the responses two main themes emerge which we are seeking to address by considering text changes and showing more clearly how the evidence base has informed the content of the plan and the locations for growth: - a) there is a need to further justify from evidence the proposals in the plan, which we will be able to address through a) the completion of a number of outstanding studies and b) clarification of a number of proposals and how certain policies might be applied. For example, housing mix, energy policies and the role of green buffers in preventing coalescence between town growth and surrounding villages by maintaining a gap and also in protecting important landscape and heritage assets.
- 2.9 Some issues raised will be resolved through the completion of the evidence base such as the work of B. Line Housing Information on housing needs, Baker Associates on the Strategic Housing Land Availability Assessment (SHLAA) and CIL Knowledge/BNP Paribas on the development of the Infrastructure Delivery Plan (IDP).
- 2.10 Some issues raised are effectively early indications of the challenges that CDC will need to be prepared to address at the Plan Examination in 2013.
- 2.11 Of note are the 4 sites, on which multiple objections have been received. This concern centres on the following development areas:-
- Banbury – North of Hanwell Fields, Southam Road, West of Bretch Hill. The concerns raised will be considered further through the development of the additional work on landscape matters, which accompanies the work to develop the Banbury Masterplan, and which will address how sites can be integrated with the town and how the potential impacts of development will be mitigated.
- These responses illustrate the challenge facing Banbury, which is wherever development is located at the edge of the town there are topographical limits and significant constraints which need to be balanced with the advantages of development in each location.
- Bicester – Impact of proposed South East Relief Road on the village of Wendlebury. The on-going work to complete the Bicester Movement Study will specifically consider the concerns made by the local community, as well as set out a range of route options, with their differential impacts and delivery challenges.
- 2.12 The Development industry also offered a range of views about specific sites presented within the Local Plan and sites not included. Officers are considering these and all other responses in detail and will need to take the completed evidence base into account before site selection is finally confirmed for submission of the Plan.
- 2.13 The responses from the Statutory Consultees also set out a range of important views for consideration and further refinement of the Plan to avoid potential objection at the Plan Examination.

Legal Advice

- 2.14 In preparation for the Examination of the Local Plan, CDC has tendered for and engaged the services of Mr Graham Stoker of Cornerstone Chambers, Grays Inn to provide advice on the final stages of plan preparation and to take the plan through to Examination. The Plan must be considered 'sound' at Examination to be adopted by the Council and Counsel's advice is now shaping how we proceed to complete Plan drafting and the next steps we take.

Next steps

- 2.15 The critical next step is the completion of the evidence base, turning a number of drafts into final studies and ensuring suitable cross reference and reflection in the Local plan.
- The Banbury Masterplan needs to be completed to the same stage as the Bicester Masterplan prior to the submission of the Local Plan. This Masterplan will provide greater clarity about the role and capacity of the Town Centre sites – Bolton Road, Spiceball and Canalside, though it does not itself allocate sites (the role of the Local Plan), it provides important advice about how development sites might be integrated with the existing town. It will not be formally completed and adopted until after the adoption of the Local plan to ensure it remains in conformity with it. The Masterplan has an important role to play in demonstrating how Canalside can be delivered as a development area, taking full account of the upgrade of the railway line and the opportunity this creates for resolving Bridge Street access.
 - The Bicester Masterplan to be updated to examine whether additional employment land might be brought forward, but it cannot formally completed and adopted until after the adoption of the Local Plan, as while forming part of the evidence base for the Local Plan in its draft form, to be adopted it needs to conform to the adopted Local Plan, ie follow it.
 - The Bicester Movement Study needs to be completed to fully consider and present the route options for the South East Relief Road.
 - Further work on landscape. This has been judged necessary to update and supplement the work undertaken so far and will also enable greater clarity to be provided over the role and location of the proposed green buffers at each town and how the policy in the Local plan might be better justified.
 - Infrastructure Delivery Plan, setting out what infrastructure is judged necessary through the plan and on the key development sites.
 - A study that examines how the new Plan can meet the needs of Gypsies and Travellers as set out in the NPPF.
 - The SHLAA and additional housing needs work will clarify the housing mix and site detail.
 - Publishing a technical paper on the evidence to support the

energy/climate change proposals in Theme Three; Policies for Ensuring Sustainable Development.

- Note – a Masterplan for Kidlington is to be commissioned, but it will inform the Local Neighbourhoods DPD, not the Local Plan

Sustainability Assessment

- 2.16 The Sustainability Assessment (SEA) carried out on the Proposed Submission Local Plan will be required to be updated and revised to take account of the outstanding suite of evidence. This is a requirement of the process. This will be undertaken concurrently with a number of the other steps, as it concerns further site analysis and assessment (including of suitable alternatives). This is a normal part of Plan evolution.

Local Development Scheme

- 2.17 The Local Development Scheme adopted at the Executive meeting held on 28 May 2012 needs to be updated to reflect the changing nature of some of the proposed documents and the delays in some of the preparation timetables. The LDS sets out how the different documents sit together and the timetable for their preparation. The Council is required to keep this up to date.

Updated Local Plan Timetable

- 2.18 It is anticipated that the process will now be concerned with refinement and evolution rather than fundamental change (as took place for the Proposed Submission Local Plan) while keeping an open-mind to the outcome of due process. Our challenge is to finalise the evidence base, to take account of any significant issues which arise from this and from the recent consultation, and to complete the Plan in a timely manner.
- 2.19 All studies will have been finalised by the end of January 2013, with an updated SEA commissioned to coincide with bringing a revised Submission draft back to the CDC Executive in February 2013. This is a tight but achievable timetable.
- 2.20 The aim remains to secure agreement to submission by the end of February 2013 aiming for an examination by Easter 2013. However, it is important to note that should any of the final pieces of evidence produce any unexpected results that do not accord with the current development strategy, proper consideration will need to be given to the implications of these results before the Plan is submitted.

Impact on Cherwell Local Plan Policies and proposals

- 2.21 It is anticipated that the structure of the Local Plan will generally remain as drafted subject to any necessary further refinement on detailed matters. Its current sections and policies are as follows:

Section - Policies for Development in Cherwell

Theme One: Policies for Developing a Sustainable Local Economy

- Policy SLE1: Employment Development
- Policy SLE2: Securing Dynamic Town Centres
- Policy SLE3: Supporting Tourism Growth
- Policy SLE4: Improved Transport and Connections
- Policy SLE5: High Speed Rail 2 - London to Birmingham

Theme Two: Policies for Building Sustainable Communities

- Policy BSC1: District Wide Housing Distribution
- Policy BSC2: The Effective and Efficient Use of Land – Brownfield land and Housing Density
- Policy BSC3: Affordable Housing
- Policy BSC4: Housing Mix
- Policy BSC 5: Area Renewal
- Policy BSC6: Travelling Communities
- Policy BSC7: Meeting Education Needs
- Policy BSC 8: Securing Health and Well-Being
- Policy BSC 9: Public Services and Utilities
- Policy BSC10: Open Space, Outdoor Sport and Recreation Provision
- Policy BSC11: Local Standards of Provision- Outdoor Recreation
- Policy BSC12: Indoor Sport, Recreation and Community Facilities

Theme Three: Policies for Ensuring Sustainable Development

Climate Change

- Policy ESD1: Mitigating and Adapting to Climate Change
- Policy ESD2: Energy Hierarchy
- Policy ESD3: Sustainable Construction
- Policy ESD4: Decentralised Energy Systems
- Policy ESD5: Renewable Energy
- Policy ESD6: Sustainable Flood Risk Management
- Policy ESD7: Sustainable Drainage Systems (SuDS)

Our Core Assets

Water Resources

- Policy ESD8: Water Resources

Protection and Enhancement of Biodiversity and the Natural Environment

Sites of European Importance

- Policy ESD9: Protection of the Oxford Meadows SAC
- Policy ESD10: Protection and Enhancement of Biodiversity and the Natural Environment
- Policy ESD11: Conservation Target Areas

Landscape

- Policy ESD12: Cotswolds Area of Outstanding Natural Beauty (AONB)
- Policy ESD13: Local Landscape Protection and Enhancement
- Policy ESD14: Oxford Green Belt
- Policy ESD15: Green Boundaries to Growth
- Policy ESD16: The Character of the Built Environment
- Policy ESD17: The Oxford Canal

- Policy ESD18: Green Infrastructure

Policies for Cherwell's Places

C1. Bicester

- Bicester 1 - North West Bicester Eco-Town
- Bicester 2 - Graven Hill
- Bicester 3 - South West Bicester Phase 2
- Bicester 4 - Bicester Business Park
- Bicester 5 - Strengthening Bicester Town Centre
- Bicester 6 - Bure Place Town Centre Redevelopment Phase 2
- Bicester 7 - Meeting the Need for Open Space, Sport and Recreation
- Bicester 8 – RAF Bicester
- Bicester 9 – Burial Site in Bicester
- Bicester 10 - Bicester Gateway
- Bicester 11 – North East Bicester Business Park
- Bicester 12 - East Bicester

C2. Banbury

- Banbury 1 - Banbury Canalside
- Banbury 2 - Hardwick Farm, Southam Road (East and West)
- Banbury 3 - West of Bretch Hill
- Banbury 4 - Bankside Phase 2 (Links to Banbury 12)
- Banbury 5 - North of Hanwell Fields
- Banbury 6 – Employment Land West of M40
- Banbury 7 - Strengthening Banbury Town Centre
- Banbury 8 - Land at Bolton Road
- Banbury 9 - Spiceball Development Area
- Banbury 10 - Bretch Hill Regeneration Area
- Banbury 11 - Meeting the Need for Open Space, Sport and Recreation
- Banbury 12 - Land for the Relocation of Banbury United FC
- Banbury 13 – Burial Site Provision in Banbury
- Banbury 14 – Banbury Country Park

C.3 Kidlington

- Kidlington 1 – Langford Lane Technology Park
- Kidlington 2 - Supporting Kidlington Village Centre

C.4 Our Villages and Rural Areas

- Policies for Villages 1 – Village Categorisation
- Policies for Villages 2 - Distributing Growth across the Rural Areas
- Policy for Villages 3 - Rural Exception Sites
- Policy for Villages 4 - Meeting the Need for Open Space, Sport and Recreation
- Policy for Villages 5 - Upper Heyford

Key Issues for Consideration/Reasons for Decision and Options

3.1 To consider the progress being made in the completion of the Local Plan and the next steps that need to be undertaken.

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

Option One	To take no action
Option Two	To amend the steps proposed.
Option Three	To abandon plan making and allow a piecemeal approach to development that fails to ensure integration with existing settlements, fails to plan for the long term needs of the District, or to ensure that opportunities are realised for the benefit of residents and businesses across the District.

Consultations

Extensive public consultation as detailed in the report and Appendix A.

Implications

Financial:	The cost of the preparation of the Local Plan, the completion of the evidence base and legal costs are all met from a dedicated budget. Comments checked by Karen Curtin, Head of Finance and Procurement, 03000030106.
Legal:	The steps outlined in the report follow legal advice, published guidance on Local Plan making and lessons from other recent Local Plan inquiries. Comments checked by Kevin Lane, Head of Law and Governance 0300 0030107.
Risk Management:	The steps proposed in this report address known risks to Local Plan making and aim to position the final Submission version of the Plan as 'sound'. Comments checked by Kevin Lane, Head of Law and Governance 0300 0030107.

Wards Affected

All

Corporate Plan Themes

A District of Opportunity

Lead Member

**Councillor Gibbard
Lead Member for Planning**

Document Information

Appendix	
A	Summary of responses received
Background Papers	
None	
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Local Plan – Representations Received

This report sets out a summary of the content of the representations received. It does not offer a commentary on those representations. It has been prepared to provide an overview of the challenge of addressing a complex set of positions from respondents.

Local Plan Main Issues from Representations

1.Section: Policies for Development

1.1 Theme One: Policies for Developing a Sustainable Local Economy

- There is support for the increased employment land allocated in the Plan.
- Policy SLE1 is too flexible in allowing for other uses if employment does not come forward. This will lead to a loss of land for employment.
- The policies for employment sites are not flexible enough and unjustified in identifying the type of employment on each site. B8 uses should be allowed on all sites.
- The desire for high technology and low carbon industries is unjustified and unrealistic.
- Employment sites should only come forward for the types of employment intended.
- The role of internet shopping needs to be considered.
- The retail needs of the District need to be identified considering recent trends.
- There is no objection to the Council including a HS2 Policy but it should be redrafted as the current one implies the Council will be a key decision maker. Alternative wording is suggested. (HS2 Ltd)
- Car parking at the District's railway stations needs to be considered in more detail.
- There is concern about the amount of traffic generated by the proposed new development.
- Public transport should be considered to a greater extent and improved, including re-opening railway stations.

1.2 Theme Two: Policies for Building Sustainable Communities

- The RSS is likely to be revoked and the Council should not be using it.
- The RSS is based on out of date evidence and the Council should not be using it.
- In light of the 'Duty to Cooperate' the Council should work with the City Council to explore options for the unmet need for housing in Oxford.
- The Council has not met the affordable housing need in the District.

- There should be less growth at Banbury due to the topographical and landscape constraints and the increase in traffic congestion.
- There should be more growth at Banbury as it is not fulfilling this role as the most sustainable settlement and that set out in the South East Plan.
- Too much growth is focused at Bicester.
- Bicester should be the main focus for growth as it is less constrained
- There is too much growth at Banbury and Bicester and not enough in the rural areas.
- The villages have been given too much protection over the towns.
- Restricted growth in the villages is welcome.
- Housing growth is excessive if there are no jobs to go with new homes.
- Strategic sites will take too long to deliver so smaller sites need to come forward in the Local Plan as well.
- More housing is needed in Cherwell to meet trends in terms of decreasing household size and migration.
- Removal of reserve sites makes the Plan inflexible and should be re-considered.
- The Council has a significant shortfall in its 5 year land supply and it needs to bring forward more sites.
- The Plan should include Upper Heyford as a separate component within the settlement hierarchy in acknowledgement of its unique status as a significant brownfield development area
- Some villages which have received significant growth in recent years should get less development.
- The density policy is not justified and there should more flexibility.
- Affordable housing requirements are too onerous.
- There is lack of affordable housing for local people.
- There is support for the Rural Exception site policy.
- The 25% requirement in the Rural Exception policy is not justified.
- The housing mix policy is overly prescriptive and unjustified.
- Existing sites should be expanded for travelling communities.
- The provision of schools should be clarified and free schools should be acknowledged.

- The plan does not contain enough information about health and there should be more recognition that the health system has changed.
- More information is required on open space and recreation provision.
- References to places of worship should be included.
- The Council should work with builders and investors to improve the existing housing stock.
- Self-build should be promoted to a greater extent.
- There is no mention of the Olympic legacy.

1.3 Theme Three: Policies for ensuring Sustainable development

- The sustainable construction and environmental policies are needed and welcome
- The requirement for Code level 4 homes is unjustified and the building regulation requirements only should be used.
- The sustainable development policies place too many requirements on developers and are unjustified in their requirements.
- More attention should be given to the preservation of the environment and a low carbon strategy.
- There should be no development in the flood plain unless justified and flooding issues are resolved.
- There should be more woodland provided and rivers need more protection.
- A net gain in biodiversity is not always possible and should be removed as a requirement
- A Green Belt review should be undertaken for the local plan now, not later
- The Green Belt should remain generally protected
- Green buffers/boundaries are supported as they will protect villages around Banbury and Bicester.
- Green buffers/boundaries are unjustified, unclear; with no defined boundaries and will lead to a lack of housing supply.
- There should be protection of the historic environment, not just the built environment.
- The old towns of Banbury and Bicester should be considered and preserved.
- The conservation and enhancement of the Canal is welcomed but more is needed.
- Canal facilities may be needed outside the urban centres.

- Safer routes for cyclists should be included.
- Locally produced food should be encouraged.
- The impact of the loss of farming land is not recognised.
- Airport expansion should not go ahead.
- The Council should use Compulsory Purchase Orders (CPO) to bring forward sites.

2. Section: Policies for Cherwell's Places

2.1 Bicester

- Bicester could become a 'Garden city'
- The affects on surrounding villages of Bicester expanding is not considered in enough detail.
- The eco-town development should go through a public inquiry before any permissions are granted due to the significant number of homes proposed.
- The eco-town development will cause traffic and a loss of farm land.
- There is concern over the Lords Lane and Howes Lane junction becoming more congested.
- Development at Graven Hill will lead to traffic and will adversely effect villages to the south
- Job numbers at Graven Hill are not justified
- There is support for the preservation of RAF Bicester.
- Bicester Airfield requires protection and should not be built on.
- Bicester airfield should not accommodate an increase in powered flight due to noise concerns.
- The town centre boundary at Bicester is not clearly defined and conflicts with the masterplan
- The town centre area proposed is too large
- There is no justification for the local centres proposed for the sites at Bicester, development should be in the town centre.
- Any expansion of Bicester village should be fully justified.
- There should be greater promotion of the links between Bicester village and the town centre.

- Out of centre and edge of centre schemes should not be given permission as they affect the town centre.
- There remains a lack of services and facilities in Bicester.
- The proposed park at Pingle Fields is not appropriate due to traffic and pollution in this location.
- Too much development at Bicester will affect Otmoor in terms of flooding and water resources.
- Enterprise zones and Local Development Orders should be considered for Bicester to encourage growth.
- There is not enough land identified at Bicester for employment growth
- The Local Plan and Bicester Masterplan should be more similar in terms of policy.
- Congestion on the M40 and its junctions causes problems in Bicester and villages.
- There is no justification for the South East link road and route options have not been examined.
- Light pollution from Bicester will be a problem.

Sites at Bicester which are the subject of representations received include:

For housing:

- South west Bicester (Phase 2)
- South east Bicester
- Land at Langford Park farm for housing (consideration of inclusion as part of the Graven Hill site)
- North West Bicester (and separately for employment)
- Graven Hill
- South of Lodge riding stables
- Land at Gavray Drive
- Land west of Caversfield (east of the B4100)

For employment:

- Land north of Skimmingdish Lane (including B8 uses), extending the proposed allocation in the Local Plan.
- Bicester Gateway
- Bicester Sports Association land for commercial uses (existing uses are proposed to move to Chesterton)
- North West Bicester

Various landowners and developers requested the inclusion or removal of these sites from the Local Plan. Some requested changes to the strategic site policies, including the strategic site boundaries, that are proposed in the Local Plan. This included contending that higher housing numbers be accommodated on sites and reasons as to why they believe they should not have to meet some of the requirements of the proposed policies. All sites

submitted have been listed here but some will not be considered until the Council's Local Neighbourhoods Document is produced next year.

2.2 Banbury

- Canalside is supported by most but sites with the main site should be able to come forward individually.
- Canalside site is undeliverable and unviable.
- The Council needs to be more proactive in delivering Canalside, including working with landowners
- There is a lack of employment land allocated at Banbury in light of the need for economic growth
- Existing employment land should be used at Banbury
- There is limited land available for businesses that will be lost from Canalside
- Banbury town centre is already congested and development will add to this.
- Traffic is a concern in Banbury and the south east link road should be looked at in more detail.
- The area at Bridge Street is congested and will only get worse.
- New motorway junctions are needed.
- Bankside Road should be upgraded to allow for more traffic use.
- There is general support for the development of town centre sites.
- Out of town retail development should be stopped with a focus on the town centre
- There is support for the new park for Banbury but questions are raised about its distance from Banbury town centre.
- More sports and open space provision is required in Banbury particularly in areas identified as deficient.
- The football club at Bodicote Rugby Club will lead to significant traffic and light pollution
- The cemetery at Southam Road should be extended northwards.
- The Council is not doing enough to bring forward the Bankside development.
- BGN school potential to relocate should be recognised.

2.2.1 Sites at Banbury which are the subject of representations received include:

For housing:

- Mckay Trading Estate, Lower Cherwell Street, (Canalside Area) for housing

- Land south of Salt Way, east and west of the Bloxham Road for housing
- Land at Wykham Park Farm (south of Salt Way) for housing
- Land north of Hanwell Fields for housing
- Land east and West of Southam Road for housing
- Cemex site for housing
- Grundons site for housing
- Land west of Warwick Road for housing
- Land at Bankside, for housing
- Land south of the Broughton Road for housing

For employment:

- The 20 20 Cricket club site at Thorpe Lane
- Land to the east of the M40, adjacent to the A361
- Land at Grimsbury Reservoir
- Land west of the M40
- Land east of the M40
- Land at Waterworks way

Other Use:

- The Horton Hospital (for the neighbourhoods DPD)
- Land at Bolton Road (mixed use)
- Land at Kraft, Southam Road for a foodstore
- Land to the south of Canalside for Banbury United Football club and leisure uses

Various landowners and developers requested the inclusion or removal of these sites from the Local Plan. Some requested changes to the strategic site policies, including the strategic site boundaries, that are proposed in the Local Plan. This included contending that higher housing numbers be accommodated on sites and reasons as to why they believe they should not have to meet some of the requirements of the proposed policies. All sites submitted have been listed here but some will not be considered until the Council's Local Neighbourhoods Document is produced next year.

There were a significant number of objections from local communities to development north and west of Banbury. There is a view that consultation has been inadequate.

Points of objections to development of land north of Hanwell Fields include:

- Negative effect on the landscape
- Will be prominent on the landscape
- Negative effect on Hanwell and its setting
- Loss of agricultural land
- Loss of established northern boundary of the town
- Negative effect on the setting of footpaths
- Light pollution
- Poor access to the town centre
- Traffic problems
- Existing facilities at Hanwell fields are at capacity
- Hanwell Observatory will be adversely affected by development north of Banbury.

Points of objections to development of land at Southam Road include:

- Negative effect on the landscape
- Will be prominent on the landscape
- Negative effect on the crematorium and its setting
- Loss of agricultural land

- Loss of established northern boundary of the town
- Negative effect on the setting of footpaths
- Loss of historic features
- Noise from the motorway
- Poor access to the town centre
- Loss of the historic environment
- Traffic problems

Points of objection to development of land west of Bretch Hill include:

- will have no benefits for the existing estate
- will lead to a loss of valuable landscape
- The impact on vistas from Wroxton Abbey, the setting of the historic arch and the rural setting of Withycombe farm
- Impact on Drayton

2.3 Kidlington

- There should be green buffers at Kidlington
- Policy Kidlington 1 is supported as it will allow employment growth
- Further land should be removed from the Green belt at Langford lane
- The scope for high tech growth and the need for employment at Kidlington is not catered for.
- The area identified for review at Langford Lane is not based on sound evidence and should be more definite.
- A proper Green Belt review for employment uses should be undertaken with a number of sites considered
- There should be review of the Green belt for housing.

2.3.1 Sites at Kidlington which are the subject of representations include:

For housing:

- Land at Webbs Way

For employment:

- Land adjacent to Begbroke Science Park
- Land at and near Langford lane
- Land at Langford Locks

Various landowners and developers requested the inclusion or removal of these sites from the Local Plan. Some requested changes to the strategic site policies, including the strategic site boundaries that are proposed in the Local Plan. This included contending that higher housing numbers be accommodated on sites and reasons as to why they believe they should not have to meet some of the requirements of the proposed policies. All sites submitted have been listed here but some will not be considered until the Council's Local Neighbourhoods Document is produced next year.

2.4 Rural Areas

- Villages are in the wrong categories according to evidence
- Policy Villages 1 is too restrictive preventing development in smaller villages.
- Policies do not allow brownfield sites to come forward.
- Policy Villages 2 should focus more development to the larger villages as they are more sustainable.
- Group 2 villages could accommodate more growth
- There are conflicts between the villages in Policy 1 and Policy 2.
- Infilling needs a broader definition to bring forward other sites.
- By restricting development in the rural area this prevents small sites coming forward for meeting needs.
- Only allowing limited housing in smaller villages is supported due to its potential impacts.
- Limited bus services need to be taken into account.
- Schools are at capacity
- There is a lack of recreation facilities in the villages.
- Water, sewerage and electrical facilities are inadequate for new development.
- Development will lead to traffic, congestion and a loss of village character.
- Sites should be able to come forward in the Green Belt for housing where there are exceptional circumstances.
- Policies on Green Belt villages are not clear.
- Village clustering should be considered carefully.
- It is important that new developments in the towns are required to produce travel plans so that associated vehicles are routed away from towns and villages.
- Broadband should be encouraged more strongly as this is vital for growth.
- There should be rural employment sites allocated in the rural areas.
- There is not enough in the Plan helping to address village services closing
- Upper Heyford should be preserved and made a tourism asset.
- The Free School should be mentioned at Upper Heyford

- If sites come forward they should be for well designed affordable housing.
- Some villages are producing or planning to produce 'Neighbourhood Plans'
- Development at South Banbury should be taken off Bodicote's housing allocation as it is considered part of Bodicote.

2.4.1 Sites which are the subject of representations in the rural areas include:

For housing:

- Land at Upper Heyford former Air base
- Land off Camp Road, Upper Heyford former Air base
- Land at Oak Farm, Milcombe
- Land off Merton Road, Ambrosden
- Land at Springfield Farm, Ambrosden
- Land north of Aynho Road, Adderbury
- Ashworth Land, Merton
- Land at White Post Road (Tappers Farm), Bodicote

For employment:

- Land at Shipton on Cherwell (Bonhams)
- Land at Cotefield Farm, Bodicote
- Land at junction 9 M40
- Land at the rear of Ploughley Road, Arcott

Various landowners and developers requested the inclusion or removal of these sites from the Local Plan. Some requested changes to the strategic site policies, including the strategic site boundaries, that are proposed in the Local Plan. This included contending that higher housing numbers be accommodated on sites and reasons as to why they believe they should not have to meet some of the requirements of the proposed policies. All sites submitted have been listed here but some will not be considered until the Council's Local Neighbourhoods Document is produced next year.

There were a significant number of objections from local residents from Wendlebury and nearby to the proposed South East Link Road at Bicester for the following reasons:

- Village will be boxed in by roads and there will be rat running.
- Car use will increase as accessing the village by foot will be reduced.
- No alternative routes are considered or proposed.
- The road will affect the setting of Wendlebury and will affect the setting of a scheduled ancient monument.
- The road crosses a BAP habitat.
- There will be encroachment of Bicester on Wendlebury.
- There is no mitigation of the road proposed.
- Consultation has been inadequate
- Why is there no Green Buffer for Wendlebury?

(While these comments were mainly made to the Bicester Masterplan, they need to be addressed in order to show that the proposed South East Link Road is 'deliverable'.)

3. Infrastructure

- No proper infrastructure plan has been produced for the Local Plan

- Power companies may have strategic power distribution circuits in areas proposed for development. These should be considered and if moved paid for by developers.
- Little consideration given to the capacity of the Horton Hospital with all the new housing.
- The IDP contains no reference to ecology and little reference to green infrastructure requirements

4. Evidence Base and Consultation

- There is a lack of available evidence and justification to support the Plan.
- The evidence is out of date.
- The housing numbers produced are confusing and inaccurate.
- There is no justification for switching between sites at Banbury.
- There is no evidence as to the amount of retail development that is needed in the towns.
- Extending the town centre boundaries is not justified.
- There is no up to date Strategic Housing Market Assessment.
- No Strategic Housing Land Availability Assessment has been produced.
- Work is required considering the jobs/housing ratio that is required.
- Work needs to be produced using the most up to date ONS projections and demographic information.
- The Council cannot determine how much development is needed and where until this evidence is produced.
- There is no evidence to support the fact the Council has projected forward growth at the same rate between 2026 and 2031.
- There is an over reliance on windfalls particularly as Bicester's windfall rate has been so low in recent years.
- There is no evidence for the distribution of housing proposed in the plan.
- There is no proper assessment of how many windfalls may come forward.
- More consultation is required as the public have not have a chance to comment on the new sites that are proposed.
- Council should consider the Local Housing Delivery Groups' "A review of local standards for the delivery of new homes (June 2012) Viability Testing Local Plans (June 2012) and budget announcement March 2011.

- The Plan needs to be viability tested
- Up to date ecological surveys are required for all of the proposed strategic site allocations
- The combined hydrological impact of the proposed sites at Bicester on the designated sites and priority habitats in the River Ray catchment and on the Bicester Wetland reserve Local Wildlife Site is of concern
- The justification for the categorisation of villages has not been published.
- There is no justification for the lower number of homes proposed to be allocated to the rural areas.
- There is no justification for the allocation of villages to a group in Policy for villages 1.
- The 'Craitlus study' is not sound.
- The population of Kidlington should be clarified in the Plan.
- The SA relies too much on the Landscape Sensitivity and Capacity Assessment. The LSCA was too subjective and flawed.
- The draft core strategy SA highlights the sustainability of sites, why have unsustainable sites been included.
- The Sustainability Appraisal is not accurate.
- The Council should undertake more consultation.
- The Council has breached human rights.

5. Main comments from Statutory Consultees and other authorities/organisations

Oxfordshire County Council

The County Council consider the Plan broadly meets the tests of soundness namely positively prepared, justified, effective and consistent with national policy. They make some comments which they believe can be overcome and joint working should continue. These are the main ones:

- The Plan will need to be changed to reflect recent announcements such as the electrification of the Railways in Cherwell, the government's commitment to East West Rail and the new station at Water Eaton.
- Delivery of the south east link road at Bicester will be a priority.
- Alternative options to securing a University technical college should be explored as funding has not been successful at Bicester
- County Council assets at Bicester tie in with the ambitions for Bicester town centre.
- The Green Belt Review should be expanded to include land at Begbroke Science Park for employment.
- Further consideration of the importance of Oxford Airport is needed.
- The County and the District should continue to work together to develop Infrastructure plan.

- More attention is needed in relation to strategic public transport planning, transport planning at Banbury, education, and making policy wording consistent.

English Heritage

English Heritage supports the plan generally and welcomes the conservation of the Canal.

It recommends the following changes are made:

- Place more emphasis on preserving the historic environment not just the built environment. Some parts of the District are not built e.g. ANOB
- Concern is expressed about the South East link Road at Bicester
- An assessment needs to be undertaken in order to assess the roads impact and re-alignment considered. It needs to be shown that it is in public interest that it goes ahead.
- Concern is expressed over Bicester 12 and its impact on Wretchwick Medieval Settlement. Land should be excluded from the allocation that affects its setting.

Natural England

At least a phase 1 ecological survey should be undertaken for each allocated site to allow consistency with paras 110 and 165 of the NPPF. A phase 1 survey should provide a good indication of whether protected species are likely to be a constraint on a site and whether further survey work is required.

It is similarly unclear how the landscape and amenity value of each site has been considered. Unless it is demonstrated that these matters have been taken into account in the allocation process, Natural England advises that the plan is unsound.

Environment Agency

The Policy for North West Bicester is not consistent with PPS1 Ecotown supplement; not all elements of the PPS supplement have been included. If the policy is intended to future proof the local plan should the PPS be removed then all elements of the policy should be included. In particular, ecotown supplement requirements for ET17 Water (requirement for a water cycle study covering water efficiency and demand, neutrality, quality, surface water management, infrastructure requirements and delivery etc) and ET18 flood risk (development avoids, does not increase and where possible reduces flood risk and takes a sequential approach to layout- although ESD6 seeks to achieve this).

The Bicester South East Relief Road route is not marked on the proposals map for the Local plan. The route on the Bicester Masterplan indicates it crossing the Langford Brook; the impact on flood risk and nature conservation will need to be considered.

At Bicester Business Park/Bicester Gateway the use of “flood plain” and “areas liable to flooding” are too vague and make the application of para 100 of the NPPF difficult. Policy wording should be amended to read “There will be no built development within flood zones 3”

Since the permitted scheme at Bicester Business park the EA has undertaken hydraulic modelling of the watercourse and future development proposals should use the most up to date information. Whilst it does not preclude the site completely from being developed proposals might need to consider the constraints in greater detail. It would be preferable for the policy to indicate no built development in flood zones 2 and 3 as this would make

development more resilient to climate change however it is appreciated that this is aspirational and is not explicitly stated in the NPPF.

The level of detail in Canalside policy wording is inappropriate and cannot have been informed by the Level 2 SFRA. Allocating areas of the site for specific development uses would only be appropriate if supported with evidence from the level 2 SFRA. The EA will continue to work with the Council on completing the SFRA.

Regarding Southam Road Key site specific design and place shaping principles bullet point 2 does not make sense and conflicts with NPPF para. 100. It should be revised to read "There will be no built development within flood zones 2 or 3 and a green buffer will be provided along the watercourse."

Advisory: There may also be access and egress issues for residents using Noral Way, which is partly within flood zones 2 and 3. The level of risk could be assessed in a site specific FRA however there is a risk in allocating a site where safe access could not be achieved. CDC's emergency planners should be able to give a view on this.

Employment land at the M40 is supported.

Oxford City Council

Stronger reference should be inserted in the Plan to the 'Duty to Co-operate', similar to the wording proposed as a modification by the Inspector to the South Oxfordshire Core Strategy. Disagrees that "there is no suggestion at this stage that a wider review is required". The City Council will continue to press for an urban extension to the south of the city but until this is secured the City would wish the option for a selective Green Belt review in other areas around the city to be maintained.

The City Council has some concerns about the shift in the type of employment provision at Bicester e.g. to the knowledge economy as this overlaps significantly with the key sectors of the city's economy.

It is concerned that expansion at Bicester Village could seriously impact on the potential of the Westgate shopping centre redevelopment in Oxford.

Reassurance is needed that adequate infrastructure funding will be in place to mitigate the impact e.g. on the A34. A programme of measures and funding schemes should be identified to properly mitigate any additional demand arising from future housing and jobs growth.

Parish Councils

Various Parish Councils identify positive effects but generally consider there will be adverse affects from development of Banbury, Bicester and the Districts villages.

Executive

Town Centre Innovation Fund

3 December 2012

Report of Head of Strategic Planning and the Economy

PURPOSE OF REPORT

To consider the use of the Town Centre Innovation Fund.

This report is public

Recommendations

The Executive is recommended:

- (1) To receive the report and approve the proposed allocations set out in paragraph 1.4.
- (2) To approve funding for the Christmas Parking Initiative set out in paragraph 1.7.
- (3) To approve the process for developing projects and releasing resources to Town Centre projects set out in paragraphs 1.8, 1.9 & 1.10.

Executive Summary

Introduction

- 1.1 This report considers the Portas Review of High Streets and the award to CDC of funding to support 'Town Centre Innovation'.
- 1.2 This report proposes a distribution of the funding to contribute to the strengthening of the economies of the town centres and to meet the objectives of the Cherwell Economic Strategy, Town Masterplans and Cherwell Local Plan.

Proposals

Using the Town Centre Innovation Fund award

- 1.3 The two Town Masterplans are now well advanced and together with the draft Local Plan set the strategic framework for the development of the towns. It is

now appropriate to consider how best to use the funding awarded to CDC, recognising that as this is one off funding how the funding is used should have local economic impact.

Allocation

- 1.4 It is proposed to initially allocate the £100,000 awarded for 'Town Centre Innovation' by the DCLG in the following proportions:-
- 50% to Banbury - £50,000.
 - 30% to Bicester - £30,000.
 - 20% to Kidlington - £20,000.

Proposed Uses

- 1.5 The CDC Economic Development Team has engaged in discussion with local Chambers of Commerce, town traders and town partnerships as to possible projects for funding.
- 1.6 One initial priority that has been identified has been using part of the funding award to reduce the cost of parking in Banbury and Bicester in the run up to Christmas. This is an initiative that is intended to provide real support for the traders of the two towns in a very challenging economic climate.
- 1.7 It is therefore proposed to commit the following to the Christmas Parking Initiative that will operate in Banbury and Bicester (Kidlington has free car parking already):
- £40,000.

Full details of the scheme, to be administered by CDC, were approved at the November 2012 Executive.

- 1.8 The remaining amounts for the support of town centre projects are therefore:
- Banbury - £25,000.
 - Bicester - £15,000.
 - Kidlington - £20,000
- 1.9 The CDC Economic Development Team will continue to hold the fund and commit to a package of local projects in each town/village, developed with the local retail/traders groups, in agreement with the Portfolio holder Councillor Bolster.
- 1.10 It is proposed that project funding should:
- Show a broad fit with the Objectives of each Town Masterplan and the Cherwell Economic Strategy.
 - Promote the town for shopping as part of strengthening the visitor economy.

Bicester Initial Proposals

- 1.11 From local discussions the Bicester issues to tackle include:
- Promoting the Town centre to attract specialist independent retailers so that it can co-exist with Bicester Village in a mutually productive way
 - Preparation of a marketing strategy for the town
 - Widen the distribution of tourist information about the town

- Considering how to use the historic character of the town
- Events calendar needs widening and more events putting on
- Improved signage from car parks to town centre
- Improve the links between Bicester Village and the town centre
- Better promotion of local produce
- Improved promotion of the market and more specialist market days e.g. regular antique fair/flea market

1.12 Bicester project proposals for development include:

- Conduct research on what shoppers opinions are of Bicester.
- Enhanced on-line presence and you tube video of town and traders
- Consider a better spread of finger signs through the town
- Prepare cycling and walking maps
- Explore with Oxfordshire County Council installing large brown heritage signs outside of the town

Banbury Initial Proposals

1.13 From local discussions the Banbury issues to tackle include:

- Preparation of a marketing strategy for the town
- Improving the signage from the car parks to town centre
- Raising the profile of the Tourist information Centre
- Improved promotion of local produce
- Improved promotion of the market and more specialist market days e.g. regular antique fair/flea market
- Better signage from car parks, new maps and guides
- Promote the town to the surrounding villages as a place to shop

1.14 Banbury project proposals for development include:

- Improved signage - in car parks (maps highlighting tourist attractions and old town), from the coach park, St Mary's, The Cross and the Tourist Information Centre.
- Events and promotion – i) The creation of a programme of events throughout the year such as a weekend town food fair, Easter events - find eggs in windows, Victorian Xmas market, Banbury in Bloom, a 'buy local campaign' and independent retailers month. li) Promotion at rail stations, including Marylebone Station, with maps from Banbury station, so visitors can see distances to shops and attractions.
- Welcome pack for new comers (Town Guide) / Brochure promoting town.
- Development of a loyalty scheme
- Christmas promotional campaign (like Leamington) with vouchers & map

1.15 Longer term

- Development of a town centre strategy to guide the long term, to draw in other funding for identified action, including the development of a Business Improvement District (BID) to support the funding of a town centre manager
- Developing a programme of physical improvements to street lighting and street furniture.
- Developing a scheme to improve shop fronts

Kidlington Initial Proposals

1.16 From local discussions the Kidlington issues to tackle include:

- Improved signage off Oxford road
- Improved promotion of the market and more specialist market days e.g. regular antique fair/flea market
- Raising local awareness of the Tourist information centre and what it can offer
- Establishing an events calendar
- Improved promotion of local produce

- 1.17 Kidlington project proposals for development include:
- i. New signs and maps to Kidlington
 - ii. Identify unnecessary clutter and consider how that can be removed or combined onto single boards.
 - iii. Work with Oxfordshire County Council on signage policy, brown signs, black-on-white information signs, etc.
 - iv. A Masterplan for Kidlington is to be commissioned (by CDC) which will examine how the economy of Kidlington might be strengthened further.

Conclusion

- 1.18 The aim of this proposal is to commit the Town Centre Innovation funding to a package of measures that assists the economies of Bicester, Banbury and Kidlington.

Background Information

The Portas review

- 2.1 On 17 May 2011 the Prime Minister announced that he had asked Mary Portas, leading retail marketing consultant, to undertake a review of the English high street. The report was published on 13 December 2011 'The Portas review: an independent review into the future of our high streets'.
- 2.2 The Government's formal response to the recommendations made by Mary Portas in her report was published by the Department for Communities and Local Government on 30 March 2012.
- 2.3 The purpose of the Portas review was to identify what the Government, local authorities, businesses and others can do together to promote the development of new models of prosperous and diverse high streets. It forms part of the Government's work to promote economic growth. The main aims of the review were to:
- Examine the case for developing town centres that contribute to promoting economic growth, creating jobs and improving quality of life in local areas
 - Explore new business models for high streets relevant to the modern consumer
 - Recommend what action government, businesses and other organisations should take to create diverse, sustainable high streets where small businesses and independent retailers are able to thrive.
- 2.4 High streets are a very visible indicator of how well a local community and economy is thriving. They are recognised as important hubs of social

interaction and providers of employment and local commerce.

- 2.5 The recent recession has had a significant negative impact on a number of high streets throughout England. The Government has said it would like to reverse this downward trend by working with retailers, local government and others to improve the prosperity, diversity and social and economic contribution of the high street. The Portas review of how to secure the economic future of high streets forms part of that role.
- 2.6 The Review makes a series of recommendations on what can be done by government, local authorities and business, many of which are reflected in the Bicester and Banbury Masterplans and the Cherwell Local Plan.
- 2.7 The recommendations aim to:
- Get town centres running like businesses: by strengthening the management of high streets through new 'Town Teams', developing the Business Improvement District model and encouraging new markets.
 - Get the basics right to allow businesses to flourish: by looking at how the business rate system could better support small businesses and independent retailers, encouraging affordable town centre car parking and looking at further opportunities to remove red tape on the high street.
 - Level the playing field: by ensuring a strong town centre first approach in planning and encouraging large retailers to show their support for high streets.
 - Define landlords' roles and responsibilities: by looking at disincentives for landlords leaving properties vacant and empowering local authorities to step in when landlords are negligent.
 - Give communities a greater say: by greater inclusion of the high street in neighbourhood planning and encouraging innovative community uses of empty high street spaces.
- 2.8 The report was published alongside new Government commissioned research, 'Understanding High Street Performance', which shows that: although some high streets continue to thrive, a third are degenerating or failing; by 2014 less than 40% of retail spending will be on the high street; and that over the last decade out of town retail floorspace has risen by 30% while in town has shrunk by 14%.
- 2.9 Mary Portas also recommends that her suggestions are tried out in a number of high street pilots, 14 of which have been announced.
- 2.10 Cherwell has not been awarded a High Street pilot, but like a number of other Districts has been awarded £100,000 to promote 'town centre innovation'. The DCLG has not prescribed what the funding should be used for and has left this for local determination. There is no time limit on the use of the funding, but there is a need to account for these of the monies.

Cherwell District Context

- 2.11 How this funding for town centre innovation is used should be governed by local strategies for maximum impact:
- The Masterplans which are being completed for Banbury and Bicester with extensive proposals for how the two town centres might be strengthened.

- The Local Plan for Cherwell guiding development through to 2031.
 - The Economic Strategy for Cherwell
- 2.12 The evidence base for our strategies is becoming extensive with an analysis of District economic trends informing the Cherwell Economic Strategy and a study of retail trends (CBRE 2012) and a District economic assessment (Roger Tyms 2012) informing the Local Plan.
- 2.13 All these studies point to the importance of the town centres as a focus for retail, commercial and cultural activity with a need for actions that promote new development and encourage additional footfall (visitors), through new town marketing, increasing the provision of overnight accommodation and new retail development that strengthens the draw of each town centre.
- 2.14 In particular, the Local plan (2012) proposing placing an emphasis on the importance of strengthening the town centres as places to shops with commercial and cultural activities. The plan states -

'Policy SLE 2: Securing Dynamic Town Centres

B.47 We are looking to ensure that our Market Towns have a strengthened role in achieving economic growth, as a destination for visitors, and in serving their rural hinterlands.

B.48 We are determined to secure dynamic town centres as the focus for commercial, retail and cultural activity at the heart of our district. The renewal and strengthening of the town centres is critical if the towns are to expand, with the creation of new retail, commercial and other employment generation (such as leisure) that reduces the overall level of out-commuting and maintains their role as the focal points of the district economy and their historic role as the heart of the community.

B.49 We envisage town centres that are:

- *Easy and pleasant to walk around*
- *Great for shopping and going out*
- *Easy to do business in*
- *Have housing for all ages*
- *Served by efficient public transport.*

B.50 The increasing rationalisation of public assets (libraries, civic centres & public access points), is an opportunity to ensure multiple use of public sector buildings and so strengthen their role as a draw to secure additional footfall into the town centres.

B.51 The town centres of both Banbury and Bicester will grow; in Banbury, with new retail forming part of proposals for Bolton Road, Canalside and Spiceball Development Area and in Bicester towards the improved Bicester Town Railway Station and on through to an expanded Bicester Village, which will be integrated more fully into the town ('Policy Banbury 7: Strengthening Banbury Town Centre' and 'Policy Bicester 5: Strengthening Bicester Town Centre').

B.52 We will support businesses affected by the redevelopment of strategic development areas by assisting their relocation and ensuring alternative land is available locally elsewhere.

B.53 We do not support out of town office and retail development outside the two

town centres. Where edge of town retail is created we will examine whether to increase the town centre land allocations within future phases of the plan to seek to balance the impact, for example north of Bolton Road (see 'Policy Banbury 8: Land at Bolton Road') and along the Warwick Road in Banbury. All new retail will also be required to be built to high design and building standards.

B.54 We will also support the role that new restaurants and cafes have in the economy of both towns in drawing people into the town centre to attract new professionals, new small businesses and to strengthen the draw of the town at the centre of its local hinterland.

B.55 The urban centres within the district offer an important focus for shopping, commerce and the provision of leisure and other services to meet the needs of local people and visitors. The main centres in the district are the town centres of Banbury and Bicester and the village centre of Kidlington. There is also significant other shopping floorspace in the following locations:

- Bicester Village Outlet Shopping Centre*
- Banbury Cross Retail Park*
- Various other edge of centre & out-of-centre large stores including a number of major food stores*
- At various local centres within Banbury and Bicester.*

B.56 As well as serving the population of their immediate communities and more widely within Cherwell District, the retail centres serve a wider population and draw trade from towns such as Southam, Daventry, Towcester, Buckingham, Witney, Chipping Norton and Shipston-on-Stour. This gives a total catchment population of approximately 464,000 (2001 census).

B.57 Each of the main urban centres within the district is unique and today faces different challenges and opportunities. More information, and specific policies for each of the centres, is included within Section C 'Policies for Cherwell's Places': 'Policy Bicester 5: Strengthening Bicester Town Centre', 'Policy Banbury 7: Strengthening Banbury Town Centre' and 'Policy Kidlington 2: Strengthening Kidlington Village Centre'. A number of general comments can, however, be made:

- Both Banbury and Bicester town centres lie at the heart of towns which have grown significantly in recent years and, through the period of this Local Plan, will continue to do so. Assessments of the need for more shopping floorspace have shown that the towns should seek to identify significant levels of further floorspace if they are to provide the capacity to meet local needs.*
- Banbury has seen significant retail growth in the last decade with the expansion of the Castle Quay Shopping Centre and this has helped to meet its immediate shopping needs. The Council intends to take the opportunity to expand its retail role.*
- Bicester town centre has seen less growth. However, the re-development of the Bure Place car park which has begun to provide a substantial increase in shopping within the town centre (see 'Policy Bicester 6: Bure Place Town Centre Redevelopment Phase 2'). Away from the town centre, the Bicester Village Outlet Shopping Centre was opened in 1995 and extended in 2000 and 2008, and Bicester Avenue opened in 2007. Further developments in the town centre will need to ensure that the town remains accessible by all forms of transport for residents and visitors. Further growth of the Outlet Village will also ensure its role as a major national and international retail draw continues with all the employment gain this brings to the town. It must, however, be integrated into an improved town centre. Parts of both Banbury and Bicester*

town centres lie within conservation areas and any development in these areas will need to be sensitively treated.

- *Kidlington centre is considerably smaller than the two town centres, however it plays an important role in serving the local population. Additional shopping floorspace was opened in the centre in 2004 and there is capacity for further floorspace in the period up to 2031.*

B.58 The Council is committed to supporting its town centres and to maintain and enhance their vitality and viability and their associated infrastructure to create vibrant retail environment.'

Key Issues for Consideration/Reasons for Decision and Options

3.1 To consider the proposed allocation of funding.

3.2 To consider the proposed uses to which the funding might be put.

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

Option One To take no action and retain the funding for other purposes.

Option Two To be more prescriptive about what can be funded.

Option Three To change the proposed allocation of funding.

Consultations

Chambers of Commerce, town traders and town partnerships for Bicester, Banbury and Kidlington.

Implications

Financial: This fund is from the DCLG and involves no direct CDC funding.

Comments checked by Karen Curtin, Head of Finance and Procurement, 03000030106

Legal: The allocation of funding will need to comply with any conditions imposed by CLG.

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

Risk Management: Although there appears to be no time limit imposed on use of the funding there is a risk of potential claw back if it is not fully committed within a reasonable time.

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

Wards Affected

Wards in Bicester, Banbury and Kidlington

Corporate Plan Themes

A District of Opportunity

Lead Member

**Councillor Norman Bolster
Lead Member for Estates and the Economy**

Document Information

Background Papers	
None	
Report Author	Adrian Colwell, Head of Strategic Planning and the Economy
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Executive

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

3 December 2012

Report of Head of Transformation

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 July to 30 September 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 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 second quarter of 2012/13 measured through the performance management framework. The report covers key areas of performance, these are: performance against the Council's 17 public pledges; financial performance, human resources performance and customer feedback as well as progress against the Corporate Priorities and associated performance measures.

In addition performance against the Corporate Equalities Plan, Brighter Futures in Banbury, Major Programmes and Significant Partnerships is also included.

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 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at the

director level against service plans and strategies. The majority of operational performance issues are dealt with at service and director level. However significant service successes and issues are reported upwards and where appropriate included in this report.

Proposals

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

Corporate Pledges

Cherwell: A District of Opportunity

- Continuing to support Job Clubs – a total of 65 held this year – including work with Career Contact and Career and Opportunities Gateway Job clubs to help professional /managers. A Job Club Engagement Officer has been appointed through OCC Libraries Services to provide additional focus upon Neithrop & Ruscote.
- Affordable housing progress with the Eco Bicester demonstration project at Bryan house completed. This is the highest level of sustainable affordable housing ever delivered in Cherwell district. Also, 18 Units of affordable homes have been completed at Dashwood Primary School, meeting the needs of the conservation area and a significant contribution to the Brighter Futures in Banbury initiative.
- Bicester Town Centre is on target to open in summer 2013 as planned. A brief will be issued following architects discussion around Bolton Road. Spiceball environmental works are on-going.

A Cleaner Greener Cherwell

- Recycling rate is at similar level to last year. Garden waste tonnage has increased but dry recycling has decreased a little. The reduction in recycling rate will also be affected by not being able to compost street sweepings. Publicity of recycling is planned to be promoted from Oct – Dec to increase recycling further.
- Satisfaction with Street Cleanliness has risen this year to 69% which is the second highest we have attained.
- The Cocoon discounted insulation scheme closed for new applications on 30/09/12. Final output details should be available before Christmas. Residents will be able to obtain insulation and other energy saving measures at no upfront cost through the Green Deal. The council has committed to participation in a Community Interest Company which will act as a Green Deal Provider. This service is not yet available due to government delays, but should launch in the near future. Recent Warm Front promotion has resulted in 98 referrals to date; final output figures will be available in April 2013.
- Eco Bicester site preparation expected in late 2012 and construction of the first Eco Bicester houses expected in early 2013.

A Safe, Healthy and Thriving District

- Best Bar None scheme (working with Local Police and Licence Holders) is behind schedule, however discussions with Head of Service have taken place and service delivery has been planned.
- Oxfordshire County Council to attend fortnightly Joint Agency and Tasking Coordination Group with the Thriving Families lists to discuss and disseminate to all partners for regular feedback.
- South West Bicester Sports Villages have had delays in laying out the grass pitches due to the inclement weather earlier this year. Revised programme now in place.
- Sportivate initiative is being delivered across the district inspiring young people to take up sporting opportunities.
- Planning approval for the new hospital has been granted in Bicester on the existing hospital site. The preferred bidder is still in place. On-going dialogue between the Primary Care Trust and Strategic Health Authority to progress the report.
- Supporting volunteering across the district – We received Volunteer Connects (VC) Quarter Two report for support to volunteering and volunteer transport schemes, which contained positive information. Volunteering Opportunities are progressing well. Volunteers have been placed within organisations and VC appear to have a good working relationship with likeminded organisations within the area. Bases have now been established in Bicester and Kidlington. VC are also looking at rural access points and are using social media to promote the service. Volunteer Car Driving Services are progressing, albeit still slow. They have supported the establishment a rural volunteer driver scheme by carrying out all back office paperwork including CRB and reference checks. This initial scheme to be used as a module for further schemes. Their current number of volunteer drivers now totals 14.

An Accessible Value for Money Council

- 70% of the £800,000 savings required has been achieved with plans to secure the remainder.
- SPA Future Thinking (Consultation Agency) have conducted the annual customer service satisfaction survey, results are due early October and indications are very positive.
- Govmetric continues to collect citizen data and feedback from emails. The SOCITM (Associate for ICT and related professionals in the Public and third sectors). Better connected 2012 review is currently being undertaken and the resulting report will identify good practice in the development of local authority websites based on extensive evidence based research. We are currently planning to undertake an accessibility/usability review of the main website that will help improve the ease of access of the website and services.

1.4 The performance management framework allows Councillors to monitor the progress made in delivering our objectives and to take action when

performance is not satisfactory, risks to performance are identified or new issues arise. The report also contains direction of travel to highlight areas prior to them becoming an issue. 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 Services response time to callers was lengthy with an average wait of 1 minute 27 seconds but many had to wait several minutes. As a consequence the abandoned call rate increased. Corporate Recovery amended their targets and this resulted in more complicated calls.

- During April – Sept self-employment advice was provided to 43 residents through Oxfordshire Business Enterprises and 34 business enquiries have been received re growth or inward investment.
- Rolling programme of Conservation Area Appraisals continues and recently the Oxford Canal Appraisal was completed with South Northants District.

Some areas of concern are

Corporate Pledges

Corporate Plan

- Delivering 500 new homes in year is off target with a provisional figure of 121 completions at mid-year
- New policy for Developer contributions has not been implemented due to focus on the Local Plan.
- Determination of major planning applications is considerably outside of target with only 2 out of the 12 applications in Q2 being determined in time.
- Planning appeals allowed greatly increased in Q2

Conclusion

- 1.5 In this report we show that at the second 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. The report also highlights a small number of areas which the Council needs to keep under review to ensure targets are met.

Background Information

- 2.1 **Progress on issues raised in the last Executive performance review**
No areas were raised for further review
- 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 five.

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 are 16 Green, 1 Amber and 0 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

Two Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience. Turnover and sickness are both green.

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. Speed of response calls is currently red as referred to earlier.

2.7 Corporate Programmes

The 'major programmes' template attached as appendix B. 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.

2.8 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. Details in Appendix C

2.9 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 D

2.10 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. Appendix E.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 This report presents the Council's performance against its corporate scorecard for the second quarter of 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 achievements referred to in paragraph 1.2
 - (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 identify any further performance or risk related matters for review or consideration
- 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, 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 reported quarterly to the Audit Committee.

Comments checked by Louise Tustian, Senior Improvement & Performance Officer.

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 Louise Tustian, Senior Improvement & Performance Officer.

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 A	Corporate Performance Report
Appendix B	Major Programmes
Appendix C	Equalities
Appendix D	Brighter Futures in Banbury
Appendix E	Significant Partnerships
Background Papers	
Corporate Priorities 12/13	
Report Author	Shirley Vaughan, Policy and Performance Officer
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CHERWELL DISTRICT COUNCIL

Executive Committee

3 December 2012

Performance Report – Second Quarter 2012

Key to Performance Report

Corporate Priorities		Performance Indicators **	
Green	On track towards outcomes	Green	On or over target
Amber	Making progress	Amber	Up to 10% under target
Red	Not making progress	Red	More than 10% under target

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** please note there are monthly, quarterly and annual targets, where appropriate in-year RAG status is adjusted accordingly.



Corporate Pledges

A District of Opportunity

Service	Tasks	Q1 RAG	Q2 RAG	Latest Commentary
Strategic Planning & the economy	Continue to support skills development, apprenticeships & job clubs in order to reduce the number of young people not in education, employment or training	Green	Green	<p>In September 2012: 5 regular Job Clubs were held: 2 in Banbury, 2 in Bicester and 1 in Kidlington. 45 job seekers attended.</p> <p>Also at the Mill Cottage in Banbury: 4 'Career & Opportunity Gateway' Job Clubs were held on Wednesday evenings, helping 18 professionals/managers.</p> <p>4 additional Job Club workshops were held on Thursdays through Career Connect.</p> <p>This brings the total number of job clubs held since April 2012 to 65.</p> <p>Assisted with process to appoint Job Club Engagement Officer through OCC Libraries Service to provide additional focus upon Neithrop & Ruscote.</p>
Strategic Planning & the economy	Complete the local plan as the foundation for economic growth in the district	Green	Green	The Local Plan has been consulted upon (29/8/12 – 10/10/12) and the consultation responses will be considered with any revisions made to the Plan prior to submission.
Regeneration & housing	Deliver 100 affordable homes in the District and support opportunities for self build and developing self build skills	Green	Green	<p>Good progress has been made on affordable housing delivery for 2012/13 - in particular, the eco Bicester affordable housing demonstration project at Bryan House has now been completed resulting in affordable homes at levels 4 & 5 of the code for sustainable homes (national energy efficiency standard) which is the highest level of sustainable affordable housing ever delivered in the Cherwell district. Also, the 18 units of affordable homes at the former Dashwood primary school have been completed, providing affordable homes that meet the conservation needs of the local area and make a significant contribution to Brighter Future in Banbury initiative.</p> <p>The affordable housing delivery over the years 2012/13 - 2014/15 is anticipated to be the strongest delivery period ever seen in the Cherwell district with an estimated delivery of up to 750 affordable homes being achieved. This delivery is important in providing a supply response to affordable housing need in the district and has been made possible through the investment-ready approach agreed by Cherwell District Council as part of its current Housing Strategy.</p>
Regeneration & housing	Continue to strengthen the leisure & retail facilities in Banbury & Bicester Town Centres	Green	Green	<p>Bicester Town Centre progressing well and on target to open as planned summer 2013</p> <p>Discussion held with architects re Bolton Road and the proposed revised masterplan drawings and brief is to be issued. For Spiceball the environmental works are ongoing</p>

A Cleaner Greener Cherwell

Environmental Services	Increase the household recycling rate to 60%	Green	Green	Recycling rate at a similar level to last year. Garden waste tonnage is up but dry recycling is a little behind. We are no longer able to compost street sweepings which will reduce the recycling rate slightly but a lot of promotion work is planned for Oct – Dec to push recycling further.
Environmental Services	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	n/a	Green	The recent survey for street cleansing showed satisfaction had risen from 64.5% to 69% and is the second highest level we have attained.
Environmental	Reduce the Council's carbon footprint by 4% by further	Green	Green	First quarter showed a fall of just over 3%. Data for Q2 will not be available until November but signs are that we expect to hit the target of 4%

Services	improving the energy efficiency of our buildings and vehicles			
Regeneration & housing	Continue to give Cherwell residents the opportunity to take advantage of low cost discounted insulation under the new Green Deal replaces discount funding	Green	Green	The Cocoon discounted insulation scheme closed for new applications on 30/9/12. Final output details should be available before Christmas. Residents will be able to obtain insulation and other energy saving measures at no up-front cost through the Green Deal. The Council has committed itself to participation in a Community Interest Company which will act as a Green Deal Provider. This service is not yet available, due to government delays, but should launch in the near future. Recent Warm Front promotion has resulted in 98 referrals to Warm Front to date. Final output figures will be available form Warm Front in April 2013.
Strategic Planning & the economy	Begin construction of the Eco-Bicester houses	Green	Green	Site preparation expected in late 2012 with construction of first Eco Bicester houses expected in early 2013.

A Safe Healthy And Thriving District

Public protection & Development	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	Amber	Amber	Discussions with Head of Service have taken place and service delivery has been planned
Community Services	Continue working with our partners to provide support to the most vulnerable individuals and families in the District	Green	Green	Oxfordshire County Council to attend Joint Action Tasking and Coordination Group with Thriving Families lists for District. JATAC disseminating lists for partner contributions
Community Services	Complete the layout of the sports pitches at the South West Bicester Sports Village and finalise plans for the Pavilion	Green	Green	Delays in laying out the grass pitches because of the inclement weather earlier this year. Revised programme now in place
Community Services	Inspire young people to take up new sporting opportunities during the Olympic Year	Green	Green	The sportivate Initiative is being delivered across the District
Community Services	Support the local health sector in building a new community hospital in Bicester	Green	Green	Planning approval given to a new hospital on the existing hospital site. Preferred bidder still in place. Ongoing dialogue between the PCT and SHA to progress the report.

An Accessible Value for Money Council

Finance & Procurement	Secure savings of at least £800,000 to help meet the medium term financial deficit	Green	Green	70% achieved to date – plans in place to address the remainder
Transformation	Improve level of customer satisfaction with our services	Amber	Green	SPA Futures have conducted a customer satisfaction survey. Results are due in October but early indications are very positive.
IT	Continue to improve our website, the ease of accessing our services & giving feedback online	Green	Green	We continue to collect citizen data from GovMetric (Smiley faces) and feedback from emails. The SOCITM Better connected 2012 review is currently being undertaken and the resulting report will identify good practice in the development of local authority websites based on extensive evidence-based research. We are currently planning to undertake an accessibility/ usability review of the main website that will help improve the ease of access of the website and service

Corporate Scorecard

Finance & Procurement	Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Green	Green	-0.2% at Q2 - refer to Executive Quarter 2 Finance and Procurement Report
Finance & Procurement	Percentage variance on capital budget expenditure against profile (+2%/-5%):	Green	Green	-3% at Q2 - refer to Executive Quarter 2 Finance and Procurement Report

HR	Staff turnover (voluntary leavers)	Green	Green	There were two voluntary leavers in Q2 from the Learning and Development Team in Transformation
HR	Number of days lost through sickness	Green	Green	Average days sickness per FTE was 2.9 days for April – September 52% short term absence and 48% long term absence Sickness has increased on the same period last year which was 2.7 days per FTE
Customer Services	Speed of response to telephone calls	Red	Red	Call length increased due to complicated nature of calls eg summons issued in September by Corporate Recovery and their changed targets resulting in more complicated calls.

CDC Corporate Priorities 2012-2013

A DISTRICT OF OPPORTUNITY

Work with partners to tackle disadvantage in the district

Tasks	Q1	Q2	Latest Commentary
Support vulnerable residents through tough times focussing on homelessness prevention and housing advice at current levels of performance	Green	Green	The number of households in temporary accommodation is currently 32 households which is 1 below the CDC target of 33. Officers are working very closely with customers to ensure the additional challenges around homelessness prevention and housing advice are being addressed; particularly in the context of changing welfare reform.
Support local people into work (Job Clubs & apprenticeships) and prepare for the impact of Government reform to welfare and the benefits system	Green	Green	The focus of the Council's work is upon co-ordinating the Job Clubs across the District. In so doing, regular collaboration is held with Job Centre Plus and its local delivery partners. CDC also continues to host JCP services in Bicester, which is proving useful to job seekers. A CDC specialist advisor attends every Bicester and Banbury Job Club to provide housing benefits and Council Tax advice.
Deliver the Brighter Futures in Banbury programme	Green	Green	2012/13 priorities and agreed actions established with relevant finance allocated where needed. Good multi agency engagement. Theme leaders in place. Successful Woodgreen Connecting Communities event in August. Review of updated data and partnerships governance underway.
Balance economic development and housing growth			
Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships	Green	Green	Self Employment: 43 Cherwell residents (Apr to Sept) have received one-to-one advice on starting their own business through our Oxfordshire Business Enterprises (OBE) service. Loans are being awarded to viable small businesses turned down by banks through Fredericks Oxfordshire. Over 50 residents attended a series of 'How to be an Entrepreneur' workshops in July and Sept. Follow-up support is provided through OBE. The Council's market operator is also providing opportunities to test the market for new businesses in Banbury. Business Development: In Q2, 15 further detailed business enquiries were dealt with in support of indigenous businesses growth or potential inward investment. (34 since April 2012). Meetings held with both Banbury and Bicester Chambers of Commerce to tackle any issues relating to business and CDC, and attendance at business meetings across the District. Contribution to the development of both the South East Midlands and Oxfordshire Local Enterprise Partnerships.
Progress the Community Housing Project with HCA investment partner (31 dwellings)	Green	Green	Database of local building material and construction service suppliers is up and running in order that build can tap into local supply chains. Achieved Construction Skills Academy status, awarded to 7 councils in the country and links with the development of a training programme that will be a key component of buildB. Community land trust board has been formalised and volunteers elected to key roles. CDC will

Tasks	Q1	Q2	Latest Commentary
			nominate a Member as custodian trustee.
Deliver 500 new homes including through planned major housing projects.	Red	Red	The Local Plan policies are aimed at achieving economic growth and maintaining housing supply. However market conditions are affecting the level of house building.
Develop a robust and locally determined planning framework			
Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	Green	Green	A draft Infrastructure Plan is contained within the Local Plan. Community infrastructure Levy will proceed once the Local Plan is submitted.
Secure implementation of new policy for Developer contributions	Green	Amber	The new policy has not yet been implemented whilst work has focussed on completing the Local Plan.
Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	Amber	Green	A number of Conservation Area Appraisals have been completed including the Oxford Canal with SNC. Design guidance is being prepared as part of the pre application forum on all strategic sites in the Local Plan. There are 60 conservation areas in the district and there is a rolling plan to complete 6 per year.
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	Green	Green	Bicester Town Centre progressing well and on target to open as planned summer 2012 The community building is in design stage working towards pre application planning submission.
Complete a Masterplan for Bicester	Green	Green	The draft Masterplan has been consulted upon and will be completed once the Local Plan is adopted
Complete a Masterplan for Banbury	Green	Green	A draft plan is in preparation by White Young Green on behalf of CDC - the concept Masterplan has been adopted by CDC Executive.
Make progress on the Canal Side Regeneration programme in Banbury	Green	Green	The Supplementary Planning Document (SPD) is nearing completion to accompany the preparation of a development programme for the site.
Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury	Green	Green	The SPD is nearing completion to accompany the preparation of a development programme for the site

A SAFE, HEALTHY AND THRIVING DISTRICT

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

Tasks	Q1	Q2	Latest Commentary
Continue to provide wide range of recreational activities/opportunities for young people across district	Green	Green	Activity sessions being provided at the Banbury Hub in partnership with OCC
Work with partners to maintain already low levels of crime in the district	Green	Green	At the last CSCP meeting Cherwell was the only area in the TVP that was all green in measured performance priorities
Reduce chronic Anti-Social Behaviour cases	Green	Green	Due to successful early intervention and monitoring frequent caller data to both police and CDC chronic ASB cases are small in number. There have been 3 identified and dealt with by additional sanctions being imposed on the offenders
Reduce the number of metal theft incidents	Green	Green	Continuing to assist and support TVP through Operation Jupiter and Operation Precious

Tasks	Q1	Q2	Latest Commentary
Work with partners and businesses to support public health and safety	Green	Green	Primary Authority work continues with Sainsbury's. Planning for the November Cherwell Safety Partnership has begun.
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	Green	Green	First quarter report received from Banbury CAB. All three sites provide face to face interviews and there is the Oxfordshire advice line which provides clients with a gateway telephone interview to assess their situation and the appropriate next step.
Support volunteering across the district	Green	Amber	The annual Voluntary Organisation Forum meeting was held in September. The contract with Citizens Advice Bureau to find volunteers for voluntary organisations has been slow to get off the ground but waiting for the Q2 report which is due mid October.
Provide good quality recreation and leisure opportunities in the district			
Establish the Trust arrangements to secure the long term future of Banbury Museum and maintain access for the community	Green	Green	A CDC Equalities Panel was held at the Museum in September to check the transfer process included consultation with community groups and faith leaders ensuring the Museum continues to provide free and open access. A Museum Project Board meeting was held and many issues progressed. Consultation has started with staff regarding their transfer to the new organisation.
Support improvement of local health facilities, services and standards across the district			
Work to promote active and independent lifestyles amongst older people	Green	Green	Older people forum provided opportunities to promote activities to older people's clubs
Work with partners to deliver 40 active lifestyle sessions monthly for older people	Green	Green	Delivered through Age UK these sessions are to be reviewed due to a reduction in volunteer staff
Support the local NHS to retain and develop health services at the Horton General Hospital	Amber	Green	The Community Partnership Network in transition to examine a range of new roles regarding the health and social care sector reforms. In the meantime Oxford university Hospitals Trust is continuing to respond to a very challenging financial savings target which when coupled with technological improvements in clinical care and continuing national changes and directives to how services are to be delivered means that further service change at the Horton appears inevitable.
Continue to support new and improved health services in Bisector and the surrounding area	Green	Green	Planning approval given to a new hospital site. Preferred bidder in place. Ongoing dialogue between the PCT and SHA to progress the project.

A Cleaner, Greener District

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

Tasks	Q1	Q2	Latest Commentary
Reduce the amount of waste sent to landfill	Green	Amber	Landfill tonnages are slightly above last year and this is expected to increase further as leaves collected on the highway can no longer be composted and have to be sent to landfill.
Maintain the current high levels of customer satisfaction with our recycling and waste collection services	Green	Green	Customer satisfaction in the latest satisfaction survey is good. A small drop in satisfaction with recycling, food waste remained unchanged and refuse showed a slight increase.
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	Green	Green	Litter blitz programmes on track – next blitz is Grimsbury mid October
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	Green	Green	Working with USEA to improve energy efficiency of homes

Tasks	Q1	Q2	Latest Commentary
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	Green	Green	Work continues through the Eco Bicester Project Team, Strategic Delivery Board and other partners.
Start work on site for the initial housing development at North West (NW) Bicester	Green	Green	Work expected to start on site following expiry of the Judicial Review period and construction of access road. Start on site expected in late 2012 with housing development commencing in early 2013
Ensure continued opportunities for local people to participate in the Eco-Bicester programme	Green	Green	The consultation on the Bicester Masterplan Cherwell Local Plan and work with A2 Dominion's Strategic Partnership Manager provide the opportunity for local people to participate in the Eco Bicester programme.

An Accessible, Value for Money Council

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

Tasks	Q1	Q2	Latest Commentary
Develop and implement an effective approach to address the financial impact of Government welfare reform	Green	Green	LGRR project is managing requirements and analysis
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	Amber	Amber	Considered at upcoming Executive/JMT awayday and will be reflected in budget plans
Work with partners to reduce Council costs			
Implement/embed shared back office systems to secure efficiencies	Green	Green	Ongoing and on track
Implement a Shared ICT service	Green	Green	Phase two of the programme of ICT standardisation is currently being undertaken and the November Programme high light report is reporting Green and on target. An additional temporary ICT desktop resources have been resourced to help mitigate a 44% increase in service requests.
Explore further opportunities with partners to share or provide services, thereby reducing costs or maximising income	Green	Green	Discussions continue
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	Green	Green	Performance reports published regularly
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	Green	Green	SPA futures have been consulting the community and results are due at the end of October
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	Green	n/a	Awaiting results of satisfaction survey
Improve access to services and advice by increasing online payment and appointment options	Green	Green	Online service continue to develop, new housing online forms are being developed and enhancements enabling webcasts to be accessed on mobile devices e.g., IPADS, Android tablets etc

Supporting Measures

Performance Measure	Q1	Target 12/13	Q2	RAG & DOT	Progress commentary
Housing					
Number of households living in temporary accommodation (NI 156)	26	33	32	Amber ↓	Working with customers to ensure additional challenges around homelessness prevention are being addressed
Housing advice: repeat homelessness cases	0	1	0	Green →	Effective homelessness prevention is continuing
No of affordable homes provided	27	100	66	Green ↑	Eco Bicester affordable housing demonstration project at Bryan House and the 18 units of affordable homes at the former Dashwood primary school have been completed
Benefits					
Time taken to process Housing Benefit/Council Tax Benefit new claims and change of circumstances (NI181)	6.06 days	11 days	6.88 days	Green ↓	
Average time taken for new Housing Benefit / C Tax claims	20.38	18 days profiled	17.55 days Sept 2012	Green ↑	
Average time taken for Housing Benefit /C tax changes of circumstances	4.97	9 days profiled	5.71 days Sept 2012	Green ↓	
BV079bi.05 % HB Recovered: Overpayment	87.31% June 2012	78%	81.56% Sept 2012	Green ↓	
BV079bii.05 % HB Recovered: including outstanding	12.76% June 2012	20%	22.41% Sept 2012	Green ↑	
BV079biii.05 % HB O'Pay: Written Off	0.37% June 2012	3%	1.17% Sept 2012	Green ↓	
Development					
Net additional homes provided - NI 154	44	500	77	Red ↑	Provisional figures only as all housing must be reconciled officially at the end of a financial year – total so far 121
Processing of major applications within 13 weeks (NI 157a)	50%	60%	16%	Red ↓	2 out of 12 applications determined within time in Q2 compared to 3 out of 6 in Q1
NI 157b Processing of minor applications within 8 weeks	88%	65%	80%	Green ↓	
NI 157c Processing of other applications within 8 weeks	86%	89.74%	88%	Green ↑	
% Planning appeals allowed against refusal decision	0%	30%	77%	Red ↓	7 planning appeals in Q1 with none allowed whereas in Q2 there were 13 appeals and 10 allowed.
Conservation Areas with up to date appraisals	n/a	6	4 ytd	Green	Oxford Canal, Deddington, Adderbury and Sibford Gower with Burdrop have been completed in year. There is a rolling programme to review 6 areas per year.
Percentage of Conservation areas with published Management Plans	-	100	60	Amber	There are 60 conservation areas and 80 % have character appraisals and 60% have management plans in place

Supporting Measures

Performance Measure	Q1	Target 12/13	Q2	RAG & DOT	Progress commentary
Percentage of houses developed on previously developed land	6	25	57.1	Green	The figure is for Q2 only – this is an annual indicator linked with NI 154 net additional homes therefore mid year figures are only a guide
Supply of ready to develop housing sites – 5 year land supply	62.10%	100% (5 yrs)	annual	n/a	At April 2012 there was a 3.1 year land supply for deliverable housing sites which does not meet the government requirement of 5 years plus a buffer.
Environmental					
Percentage of waste recycled or composted	60.1	60	60	Green →	Recycling rate is similar to last year but composting is up and dry recycles is down. Street sweepings are now excluded
Residual household waste per household in kgs per hh	107 kg	Not set	109kg	n/a	
Number of fly tips – cumulative figure with annual target	96	467	210	Green ↓	
Number of risk based food premises inspections completed	180	328	341	Green ↑	Performance is good and we are ahead of the planned target for this time in the year.
Finance					
Percentage of Council Tax collected	29.82	59.25 profiled	57.93	Amber ↓	Performance has slipped but unable to pinpoint a reason.
Percentage of NNDR collected	32.91	60.25 profiled	60.04	Amber ↓	Slightly below target but still slightly ahead of last year's performance
Percentage of Invoices paid within 30 days	98.2	98.3	98.9	Green ↑	
Community Safety					
% Residents when asked say they feel safe in town centres					Annual customer survey –
% of nuisance cases dealt with within the prescribed timescale (maximum of 48 hours)	98.78	96	94.8	Amber ↓	347 cases in Q2 as against 164 cases in Q1 – However the trend is always for more cases being reported during summer months.
% of nuisance cases resolved within 8 weeks	100	96	99	Green ↓	100% achieved throughout Q1 but in August dropped to 96%
Number of anti-social behaviour incidents involving high and medium risk victims	11	28	8	Red ↑	The number of cases received is outside the control of the team. Target mid year is 14
Reduce all crime incidents reported by 1% (per 1000 Pop)	13.5	57.2	14.8	Amber ↓	Profiled target is 28.6 and mid year actual is 28.2
Reduce violence against the person with injury incidents by 5% (per 1000 Population)	0.84	3.84	0.9	Green ↓	Profiled target is 1.92 at mid year and actual is 1.75

Supporting Measures

Performance Measure	Q1	Target 12/13	Q2	RAG & DOT	Progress commentary
Reduce domestic burglary incidents reported by 5% (per 1000 Population)	0.31	1.44	0.25	Green ↑	79 burglaries from April – Sept
Leisure					
Increase participation in active recreation by 1% (NI 8)	15.43 March 2012	16.43	n/a	n/a	Annual figure from Active Survey lend 2012 Go Active initiatives are in place
Maintain current levels of visits/usage to the modernised district leisure centres, Spiceball, Bicester and Kidlington	309,900	1,164,756	308,409	Green →	SLC figures slightly up on September 2011 however BLC and KGLC both down slightly giving a 494 decrease overall. Will be reviewed further at Leisure Report feedback in October.
Maintain current levels of visits/usage to Woodgreen Leisure, North Oxfordshire Academy and Cooper School	22,018	88,822	35,645	Green ↑	Just over 3500 decrease compared to September 2011. Some obvious factors include the outdoor pool being closed a week earlier. NOA figures are down as league hockey matches were held away and there was no athletics meeting in September.
Customer Services					
% Telephone calls abandoned	9.9	10	9.8	Amber ↓	Complicated nature of calls in September severely increased the length of calls and subsequently the abandoned rate Average length of call waiting is 1 minute 27 seconds although many are several minutes
Number of Stage One complaints received	49	228	48	Green →	
Number of Stage Two complaints received	3	8	3	Amber →	
Number of Stage Three complaints received	5	4	1	Red ↓	5 received so far this year against a target of 4 for the year
Number of complaints referred to Ombudsman	9	19	3	Red ↓	
Car parking revenue	£381,445	£1,512,811	£416,820	Green ↑	Mid year target was £756,405 and actual income is higher than anticipated at £798,265

Major Programmes 2012/13 : Quarter 2

Programme	Council	Year End Performance	Quarter 2 30/09/2012	Direction of Travel	Comments on Performance
Place Programme					
Eco Town Bicester	Cherwell District Council	A	G	↑	The exemplar planning permission is the first eco town planning permission to be granted nationally. The exemplar development will include a range of features that are unique to development of this scale in the UK including the largest domestic solar pv array and largest Code for Sustainable Homes level 5 scheme. The development will include rainwater harvesting, provision for electric vehicles, measures to support bio diversity, allotments, car club, bin and cycle storage for every dwelling, local lettings plan for the affordable housing, local bus service and apprenticeships and local employment. In addition the District Council is supporting the provision of a primary school on the site and delivering an Eco Business Centre.
Bicester Town Centre	Cherwell District Council	G	G	⇒	Preparative groundworks for the two main blocks completed and steelwork frame have been erected and is 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 slippage will not impact on main milestone dates.
Banbury Brighter Futures	Cherwell District Council	G	G	⇒	Priorities and agreed actions established with relevant finance allocated where needed. Good multi-agency engagement. Theme leaders in place. Good "Connecting Communities" event at Woodgreen in August. Review of updated data and partnership governance under way.
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 has resulted in some changes to the community building to promote a more fit-for-purpose building now and for future use. Public consultations are planned for 5 th – 8 th September at the Mill; detailed planning submission will follow at the end of September.
Silverstone	South Northants Council	G	G	⇒	Outline planning application determined following significant negotiations on S106 and conditions. Work to define the economic development stage is under way now.
Sustainable Urban Extensions Brackley	South Northants Council	G	G	⇒	Decision notice about to be issued granting outline planning permission, subject to the on-site sustainable urban drainage system issue being resolved. This has followed significant negotiations on the S106 and conditions.
Sustainable Urban Extensions Towcester	South Northants Council	A	A	⇒	At Towcester, key issues still need to be resolved such as education provision, the relief road and viability testing. A timescale for resolution of the application has been agreed with the provision, the relief road and viability testing. A timescale for resolution of the application has been agreed with the applicant. The Council has been successful in achieving an early resolution on funding from the applicant and a revised timescale. Delays to the site Masterplan have impacted the originally planned decision date

Major Programmes 2012/13 : Quarter 2

Programme	Council	Year End Performance	Quarter 2 30/09/2012	Direction of Travel	Comments on Performance
Banbury Developments	Cherwell District Council		G	⇒	Governance of this project transferred into the Place Programme in May. These projects are all at a very early start-up stage, with the work focusing on identifying what is possible and desirable in terms of outcomes, making the most of the council's assets.
Transformation Programme					
ICT Shared Services	Cherwell District Council & South Northants Council	G	A	⇩	Four of the 11 workstreams making up this second stage of the project have an Amber status at the end of Quarter Two, although without risk to the overall delivery schedule and budget.
Service Transformation	Cherwell District Council & South Northants Council	G	G	⇒	Work is well under way to define the workstreams that will deliver the necessary transformation at both councils, taking into account the interdependencies and fixed points such as the relocation of SNC.

Corporate Equalities Plan 2012/13 : Quarter 2

	Quarter 1 30/06/2012	Quarter 2 30/09/12	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	Effective consultation events taken place this quarter via Connective Community and Knowing your Community methods. Faith forum and disability form planned in Q3
To improve our services to the older generation within the Cherwell district	G	G	Excellent progress against the Housing Strategy for Older People. Start on site has now been achieved at Cassington road Yarnton for the delivery of 50 units of Extra Care Housing. The scheme will be known as Erdington House and should complete by March 2015. This will complement the 130 units of Extra Care already delivered in Cherwell which is the highest delivery across Oxfordshire. In addition 60 units of extra care housing at Thornbury House, Kidlington are due to start on site in early 2013. Recreation Strategy for Older People is still under development.
To ensure all our services both internal and external are accessible to all Equality Groups at a high standard	G	G	One complaint received in Q2 on grounds of equality was not upheld.
Tackling Inequality and Deprivation			
To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	2012/13 priorities and agreed actions established with relevant finance allocated where needed. Good multi agency engagement. Theme leaders in place. Successful Woodgreen connecting communities event in august. 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	The council continues to promote Taking pART, a scheme that matches community groups with an artist who will help them develop new skills, enjoy creating new work and participating in a new experience. Creation of a new joint post between Cherwell District Council and Thames Valley Police to foster good community relations due to start October 2012.

Corporate Equalities Plan 2012/13 : Quarter 2

	Quarter 1 30/06/2012	Quarter 2 30/09/12	Comments on performance
Positive Engagement and Understanding			
Gain better engagement and work with young people within the district	G	G	Youth Councils supported in Bicester and Banbury.
Establish links with minority representation/community groups to help improve services	n/a	G	Cherwell Customer Services specialist attended events in Q2 in addition to Council Tax and Business Rates property inspections - Banbury, Bicester and Kidlington Job clubs, Disability Forum, Bicester & Banbury food Bank, Voluntary Organisations, Rotary Club Family Day, Nethrop Library & Horsefair Doctors surgery. Q2 has seen the disbandments of Oxfordshire Mantra Hate Crime Steering Group. In its place Cherwell district alongside all Oxfordshire districts and Thames Valley Police have commissioned a 24 hour hate crime reporting service called Stop Hate UK.
Raise internal awareness of diversity within our community	G	G	Three successful Connecting community Events took place this quarter
Page 74			
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 3
Ensure staff and services promote and embed equality into their work	G	G	Cherwell's Equality Fair and Aware training programme has continued its schedule to get all office based staff trained by the end of the financial year. Depot staff training is currently under development.
Maximise output from the Equality & Diversity Steering Group	G	G	The Group continues to focus on equality compliance, training, complaints and subjects that impact on the Council. Next meeting will focus on the Equality Self Assessment and a membership review. and specific subjects that impact on the whole council

Brighter Futures in Banbury Programme 2012/13 : Quarter 2			
	Quarter 1 30/06/2012	Quarter 2 30/09/2012	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	A	A	Awaiting comments from OCC
Employment Support & Skills : Cherwell District Council (CDC)			
Support skills development/apprenticeships/job clubs to reduce NEETS (19+)	G	G	
Job Clubs	n/a	G	<p>The number of Jobseeker Allowance claimants has fallen gradually from 2,255 in sept 2009 to 1,378 in Sept 2012. challenges remain for those without qualifications or experience and the long term unemployed.</p> <p>65 Jobclubs held since 2012 and over 700 attendees</p> <p>Job clubs are held in Banbury, Bicester and Kidlington and at The Mill Cottage Banbury there is a Career and Opportunity Gateway Jobclub helping professionals/managers and a workshop every thursday through Career Connect. The sunshine Centre and BYHP are providing smaller jobclubs in Brighter Future Wards.</p> <p>CDC is co-ordinating Banbury Job Club partners also involving the appointment of a Job Club Engagement Officer through OCC librariesService to provide additional focus on Neithrop and Ruscote.</p>
Business Development	n/a	G	<p>Self Employment: 43 cherwell residents (Ap -Sept)have received one to one advice on starting their own business through our Oxfordshire Business Enterprises (OBE) service. Loans are being awarded to viable small businesses turned down by banks through Frederick's Oxfordshire.</p> <p>over 50 residents attended a series of "How to be an Entrepreneur" workshops in July & Sept. Follow up support is provided through OBE. The Council's market operator is also providing opportunities to test the market for new businesses in Banbury.</p> <p>Business Development: In Q2 15 further detailed busines enquiries were dealt with in support of indigenous business growth or potential inward investment. (34 since April 2012)</p> <p>Meetings held with Banbury and Bicester Chambers of Commerce to tackle any issues relating to business and CDC and attendance at busines meetings across the district.</p> <p>contribution to the development of both the South East Midlands and Oxfordshire Local Enterprise Partnerships.</p> <p>Banbury and Bicester Town Centre working Groups are focussing on actions to promote trade in the twon centres. A sustainable Cherwell Business Group is being enabled to develop supply chains and innovation in support of the One</p>

Brighter Futures in Banbury Programme 2012/13 : Quarter 2			
	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Comments on Performance
Skills	n/a	G	The understanding of employers' skill needs is being reviewed through the Oxon Skills board and translated into action through a Talent Match project to connect employers with workers with skill development.
Career Ladders : 12 Ladders to be developed with Brightsparks	n/a	A	This programme has been cancelled and is to be replaced with a 'Talent Match' service which has now been created helping to match and develop skills to provide local sources of employment for people living in Brighter Future in Banbury wards.
Financial Inclusion & Housing : Cherwell District Council			
Increase supply & access to housing	n/a	G	Working with Registered Providers on the 2011-15 affordable homes programme. Excellen progress made on future opportunities and the Homes and Communities Agency has praised Cherwell's Investment Ready approach. Further investment has been made available through CDC's Investment Partner status with the HCA, he Places for Change programme and the Empty Homes funding.
Developing financially & socially sustainable communities	n/a	G	CDC has been identifying customer swwhose income will reduce as a result of the welfare reforms. This work has resulted in various outcomes such as discretionary housing payments and changed circumstances by the customer.further work is ongoing regarding the implications for social housing and joint work is in place with Registered Providers.
Housing for our most vulnerable residents	n/a	G	Joint working in place to understand impact of changes to supporting People funding programme and greater links to health and welbeing agenda.
Ensuring homes are safe, warm and well managed	n/a	G	The Green Deal was launched in October 2012
Preventing Homelessness	n/a	G	A strategic priority for Cherwell District Council.
Health & Wellbeing : Oxfordshire County Council			
Improve life expectancy with improved overall health and well-being	A	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 2			
	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Comments on Performance
Safe & Strong Communities : Thames Valley Police			
Build a safer and more connected community, where residents feel socially included	G	n/a	
Family Support & NEETS (Under 19) : Oxfordshire County Council /HUB			
Provide support to families and young people not in employment education or training	G	G	
Performance & Community Engagement : Cherwell District Council			
Provide performance reports and Connecting Communities events	G	G	A number of community events have taken place over the summer and we have had high visibility within our communities.

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Significant Partnerships 2012/2013 : Quarter 2

	Quarter 1 Performance	Quarter 2 Performance	Comments on Performance
Sub-Regional Partnerships			
Oxfordshire Partnership Board	G	G	Minutes of meetings received
Health and Well Being Partnership Board (H&WB)	A	G	New Oxfordshire Health & Well Being Board and supporting partnership proposals in place. CDC representation on Health Improvement Board and Children and Young People's Board. 2012/13 priorities finalised. New structure being proposed to coordinate and advise on the disaggregation across the new structure of the important Supporting People budget.
Environment and Waste Partnership	G	G	Partnership working well
Oxfordshire Safer Community Partnership (OSCP)	G	G	OSCP is now developing a business plan and coordinating responses to Bucks County Council re PCC and PCP
Oxfordshire Stronger Communities Alliance (OSCA)	G	G	Changes have been made to increase the involvement of District Councils and other partners and next meeting is in Q3
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	
Cherwell Safer Community Partnership (CSCP)	G	G	Partnership has secured attendance of magistrates, further work required to get Youth Services to attend

Significant Partnerships 2012/2013 : Quarter 2

	Quarter 1 Performance	Quarter 2 Performance	Comments on Performance
Cherwell M40 Investment Partnership (CHIP)	G	G	Day to day work through CHIP, providing services to business, continued and statistics are recorded under Business Development and Jobs created
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 housing allocations scheme has been produced in draft and is timetabled to be presented to the Council Executive in November 2012. Extensive consultation has already taken place including officers having met with housing management and development officers from the Registered housing Providers. Consultation has taken place with CDC members and each applicant on the housing register received a personal letter inviting them to one of three public consultation events held in Banbury, bicester and Kidlington.
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	both the cherwell RP Development and Management Groups met over the past quarter and in addition a special meeting of the Development Group was held to consider horizon scanning and the Local Plan as part of its consultation programme. The RP's are continuing to work closely with CDC in terms of the affordable homes programme and maximising future delivery in the district. In particular the RP management group is dealing with the implications of the welfare reforms and the effects these could have on customers when accessing and maintaining their tenancies. This work is being undertaken within the context of the Cherwell Tenancy Strategy.
NW Bicester Strategic Delivery Board	G	G	The Eco Bicester looks to bring together public sector partners and local business representatives to oversee the development. Meetings continue.
Banbury Brighter Futures	G	G	2012/13 priorities and agreed actions established with relevant finance allocated where needed. Good multi agency engagement. Theme leaders in place. Successful Woodgreen Connecting communities event in August. Review of updated data and partnerships governance underway.

Executive

Annual Customer Satisfaction Survey

3 December 2012

Report of Head of Transformation

PURPOSE OF REPORT

To provide an overview of the results of the 2012 Annual Customer Satisfaction Survey undertaken with residents of Cherwell district.

This report is public

Recommendations

The Executive is recommended to:

- (1) Note the results of the 2012 Annual Customer Satisfaction Survey, and in particular the increase in customer satisfaction.
- (2) Agree that the findings should be used to inform the service business planning process.
- (3) Agree that all results to be published on the Cherwell District Council website.
- (4) Agree that results are included in the Joint Management Team Away days or additional workshops for managers.
- (5) Congratulate staff for maintaining very high levels of satisfaction during this period of transformation.

Executive Summary

Introduction

- 1.1 This report provides an overview of the results of the Annual Customer Satisfaction Survey undertaken between June and August 2012.
- 1.2 Cherwell District Council established a new Citizen's Panel in June 2012 (Cherwell Views) to enable continuous consultation with residents and the extension of customer satisfaction tracking. There are 1240 members on the panel.
- 1.3 The first ever Annual Customer Satisfaction Survey was set up in 2006 with

the aim of understanding how residents felt about the services they received and to use that information to improve performance. The Customer Satisfaction Survey has put in place a system of regular data collection, which provides the Council with a standard source of satisfaction data and crucial business information, which enables informed decision making with regard to service provision within the District. As in previous years the Council worked with SPA Future Thinking, who were responsible for collecting the data and analysing the results.

- 1.4 To ensure that we adopted a consistent approach to the survey , the key research objectives were to examine:
 - Overall satisfaction with Cherwell District Council;
 - Overall satisfaction with different Council service areas;
 - Perceptions of value for money;
 - Leadership of, and satisfaction with, Council communications;
 - Key drivers of satisfaction.
- 1.5 The survey was sent to all 1240 members of the Citizen's Panel as well as to residents who previously participated and agreed to take part in future consultations (a combined total of 2626). In 2012 we received 1018 complete questionnaires (902 postal returns and 116 online completions).
- 1.6 This year's survey shows that more residents than ever are satisfied with Cherwell's performance. The overall message from this year's survey is very positive; we have improved satisfaction levels in the majority of areas. We are continuing to deliver services along with improving satisfaction levels despite the current economic climate. The headline message is that 86% of residents are satisfied with the local area as a place to live, and the highest ever satisfaction with the council services. It highlights the efforts of staff across all services within their day to day duties. Despite many changes, and in many cases, increased workloads, staff have continued to maintain and often improve service delivery to our customers.
- 1.7 The top findings from the report are:
 - The percentage of people satisfied with the services' provided by Cherwell District Council has risen significantly this year to 75%, from 68% in 2011. This is the highest rating of satisfaction recorded since the survey began.
 - The percentage of people who feel 'well informed about services' Cherwell District Council provides has also risen this year, with 7 in 10 scoring highly.
 - After a small drop last year in the number of people who feel 'informed about what the Council spends money on', this has now risen again in 2012 to 63%, back in line with the 2010 survey results.
 - Only 15% of residents don't think that that Cherwell District Council 'provides value for money'.
 - 77% of people are satisfied with the way parks and open spaces are looked after.
 - 80% of residents are satisfied with the Waste Collection service
 - 86% of residents are satisfied with local area as a place to live
 - 63% of residents are satisfied with local Car Parking Facilities an increase in satisfaction as in 2010
- 1.8 - These excellent results have been published internally via In Brief and also on the staff intranet. Communications submitted the press release on the 19.11.2012 and an article will be included in Cherwell Link magazine.

- 1.9 - The report also identified areas of focus; these include Anti Social Behaviour, Environmental Crime and Car Parking Facilities. However these three areas all recorded a rise in customer satisfaction with Car Parking having a 14% increase.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The results of the 2012 Annual Customer Satisfaction Survey are presented to Executive for information.

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

- Option One** Agree the recommendations as set out
- Option Two** Not to agree the recommendations as set out

Consultations

- Citizen's Panel** As detailed in the report

Implications

- Financial:** The costs of conducting the consultation were contained within existing budgets. There are no direct financial implications arising from this report.
Comments checked by Beth Baines, Strategic Finance Accountant 01295 2201327
- Legal:** There are no legal implications arising from this report.
Comments checked by James Doble, Democratic & Elections Manager 01295 221587
- Risk Management:** There are no risk implications associated with this report.
Comments checked by Louise Tustian, Senior Improvement & Performance Officer 01295 221786

Wards Affected

All

Corporate Plan Themes

An Accessible, Value for Money Council
A Cleaner, Greener District
A Safe, Healthy and Thriving District
A District of Opportunity

Lead Member

Councillor Nicholas Turner
Lead Member for Performance and Customers

Councillor Barry Wood
Leader of the Council

Document Information

Appendix No	Title
Appendix 1	Top line results of the 2012 Annual Satisfaction Survey including the previous year's satisfaction levels.
Background Papers	
None	
Report Author	Michal Gogut, Consultation and Engagement Officer
Contact Information	01295 221575 Michal.gogut michal.gogut@cherwellandsouthnorthants.gov.uk

Cherwell District Council

Annual Satisfaction Survey

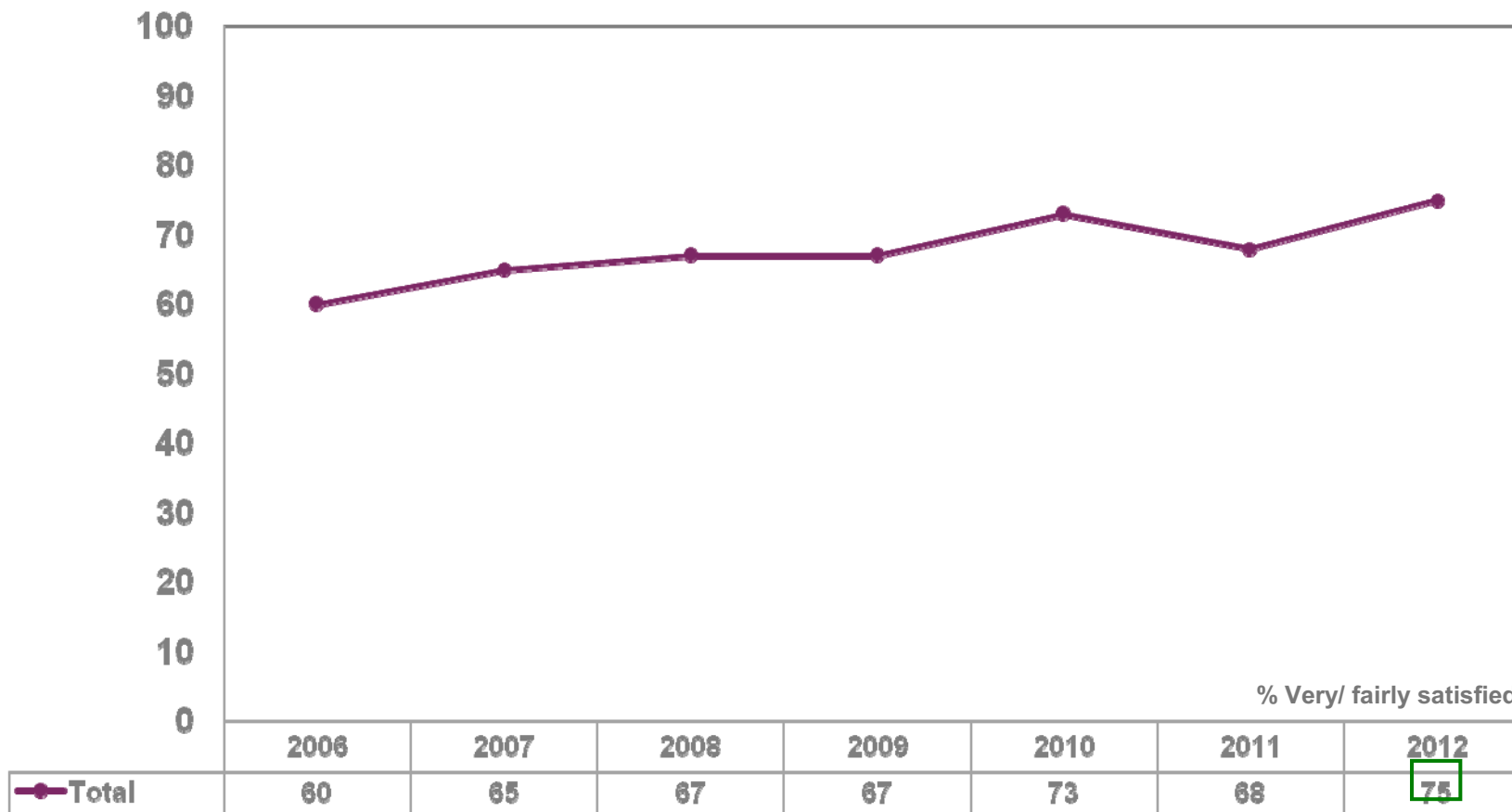
Topline Report 2012

If you would like to know more about Citizens Panel, Annual Satisfaction Survey or Budget Consultation please contact Michal Gogut, ext 1575.



The percentage of people satisfied with the services provided by Cherwell District council has risen significantly this year to 75%. This is the highest rating of satisfaction recorded since the survey began.

OVERALL SATISFACTION WITH SERVICE PROVIDED BY CHERWELL DISTRICT COUNCIL



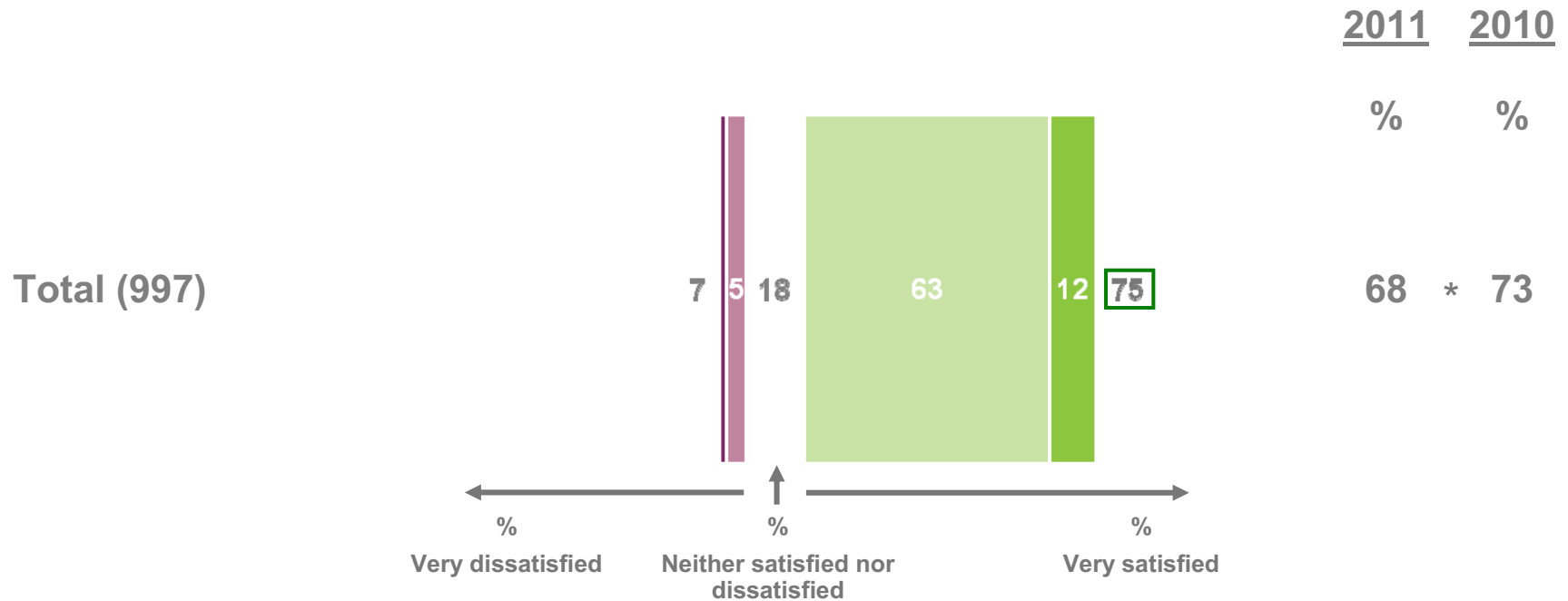
Base: (Those answering: 997)

Q37. Overall, how satisfied or dissatisfied are you with the services provided by Cherwell District Council?



The rise in satisfaction coincides with a fall of 2% in dissatisfaction.

OVERALL SATISFACTION WITH THE SERVICES PROVIDED BY CHERWELL DISTRICT COUNCIL



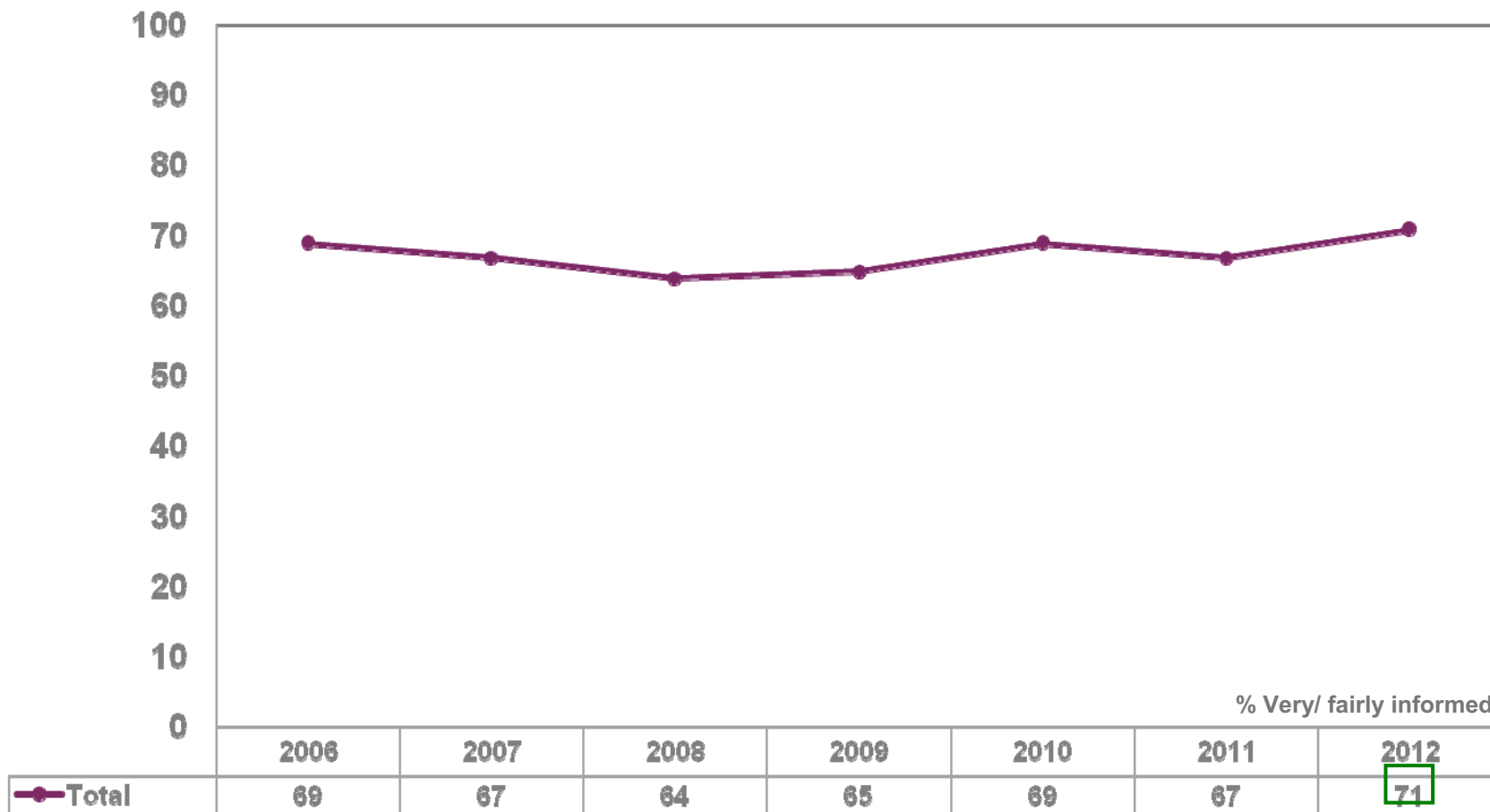
Base: (Those answering)

Q37. Overall, how satisfied or dissatisfied are you with the services provided by Cherwell District Council?



The percentage of people who feel well informed has also risen this year, with now 7 in 10 scoring highly.

HOW WELL INFORMED CHERWELL DISTRICT COUNCIL KEEPS RESIDENTS ABOUT THE BENEFITS AND SERVICES IT PROVIDES



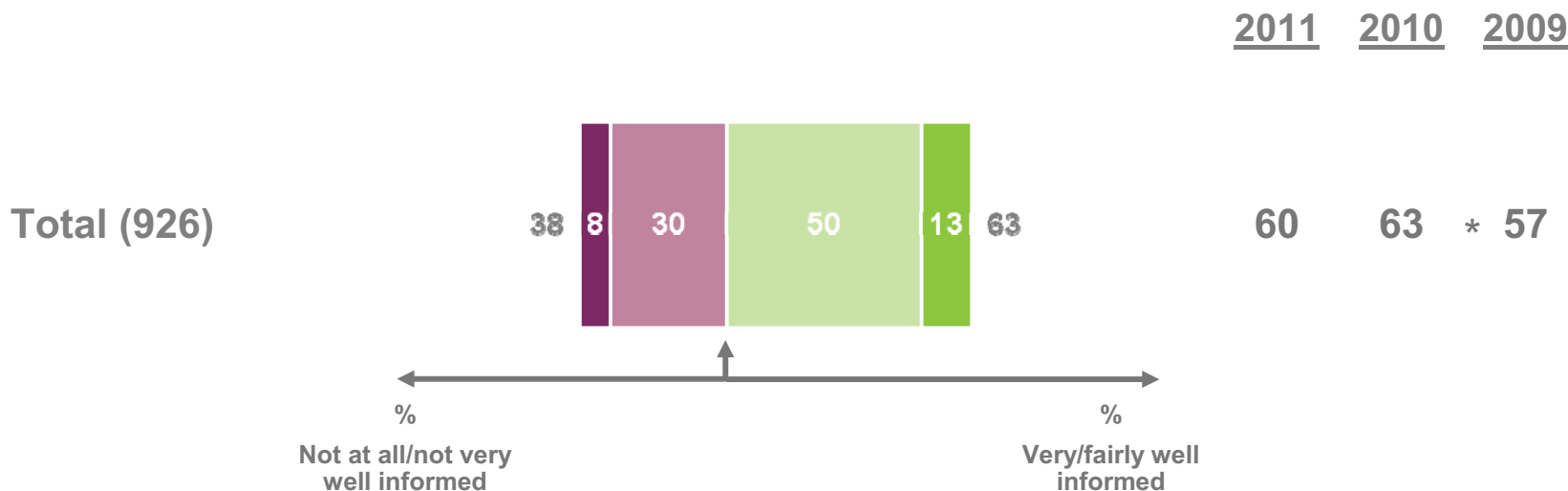
Base: (Those answering: 935)

Q38. How well informed, if at all, does Cherwell District Council keep residents about the benefits and services it provides?



After a small drop in the number of people who feel informed about what the Council spends money on, this has now risen again in 2012 to 63%, back in line with 2010.

HOW WELL INFORMED CHERWELL DISTRICT COUNCIL KEEPS RESIDENTS ABOUT WHAT THE COUNCIL SPENDS MONEY ON



Base: (Those answering)

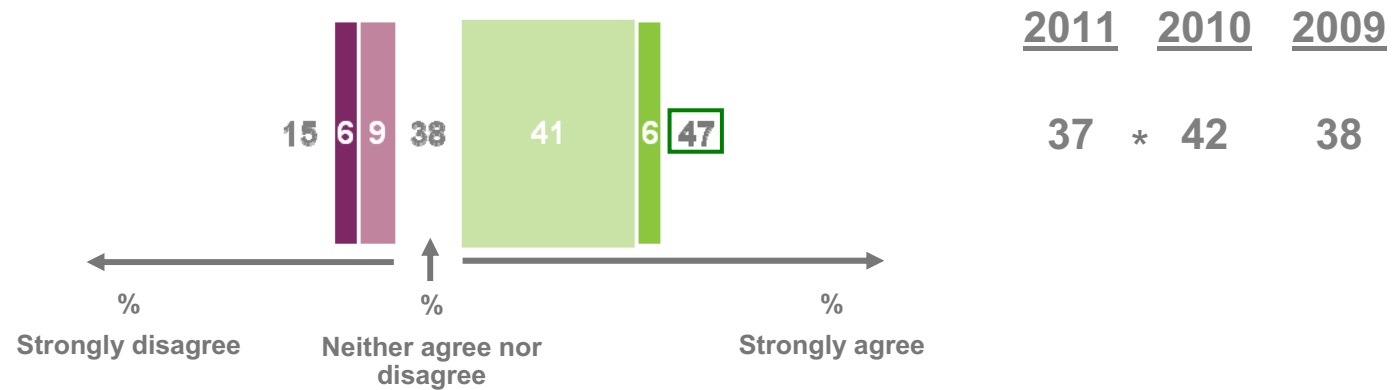
Q39. And, how well informed, if at all, does Cherwell District Council keep residents about what the Council spends money on?



Agreement that Cherwell District Council provides value for money has risen considerably by 10%. Nearly half of residents (47%) now agree, this is the highest recording since the question was introduced in 2009.

AGREEMENT THAT CHERWELL DISTRICT COUNCIL PROVIDES VALUE FOR MONEY

Total (937)



Base: (Those answering)

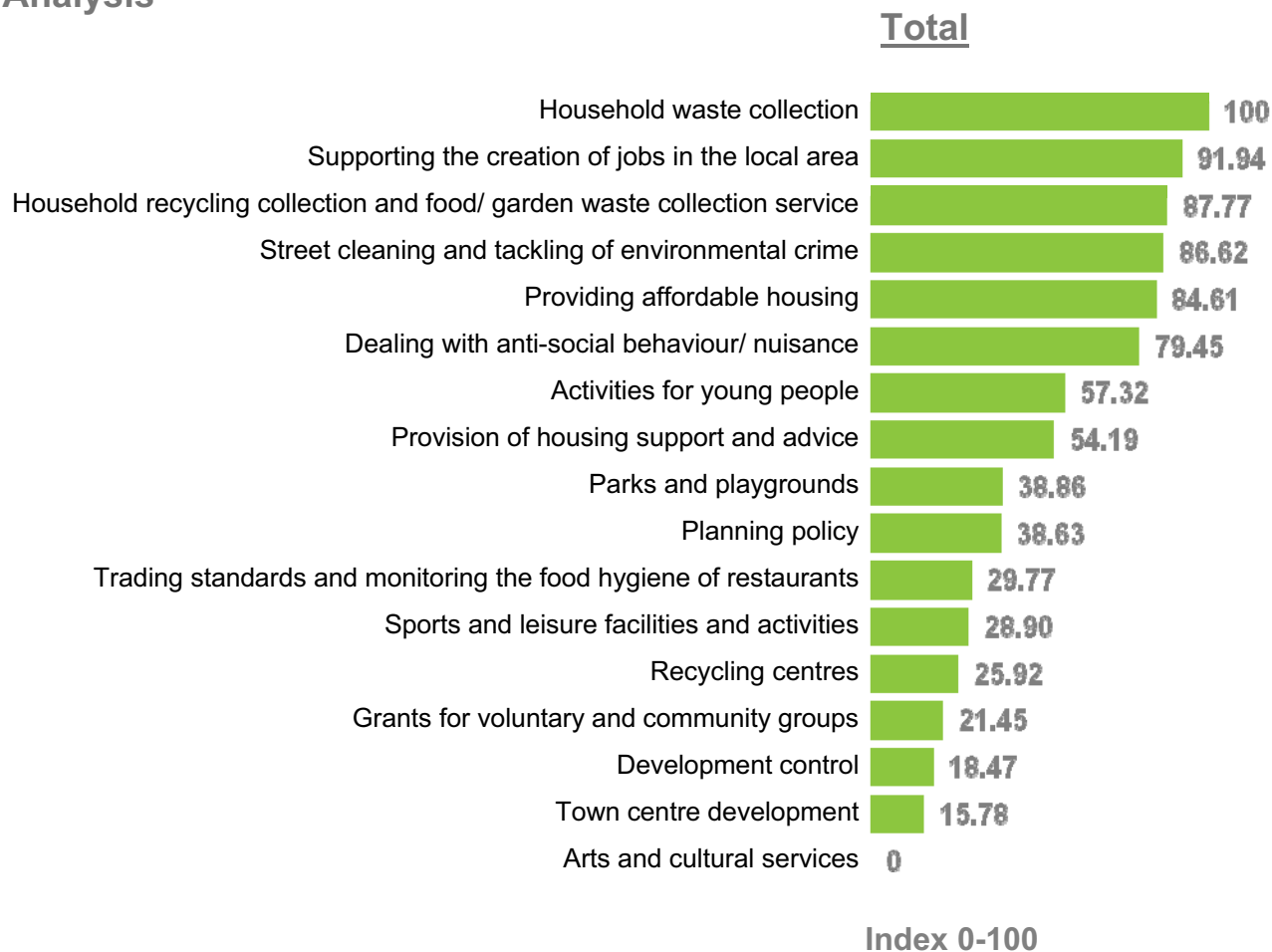
Q40. To what extent do you agree or disagree that Cherwell District Council provides value for money?



'Household waste collection' and 'supporting the creation of jobs in the local area' are still considered the most important services to maintain. 'Household recycling and food/garden waste collection' and 'street cleaning and tackling of environmental crime' have moved up the rankings to 3rd and 4th priority.

BUDGET CONSULTATION - KEY SERVICES TO BE MAINTAINED

Conjoint Analysis



Base: (Those answering)

Q43. It is important for Cherwell District Council to understand which services are most important to residents in the current economic climate. From the following pairs of Council Services, which would you prioritise for maintaining the current level of service provision?

Executive

2012/13 Quarter 2 Finance Report

3 December 2012

Report of Head of Finance and Procurement

PURPOSE OF REPORT

This report summarises the Council's Revenue, Capital, Procurement action plan and Treasury performance for the first 6 months of the financial year 2012/13 and projections for the full 2012/13 period.

These are measured by the budget monitoring function and reported via the Performance Management Framework (PMF) informing the 2013/14 budget process currently underway.

To provide an update on the Local Government Resources Review Project.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the projected revenue and capital position at September 2012.
- (2) To note the Quarter 2 performance against the 2012/13 investment strategy.
- (3) To note the contents and the progress against the Corporate Procurement Action Plan (detailed in Appendix 1) and the Procurement savings achieved at September 2012 (detailed in Appendix 2).
- (4) To note the latest update on the Local Government Resources Review detailed in section 5.

Executive Summary

Introduction

- 1.1 In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue, capital, treasury and procurement position is reported monthly to the Joint Management Team and formally to the Executive on a quarterly basis. This report includes the position at Q2.

- 1.2 The revenue and capital expenditure in Q2 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 The treasury performance has been reviewed regularly and reported to the Accounts, Audit and Risk Committee who undertake the governance and monitoring role.
- 1.4 We continue to consult with our treasury advisors Sector on a regular basis regarding counterparties, understanding risk and diversification of the portfolio.
- 1.5 The procurement action plan is reviewed monthly and exceptions are reported to the Procurement Steering Group.
- 1.6 The LGRR project team continues to meet regularly and analyse any new intelligence or respond to consultations so that we can evaluate the implications for the Council, its residents and its finances.

Conclusion

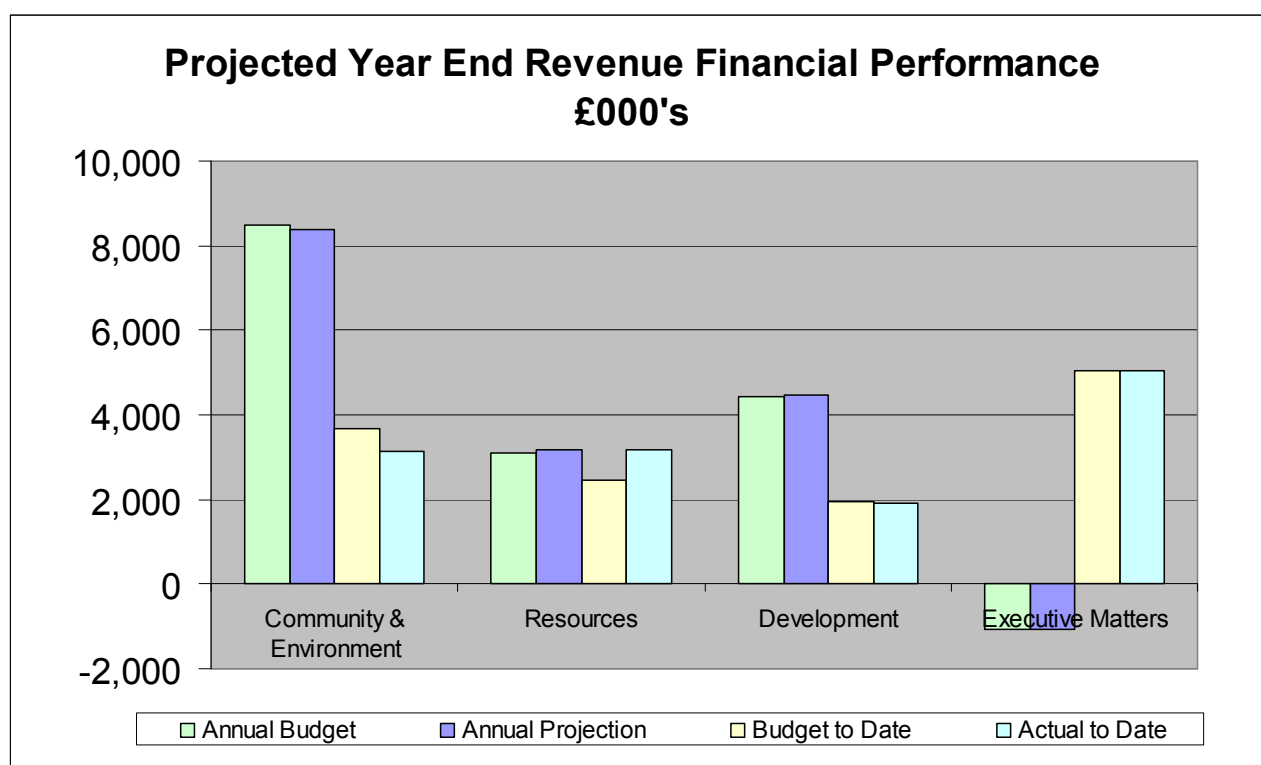
- 1.7 Due to the downturn in the economy, impact of the credit crunch on Council services and the volatility of the financial markets, the Council is keeping a watching brief on any challenges that they may need to face which may result in a redirection of budgets.
- 1.8 The variances on the revenue and capital projections are within the Council's stated tolerances of +2% / -5%.
- 1.9 The Council has a General Fund Revenue reserve to meet any budgetary surplus or deficit.
- 1.10 At the end of quarter 2, interest received was 27% 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.
- 1.11 Performance against treasury strategy and procurement action plan is on track.
- 1.12 The Chancellor's Autumn Statement will be delivered on 5 December 2012 and the settlement is expected on 19 December so the LGRR project team will be processing this intelligence and implications for the 2013/14 budget which will be reported in draft to the January 2013 Executive.

Background Information

Revenue Projected Outturn 2012/13

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

SEPT 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	8,480	8,370	(110)
Resources	3,238	3,282	44
Development	4,440	4,477	37
Net Expenditure Services	16,158	16,129	(29)
Executive Matters			
Increase in Investment Income		(350)	(350)
Transfer to Reserves		379	379
Net Position	16,158	16,158	0
Net Revenue Projected (under) / overspend 2012/13 @ September 2012			0



2.2 Community and Environment shows a projected underspend of £110k.

This primarily relates to Environmental Services where the over recovery of income from the new dry recyclables contract offsets other service overspends such as agency costs and reductions in recycling credits.

2.3 Resources shows a projected overspend of £44k.

This primarily relates to Service Assurance with a projected overspend due to additional payments of Housing Benefit and Council Tax Benefit and the restrictions relating to 100% subsidy. This will be reviewed in Q3 against caseload with a view to using risk reserve if trend continues. This offset has been partly offset by underspends in other areas of the directorate.

2.4 Development shows a projected overspend of £37k.

This primarily relates to areas within Regeneration in relation to utilities and staff restaurant sales are predicted to be down on budget. These areas will be reviewed in more detail for Q3 report.

2.5 Executive Matters

We are projecting additional investment income of £350,000 for the reasons detailed later in the report in Paragraph 3.4.

This together with the net £29,000 underspend in services projects a transfer into general fund reserves of £379,000

Capital Projection 2012/13

2.6 Total capital spend to September 2012, including commitments, amounts to £1.086m. This represents 6% of the total annual budget and 13% of the periodic budget.

SEPT 12 PROJECTIONS	Full-Year Budget 2012/13 £000's	Projected Out-turn 2012/13 £000's	Projection Variance 2012/13 £000's
DIRECTORATES			
Community and Environment	3,370	2,508	(862)
Resources	399	410	11
Development	15,403	15,108	(295)
	19,172	18,026	(1,146)
Analysed:-			
Net (Under) / Overspends			(204)
Identified Slippage (no approvals requested at this stage)			(942)
		As above	(1,146)

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

Capital Budget 2012/13	£000's
Approved Capital programme for 2012/13 (including Supplementary)	9,455
Slippage from 2011/12 Programme	<u>9,717</u>
	<u>19,172</u>

2.6 The projected 2012/13 spend for capital schemes as at September 2012 is currently £18m , the slippage predicted is shown below:

DESCRIPTION	ANNUAL BUDGET £000	Slippage Required £000	Comments
Biomass Heating for Bicester Leisure Centre	385	365	Timing
Replacement Cabling Infrastructure for CCTV	48	48	Timing
Sports Centre Modernisation Programme	249	249	Retention
Energy Efficiency Projects	80	30	Timing
Bicester Pedestrianisation	250	250	Timing
	1,012	942	

Treasury Management Performance Q2 2012/13

Update on Cherwell's Treasury Performance

- 3.1 The Treasury Management Strategy for 2012/13, which includes the Annual Investment Strategy was approved by the Council on 19 March 2012. It sets out the Council's investment priorities as being: Security of Capital; Liquidity; and Yield
- 3.2 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.
- 3.3 Given the turmoil in peripheral Europe, our investments list does not have direct exposure to any sovereign debt of Portugal, Ireland Greece, Spain or Italy and that includes their national banks,. However, indirectly the banks on our lending list, in all probability do have exposure in some shape or form to either or both. Our lending criterion is very stringent and only the very largest banks are considered through negotiable securities, providing us with the greatest liquidity and flexibility.

- 3.4 Investment rates available in the market have continued at historically low levels. The average level of funds available for investment purposes was £81.4m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme and ECO Bicester.

Investment performance for quarter ended 30 September 2012 was:

Fund	Amount at 30th Sept 2012	Interest Budget	Actual Interest	Variance	Rate of return %
TUK	7,500,000	67,903	91,686	23,783	1.92%
Investec	11,742,224	43,125	75,889	32,764	1.15%
In House	58,881,369	325,750	385,512	59,762	1.38%
Total	78,123,594	436,779	553,088	116,309	1.42%

- 3.5 At the end of quarter 2, interest received was 27% 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.
- 3.6 As a result we have reviewed our interest projection for the year and we are currently projecting we will receive additional investment income of £350k after the deduction of interest in respect of Eco town funds which will be returned to the Eco Town funding amount. The amount in respect of the Eco Town funds is anticipated to be approximately £150k.

Procurement Action Plan and Record of Savings 2012/13

- 4.1 Progress against the Council's procurement action plan is detailed under Appendix 1 with a record of savings achieved to September 2012 detailed under Appendix 2.
- 4.2 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.
- 4.3 The procurement target for securing on going cashable savings in 2012/13 is £150,000 and to date total savings achieved amount to £54,124. Non-cashable savings of £31,931 and capital savings of £9,000 have also been secured.
- 4.4 A significant number of projects have been capital or programme based, such as the property condition surveys, the fleet management software and the Build! Affordable Homes Programme, which has seen substantial savings against budget to date – e.g. an estimated £235,000 saving against the South West Bicester new build project.

Local Government Resources Review Update

Council Tax Support

- 5.1 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 including a review of discounts and exemptions are being prepared and will be reported as part of the formal adoption of the scheme and 13/14 budget process ahead of the deadline for scheme adoption of 31 January 2013.

Business Rates Pooling

- 5.2 From 1 April 2013 the funding arrangements for local authorities will be changing significantly and officers have been working to ensure the authority is well placed to be in the strongest position for the many changes that are coming forward.

One of the most significant changes is in relation to how business rates income will be distributed in future. Currently all business rates income received from businesses is paid over to the Government who then determine how much of that is re-allocated back to authorities based on perceived need.

From April, the Council will keep the amount that the Government calculates it needs and the balance will be paid to the Government – in essence this is just a change in the distribution method. However, the Government has provided an incentive if businesses are grown in the District by allowing the Council to keep a proportion of that business rate growth once a minimum threshold has been reached. However, the amount of growth that can be kept is quite modest. If business rate income in the District grows by £1m the Council would get to keep approximately £52,000.

Pooling

- 5.3 One way of increasing this share is to form a pool of authorities where all the calculations are carried out on the pools funds as if they were one body rather than individual bodies. Owing to the impact the County Council's figures have on these calculations, the pool gets to keep a much greater amount than would otherwise be the case and more money is potentially retained locally.
- 5.4 However, there are also risks to pooling. If business rates income declines in an area, after a certain threshold of decline is reached then 'safety net' payments are made by the Government. These payments soften the blow of any decline in Business Rates so that after a certain amount of reduction compensation payments are received. The safety net payments do not come into effect for the pool until a much greater level of decline has taken place than is the case if an authority decides not to pool.

Oxfordshire Pool

- 5.5 Across Oxfordshire there is a mixture of growth and decline being forecast by individual authorities leaving the decision on whether to pool or not finely balanced.

At a recent meeting of Chief Executives and Chief Finance Officers meeting across Oxfordshire it was acknowledged that the financial case, as it is currently being projected, is finely balanced. There are still some significant unknown factors feeding into the financial modelling and in December two (of the three) unknowns will be revealed by the Government (who may also alter the current scheme). Therefore it was agreed that the plans for a pool across Oxfordshire (including all Oxfordshire authorities) should continue.

Submission to the Government was sent on 9th November 2012 with an understanding that a final decision would be made once the settlement and the next set of figures are released in December at which point we can take a more informed (and final) view on pooling for 2013-14.

- 5.6 Since the submission, a number of announcements relating to levy rates, safety nets and proportional shares have been made in relation to business rates which will affect the calculations made across the County. As a result further modelling is underway to see how this changes the pooling submission.
- 5.7 As a result of these announcements DCLG has set another deadline for confirmation of pooling arrangements of noon on 5 December 2012. The latest information on pooling will be verbally updated at the meeting.

2013/14 Budget Update

- 5.8 Latest intelligence suggests the information regarding the financial settlement for local authorities will not be available until at least the 19 December 2012 so as a result the first draft of the budget will be presented to the Executive in January 2013.

Council will be asked to agree the 2013/14 budget and corporate plan (and the service plans that underpin delivery) at their meeting in February 2013

Key Issues for Consideration/Reasons for Decision and Options

- 6.1 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

The revenue and capital position has been subject to regular review by the Corporate Management Team.

The investment and procurement strategies have been subject to regular review with Members and the Joint 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 Beth Baines, Strategic Finance Accountant 01327 322223

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, 01295 222045.

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 Nicola Jackson, Corporate Finance Manager 01295 221731.

Wards Affected

All

Corporate Plan Themes

An Accessible and Value for Money Council

Executive Portfolio

**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 Sept 2012
Background Papers	
None	
Report Author	Karen Curtin, Head of Finance Beth Baines, Strategic Finance Accountant Viv Hichens, Corporate Strategic Procurement Manager Karen Muir, Project Accountant
Contact Information	01327 322223 beth.baines@cherwellandsouthnorthants.gov.uk

2012/13 PROJECTED REVENUE & CAPITAL OUTTURN AT 30 September 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
<ul style="list-style-type: none"> Rollout and reinforce the strategy and compliance with the Contract Procedure Rules across both Councils. 	Onward going	1-2-1 training sessions with officers on a project by project basis.
<ul style="list-style-type: none"> Enhance the scrutiny and policy development role of the Procurement Steering Group Strategy Group. 	Onward going	PSG Core Group meeting held 27/9. Sign off on joint forward plan with focus on spend by service area to identify further savings initiatives on lower expenditure areas.
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. 	Onward going	Sustainability is being addressed with each exercise from ICT through to the Banbury Fairground preparation. Good progress is being made with the biomass boiler feasibility work being undertaken for Bicester Leisure Centre.
<ul style="list-style-type: none"> Encourage project officers to break down larger contracts to match SME and Social Enterprise capacity where appropriate. 	Onward going	The property maintenance framework tender which is nearing completion broke the requirements down into three lots with substantial local SME interest.

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

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

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 and South Northamptonshire £100,000 target. 	Behind target	<p>Cashable savings year-to-date of £54,124 against a Q2 target of £75,000. Non-cashable savings of £31,931 and capital savings of £9000.</p> <p>A significant number of projects have been capital or programme based, such as the property condition surveys, the fleet management software and the Build! Affordable Homes Programme, which has seen substantial savings against budget to date – e.g. an estimated £235,000 saving against the South West Bicester new build project.</p> <p>Further to a review of expenditure by service area the procurement team are working with operational managers to review further opportunities for collaborative projects with SNC.</p>
8.4 Joint Working		
Action	Status	Progress Narrative
<ul style="list-style-type: none"> Deliver a joint working forward plan that reflects the procurement requirements of both Councils across 2012/13 	Onward going	The joint forward plan is taking in all areas 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).
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. 	Onward going	Substantial support being provided to the Build! Affordable Homes Programme in setting up frameworks & delivering build projects.

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

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

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 	Commenced with no outcome as yet.	<p>The internal audit contract has been actively promoted to Oxford City Council and Northampton Borough Council.</p> <p>The dry waste recycling services contracts have been actively promoted to Oxford City Council and the approach is currently being discussed with Stratford-on-Avon DC.</p> <p>Volume discounts will benefit both Cherwell District Council and SNC.</p>
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. 	Onward going	Contracts register maintained with latest update being processed.
<ul style="list-style-type: none"> • Rollout the Contracts Management Steering Group across both councils. 	Still to be progressed	Senior Procurement Officers following up in Q3.

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Service Area	Contract Description	Procurement Officer	Contract Value	Cashable with budget reduction	Non-cashable	Capital
Various	P Cards	Angie Long			£31,931	
Environmental Services	Refuse Collection Vehicles	Viv Hichens	£290,000	£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)	Ken Fowler		£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)	Ken Fowler		£7,184		
Environmental Services	Pest Control. Price increase of 2.4%. Saving 3.5% - 2.4% = 1.1% = £351	Ken Fowler		£351		
Regeneration & Estates	Heating - no price increase. Saving 3.5% = £303 plus prompt payment	Ken Fowler		£477		
Regeneration & Estates	Cooling - Price increase 2.4%. Saving 3.5% - 2.4% = 1.1% = £69.28 plus prompt payment discount	Ken Fowler		£384		
Finance & Procurement	Internal Audit	Viv Hichens		£30,400		
Regeneration & Estates	Door & Shutter Maintenance - fixed price for 2nd yr	Angie Long		£65		
Regeneration & Estates	Water Hygiene - 1% increase	Angie Long		£265		
Regeneration & Estates	Lift Maintenance - fixed price for 2nd yr	Angie Long		£34		
Regeneration & Estates	Office Cleaning	Angie Long		£361		
Regeneration & Estates	Coffee Machines	Angie Long		£2,438		
Environmental Services	Public Toilet Maintenance	Angie Long		£158		
Regeneration & Estates	PAT Testing	Angie Long		£234		
Regeneration & Estates	Maintenance of UPS Sytems, Generator, Inverter Battery Systems	Angie Long		£1,173		
Regeneration & Estates	Out of Hours Answering Service	Ken Fowler		£1,407		
Environmental Services	Traffic Management	Angie Long		£1,300		
Urban & Rural	Fairground Preparation	Angie Long		£3,038		
Licensing	Car Park Machine Maintenance	Angie Long		£240		
Regeneration & Estates	Car Park Barriers & Bus Station Gates	Angie Long		£138		
Finance	Paper for MFD's	Angie Long		£250		
Finance/Urban & Rural	Cash Collection	Angie Long		£1,573		
	Total YTD			£54,124	£31,931	£9,000
Projects completed in 2011/12 with savings captured in 2012/13						
	Dry waste recycling - 2012/13	Viv/Ken		£432,000		
Projects completed in 2012/13 with no cashable savings						
	Media Monitoring Software	Ken	£3,800.00			
	Corporate Consultation Programme	Ken	£49,240.00			
	Credit Checking Services	Angie	£2,177.00			
	Property Condition Surveys	Viv	£22,000.00			
	Build! SW Bicester Affordable Homes	Viv	£1,964,466			
	Build! Design Framework	Viv	£200,000			
	Build! Consultancy Support	Viv	£18,000			

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