

Committee: Executive
Date: Monday 2 December 2013
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Urgent Business

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

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

To confirm as a correct record the Minutes of the meeting held on 4 November 2013.

6. **Chairman's Announcements**

To receive communications from the Chairman.

Strategy and Policy

7. **Neighbourhood Planning - Area Designations** (Pages 7 - 22) **6.35pm**

Report of Head of Strategic Planning and the Economy

Purpose of Report

To approve the designation of Neighbourhood Planning Areas at Merton and Deddington Parishes and to update members on progress made in the preparation of Neighbourhood Plans.

Recommendations

The meeting is recommended:

- 1.1 To approve the formal designation of two further Neighbourhood Areas under Section 61G of the Town and Country Planning Act 1990 (as amended):
 - a. Merton Neighbourhood Area
 - b. Deddington Neighbourhood Area
- 1.2 To authorise the Head of Strategic Planning and the Economy to issue Notifications of Decisions pursuant to recommendation (1) and to the conclusions in section 2 of this report.

Service Delivery and Innovation

8. **Cherwell Town Centre Initiatives - Use of the Town Centre Innovation Fund (Portas Monies)** (Pages 23 - 42) **6.45pm**

Report of Head of Strategic Planning and Policy

Purpose of Report

To propose a series of projects in Banbury, Bicester and Kidlington for the use of the Town Centre Innovation Fund (Portas Monies).

Recommendations

The meeting is recommended:

- 1.1 To approve the following projects and release resources from the Town Centre Initiatives Fund:

- Bicester: Promoting local trade through effective marketing; Enabling traders in Bicester to develop their website so it can be viewed on smart phones.
- Banbury: Adding Town Team Co-ordination to provide overview and action to create town centre vitality; 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.
- Kidlington: Environmental improvement works to Watts Way (near the Kidlington Centre).

Value for Money and Performance

9. Local Government Pension Scheme Automatic Enrolment (Pages 43 - 48) 6.55pm

Report of Head of Finance & Procurement and Head of Transformation

Purpose of Report

To inform the Executive about the changes to Local Government Pension Scheme legislation amendments that relate to auto enrolment, and the potential future resource implications arising.

Recommendations

The meeting is recommended:

- 1.1 To note the information in the report and the potential for additional resource implications.
- 1.2 To note that the scheme, including an officer recommendation to apply a transitional period for eligible jobholders, will be considered by the Council's Personnel Committee at its meeting on 11 December.

10. Performance Report 2013 - 2014 Quarter Two (Pages 49 - 88) 7.05pm

Report of Head of Transformation

Purpose of Report

This report covers the Council's performance for the period 01 July to 30 September 2013 as measured through the Performance Management Framework.

Recommendations

The meeting is recommended:

- 1.1 To note the many achievements referred to in paragraph 3.1.
- 1.2 To identify any performance related matters for review or consideration in future reports identified in paragraph 3.2.

- 1.3 To note progress on issues raised in the Quarter one performance report highlighted in paragraph 3.3.

11. Quarter 2 2013/14 Finance Report (Pages 89 - 106)

7.20pm

Report of Director of Resources

Purpose of Report

This report summarises the Council's Revenue and Capital performance for the first six months of the financial year 2013-14 and projections for the full 2013-14 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 receive information on treasury management performance and compliance with treasury management policy during 2013-14 as required by the Treasury Management Code of Practice.

Recommendations

The meeting is recommended:

- 1.1 To note the projected revenue and capital position at September 2013.
- 1.2 To note the quarter 2 (Q2) performance against the 2013-14 investment strategy and the financial returns from the two funds.
- 1.3 To note the contents and the progress against the Corporate Procurement Action Plan (detailed in Appendix 1) and the procurement savings achieved at September 2013 (detailed in Appendix 2).

12. 2014/15 Draft 1 Revenue and Capital Budget (Pages 107 - 112)

7.35pm

** Please note that the appendices to this report will follow as they are currently being finalised **

Report of Interim Head of Finance and Procurement and Head of Transformation

Purpose of Report

The Council has to adopt a budget and business plan for 2014/15 as the basis for calculating its level of Council Tax and has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years. This is the first of two opportunities that the Executive has to shape and refine the appending plans before the final budget is presented to the Council on 24 February 2014.

Recommendations

The meeting is recommended:

- 1.1 To consider the draft revenue budget (detailed in Appendix A);

- 1.2 To consider the recommendations of the Budget Planning Committee review of the capital programme that was considered at the Budget Planning Committee meetings in November 2013 and detailed in Appendix B;
- 1.3 To note that the final local government finance settlement has still not yet been announced and that the implications of this will need to be fully considered once the announcement has been made
- 1.4 To advise of any other matters they would like taken into consideration in producing a balanced budget for the meeting of the Executive on 3rd February 2014;
- 1.5 To endorse the passporting of the Council Tax Reduction Scheme (CTRS) grant to local preceptors
- 1.6 To agree the draft medium term strategic priorities (as set out in Appendix C) for public consultation.
- 1.7 To agree the objectives and targets for the 2014/15 annual business plan (as set out in Appendix D) for public consultation alongside the 2014/15 budget.

13. Transformation Bid Acceptance and Accountable Body Arrangements

(Pages 113 - 130)

7.55pm

Report of Chief Executive

Purpose of Report

To delegate authority to formally accept the offer of government funding under the Transformation Challenge Award, agree the accountable body arrangements, delegate the necessary authority to enable draw down and utilisation of the funding and establish a Joint Working Group of elected members.

Recommendations

The meeting is recommended:

- 1.1 To delegate authority to the Chief Executive, in consultation with the Leader, to accept the offer of funding as set out in Appendix 2, subject to the detailed Terms and Conditions of the Grant.
- 1.2 To agree that, subject to the agreement of Stratford-on-Avon district council (decision due 2 December 2013) and following the agreement of South Northamptonshire Council (given on 14 October 2013) Cherwell District Council, be accountable body for the Transformation Challenge Award funding.
- 1.3 To delegate authority to the Chief Executive (Cherwell District and South Northamptonshire Councils) in consultation with the Chief Executive (Stratford-on-Avon District Council), the Director of Resources (Cherwell District and South Northamptonshire Councils) and the Assistant Chief Executive (Stratford-on-Avon District Council) to:

- (i) secure the formal draw down of the grant funding from Department of Communities and Local Government and
- (ii) allocate the funding for appropriate purposes in pursuance of the submitted bid (Appendix1) and consistent with the grant conditions.

- 1.4 To appoint 2 Councillors and 2 substitutes to the Transformation Joint Working Group.
- 1.5 To agree that the Terms of Reference of the Transformation Joint Working Group be considered at its first meeting and then recommended to Executive/ Cabinet for approval.

Urgent Business

14. Urgent Business

Any other items which the Chairman has decided is urgent.

15. Exclusion of the Press and Public

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

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

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

No representations have been received from the public requesting that this item be considered in public.

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 paragraph 3 of Schedule 12A of that Act.”

16. Bicester Community Building (Pages 131 - 138) 8.05pm

Exempt Report of Head of Regeneration and Housing

17. Recycling Processing Contract (Pages 139 - 146) 8.15pm

Exempt Report of Head of Environmental Services

(Meeting scheduled to close at 8.20pm)

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.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

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

Queries Regarding this Agenda

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

Sue Smith
Chief Executive

Published on Friday 22 November 2013

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Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 4 November 2013 at 6.30 pm

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

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 Tony Ilott, Lead Member for Public Protection
Councillor Nigel Morris, Lead Member for Clean and Green
Councillor D M Pickford, Lead Member for Housing
Councillor Nicholas Turner, Lead Member for Performance and Customers

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Tim Emptage, Leader of the Liberal Democrat Group

Apologies for absence: Councillor Michael Gibbard, Lead Member for Planning

Officers: Sue Smith, Chief Executive
Calvin Bell, Director of Development
Kevin Lane, Head of Law and Governance / Monitoring Officer
Tim Madden, Interim Head of Finance and Procurement
Jo Pitman, Head of Transformation (for agenda item 8)
Claire Taylor, Corporate Performance Manager (for agenda item 8)
Marianne North, Housing Needs Manager (for agenda item 7)
Natasha Clark, Team Leader, Democratic and Elections

47 **Declarations of Interest**

Members declared interests in the following agenda items:

7. Housing Strategy Priority Five: Homelessness Prevention Action Plan.
Councillor Sean Woodcock, Non Statutory Interest, as an employee of one of the council's registered providers.

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

There were no petitions or requests to address the meeting.

49 **Urgent Business**

There were no items of urgent business.

50 **Minutes**

The minutes of the meeting held on 7 October 2013 were agreed as a correct record and signed by the Chairman.

51 **Chairman's Announcements**

The Chairman had no announcements.

52 **Housing Strategy Priority Five: Homelessness Prevention Action Plan**

The Head of Regeneration and Housing submitted a report which introduced a new Homelessness Prevention Action Plan 2013 – 2015.

In introducing the report, the Lead Member for Housing explained that since the production of the Housing Strategy 2012 the impact of proposed welfare reform had resulted in a need to revisit the strategy to ensure it was robust to deal with the potential challenges ahead. The Homelessness Prevention Action Plan would add the necessary focus and detail to the Actions set out in the Housing Strategy and ensure continued performance.

Executive thanked all members of the Housing Service for their hard work in continuing to meet targets and support residents in the district.

Resolved

- (1) That the Homelessness Prevention Action Plan, which had been produced as part of a review of Cherwell's overarching Housing Strategy in the context of achieving the Gold Standard set up by DCLG through the National Housing Advisory Service, be approved.
- (2) That the continued ring-fencing of the DCLG Grant for homelessness prevention and partnership working until March 2015 be noted.

Reasons

The Homelessness Prevention Action Plan highlights some elements of the work being done by the Council and its partners to prevent homelessness.

The Homelessness Prevention Action Plan is the result of a review of the actions in Chapter 5 of the Housing Strategy 2012 – 17 in the light of policy changes including Welfare Reforms and responds to local factors

Adopting the Homelessness Prevention Action Plan is an important step in the process of meeting the Gold Standard Challenge for homelessness services, demonstrating corporate commitment to the prevention of homelessness as well as the Councils' intention to work actively in partnership

Options

Option 1: Not to adopt a Homelessness Prevention Action Plan. It is a legal requirement to have a Homelessness Strategy which is reviewed annually

Option 2: Not to accept the Gold Challenge for Homelessness services. The Gold Standard is a government initiative which enables the Council to continue its high levels of homelessness prevention and offers free resources

Option 3: Not to continue partnership working. A reduction in current partnership working will place the Council at risk of a rise in homelessness and increased costs for temporary accommodation

53

Customer Satisfaction Survey Results 2013

The Head of Transformation submitted a report which updated the Executive on the results of the annual satisfaction survey and identify any areas to be reflected in future business and/or performance plans.

Resolved

- (1) That the results of the customer survey, with particular reference to improvement in the following areas that were identified as priorities as an outcome of the survey undertaken in 2012: The way the Council deals with anti-social behaviour; The Council's approach to dealing with environmental crime; and, Car Parking Services, be noted.
- (2) That the following priorities and areas of focus for future action be agreed:

Priorities:

- 1) Household waste collection
- 2) Household recycling collection and food/ garden waste collection service
- 3) Supporting the creation of jobs in the local area
- 4) Street cleaning and tackling environmental crime
- 5) Providing affordable housing
- 6) Dealing with anti-social behaviour/ nuisance

Areas of focus for future action:

- a) Dealing with Anti-Social Behaviour: whilst improvement in this area has been recorded it is still rated as one of the areas of lowest satisfaction and is an area of high priority for local residents.

- b) Dealing with Environmental Crime: littering, fly-tipping, graffiti and dealing with dog waste, all key in terms of delivering a high quality local environment and services that are valued by local residents. This is an area where the Council needs to improve (currently it has the lowest rating) and as such should remain a priority.
- c) Continuing to focus on Street Cleansing: like 'dealing with environmental crime' one of the 'top 6' priorities street cleansing is a service that is experienced by all residents and plays an important part in terms of quality of life and enjoyment living within a local area. It is a service upon which the Council is judged and valued by many residents and as such should remain an on-going area of focus.
- d) Continued focus on communication with local residents and businesses: as noted above the better the quality of communication and access to information about Council services local residents have the more likely they will be able to access services and be satisfied with the results. Whilst there are currently solid satisfaction ratings with communication it should remain an area of on-going focus.

Reasons

This report presents a summary of the findings from the 2013 customer satisfaction survey. It highlights a general trend of improvement across council services as well as areas where continued focus is required.

The report also highlights customer priorities and these will be used to help inform budget setting, the development of the Council's Business Plan, Performance Pledges and 5 year Strategy.

As well as these high level findings the survey includes a wealth of service specific detail that will be used by service managers to help underpin service planning.

Options

Option 1: To accept the recommendations as outlined in part one of this report.

Option 2: To reject the recommendations and request additional work or alternative priorities arising from the survey findings.

54

Award of Liquid Fuel Contract

The Interim Head of Finance and Procurement submitted a report which sought consideration of the award of contracts to supply diesel to Cherwell District Council.

Resolved

- (1) That contracts be awarded to GB Oils for the supply of red diesel and Harvest for the supply of white diesel.

Reasons

Following a 'best practice' procurement exercise GB Oils and Harvest have submitted the lowest cost tenders for the supply of Diesel to Cherwell District Council for the next two years and the Executive is recommended to authorise the award.

Options

No reasonable alternatives

55 **Transformation Bid Acceptance and Accountable Body Arrangements**

The Chairman reported that consideration of this item was deferred as information was still awaited from the Government department in relation to the terms and conditions of the grant award.

The meeting ended at 7.00 pm

Chairman:

Date:

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Cherwell District Council

Executive

2 December 2013

<p style="text-align: center;">Neighbourhood Planning: Applications for Designation as Neighbourhood Areas – Merton and Deddington Parishes</p>
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Report of Head of Strategic Planning and the Economy

This report is public

Purpose of report

To approve the designation of Neighbourhood Planning Areas at Merton and Deddington Parishes and to update members on progress made in the preparation of Neighbourhood Plans.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the formal designation of two further Neighbourhood Areas under Section 61G of the Town and Country Planning Act 1990 (as amended):
 - a. Merton Neighbourhood Area
 - b. Deddington Neighbourhood Area
- 1.2 To authorise the Head of Strategic Planning and the Economy to issue Notifications of Decisions pursuant to recommendation (1) and to the conclusions in section 2 of this report.

2.0 Introduction

- 2.1 Neighbourhood planning was introduced by the Localism Act 2011 as a new, local tier to the planning system. Neighbourhood planning is optional but allows communities to come together through a local Parish Council or Neighbourhood Forum and have direct involvement in the land-use planning of their local area.
- 2.2 Neighbourhood Development Plans provide scope for local communities to develop their own planning policies. If they conform with the Local Plan, are supported by the Local Planning Authority and successful at referendum, they are adopted as part of the statutory Development Plan and must be considered, where material, in the determination of applications for planning permission. Alternatively, Neighbourhood Development Orders can be prepared which grant planning

permission for development that complies with the Order or Community Right to Build Orders can be produced to give permission for small-scale, site-specific developments by a community group.

- 2.3 Under Schedule 4B of the Town and Country Planning Act 1990 (as amended), Local planning authorities have a statutory duty to *“give such advice or assistance to parish councils and designated Neighbourhood Forums as in all the circumstances, they consider appropriate for the purpose of or in connection with facilitating the preparation of Neighbourhood Development Plans”*.
- 2.4 Four Parish Councils have already had their administrative areas approved as designated Neighbourhood Areas. Adderbury, Bloxham, Hook Norton and Stratton Audley Parish Councils have made a start on preparing Neighbourhood Development Plans, and are at various stages of preparation as outlined later in this report. No plans have yet been submitted to Cherwell District Council for independent examination.
- 2.5 Merton and Deddington Parish Councils have made applications for Area Designations which are now presented before Members for determination.

3.0 Report Details

Applications to be Determined

- 3.1 The applications by the Parish Councils and the representations received are appended to this report and considered below.

Merton

- 3.2 Merton Parish Council has established a Neighbourhood Planning Steering Group, and a communications strategy. The Group has held meetings, and produced a scoping document outlining the key activities involved in the preparation of a Neighbourhood Plan; and identifying local issues and concerns.
- 3.3 A formal application was made by the Parish Council for its area to become a Neighbourhood Area on 14 June 2013 (**Appendix A**). The application was consulted on between 3 August 2013 and 13 September 2013. The application was placed on the Council website, advertised in the Bicester Advertiser by way of public notice and notification letters were sent to relevant consultees registered on the Council’s Local Plan database. Public notices were also provided to the Parish Council to display.
- 3.4 Merton Parish is centred on the village of Merton, located in a largely rural area. The village is approximately 5 miles to the south of Bicester close to junction 9 of the M40. A small area of the Parish and part of the village fall within the designated Green Belt, where development would only be permitted in exceptional circumstances. There are no constraints or local planning policies that in themselves prevent the designation of the Neighbourhood Area.
- 3.5 In total seven responses (including ‘no comments’) were received during the consultation from the Canal & River Trust, Environment Agency, Highways Agency, Natural England, Network Rail, English Heritage, Terry Bird – Chairman of Merton

- 3.6 There were no issues raised directly with regard to the boundary of the proposed Neighbourhood Area.
- 3.7 Natural England as a statutory consultee on neighbourhood plans has advised that any proposal in the proposed Neighbourhood Area should seek to protect the Wendlebury Meads and Mansmoor Closes Site of Special Scientific Interest (SSSI), which contain a large diversity of plants in a variety of hay meadows vegetation communities. General advice on producing Neighbourhood Plans is also provided. Neighbourhood Plans may provide opportunities to enhance the character and local distinctiveness of the surrounding natural and built environment, use natural resources more sustainably and bring benefits to the local community.
- 3.8 Network Rail has advised that there are level crossings in the area which could be affected by development proposals and that the neighbourhood planning authority will need to consult with Network Rail. Traffic Assessments will need to be prepared in consultation with the Network Rail Level Crossings Team.
- 3.9 English Heritage has no objection and has provided some general advice in preparing Neighbourhood Plans.
- 3.10 The Highways Agency and the Canal and & Rivers Trust (Formerly British Waterways) have no comments to make, and there was no response from the Environment Agency.
- 3.11 Conclusion: It is considered that the Parish boundary represents a coherent, consistent and appropriate boundary for the proposed Neighbourhood Area. The issues raised above are ones to be considered during plan preparation and do not prevent designation.

Deddington

- 3.12 Deddington Parish Council has expressed an interest in preparing a Neighbourhood Plan. A formal application by the Parish Council for the Parish to become a Neighbourhood Area was made on 1 August 2013 (**Appendix B**). It was formally consulted upon between 8th August 2013 and 19 September 2013. The Area Application was placed on the Council's website, advertised in the Banbury Guardian by way of a public notice and notification letters were sent to relevant consultees registered on the Council's Local Plan database. Public notices were also provided to the Parish Council to display.
- 3.13 A neighbourhood plan working group has been established. Information has been placed on the Parish Council's website inviting people's views, and encouraging residents to get involved by joining consultation working groups to discuss issues of importance to the Parish.
- 3.14 Deddington Parish Council area is largely rural centred upon the village of Deddington with two smaller villages to the East and west, Clifton and Hempton. Deddington is located 6 miles south of Banbury and is accessible from the M 40. Although classified as a village Deddington has a town centre with a market place. Six responses were received from the following:

- The Highways Agency – no comments on the proposed designation
- Natural England – The LPA and Parish Council should have regard to the Bestmoor SSSI. The site consists of semi-alluvial meadow on the flood plain of the River Cherwell. The site contains several plants species associated with alluvial meadows. General advice is also provided.
- English Heritage – No objections. English heritage is able to offer support and advise Parish council on proposed changes to nationally important heritage assets and their settings; such as inputting to the preparation of conservation area appraisals and undertaking historic characterization surveys. Information on English heritage website contains useful information.
- Oxfordshire County Council – The County Council supports the neighbourhood plan preparation process, and has no comments to make.
- Network Rail – There are two level crossings at Chiswell Farm and Abernathy along the railway line which runs in the vicinity of the proposal. Should proposals within the neighbourhood area result in a material increase in volume of traffic then Network Rail should be notified.
- One response from a local resident who supports the application and considers the Neighbourhood Plan to be an excellent way of getting the whole community involved in the planning process.

3.15 Conclusion: There is general support for the designation of the area. It is considered that the Parish boundary represents a coherent, consistent and appropriate boundary for the proposed Neighbourhood Area and that the consultation responses received do not prevent the proposed designation.

Update on the preparation of other Neighbourhood Plans in Cherwell District

Adderbury

3.16 Adderbury Parish Council have produced a draft neighbourhood Plan for consultation, and placed it on the Parish Council website. Public meetings were held in November 2012 and February 2013. A steering committee has been formed to manage the preparation process. To inform the Plan a resident's household survey was carried out.

Bloxham

3.17 Bloxham Parish Council have established a Neighbourhood Plan steering committee and working groups looking at different issues which affect the Parish. Public participation and consultation activities have been taking place, including the holding of meetings and exhibitions. Issues papers on different topic areas have also been produced, and are available for viewing on the Parish Council's website. Comments and views have been invited from local residents, interested groups and organizations, which can be made online.

Hook Norton

3.18 The Hook Norton Neighbourhood Plan is underway. A sustainability appraisal scoping report was produced and consulted upon. A pre-submission draft has been

published for consultation and is available for comment from 18 November 2013 to 6 January 2014. The steering group has previously undertaken consultation with the local community via drop in sessions, a resident survey questionnaire, and invited on line comments. Comments have been taken into account in the formulation of the draft Plan.

Stratton Audley

- 3.19 The Parish Council organized a neighbourhood plan launch event in April 2013 and formed a steering committee. A work programme was established, and key issues of concern have been identified, and can be viewed on the Parish Council website.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Parish Councils of Merton and Deddington have made applications for the designation of their administrative areas as Neighbourhood Areas for the purposes of preparing Neighbourhood Development Plans. Each application has been publicised and a number of representations (summarised in section 2) below have been received. None of the comments made raised are considered to warrant the refusal of the applications and it is considered that in each case designation would be coherent, consistent and appropriate.

5.0 Consultation

Cllr Michael Gibbard

Regular briefing

6.0 Alternative Options and Reasons for Rejection

- 5.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To approve the designation of the Neighbourhood Plans

Option 2: To refuse and amend the designation of the Neighbourhood Areas providing reasons why

Option 3: To defer consideration

7.0 Implications

Financial and Resource Implications

- 7.1 Designations of Neighbourhood Areas would qualify the Council for financial assistance from the Government.

Local Planning Authorities can claim for up to twenty area designations (£100,000) in each financial year 2013/14 and 2014/15. The overall limit for designation payments in each year has been set at £5m which will pay for up to 1000 areas to be designated.

Payments will be staged as follows:

1. The first payment of £5,000 will be made following designation of a neighbourhood area. For authorities designating several neighbourhood areas, each local planning authority can claim up to a maximum of £100,000 for area designations, in 2013/14. However, there is an overall cap of £5m.
2. The second payment of £5,000 will be made when the local planning authority publicises the neighbourhood plan prior to examination. There is no cap in 2013/14 or 2014/15.
3. The third payment of £20,000 will be made on successful completion of the neighbourhood planning examination. This is to cover costs for that examination and any other further steps that may be needed for the neighbourhood plan to come into legal force, including referendum. However, the payment is not dependent on pursuing the referendum route if both parties agree the neighbourhood plan could be taken forward as part of the local plan or as a supplementary planning document). There is no cap in 2013/14 or 2014/15.

Comments checked by:

Tim Madden, Head of Interim Head of Finance and Procurement, 0300 0030 1606, tim.madden@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The determination of the applications is a requirement of the Town and Country Planning Act 1990 (as amended) and associated regulations.

As soon as possible after publicising an area application for six weeks the Council is required to make a formal decision on whether to accept or refuse an area designation for a Neighbourhood Plan.

Comments checked by:

Nigel Bell, Team Leader – Planning and Litigation, 01295 221687, nigel.bell@cherwell-dc.gov.uk

Risk Management

- 7.3 Decisions can be legally challenged.

Rejecting a Neighbourhood Area application should only be carried out in justifiable circumstances.

Decisions on Neighbourhood Planning may affect the ability of Parish Councils to qualify for a proportion of future Community Infrastructure Levy (CIL).

Comments checked by:

Claire Taylor, Corporate Performance Manager, 01295 221563, Claire.taylor@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Deddington, Otmoor

Links to Corporate Plan and Policy Framework

- Accessible, Value for Money Council
- District of Opportunity
- Safe and Healthy
- Cleaner Greener

Lead Councillor

Councillor Michael Gibbard
Lead Member for Planning

Document Information

Appendix No	Title
A	Merton Neighbourhood Area Application
B	Deddington Neighbourhood Area Application
Background Papers	
None	
Report Author	Shukri Masseri, Senior Planning Officer
Contact Information	01295 221851 Shukri.Masseri@cherwell-dc.gov.uk

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Merton Borrow Pit – Early Morning

MERTON PARISH COUNCIL

Application to Prepare a Neighbourhood Plan

Submitted to Cherwell & South Northants District Council

(Strategic Planning & The Economy)

14 June 2013

Merton Parish Council wishes to prepare a Neighbourhood Plan in accordance with the following legislation:

The Localism Act 2011,

National Planning Policy Framework 2012

Neighbourhood Planning (General) Regulations 2012.

The plan will form part of the Cherwell Local Plan.

In preparing the Neighbourhood Plan , Merton Parish Council will be guided by Cherwell District Council's "Protocol for Preparing Neighbourhood Plans" and by advice from, internal, Officers of Cherwell District Council (Strategic Planning & the Economy).

Merton Parish Council is now applying for "designation of a Neighbourhood Area" in accordance with Part2, paragraph 5 of the Neighbourhood Planning (General) Regulations 2012.

This application includes a map that defines the area and boundary of the Parish of Merton.

This area is considered appropriate to be designated as a Neighbourhood Area as it constitutes the Parish of Merton.

Merton Parish Council is a relevant body for the purposes of Section 61G of The 1990 Act (inserted by Paragraph 2 of Schedule 9 to The Localism Act 2011).

An initial meeting has taken place with Officers of Cherwell & South Northants District Council (Strategic Planning & the Economy).

A Steering Group has been formed consisting of:

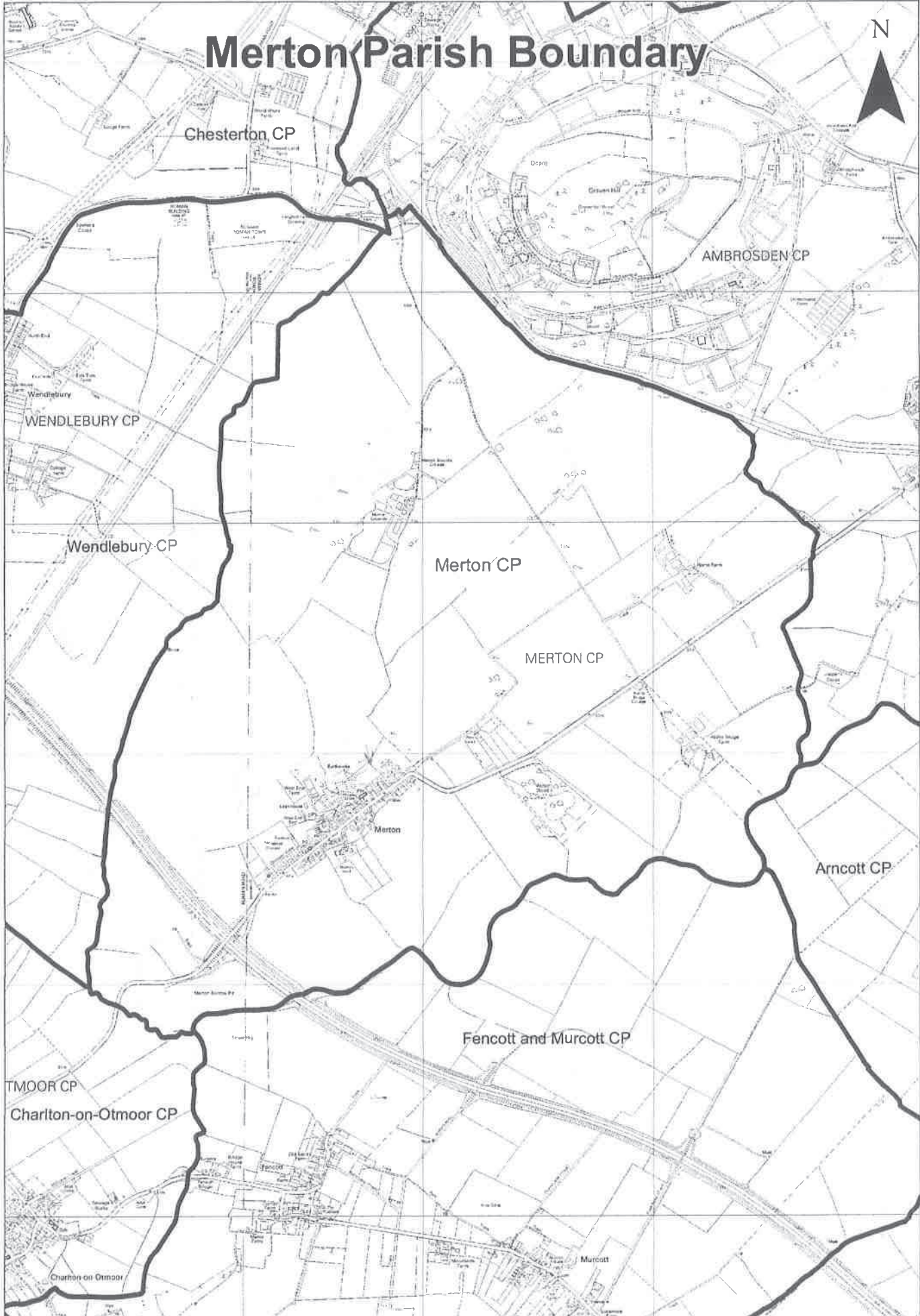
Terry Byrd (Chairman) Merton Parish Council. tbyrd3@compuserve.com
01865 331573. (For all correspondence please.)

Roz Box, Merton Parish Council

Ron Leaver, Merton Resident

Helen Shaw, Sheepskinlife (small business in Merton)

Merton Parish Boundary



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Deddington Parish Council

Application to Prepare a Neighbourhood Plan

Submitted to

Cherwell District Council

Date: July 2013

For the Attention of: Mr Adrian Colwell — Head of Strategic Planning and the Economy
Mr David Peckford —Senior Planning Officer

Prepared by: Deddington Parish Councillors Maureen Cox, Jim Flux,
Helen Oldfield, David Rogers, Bryn Williams and
Alan Collins (Chairman)

In keeping with recent government legislation, (specifically the Localism Act 2011, the National Planning Policy Framework published in March 2012 and the Neighbourhood Planning (General) Regulations 2012) Deddington Parish Council wishes to prepare a Neighbourhood Plan that will form part of the Cherwell Local Plan.

In preparing a Neighbourhood Plan, the Deddington Parish Council will be guided by Cherwell District Council's "Protocol for Preparing Neighbourhood Plan". We also draw attention to the fact that several Deddington Parish Councillors have had several meetings with of the planning team since April 2013 wherein Deddington Parish Council declared its desire to prepare a Neighbourhood Plan.

The Deddington Parish Council now seeks to "apply for designation of a neighbourhood area" in accordance with Part 2 Paragraph 5 of the Neighbourhood Planning (General) Regulations 2012. This application includes and makes the following statements:

- (a) A map that defines the area and boundary of the Deddington Parish
- (b) This area is considered appropriate to be designated as a neighbourhood area since this is the area the constitutes the Deddington Parish
- (c) The Deddington Parish Council is a relevant body for the purposes of section 61G of the 1990 Act (inserted by paragraph 2 of Schedule 9 to the Localism Act 2011)

Communication:

Alan Collins (Chairman) 01869 338031, alanraycollins@gmail.com

Maureen Cox 01869 337486, maureen.cox@btopenworld.com

Jim Flux 01869 338153, fluxjim@btinternet.com

Helen Oldfield 01869 338872, helenmoldfield@yahoo.co.uk

David Rogers 01869 337065, david@blueskyday.biz

Bryn Williams 01869 361940, abw@brynwilliams.com

All paper based communication to:

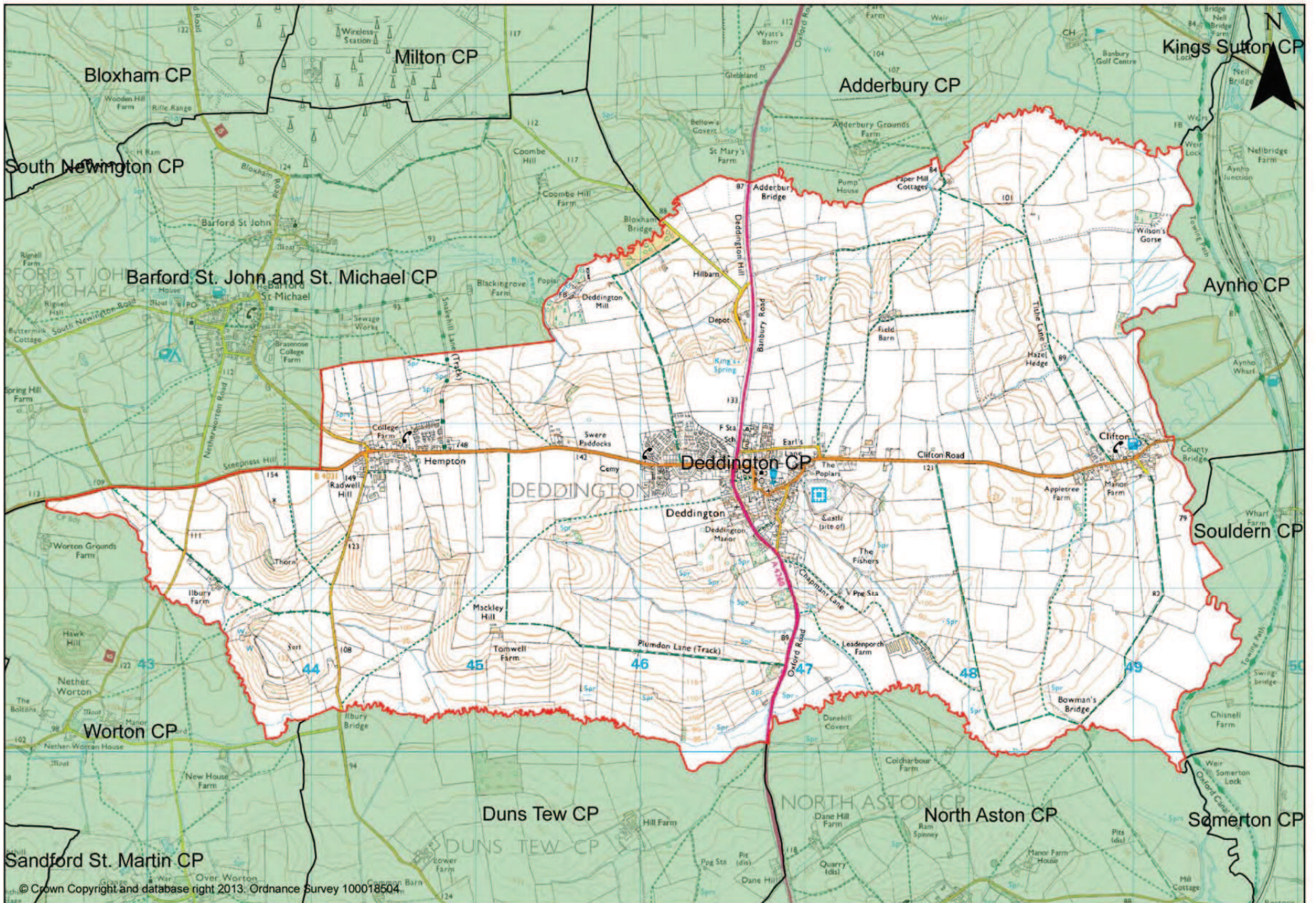
Ms. Lorraine Watling

Clerk to Deddington Parish Council

Windmill Centre, Hempton Road, Deddington, Oxfordshire. OX15 0QH

Telephone: 01869 337447

E-mail: parishcouncil@deddington.net



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Cherwell District Council

Executive

2 December 2013

<p>Cherwell Town Centre Initiatives – Use of the Town Centre Innovation Fund (Portas Monies)</p>

Report of Head of Strategic Planning and the Economy

This report is public

Purpose of report

To propose a series of projects in Banbury, Bicester and Kidlington for the use of the Town Centre Innovation Fund (Portas Monies).

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the following projects and release resources from the Town Centre Initiatives Fund:
 - Bicester: Promoting local trade through effective marketing; Enabling traders in Bicester to develop their website so it can be viewed on smart phones.
 - Banbury: Adding Town Team Co-ordination to provide overview and action to create town centre vitality; 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.
 - Kidlington: Environmental improvement works to Watts Way (near the Kidlington Centre).

2.0 Introduction

- 2.1 This report considers the Portas Review of High Streets and the award to CDC of funding to support 'Town Centre Innovation'.
- 2.2 The distribution of the Funding between the three urban centres was agreed by Executive in July 2013.
- 2.3 This report proposes the detail of the 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 Development Strategy, Town Masterplans and Cherwell Local Plan (2013).

3.0 Report Details

Using the Town Centre Innovation Fund award

- 3.1 The town masterplans for Banbury and Bicester are now well advanced and Kidlington's is emerging. Together with the draft Local Plan, a strategic framework exists for the development of the urban centres. It is now appropriate to detail 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

- 3.2 It was agreed 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

- 3.3 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.
- 3.4 Part of the funding has already been used to reduce the cost of parking in Banbury and Bicester in the run up to Christmas last year. This was an initiative that was intended to provide real support for the traders of the two towns in a very challenging economic climate.
- 3.5 The £40k was committed in the following way to the Christmas Parking Initiative:
- Banbury - £25,000.
 - Bicester - £15,000.

Full details of the scheme, which were administered by CDC are available on request.

- 3.6 The remaining amounts for the support of town centre projects are therefore:
- Banbury - £25,000.
 - Bicester - £15,000.
 - Kidlington - £20,000
- 3.7 The CDC Economic Development Team holds the fund and has prepared projects with the local retail/traders groups and parish/town councils, in agreement with the Portfolio holder Councillor Bolster.
- 3.8 It is proposed that each project should:

- Show a broad fit with the Objectives of each urban masterplan and the Cherwell Economic Development Strategy.
- Promote the urban centres for shopping as part of strengthening the visitor economy.

Bicester Initial Proposals

3.8 From local discussions, the Bicester alternatives were considered to be:

- 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
- Better promotion of local produce
- Improved promotion of the market and more specialist market days e.g. regular antique fair/flea market

3.9 Bicester project proposals for development are detailed in the Appendices:

- Promoting local trade through effective marketing.
- Enabling traders in Bicester to develop their website so it can be viewed on smart phones.

Banbury Initial Proposals

3.10 From local discussions, the Banbury alternatives were considered to be:

- 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

3.11 Banbury project proposals for development are detailed in the Appendices:

- Adding Town Team Co-ordination to provide overview and action to create town centre vitality.
- 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.

3.12 Longer term

- Developing a scheme to improve shop fronts
- 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. ii) 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 with vouchers & map

Kidlington Initial Proposals

3.13 From local discussions the Kidlington alternatives were considered to be:

- 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

3.14 Kidlington project proposal for development is detailed in the Appendices:

- Environmental improvement works to Watts Way (near the Kidlington Centre). This project is well advanced, in agreement with the Portfolio Holder, having gained the agreement and active support of Kidlington Parish Council and being recognised as a key issue through the emerging Kidlington Masterplan.

Background: The Portas review

3.15 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'.

3.16 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.

3.17 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.

- 3.18 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.
- 3.19 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.
- 3.20 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 (2013).
- 3.21 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.
- 3.22 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 floor space has risen by 30% while in town has shrunk by 14%.
- 3.23 Mary Portas also recommends that her suggestions are tried out in a number of high street pilots, 14 of which have been announced.
- 3.24 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

- 3.25 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 (2013) guiding development through to 2031.
 - The Economic Strategy for Cherwell
- 3.26 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 Cherwell Local Plan (2013).
- 3.27 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.
- 3.28 In particular, the Submission draft Local plan (October 2013) 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 Bicester and Banbury 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*
- *Attractive 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 In 2010 the Council commissioned an update to its 2006 PPS6 Retail Study. In 2012 a further study was commissioned which examines the capacity for comparison and convenience retail floorspace in the District. The study identified a need for comparison and convenience floorspace in the District to 2031. The town centres of both Banbury and Bicester will therefore need to grow. Sites have been identified in Banbury to accommodate growth. New retail will form 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 New retail development will continue to be focused on our town centres and all new development will also be required to be built to high design and building standards.

B.54 Town centre uses are considered to be the 'Main Town Centre Uses' defined by the NPPF including; retail, leisure, offices, arts, tourism, cultural and community uses. We will support the role that new restaurants and cafes have in the economy, of both towns in drawing people into the town centre. We will aim to attract new small businesses and to strengthen the draw of the town at the centre of its local hinterland. We will support uses which support the evening economy in appropriate locations.

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.

B.57 Each of the main urban centres within the district is unique and faces different challenges and opportunities. More information, and specific policies for each of the centres, is included within Section C (Policies Bicester 5, Banbury 7 and Kidlington 2). 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.*
- *Banbury has seen significant retail growth since the mid 1990s with the expansion of the Castle Quay Shopping Centre and this has helped to meet its immediate shopping needs. There are opportunities to expand its retail role.*
- *Bicester town centre has seen less growth. However, the re-development of the Bure Place car park has begun to provide a substantial increase in shopping within the town centre (see Policy Bicester 6). Away from the town centre, the Bicester Village Outlet Shopping Centre was opened in 1995 and extended in 2000 and 2008. 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 which protect their historic core. Maintaining the quality of these areas is important and any development in these areas will need to preserve and enhance the character of these areas and historic environment.*
- *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 maintaining and enhancing their vitality and viability and their associated infrastructure to create vibrant retail environments.'

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Town Centre Innovation funding is proposed for specific activities that contribute to the individual needs of Bicester, Banbury and Kidlington, to promote the vibrancy of businesses and the long-term strength of the centres. The plan for each proposed project is attached as appendices for approval.
- 4.2 In the light of the consultation and engagement with local partnerships within each settlement the proposed approach is believed to be the best way for use of the available funding.

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

5.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To take no action and retain the funding for other purposes.

Option 2: To be more prescriptive about what can be funded

Option 3: To change the proposed allocation of funding

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

Comments checked by Tim Madden, Interim Head of Finance and Procurement, 03000030106

Legal Implications

7.2 There are no direct legal implications

Comments checked by:

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

7.3 Not using the Portas money for the benefit of the economies of the 3 settlements risks reputational damage to the Council.

Comments checked by:

Comments checked by Claire Taylor, Performance Manager 01295 221563

8.0 Decision Information

Key Decision (Cabinet/Executive reports only) or delete if not Cabinet / Executive report

Financial Threshold Met: **yes**

Community Impact Threshold Met: **yes**

Wards Affected

Banbury, Bicester and Kidlington

Links to Corporate Plan and Policy Framework

A District of Opportunity

Lead Councillor

Councillor Norman Bolster
Lead Member for Estates and the Economy

Document Information

Appendix No	Title
A	Banbury Signage Enhancement
B	Banbury Town Centre Coordination
C	Bicester Radio Advertising Grant
D	Bicester Enabling Business Website and Smart Phones Presence
E	Kidlington Piazza Improvement
Background Papers	
Portas Report	
Report Author	Stephen Newman, Lead officer Economic Development
Contact Information	01295-2211860 stephen.newman@cherwell.gov.uk

Annex A: Banbury Signage Enhancement

Project Title	Start date	End date
Banbury signage enhancement	January 2014	September 2014
<p>Rationale</p> <ul style="list-style-type: none"> • Why do this? Visitors to Banbury are subject to an array of information that is not always helpful to assisting the purpose of their visit. Information is provided by an array of public and private sector bodies, often appearing incoherent to people arriving in or passing through the town centre. <p>Directional signage (finger posts), maps and other information sources can, when considered together and from the point of view of a visitor, provide the basis of a more enjoyable and productive visit to Banbury town centre.</p> <p>In particular, the Old Town has a wealth of small independent traders and services that are not always able to promote themselves. By collective action and the support of this work, the unique offer of the Old Town should be interpreted more effectively.</p> • Is somebody else doing it already No. A recent review has been made of County Highway signs but a wider review has not been made for many years. • Partnership? The foundation of this project has been created through partnership working with the Old Town Association and the Vitality Group, and officer co-operation at district and county councils. 		
<p>Aims – <i>link to ED Strategy & Service Plan (what will it achieve?)</i></p> <ul style="list-style-type: none"> • Developing business – theme 5 – promote business start-up, support the survival and growth of enterprises. Theme 10 – develop the visitor economy. • Developing place – support our urban centres. 		
<p>Objectives (<i>what will that involve specifically?</i>)</p> <ol style="list-style-type: none"> 1. The purpose is to encourage people into the centre of the town, to reduce congestion, to explore the historic streets, and therefore to spend more time and money in the shops. 2. To promote the vitality of the historic core of Banbury. 		
<p>Options – <i>what are the alternative courses of action? How do we decide? Feasible? Permissions needed?</i></p> <ol style="list-style-type: none"> 1) Do nothing. 2) Modify the action described here. 3) Commission the works as described. 		

<p>Resources (<i>what / whom do we need to make it happen?</i>)</p> <p>Officers at CDC (economic development, street scene and tourism) and OCC Highways to collaborate.</p>
<p>Budget (<i>how much will it cost and how much income?</i>)</p> <p>- <i>Other partners contributions, ticket price, maximum number of participants, capital and on-going maintenance costs, etc</i></p> <p>£10,000 is allocated for this project (of the remaining £25,000 for Banbury Town Centre Initiatives).</p>
<p>Risks (<i>what could go wrong, what would this mean & what would we do about it?</i>)</p> <ul style="list-style-type: none"> • The cost of project could exceed available budget. Prioritise key locations within the review stage.
<p>Activity (<i>what are you proposing to do and by when? Who's responsible for each part?</i>)</p> <p>A de-cluttering signage review in conjunction with OCC Highways department. A brief for the signage review.</p> <p>This project will involve council officers and consultancy support with the following objectives:</p> <ol style="list-style-type: none"> 1) To review the existing provision of information and signage from the main arteries of the town including the railway, the M40 motorway and other major routes into the town and from the car parks. 2) To assess how signage, maps and other media that can be improved to provide a clearer interpretation of the town for people on foot, or arriving by public or private transport. 3) Particular focus to encourage pedestrians to Parsons Street (Old Town) area and to the main attractions of the town.
<p>Evaluation (<i>how will we know it's been successful? How will we learn & improve?</i>)</p> <p>Assess the results of implementation against objectives: to what extent have people been encouraged into the town centre (footfall) and in particular to Old Town? Ultimately what increase in trade has resulted?</p>
<p>Review</p> <p><i>Is it worth repeating?</i></p> <p><i>When, how?</i> Once implemented, keep under review through day-to-day work.</p>
<p>Project Officer:</p> <p>Business Development Officer (Karen Matthews)</p>
<p>Project Sponsor / Budget Holder:</p> <p>Economic Development Officer (Steven Newman)</p>
<p>Portfolio Holder:</p> <p>Cllr Norman Bolster</p>

Annex B: Banbury Town Centre Coordination

Project Title	Start date	End date
Banbury Town Centre Coordination	January 2014	December 2014
<p>Rationale</p> <ul style="list-style-type: none"> • Why do this? <ol style="list-style-type: none"> 1) There is a growing concern amongst independent retailers, Castle Quay and the market operator about the vitality of Banbury town centre. 2) The town currently has a vacancy rate of 13%, close to the national average but higher than most Oxfordshire towns. 3) There is agreement to focus and co-ordinate resources for the re-vitalisation of Banbury Town Centre. 4) The future could be more challenging, with the growth of edge-of-town development competing for trade. 5) There is also growing evidence that competitor towns are taking action to ensure that their towns remain alive and vibrant. • Is somebody else doing it already Current resources have not allowed the overall co-ordination of Banbury to happen. Day-to-day activities and occasional events are happening which provides a basis for co-ordination and for value now to be added. • Partnership? Volunteer members of the commercially-led Banbury Vitality Group have contributed to this proposal. 		
<p>Aims – link to ED Strategy & Service Plan (what will it achieve?)</p> <ul style="list-style-type: none"> • Developing business – theme 5 – promote business start-up; support the survival and growth of enterprises. Theme 10 – develop the visitor economy. • Developing place – support our urban centres. 		
<p>Objectives (what will that involve specifically?)</p> <p>Town Team Coordination services will provide strategic and practical leadership to increase the vitality of Banbury. Specific objectives include:</p> <ol style="list-style-type: none"> 1. Bringing cohesion to the town’s stakeholders and interest groups. 2. To survey the empty/available shops and establish the barriers to each being let (e.g. not on market, absent landlord, given up hope, asking rent too high, etc). This will include establishing a relationship with landlords and commercial property agents. 3. Build relationships with existing retailers to identify :- <ol style="list-style-type: none"> A) Which would like to move within the town to an alternative location (e.g. better spot/different shaped/bigger/smaller unit or one they own rather than rent). B) Identify retailers with friends who would like to set up shop or begin with a market stall in Banbury. 4. Winning PR/social media profile for the town vitality initiative to improve the 		

<p>'leakage' of spending power that Banbury experiences by people in the town and village hinterland shopping elsewhere.</p> <ol style="list-style-type: none"> 5. Map the existing retail offer to identify any gaps to target (e.g. retailers in market sectors where your town has gaps, or needs more in sectors to attract shoppers). 6. Enable pop-up shop/community shop options. 7. Contribute to the Cherwell M40 Investment Partnership's Working Group.
<p>Options – <i>what are the alternative courses of action? How do we decide? Feasible? Permissions needed?</i></p> <ol style="list-style-type: none"> 4) Do nothing. 5) Attempt to implement actions but resources will not allow full co-ordination to happen and the actions to be achieved. 6) Commission external assistance as described here.
<p>Resources (<i>what / whom do we need to make it happen?</i>)</p> <ol style="list-style-type: none"> 1) Project management at CDC economic development service and administrative support (data collection through this project will be held at CDC in order to inform future support). 2) Tourism and Street Scene team involvement. 3) Business involvement through the Banbury Vitality Group. 4) Partners to contribute time, expertise and possibly money (e.g. marketing)
<p>Budget (<i>how much will it cost and how much income?</i>)</p> <p>£15,000 is allocated for this work (of the remaining £25,000 for Banbury Town Centre Initiatives).</p> <p>It is expected to generate considerable in-kind support from businesses, providing valuable intelligence to inform policy, practical help to businesses and contribute to the work of the Cherwell M40 Investment Partnership.</p>
<p>Risks (<i>what could go wrong, what would this mean & what would we do about it?</i>)</p> <ol style="list-style-type: none"> 1) An appropriate external co-ordinator cannot be identified. 2) The objectives may not be achieved (maintain regular review). 3) Insufficient money left to implement actions (need to demonstrate action). 4) Banbury suffers additional vacancies and decline in trade but this project will help to reduce these risks.
<p>Activity (<i>what are you proposing to do and by when? Who's responsible for each part?</i>)</p> <p>Project management to:</p> <ol style="list-style-type: none"> 1) Produce a tender/contract for the role of a Town Team Coordinator. January 2014. 2) Commission the work and unite partners in prioritising activity and combining resources. February 2014. 3) Produce a framework and activity plan. March 2014.

4) Implement projects. March 2014.

Support from CDC street scene services.

Evaluation (*how will we know it's been successful? How will we learn & improve?*)

- 1) Comparison of vacant units at beginning and end of project.
- 2) Footfall figures for different parts of the town before and after
- 3) Feedback from stakeholders (e.g. chamber, OTA, market operator, other retail groups, shoppers, landlords, Castle Quay).
- 4) Notable PR profile in local and regional media over 12 months
- 5) Increase in the number of new retail investors in Banbury as a result of this project (established or in the pipeline).

Review

Is it worth repeating?

When, how?

September 2014 (Plus mid-term assessments).

Project Officer:

Business Development Officer (Karen Matthews)

Project Sponsor / Budget Holder:

Economic Development Officer (Steven Newman)

Portfolio Holder:

Cllr Norman Bolster

Annex C: Bicester Radio advertising grant

Project Title	Start date	End date
Bicester: To help towards the cost of advertising on Bicester Radio for a period of 12 months	January 2014	December 2014
<p>Rationale</p> <ul style="list-style-type: none"> • Why do this? <ol style="list-style-type: none"> 1) To enable town centre traders to promote their products and services to local people. 2) Independent traders in Bicester have identified this as an opportunity to help them to advertise to the people in and around Bicester. This would be especially helpful to the independent traders who are based in Deans Court and Market Square who are feeling the impact of the new Development which is further up Sheep Street and have experienced a drop in footfall. • Is somebody else doing it already? Pioneer Square is being plugged on the radio in and around Bicester. This is not bringing people to the rest of the town. • Partnership? This project has been identified through the Bicester Town Traders Forum, involving traders, the Chamber, Bicester Vision and Bicester Village, etc. 		
<p>Aims – <i>link to ED Strategy & Service Plan (what will it achieve?)</i></p> <ul style="list-style-type: none"> • ‘Developing business’ (theme 5) - promote business start-up, support the survival and growth of enterprises. Theme 10 – develop the visitor economy. • ‘Developing place’ – support our urban centres. 		
<p>Objectives (<i>what will that involve specifically?</i>)</p> <p>To support local traders in order to compete effectively, attracting new customers and higher income. Specifically, a subsidy of 75% will be provided to independent businesses within Bicester to allow them to advertise on local radio for 12 months.</p>		
<p>Options – <i>what are the alternative courses of action? How do we decide? Feasible? Permissions needed?</i></p> <ol style="list-style-type: none"> 1) Do nothing 2) Offer a grant at a different proportion of total cost. 3) Take alternative action. 		
<p>Resources (<i>what / whom do we need to make it happen?</i>)</p> <p>Project manager to oversee all elements of this work described in ‘activity’ below.</p>		
<p>Budget (<i>how much will it cost and how much income?</i>)</p>		

<p>The cost for a typical advertisement campaign on local radio costs around £25 per month e.g. £300 per year. 75% (£225) would be offered towards the cost.</p> <p>30 grants of £225 would cost £6,750 of the £15,000 remaining in Bicester's Town Centre Innovation Fund.</p>
<p>Risks <i>(what could go wrong, what would this mean & what would we do about it?)</i></p> <ol style="list-style-type: none"> 1) We have more applicants for the scheme than we have budget. 2) Few applicants come forward. 3) We could do something else in the town. <p>This would be monitored by the partnership with minor adjustment made by though project management and any major adjustments suggested for the approval of the Portfolio Holder.</p>
<p>Activity <i>(what are you proposing to do and by when? Who's responsible for each part?)</i></p> <p>Led by Project Manager and working with the Bicester Traders Group:</p> <ol style="list-style-type: none"> 1) Complete the procedural documents in Jan 2014. 2) Appoint radio station. 3) Promote the scheme in the media and through partners. 4) Implement the scheme throughout 2014 or until budget is invested. 5) Review immediately to assess whether further investment is needed.
<p>Evaluation <i>(how will we know it's been successful? How will we learn & improve?)</i></p> <ol style="list-style-type: none"> 1) A satisfaction survey to be filled in by traders gaining subsidy through this scheme, to consider the effect upon trade. 2) Footfall within the town and unit occupancy to be monitored.
<p>Review <i>Is it worth repeating? When, how?</i></p> <p>If successful, consider extending the service to Banbury, Kidlington and rural areas.</p>
<p>Project Officer: Business Development Officer (Karen Matthews)</p>
<p>Project Sponsor / Budget Holder: Economic Development Officer (Steven Newman)</p>
<p>Portfolio Holder: Cllr Norman Bolster</p>

Annex D: Bicester Enabling Business Website and Smart Phones Presence

Project Title	Start date	End date
Bicester: enabling business websites to be viewed on smart phones and or to have a web presence where they currently do not have one	January 2014	December 2014
<p>Rationale</p> <ul style="list-style-type: none"> • Why do this? <ol style="list-style-type: none"> 1) To enable town centre traders to promote their products and services via a website to an increasing number of customers using ‘smart phones’ and the internet to buy their services/product. 2) Independent traders in Bicester have identified this as an opportunity to allow them to adapt to change and compete with chains and on-line competitors. 3) Experience elsewhere suggest this is successful. • Is somebody else doing it already? Retail chain stores have resources to ensure websites are accessible for users of smart phones. Independent retailers do not have this advantage. • Partnership? This project has been identified through the Bicester Town Traders Forum, involving traders, the Chamber, Bicester Vision and Bicester Village, etc. 		
<p>Aims – <i>link to ED Strategy & Service Plan (what will it achieve?)</i></p> <ul style="list-style-type: none"> • ‘Developing business’ (theme 5) - promote business start-up, support the survival and growth of enterprises. Theme 10 – develop the visitor economy. • ‘Developing place’ – support our urban centres. 		
<p>Objectives (<i>what will that involve specifically?</i>)</p> <p>To support local traders in utilising modern technology in order to compete effectively, attracting new customers and higher income. Specifically, a subsidy of 50% will be provided to independent businesses within Bicester to have website that will be can to be downloaded on a mobile smart-phone.</p>		
<p>Options – <i>what are the alternative courses of action? How do we decide? Feasible? Permissions needed?</i></p> <ol style="list-style-type: none"> 1) Do nothing 2) Offer a grant at a different proportion of total cost. 3) Take alternative action. 		
<p>Resources (<i>what / whom do we need to make it happen?</i>)</p> <p>Project manager to oversee all elements of this work described in ‘activity’ below. We will produce a list of website designers. The company will get a quote from one of the designers. We will approve the grant towards the quote. When the work is</p>		

complete we will pay 50% towards the cost of the work, either directly to the company doing the work or on production of an invoice for the work, we will refund the business 50% of the cost.

Budget *(how much will it cost and how much income?)*

The total cost for each website to be produced and enabled is approximately £300: 50% (£150) would be offered towards the cost.

30 grants of £150 would cost £4,500 of the £15,000 remaining in Bicester's Town Centre Innovation Fund.

Risks *(what could go wrong, what would this mean & what would we do about it?)*

- 1) We have more applicants for the scheme than we have budget.
- 2) Few applicants come forward.
- 3) We could do something else in the town.

This would be monitored by the partnership with minor adjustment made by through project management and any major adjustments suggested for the approval of the Portfolio Holder.

Activity *(what are you proposing to do and by when? Who's responsible for each part?)*

Led by Project Manager and working with the Bicester Traders Group:

- 6) Complete the procedural documents in Jan 2014.
- 7) Appoint technical partner in Feb 2014 to work with traders.
- 8) Promote the scheme in the media and through partners.
- 9) Implement the scheme throughout 2014 or until budget is invested.
- 10) Review immediately to assess whether further investment is needed.

Evaluation *(how will we know it's been successful? How will we learn & improve?)*

- 3) A satisfaction survey to be filled in by traders gaining subsidy through this scheme, to consider the effect upon trade.
- 4) Footfall within the town and unit occupancy to be monitored.

Review *Is it worth repeating? When, how?*

If successful, consider extending the service to Banbury, Kidlington and rural areas.

Project Officer:

Business Development Officer (Karen Matthews)

Project Sponsor / Budget Holder:

Economic Development Officer (Steven Newman)

Portfolio Holder:

Cllr Norman Bolster

Annex E: Kidlington Piazza Improvement

Project Title	Start date	End date
Kidlington Piazza Improvement	November 2013	March 2014
<p>Rationale</p> <ul style="list-style-type: none"> • Why do this? The Piazza is a major focal point for Kidlington's shopping area, forming the link to High Street from the main car park and an entrance to the Kidlington Centre. The Piazza is owned by CDC and whilst significant resurfacing work was completed around 2008, further enhancement is considered appropriate by CDC officers and the Parish Council to promote the competitiveness of Kidlington as an attractive shopping destination. • Is somebody else doing it already? Nobody else is maintaining the CDC-owned Piazza and funds from elsewhere for this work cannot be identified. • Partnership? Cherwell District Council is the landowner and Kidlington Parish Council is an active supporter. 		
<p>Aims – link to ED Strategy & Service Plan (what will it achieve?)</p> <ul style="list-style-type: none"> • The Piazza leads onto High Street and the aim is to create a more welcoming and informative environment to encourage visitors to spend more time and money in Kidlington, drawing pedestrians to and from the car park and High Street. • The investment will contribute to 'Support Urban Centres' - Undertake regeneration schemes and actions to enhance the attractiveness and success of the centre. It will assist the District to appear to be a modern dynamic and pleasant place to live, work and visit - Developing Place. 		
<p>Objectives (what will that involve specifically?)</p> <ul style="list-style-type: none"> • The construction of partial screening for the toilet block to enhance the appearance of a prominent yet unsightly public facility located centrally in the Piazza, adding privacy whilst also not compromising community safety. • Add 'Welcome to Kidlington' information to welcome and inform visitors and residents, in harmony with design features already present in Kidlington to create continuity of design. • Consider lighting, weather protection, planting and related signage on High Street in the further development of this project. 		
<p>Options</p> <ul style="list-style-type: none"> • What are the alternative courses of action? <ol style="list-style-type: none"> a) Do nothing b) Invest elsewhere (but no alternative project(s) identified) 		

<ul style="list-style-type: none"> • How do we decide? The project idea has been developed in conjunction with Kidlington Parish Council. • Feasible? Yes, initial schemes have been presented and a tendering process undertaken which has resulted in an acceptable scheme being proposed.
<p>Activity</p> <ul style="list-style-type: none"> • What will happen exactly? Once final agreement of CDC as landowner and planning authority is confirmed, the detailed design, manufacture and installation can proceed promptly. Further to the feasibility designs already obtained, commencement is expected in January 2014 with completion by March 2014.
<p>Resources (what / whom do we need to make it happen?)</p> <ul style="list-style-type: none"> • CDC Economic Development – funding, project management. • CDC Street Scene – tendering, street furniture, planters, tree planting, maintenance. • CDC Tourism – visitor panels. • Kidlington Parish Council – development of concept and local liaison with residents and businesses. • Contractor to design, manufacture and install. • Possible use of art-object funding from Bowood House development to create the High Street feature.
<p>Budget</p> <ul style="list-style-type: none"> • Design, manufacture and installation will cost £20,000 to be funded from the Government's Town Centre Initiatives Fund. • CDC Officer time. • Maintenance through CDC Revenue budget.
<p>Risks (what could go wrong, what would this mean & what would we do about it?)</p> <ul style="list-style-type: none"> • Planning permission might be required and not given. Check with planning officer. • Contractors might not honour agreement. Ensure stepped payments or payment upon completion. • Manufacture/installation might be substandard. Ensure oversight by the project manager throughout. • Objections by traders and residents. Ensure project management and community liaison.
<p>Evaluation (how will we know it's been successful? How will we learn & improve?)</p> <ul style="list-style-type: none"> • Difficult to evaluate quantitatively, but benefits of enhancing a key commercial location must be evident in this multi-function area for markets, performances and communal leisure activities. • Effects on footfall, shop vacancy rates and shopper satisfaction can also be monitored.

Review

Is it worth repeating? To be reviewed.
When, how?

- The experience gained with this investment could inform schemes elsewhere in the district.
- The Parish Council consider this as the basis for significant further development work in the area in the future.

Project Officer:

Business Development Officer (Karen Matthews)

Project Sponsor / Budget Holder:

Economic Development Officer (Steven Newman)

Portfolio Holder:

Cllr Norman Bolster

Cherwell District Council

Executive

2 December 2013

<p>Auto enrolment into the Local Government Pension Scheme</p>

**Report of Head of Finance & Procurement
and Head of Transformation**

This report is public

Purpose of report

To inform the Executive about the changes to Local Government Pension Scheme legislation amendments that relate to auto enrolment, and the potential future resource implications arising.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the information in the report and the potential for additional resource implications.
- 1.2 To note that the scheme, including an officer recommendation to apply a transitional period for eligible jobholders, will be considered by the Council's Personnel Committee at its meeting on 11 December.

2.0 Introduction

- 2.1 Currently all new employees that start employment with the Council are invited to join the Local Government Pension Scheme (LGPS) with the exception of casual staff and those that do not have contracts that exceed three months in duration. If staff choose not to join the (opt out of) LGPS then they will remain out of the Local Government Pension Scheme for the duration of their employment unless they opt back in at a later date. Staff can chose to opt in to the LGPS at any time during their employment.
- 2.2 Auto enrolment requires employers to automatically enrol all new and current employees into the workplace pension scheme if they are not already in one, on a date set by the Pension Regulator. This process is then repeated every 3 years.

3.0 Report Details

3.1 A staging date has been provided by The Pensions Regulator which is when the changes have to be implemented by - for Cherwell this is 1 November 2013. The Pensions Regulator then states that we are able to delay this implementation date by 3 months to align with our payroll processes. This means that we can defer the implementation of Auto Enrolment to 1 February 2014.

3.2 In applying Auto Enrolment we have to divide the staff into different categories as prescribed by the Pension Regulator. These categories are as below:

Category of worker	Description of worker
Entitled Worker	<ul style="list-style-type: none"> • Aged 16 – 74 • Earning below £5,668
Eligible Jobholder	<ul style="list-style-type: none"> • Aged 22 – State Pension Age • Earning above £9,440
Non-Eligible Jobholder	<ul style="list-style-type: none"> • Aged 16 – 21 or State Pension Age – 74 • Earning above £9,440 OR <ul style="list-style-type: none"> • Aged 16 – 74 • Earning above £5,668 but below £9,440

3.3 Assessing our staff against these categories, they are as at 15 November 2013:

Category of worker	Number of staff in each category	Description
Entitled Worker	13	These staff have a right to join the scheme
Eligible Jobholder	97	These staff must be automatically enrolled but could we could apply the transitional period to 1 October 2017
Non-Eligible Jobholder	38	These staff have a right to opt in
Staff already in the Local Government Pension Scheme	380	These staff are already in the scheme

3.4 The Council have already sent initial staff letters out to the Entitled Workers, Eligible Jobholders, Non-Eligible Jobholders, staff already in the LGPS and Staff out of Scope informing them that the Council are deferring the implementation of Auto Enrolment to 1 February 2014, what their individual entitlement is regarding the Auto Enrolment into the Local Government pension scheme and that a transitional period to 30 September 2017 may apply to the Eligible Jobholder.

3.5 At its meeting on 11 December 2013 the Personnel Committee is being recommended to apply the transitional period to the 97 eligible jobholders as set out above.

3.6 To be able to apply the transitional period to 30 September 2017 for eligible jobholders the Pensions Regulator state that the following conditions must be met:

- a. The eligible jobholder has been employed by that employer for a continuous period before the employer's first enrolment date, and
- b. At a point before the employer's first enrolment date, the eligible jobholder was entitled to become an active member of a defined benefit pension scheme (the Local Government Pension Scheme), and
- c. The eligible jobholder is, and always has been since that point, entitled to become an active member of a defined benefit pension scheme (the Local Government Pension Scheme), and
- d. The defined benefit pension scheme (the Local Government Pension Scheme) is a qualifying scheme, as is any such pension scheme of which the eligible jobholder is entitled to become an active member, on or after the employer's first enrolment date.

There are 67 eligible jobholders that meet these conditions and can be transitioned to 30 September 2017. The remaining 30 are casual staff that do not meet the conditions and will need to be automatically enrolled on 1 February 2014.

- 3.7 The transitional period to 30 September 2017 does not deprive the employee in any way of joining the LGPS at any point,
- 3.8 What the transitional period to 30 September 2017 does do, is avoid some work for the payroll team who would need to auto enrol these staff that do not want to be in the LGPS and then potentially take them out again. As the Pension Regulator states that the opt out process has to be instigated by the member of staff through Oxfordshire County Council, there will often be a delay before the member of staff can be taken back out of the scheme. This may mean that they will also incur costs in the way of pension contributions being deducted from their pay which are later refunded.
- 3.9 Therefore the decision to delay, if approved by Personnel Committee, will also avoid the costs for actioning 3.8 where employer pension contributions for the 69 Eligible Jobholders could be as much as £218k per annum if all staff choose to stay in the LGPS rather than opt out for the period to 30 September 2017.
- 3.10 The automatic enrolment for the 30 casual staff that do not meet the eligible jobholder conditions there will be a new employer pension contribution cost of up to £71k if all staff choose to stay in the LGPS rather than opting out.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Auto-enrolment has potential future resource implications for the Council depending upon the extent to which current non-LGPS members do not opt out. However it is possible to apply a transitional period expiring in September 2017 and the Personnel Committee is being recommended to do this.

5.0 Consultation

- 5.1 This report is based on Pension Legislation and is the result discussion with JMT, Head of Finance & Procurement, Head of Transformation and the Human Resources & Organisational Development Manager.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

As this report is bringing the potential future resource implications of a legislative requirement to Executive's attention there are no alternative options.

7.0 Implications

Financial and Resource Implications

- 7.1 The transitional period to 30 September 2017 does not deprive the employee in any way, they have the option to join the Local Government Pension Scheme) at any time. Any additional cost implications will need to be reviewed and considered as part of the budget planning process.

Comments checked by:

Denise Taylor, Corporate Accountant 01295 221982

denise.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The transitional period is available to the Council for eligible jobholders as set out above because the LGPS is a Defined Benefit pension scheme pursuant to the relevant legislation.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

Not applicable

Links to Corporate Plan and Policy Framework

Cherwell Financially Sustainable, Customer Focused

Lead Councillor

Councillor Ken Atack – Lead Member Financial Management

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Denise Taylor, Corporate Accountant
Contact Information	01295 221982 Denise.taylor@cherwellandsouthnorthants.gov.uk

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Cherwell District Council

Executive Committee

2 December 2013

<p>Performance Report 2013-2014 Quarter Two</p>

Report of Head of Transformation

This report is public

Purpose of report

This report covers the Council's performance for the period 01 July to 30 September 2013 as measured through the Performance Management Framework.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the many achievements referred to in paragraph 3.1.
- 1.2 To identify any performance related matters for review or consideration in future reports identified in paragraph 3.2.
- 1.3 To note progress on issues raised in the Quarter one performance report highlighted in paragraph 3.3.

2.0 Introduction

- 2.1 This is a report of the Council's performance in the second quarter of 2013/14 measured through the performance management framework. The report covers key areas of performance, these are: performance against the Council's 19 public pledges and 2013/14 business plan.
- 2.2 The report also contains performance information around the Corporate Equalities Plan and the Major Programmes.
- 2.3 To measure performance we use a 'traffic light' system where Green* is exceeding the target, Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators with commentary is presented in the appendices to this report. As part of the 2013/14 business planning process all

targets have been reviewed focussing on key priorities, where targets don't directly contribute they are no longer reported on.

- 2.4 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.
- 2.5 The Executive is asked to note the significant progress made in delivering the Council's four strategic objectives.

3.0 Report Details

- 3.1 Particular highlights against the corporate priorities include

Cherwell: A District of Opportunity

- Contribute to creation/safeguarding of 200 jobs is reporting as Green*, 330 jobs were created/safeguarded during Quarter two exceeding the annual target. The £70m Bicester Town Centre development opened with phase one creating 30 jobs at Sainsbury's and 30 at Vue cinema. Further jobs are being created in adjacent shop and restaurant units.
- Processing of major applications within 13 weeks is reporting as Green*, Improvement measures introduced earlier this year have resulted in a successive rise in performance this year to date. Quarter two performance of 76.47% represents sustained and significant progress and is a tremendous improvement on historic performance.
- Processing of minor applications within 8 weeks although reporting Amber is an improvement on the last quarter performance. Whilst still below target and as in last quarter, this is in part due to delays in registration. These delays are due to a number of factors, including major applications now taking precedence, a general increase in the number of major applications, which are more complex and take longer to register and recent changes in legislation and working practices. Priority action was taken to clear the backlog (from 3 weeks to 5 days) by seconding Development Management staff and together with new appointments to the team there has been a gradual improvement. With the backlog addressed and vacancies now filled, the overall performance is expected to be on target next quarter.

A Cleaner Greener Cherwell

- Reduce the amount of waste sent to landfill is reporting as Amber, this illustrates an improvement on last quarter. The amount of waste sent to landfill is slightly below target both for Quarter 2 and year to date (Actual: 12,926 against Target 11,800), mainly due to street sweepings going to landfill. In order to address this issue, we will start to recycle a percentage of sweepings from October 2013.

- Ensure opportunities for local people to participate in the Eco-Bicester programme is reporting as Green. Summer events such as the Bicester Bike day were well attended with the Eco Bicester project promoting cycling in the town. Also continue opportunities for participation through social media (twitter), the Eco Bicester newsletter, website and emerging consultation strategy for NW Bicester.

A Safe, Healthy and Thriving District

- Maintain current levels of visits/usage to Woodgreen Leisure Centre, North Oxfordshire Academy and Cooper School is reporting as Green*. Up 9118 on same period in 2012. The majority of this attributed to an increase in visitors to Woodgreen Leisure Centre pool due to exceptionally good weather during July and August and also an increase in dry side use (up by 2,282). Year to date performance 75,604 against target 57,663.
- Reduce chronic Anti-Social Behaviour cases is reporting as Green. Successful conclusion to two cases in Banbury: - whereby in Case 1, one tenant was evicted and in Case 2 suitable advice was given to both parties to resolve the issue. Private Closed Circuit Television (CCTV) to be extended. Regulation of Investigatory Powers Act (RIPA) to be obtained to use police CCTV. An emerging case in Bicester - impact of family involved in criminal behaviour and frequent domestic incidents being considered for inclusion.

An Accessible Value for Money Council

- Continue to implement and embed an effective approach to address the financial impact of Government welfare reform is reporting as Green. Welfare Reform Project group has been set up with a number of work streams which are addressing the on-going impact of the government's welfare reforms and identifying where financial issues are arising.
- Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities is reporting as Green, an improvement on last quarter. Corporate consultation programme complete, satisfaction ratings show trend improvement and budget consultation has been used by Executive to begin planning for next year's budget and business plan.

- 3.2 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 responsible officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

Cherwell: A District of Opportunity

- Planning appeals allowed against refusal decision is reporting as Red for the second quarter running. The performance measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. There is no evidence of poor performance, though this

continues to be carefully monitored. It should be noted that, compared with the government's stated threshold for the quality of a local planning authority's performance (i.e. no more than 20 per cent of an authority's decisions on applications for major development should be overturned at appeal) measured over a two year period, the current performance is 7%.

An Accessible Value for Money Council

- Percentage of Council Tax collected (cumulative) is reporting as Amber for the second quarter. Behind target but in line with previous years collection figure.

3.3 Matters raised in the last Quarter's performance report with a progress update in Quarter two. The RAGG* is included below with an indication of whether the issue has been rectified or is on-going.

The Table below illustrates progress against the last quarter's performance.

Issues raised in the Quarter 1 Report	Progress update
<p>Processing of Minor Applications within 8 weeks reported as Red, this is 51.72% compared with 73.74% last quarter. The target is 65%.</p> <p>Processing of Other Applications within 8 weeks reported as Amber this is 76.56% compared to 86.28% last quarter, the target is 80%.</p>	<p>Processing of Minor is now reporting as Amber and processing of Other is reporting as Amber.</p> <p>Performance this quarter has improved but is still below target and as in last quarter, this is in part due to delays in registration. These delays are due to a number of factors, including major applications now taking precedence, a general increase in the number of major applications, which are more complex and take longer to register and recent changes in legislation and working practices. Priority action was taken to clear the backlog (from 3 weeks to 5 days) by seconding Development Management staff and together with new appointments to the team there has been a gradual improvement. With the backlog addressed and vacancies now filled, the overall performance is expected to be on target next quarter.</p>
<p>Reducing the amount of waste sent to landfill reported as Red 6566 tonnages against the target of 5900.</p>	<p>This is now reporting as Amber. The amount of waste sent to landfill is slightly below target both for Quarter 2 and year to date (Actual: 12,926 against Target 11,800), mainly due to street sweepings going to landfill. In order to address this issue, we will start to recycle a percentage of sweepings from October 2013.</p>

The number of Flytips reported as Amber, across the District.	This is reporting as Red. Slight increase in the number of single black bags of household waste fly tipped often with no evidence in the waste. Investigations are up on last year with the number of files being prepared for prosecution. Year to date performance 224 against target of 201.
Reducing domestic burglary incidents by 2% reported as Amber.	This is reporting as Red. The Chief Constable at the October visit to full council has re-iterated her pledge to reduce domestic burglary. Various burglary initiatives have been initiated however, cross border crime continues to be an issue. September has recorded 18 actual crimes which is 10 more than this time last year but 3 less than in August. Cherwell has recorded 105 incidents YTD compared to 79 this time last year, an increase of 26.
Maintaining current levels of visits/usage to district leisure centres reported as Amber.	This is reporting as Red. Overall 31,000 down when compared to same quarter in 2012: in the main attributed to the Bicester Leisure Centre pool closure, however other areas are starting to see a slight decrease which has been attributed by Parkwood to the economic climate. It is anticipated that the pool closure will have an overall negative effect on participation figures at year end. (Year to date Actual: 572,725 against Target: 618,309). The current pool rectification work programme is set for completion in mid-January 2013. Parkwood also continue to prioritise and promote areas that are under performing.
Implementing and embedding shared back office systems and services to secure efficiencies reported as Amber.	This is reporting as Amber. Work in progress. Human Resources business case now implemented and ICT 3 way business case currently being work in progress.
Invoices being paid within 30 days reported as Amber.	This is reporting as Amber. Low percentage due to changes in the way we process Purchase Orders, areas are being trained and bought up to speed on the new processes.

4.0 Conclusion and Reasons for Recommendations

- 4.1 In this report we show that at the second quarter of 2013/14 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 highlights a small number of areas which the Council needs to keep under review to ensure targets are met. It also demonstrates the Councils proactive

performance management of issues raised and the role of Overview and Scrutiny in supporting performance review.

- 4.2 Paragraphs 3 – 3.2 provide a summary of the Councils performance against its comprehensive performance and risk framework. The detailed performance indicators and commentary against each of these are contained within appendices 1 to 5.

The tables below provide a summary against the pledges and business plan.

4.3 Table - Performance Pledges Summary

The table below outlines the 19 pledges which were included in the 2013/14 Council Tax Leaflet and sent to every household in Cherwell. Of these the performance so far is; 0 Green*, 15 Green, 3 Amber and 1 Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

Full details can be reviewed within Appendix 1

Performance Framework	Performance Red, Amber, Green, Green*				Total
	Red	Amber	Green	Green*	
Corporate Plan: Pledges	1	3	15	0	19
TOTALS	1	3	15	0	19

4.4 Table - Performance Business Plan Summary – Appendix 2

Performance Framework	Performance Red, Amber, Green, Green*				Total
	Red	Amber	Green	Green*	
Business Plan : Excluding Pledges	6	16	47	3	72
Corporate Equalities Plan	0	1	13	0	14
Major Programmes	0	1	4	0	5
Partnerships Reported twice a year	0	0	18	0	18
TOTALS	6	18	64	3	91

Major Programmes

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

- 4.6 It should also be noted that the template covers both Cherwell and South Northamptonshire programmes, reflecting the shared nature of the agenda. There is one area reporting as Amber relating to Cherwell detailed in Appendix 4.
- 4.7 ICT Shared Services - The ICT Shared Services programme is reporting as Amber which is the same as the last quarter. The systems harmonisation phase is now in the planning stage, the amber status reflects concern around the ability to resource business as usual, harmonisation and major IT change projects.

Corporate Equalities Plan

- 4.8 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.
- 4.9 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 3.

Partnerships

- 4.10 The corporate partnerships programme is reported twice a year, this is the first report for this performance year. Details in Appendix 5 – all reporting as Green.

Recommendations

- 4.11 This report presents the Council's performance against its corporate scorecard for the second quarter of 2013/14. 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
1. To note the many achievements referred to in paragraph 3.1
 2. To identify any performance related matters for review or consideration in future reports identified in paragraph 3.2
 3. To note progress on issues raised in the Quarter one performance report highlighted in paragraph 3.3

5.0 Consultation

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

As part of the process of performance review Overview and Scrutiny Committee have reviewed the performance information for this quarter.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To note the report

Option 2: To request additional information on items and/or add to the work programme for review and/or refer to Overview and Scrutiny.

7.0 Implications

Financial and Resource Implications

- 7.1 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 and Financial Strategy and the annual Service and Financial Planning process.

Comments checked by:

Sarah Best, Service Accountant,

01295 22, sarah.best@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal issues arising from this report.

Comments checked by:

James Doble, Democratic and Elections Manager,

01295 221587, james.doble@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 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:

Claire Taylor, Corporate Performance Manager

0300 0030 010, Claire.taylor@cherwellandsouthnorthants.gov.uk

Data Quality

- 7.4 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:

Claire Taylor, Corporate Performance Manager

0300 0030 010, Claire.taylor@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

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

Lead Councillor

Councillor Nicholas Turner

Lead Member for Performance and Customers

Document Information

Appendix No	Title
1	Appendix 1 Business Plan - Pledges
2	Appendix 2 Business Plan
3	Appendix 3 Corporate Equalities
4	Appendix 4 Programme Management
5	Appendix 5 Partnerships
Background Papers	
Business Plan	
Report Author	Louise Tustian, Senior Performance and Improvement Officer
Contact Information	01295 221786 Louise.tustian2@cherwellandsouthnorthants.gov.uk

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Cherwell District Council Business Plan : 2013/2014 Corporate Pledges - Quarter 2 (September 2013)

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
A District of Opportunity					
CBP1 1.2	Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training	G	G	⇒	<p>Promoting apprenticeships:</p> <ul style="list-style-type: none"> - Leading by example, the Business & Administration Apprentices employed by Cherwell District Council have all progressed well since starting in January 2013. All have passed their NVQ2 tests and are completing coursework associated with making them 'work-ready'. - An Opportunities Fair was held on Saturday 20 July at Banbury Hub to help young people and families gain help and support - particularly with access to skills and work via Job Club partners. Apprentices from CDC and elsewhere helped with the organisation on the day. - A temporary 'Apprenticeship' was held in Castle Quay, Banbury on 22 and 23 August to provide convenient access to information about apprentice opportunities for young people and their families. Preparations are being made for a similar service in Bicester. <p>Inspiring entrepreneurial young people: Continued Chairmanship by CDC of the North Oxfordshire Young Enterprise Award scheme, arranging events to engage school pupils with employers to encourage entrepreneurialism.</p>
CBP1 2.2	Deliver 150 affordable homes in the district and support opportunities for self build and developing self build skills	G* Actual 34 Target 27	R Actual 59 Target 66	⇩	Quarter 2 performance slightly down on target but overall we are on track on year to date. New schemes include affordable units at Kingsmere, Bicester and Sanctuary's new scheme in Middleton Road, Banbury. On target year to date - Actual 93 against Target 93
CBP1 2.2a	Support opportunities for self build & developing self build skills	G	G	⇒	Orchard Way Scheme in Banbury is on site with residents supporting the refurbishment. Newton Close, Kingsmere, Bicester is due to start on site in November. Over 80 people have completed our Build! Skills assessment.
CBP1 3.1	Complete the Local Plan as the foundation for economic growth in the district	A	G	⇧	Executive approved the draft submission Local Plan on 7 October 2013. It proceeds to Full Council for endorsement on 21 October, then submission to Secretary of State.
CBP1 4.6	Continue to strengthen leisure & retail facilities in Bicester and Banbury Town Centres	G	G	⇒	Work is progressing in Banbury with Spiceball and Bolton Road and on a more local basis at the Orchard Way shops.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance																																																								
A Cleaner, Greener District																																																													
CBP2 1.1	Maintain a household recycling rate of above 57%	G Actual 58% Target 57%	G Actual 57% Target 57%	↓	Garden and food waste lower over summer due to low rainfall - slightly down on Quarter 1 return																																																								
CBP2 2.1	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	G Satisfaction Rate: 69%	G Satisfaction Rate: 70%	↑	Results from the Customer Satisfaction Survey undertaken this year has shown a small increase in customer satisfaction from 69% to 70%.																																																								
Page 62 CBP2 3.1	Continue to reduce the Council's carbon footprint by further improving the energy efficiency of our buildings and vehicles	A	A	⇒	<p>According to our Carbon Management Plan we have a 22% target to reduce emissions by 2014/15 from a 2009/10 baseline. Against the baseline we have reduced our emissions by 11.8%. Overall carbon dioxide emission for the first quarter of 2013/14 has decreased by 5.7% compared to last year 2012/13 quarter</p> <p>For 2013/14 first quarter, Table 1 shows that buildings related emissions have reduced by 3.6% compared to last year. Leisure emissions have decreased by 9.3% compared with last year. Fleet related emissions have increased by 1.8%. Business mileage related emissions have decreased by 10.6%.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Q1 Tonnes of CO₂</th> <th>2009/10</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>% variance from 09/10</th> <th>% variance from 12/13</th> </tr> </thead> <tbody> <tr> <td>Buildings & Stationary</td> <td style="text-align: right;">222.8</td> <td style="text-align: right;">189.9</td> <td style="text-align: right;">171</td> <td style="text-align: right;">168.3</td> <td style="text-align: right;">162.3</td> <td style="text-align: right;">-27.10%</td> <td style="text-align: right;">-3.60%</td> </tr> <tr> <td>Fleet Emissions</td> <td style="text-align: right;">313.1</td> <td style="text-align: right;">286.3</td> <td style="text-align: right;">278.3</td> <td style="text-align: right;">303.8</td> <td style="text-align: right;">309.4</td> <td style="text-align: right;">-1.20%</td> <td style="text-align: right;">1.80%</td> </tr> <tr> <td>Business Mileage</td> <td style="text-align: right;">28.1</td> <td style="text-align: right;">32.4</td> <td style="text-align: right;">30.2</td> <td style="text-align: right;">31.3</td> <td style="text-align: right;">28</td> <td style="text-align: right;">-0.30%</td> <td style="text-align: right;">-10.60%</td> </tr> <tr> <td>Leisure Centres</td> <td style="text-align: right;">725.8</td> <td style="text-align: right;">798.9</td> <td style="text-align: right;">759.5</td> <td style="text-align: right;">703.8</td> <td style="text-align: right;">638.3</td> <td style="text-align: right;">-12.10%</td> <td style="text-align: right;">-9.30%</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">1,289.80</td> <td style="text-align: right;">1,307.40</td> <td style="text-align: right;">1,239.00</td> <td style="text-align: right;">1,207.30</td> <td style="text-align: right;">1,138.00</td> <td style="text-align: right;">-11.80%</td> <td style="text-align: right;">-5.70%</td> </tr> <tr> <td>Renewable emission saved</td> <td></td> <td></td> <td></td> <td style="text-align: right;">60.8</td> <td style="text-align: right;">65.5</td> <td></td> <td></td> </tr> </tbody> </table>	Q1 Tonnes of CO ₂	2009/10	2010/11	2011/12	2012/13	2013/14	% variance from 09/10	% variance from 12/13	Buildings & Stationary	222.8	189.9	171	168.3	162.3	-27.10%	-3.60%	Fleet Emissions	313.1	286.3	278.3	303.8	309.4	-1.20%	1.80%	Business Mileage	28.1	32.4	30.2	31.3	28	-0.30%	-10.60%	Leisure Centres	725.8	798.9	759.5	703.8	638.3	-12.10%	-9.30%	Total	1,289.80	1,307.40	1,239.00	1,207.30	1,138.00	-11.80%	-5.70%	Renewable emission saved				60.8	65.5		
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CBP2 3.3	Continue to give Cherwell residents the opportunity to take advantage of low cost insulation by working with partners to set up a "green deal provider"	A	A	⇒	<p>Green Deal Together (GDT) (the Community Interest Company in which the Council is a shareholder) received in September formal authorisation from the Secretary of State to operate as a Green Deal Provider. This has taken GDT (and other applicant as well) considerably longer to achieve than originally anticipated. GDT has recruited the necessary staff and can now proceed to formalise arrangements with both the Green Deal Bank and with ECO fund providers. Full launch of the service is planned for January 2014 but Green Deal improvements cannot be delivered by GDT until then. However, as a result of successful bids to the Department of Energy & Climate Change (DECC) by both GDT and CDC for Pioneer Places funding, considerable trialling has taken place and 100 homes in Bicester have received Green Deal Assessments (and so are ready to make applications) and 15 households have had received Green Deal-equivalent energy efficiency improvements as exemplars.</p>																																																								

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP2 4.2	Start work on site for the initial housing development at Northwest Bicester	G	G	⇒	Work is expected to start on site in late 2013 with the first housing development in early 2014.
A Safe, Healthy & Thriving District					
CBP3 1.3	Work with local police & licence holders to ensure our town centres remain safe & vibrant in the evenings	G	G	⇒	Serious violence is considerably down on last year and remaining stable at this time.
CBP3 1.5	Continue working with partners to provide support to the most vulnerable individuals & families in the district, building on the Brighter Futures in Banbury Programme	G	G	⇒	Brighter Futures priorities established and actions underway for the year. Support given to community associations and new local groups. Connecting Communities events held. Oxfordshire Thriving Families initiative well underway based on early intervention locality hubs.
CBP3 3.1	Complete the layout of the sports pitches at the South West Bicester Sports Village and finalise plans for the Pavilion	G	G	⇒	The contractor for Phase 2 (and design of Phase 3) has been appointed, Morgan's Sindell. Work is about to commence on the design for Phase 2 Pavilion and funding strategy for Phase 3 is being developed.
CBP3 4.2	Support the upgrade of sports facilities across the District using the Olympic Legacy Fund	G	G	⇒	Developing a scheme to improve facilities at Stratfield Brake expecting to secure Rugby Football Union funding.
CBP3 4.3	Support the local community & Oxford University Hospital Trust to retain and develop health services at the Horton General Hospital	A	A	⇒	Removal of emergency abdominal surgery from the Horton to Oxford on clinical safety grounds giving rise to local concern. Proposal longer term is linked to increased outpatient appointments, elective surgery and diagnostic services at the Horton which will be the subject of a formal Oxfordshire Clinical Commissioning Group consultation later in 2013/14.
CBP3 4.4	Support the local health sector in building a new community hospital in Bicester	G	G	⇒	Commencement of construction of a new community hospital underway.
An Accessible Value for Money Council					
CBP4 1.3	Secure cashable savings of at least £500,000 to help meet the medium term financial deficit & continue to identify non cashable savings in procurement	G	G	⇒	100k HR shared team + £70k procurement savings + £200k category 1 proposed building blocks = £370k. Building Blocks awaiting to be formally agreed. £10,000 of non cashable savings agreed from Bicester Community Building.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP4 4.1	Improve levels of customer satisfaction focusing on our Anti-Social Behaviour (ASB), Environmental Crime & Car Parking Services	A	G	↑	All areas of focus have improved, Anti Social Behaviour (ASB) now up to 48% (from 47%) car parking 64% (from 63%) and street cleansing is 70% (from 69%). All show significant improvement from the low in 2011.
CBP4 4.4	Continue to improve our website, the ease of accessing our services and paying for services online	G	G	⇒	We have successfully migrated Cherwell District Councils online forms package to a cloud based service enabling South Northamptonshire Council to use the same solution at the same time. This enables savings with having common processes and procurement.

**Cherwell District Council Business Plan : 2013/2014
A District of Opportunity - Quarter 2 (September 2013)**

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Work with partners to tackle disadvantage in the District					
CBP1 1.1	Support vulnerable residents through focussing on homelessness prevention and housing advice at current levels of performance	G	G	⇒	Housing Options continues to focus on preventing homelessness by those approaching for assistance. In the last quarter 167 new cases were opened and 227 cases completed. Of the cases completed 118 cases received advice and information and 109 progressed to specialist casework and intervention to prevent homelessness. Only 34 cases progressed to make a formal homeless application.
CBP1 1.1a	Number of households living in temporary accommodation	G Actual 34 Target 41	G Actual 37 Target 41	⇩	Numbers of people placed in temporary accommodation have reduced from 40 placements at the end May 2013 to 37 at the end of September 2013. This figure would have been lower but 4 households became homeless following a major fire at their social housing tenancies with Bromford Housing Association and therefore needing emergency placements. To provide the best outcome for these families we have, with the help of Sanctuary Housing, taken on 2 larger units of temporary accommodation in the short term.
CBP1 1.1b	Housing advice: repeat homelessness cases	G Actual 0 Target 1	G Actual 0 Target 1	⇒	Repeat homelessness is defined as when a Local Authority has accepted a full homeless duty and discharged this duty but then taken another application from the same household within a 2 year period which has also been accepted. Cherwell have had no cases to report of repeat homelessness using this definition.
CBP1 1.1c	Time taken to process Housing Benefit new claims and change events (days)	G Actual 5.43 Target 11	G Actual 6.91 Target 11	⇩	Performance has slipped since the first quarter due to declining performance on new claims and a higher volume of outstanding work. However, it remains within target due to the focus on ATLAS generated changes of circumstances. Year to date performance of 5.95 days.
CBP4 3.3c	Average time for new Housing Benefit Claims (days)	G Actual 15.24 Target 18.00	A Actual 18.39 Target 18.00	⇩	A deterioration in performance following long term sickness at a time of peak annual has impacted on year to date outturn. This has been addressed with Capita. Year to date performance on track: 16.65 days.
CBP4 3.3d	Average time to process change in circumstances (days)	G Actual 4.83 Target 11.00	G Actual 5.83 Target 11.00	⇩	Processing of changes of circumstances has slipped a little owing to a backlog of work that Capita had over summer. However, it remains well within target and no further slippage is expected. Year to date performance: 5.17 days.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP1 1.2a	Provide Job Club Services across the District	G	G	⇒	<p>15 CDC co-ordinated Job Clubs were held during Quarter 2: 7 in Banbury (74 people helped); 6 in Bicester (105 people helped) and 2 in Kidlington (4 people helped). In addition, through the Brighter Futures in Banbury programme (Reward Grant Funding), 10 'Careers & Opportunity Gateway' clubs were held in April attracting 50 managers/professionals, and 10 Going for Gold clubs which attracted 130 job seekers. This brings the total number of job seeker visits since April 2013 to 615.</p> <p>Services have been enhanced further through:</p> <ul style="list-style-type: none"> - training delivered to client-facing staff and partners on mental health awareness and how to use cognitive behaviour therapy to assist people facing difficult situation. - A Talent Match tool for the District and County was launched at Banbury Job Club on 5 July to help jobseekers obtain skills for work, and for employers to promote what skills they are seeking: http://develop.oxtalentmatch.co.uk/ - working closely with Food Banks to provide added support into training or work for people facing acute hardship. - incorporating the new credit union within the job club sessions. - exploring with other groups such as Bicester Green how they can work within the job club network. - focussing upon job seekers aged over 50 in Banbury to establish a Job Club group to provide help to the longer-term unemployed. - review of job club venues to seek to maximise the efficiency and effectiveness of job clubs (continuous improvement).
CBP1 1.4	Deliver the Brighter Futures in Banbury programme	G	G	⇒	Theme priorities established for the year. Additional multi agency projects funded for 2013/14. November partners engagement event underway. Local Government Chronicle Public Partnership award submission made.
Balance economic development and housing growth					
CBP1 2.1	Deliver 500 new homes including through planned major housing projects.	A Actual : 121 Target : 125	A Actual : 80 Target : 85	⇒	A good Quarter 2 return with 80 completions and many of our larger sites currently under construction. It is anticipated that the majority of completions will take place at South West Bicester Phase 1 and the former Defence Logistics Organisation (DLO) Caversfield site during Quarters 3 and 4. We are also expecting completions on sites in rural villages for example Land south west of Orchard Close and adjoining Murcott Road in Arncott and Oak Farm in Milcombe. Both of these sites are currently under construction with completions already achieved at Arncott. (Year to Date: 201 completions against target of 210)

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP1 2.3	Promote local economic growth through business advice, support, inward investment and the Local Enterprise Partnerships (LEPs)	G	G	⇒	<p>Enterprise Support</p> <ul style="list-style-type: none"> - 21 residents of Cherwell were provided with detailed 1-1 business start-up advice through the Oxfordshire Business Enterprises (OBE) service hosted by CDC. - the senior adviser of OBE, John Vernon, received the Queen's Award for Enterprise Promotion from the Queen in July, accompanied by CDC officer Lynette Riley (Co-ordinator of the Service). - The satisfaction level with the OBE service was over 99% with considerable appreciation being demonstrated by residents writing in to offer thanks. <p>Business Development</p> <ul style="list-style-type: none"> - 8 detailed business enquiries were handled which could provide valuable investment in sites and jobs in Cherwell. Other inward investment enquiries from overseas were dealt with in partnership with the Local Enterprise Partnerships and UK Trade & Investment's (UKTI) service. - liaison with the new Experience Oxfordshire service to ensure resources are combined to benefit the visitor economy in the north of the County. - The CDC-led Oxfordshire Export Group is being developed further with private sector involvement into an international trade forum, allowing resources again to be focussed upon enabling Cherwell's businesses to draw benefits from wider partnerships. <p>Town Centre Initiatives</p> <p>The three urban centres share funding of £100,000 granted by Government to promote the economic prosperity of town centres. Projects have been identified through local partnerships and the delivery plans are being finalised with a view to implementation before March 2014.</p> <p>Local Enterprise Partnership (LEP)</p> <ul style="list-style-type: none"> - Further contribution to the development of both Local Enterprise Partnerships covering Cherwell: the South East Midlands LEP and Oxfordshire LEP. - Notably this has involved contributing to the LEP bids being submitted for EU funding for 2014-2020. It has also involved contributing to the development of sector profiles: for example ensuring that Cherwell's performance engineering, logistics and food and drink businesses are reflected in LEP work, and that business leaders/ambassadors based in Cherwell are involved in the LEPs.
CBP1 2.3a	Contribute to creation/safeguarding of 200 jobs	G Actual 26 Target 25	G* Actual 330 Target 25	↑	<p>330 jobs were created/safeguarded during Quarter 2 exceeding the annual target</p> <p>The £70m Bicester Town Centre development opened with phase one creating 30 jobs at Sainsbury's and 30 at Vue cinema. Further jobs are being created in adjacent shop and restaurant units.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP1 2.4	Facilitate on-going development of Cherwell Community Land Trust (CLT)	G	G	⇒	The Community Land Trust (CLT) has had its first Annual General Meeting and membership is growing. It is now developing its business plan to secure external investment. Application to become a Registered Provider has now been submitted.
Develop a robust and locally determined planning framework					
CBP1 3.2	Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	A	G	↑	Work continues on the Infrastructure Plan which is nearing completion. The Community Infrastructure Levy (CIL) is not being introduced until 2015. Preparation for the CIL will follow Local Plan.
CBP1 3.3	Secure implementation of new policy for Developer contributions	A	A	⇒	The Local Plan work will inform the new Developer Contributions Policy which is not yet complete.
CBP1 3.4	Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	A	A	⇒	<p>The Amber status reflects the impact of a 30% drop in staffing levels in the conservation team during September when there was a transition in staff. This is not reflective of the whole reporting period. The post has now been filled and it is anticipated that this will not be an issue in the future.</p> <ul style="list-style-type: none"> - The team continue to deliver high quality advice on Heritage Management to the general public, developers and other organisations across the District. - The team provide pre application advice and specific consultation on listed buildings and planning applications within Conservation Areas and other locations with specific heritage issues. - While many of the proposals are relatively small scale in nature, they are important in preventing an incremental erosion of the quality of our built heritage. - Substantial heritage advice is also being provided on larger sites such as Upper Heyford and RAF Bicester to support the successful and high quality development of these areas. <p>The team is also working to:</p> <ul style="list-style-type: none"> - Develop a register of Local Heritage Assets - Establish a strategy for the use of Article 4's across the District - Develop a management agreement with the Canals and Rivers Trust for the Oxford Canal - Oversee the Ancient Routeway study
CBP1 3.4a	Percentage of Conservation Areas with published Management Plans	G Actual 62% Target 59.32%	G Actual 65% Target 62.71%	⇒	The schedule of Conservation Area Appraisals (CAA) is progressing well and it is anticipated that a further 8 will be completed this year. A number of inaccuracies came to light in the South Newington CAA and as a result of this we were able to work with the Parish Council to make corrections before this village was consulted on. While, it is likely that this was a one off, we are currently undertaking a review / check of Cropredy and North Newington to ensure that these documents are consistent. It is anticipated that these documents will be published shortly.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP1 3.4b	Prepare design guidance for major developments	G	A	↓	<p>While design advice is being given on the majority of strategic sites (in the Local Plan), the advice is not as timely as it should be due to the high workload. It has not always been possible to provide advice on all major sites and a number of sites are being brought forward without design input from CDC. To address this situation we are intending to recruit an assistant design officer on a temporary contract.</p> <p>Quarter 2 saw a large number of strategic sites coming forward, all at various phases:- Bicester 1 NW Bicester : Masterplanning work is progressing on this site. Bicester 2 Graven Hill : Design Code Process have been discussed with BUILD teams architect and are on-going Bicester 3 SW Bicester : Phase 2 proposals for SW Bicester have been submitted. While this is largely robust, a number of comments have been made on the masterplan, especially with regard to connectivity. The proposals were taken to the BOB MK design review panel in August. A number of Reserve matters applications have come through for the phase 1 site. Bicester 8 RAF Bicester : Work continues with the new owners of Bicester Heritage to bring forward a heritage led enterprise based on aeronautical and automobile technology. Initial meetings have been coordinated with senior management group, to make them aware of the larger vision for the site. The team are working with the developer's architects and conservation consultants on the first phase of renovation/development and on a Heritage Partnership Agreement, which should in the future streamline the process for all involved in the future.</p> <p>Banbury 4 Bankside : Reserve matters application for the first phase of development has been given significant input at a pre-application and a post- application stage. A number of design changes have been secured, including an improved landscape and public realm approach, better house types and built form. Banbury 5 North of Hanwell Fields : Following approval of the outline application for the Persimmon Homes area of this allocation the developers are currently working on Design Codes and initial discussions have been had with CDC on this. The eastern area of this allocation is owned by Amber Land. While there was pre application advice given on their scheme earlier in the year alongside negotiation on a 'masterplanned' approach to the site, there has been no contact with developers over the last few months. Banbury 9 Spiceball : The team have been working with the developers for Spiceball, providing extensive input to shape the proposals. Design advice particularly focused on the character of the canal area, connections across to Spiceball Leisure Centre and the architectural form and vocabulary for the scheme. It was initially expected that a hybrid application would be submitted in August, but this is now likely to be later in the year. Banbury 10 Bretch Hill : We have been working with BUILD team, giving pre-application advice on Lincoln House, Woodgreen and Admiral Holland sites which will be brought forward as affordable housing schemes later in the year.</p> <p>Upper Heyford : Substantial input has been given to Upper Heyford and this project has received a greater proportion of the design resource available than any other site. One of the major documents that have been produced is the Urban Design Codes. The final version to be submitted on 2nd October for approval by the planning committee on 3rd October. Design codes are an important document, which has been difficult to produce. Heyford is a complicated heritage site and the Design Codes have been useful for establishing a vision for the site that both the Council and the developers can buy into. We currently have two applications for the show homes sites at Heyford. They are planning to submit the application for the show home site very soon. We are currently giving in pre application advice on the 1st phase of development for Bovis homes. Informal verbal advice has been given in meetings and this is currently being formalised into written pre application comments.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP1 3.5	Processing of major applications within 13 weeks	G* Actual 68.75% Target 50.00%	G* Actual 76.47% Target 50.00% (YTD: 72.73%)	↑	Improvement measures introduced earlier this year have resulted in a successive rise in performance this year to date. Quarter 2 performance of 76.47% represents sustained and significant progress and is a tremendous improvement on historic performance.
CBP1 3.5a	Processing of minor applications within 8 weeks	R Actual 51.72% Target 65.00%	A Actual 58.77% Target 65.00% (YTD : 55.72%)	↑	Performance this quarter has improved, although it is still below target and as in last quarter, this was in part due to delays in registration. These delays were due to a number of factors, including major applications now taking precedence, a general increase in the number of major applications, which are more complex and take longer to register and recent changes in legislation and working practices. Priority action was taken to clear the backlog (from 3 weeks to 5 days) by seconding Development Management staff and together with new appointments to the team there has been a gradual improvement. The backlog in registration has taken a large part of the quarter to take effect, but current (October) performance shows significant progress and is as follows: • registration is now taking 2 to 3 days on average • minors are 82% • others are 91% With the backlog addressed and vacancies now filled, the overall performance is expected to be on target next quarter.
CBP1 3.5b	Processing of other applications within 8 weeks	A Actual 76.56% Target 80.00%	A Actual 74.6% Target 80.00% (YTD: 75.51%)	↓	
CBP1 3.5c	Planning appeals allowed against refusal decision	R Actual 33.33% Target 30.00%	R Actual 53.85% Target 30.00% (YTD: 50%)	↓	The performance measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. There is no evidence of poor performance, though this continues to be carefully monitored. It should be noted that, compared with the government's stated threshold for the quality of a local planning authority's performance (i.e. no more than 20 per cent of an authority's decisions on applications for major development should be overturned at appeal) measured over a two year period, the current performance is 7%.
CBP1 3.5d	Supply of ready to develop housing sites Annual Return	A Actual 90.60% Target 100%	Annual return	n/a	Annual Return
CBP1 3.5f	% houses developed on previously developed land	G* Actual 49.60% Target 25.00%	R Actual 11.25% Target 25.00%	↓ although on track for year	9 of the 80 completions in quarter 2 were on previously developed land. However many of our larger sites are currently under construction and it is anticipated that the majority of completions will take place during Quarters 3 and 4. Year to date total of 69 completions on previously developed land to date = 34.32%

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Work to improve the quality and vibrancy of our town centres and urban areas					
CBP1 4.1	Progress Bicester Town Centre commercial development	G	G	Complete	The commercial development of Bicester Town Centre is now complete following the opening in July this year.
CBP1 4.1a	Progress Bicester Community Building Plans	G	G	⇒	The base design has been put on hold pending a new commercial interest which radically changes and enhances the viability of the project. A procurement exercise has now established a Constructor to complete the final stages of design and build under CDC controls. This has delayed the planning submission from the original plan but we still intend to begin works on site in January 2014 and for a contract duration of around 14-15 months which has yet to be finalised. The enhanced building would require an increase to the capital sum approved but the returns on this would be greatly improved from the original proposal.
CBP1 4.2	Complete a Masterplan for Bicester	G	G	⇒	Further consultation on new drafts to take place in January 2014 for six weeks. Masterplan adoption has to follow completion of the Local Plan.
CBP1 4.3	Make progress on the Canal Side Regeneration, Spiceball & the redevelopment of the Bolton Road area in Banbury	G	G	⇒	Planning application received for development of Spiceball site. Proposals emerging for Bolton Road to revise Supplementary Planning Document (SPD). The viability assessment for Canalside is to be used to revise the draft SPD.

Cherwell District Council Business Plan : 2013/2014 A Cleaner, Greener District - Quarter 2 (September 2013)					
Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district					
CBP2 1.2	Reduce the amount of waste sent to landfill	R Actual 6566 Target 5900	A Actual 6360 Target 5900	↑	The amount of waste sent to landfill is slightly below target both for Quarter 2 and year to date (Actual: 12,926 against Target 11,800), mainly due to street sweepings going to landfill. In order to address this issue, we will start to recycle a percentage of sweepings from October 2013.
CBP2 1.3	Maintain the current high levels of customer satisfaction with our recycling & waste collection services	G Satisfaction 80%	G Satisfaction 83%	↑	Customer satisfaction survey 2013 shows an improvement of 3% on last year.
Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe					
CBP2 2.2	Work with local communities to continue programme of neighbourhood litter blitzes	G	G	⇒	The Programme remains on track with the next neighbourhood blitz scheduled for the Grimsbury area of Banbury End at the end of October.
CBP2 2.3	Number of flytips	A Actual 100 Target 96	R Actual 124 Target 105	↓	Slight increase in the number of single black bags of household waste fly tipped often with no evidence in the waste. Investigations are up on last year with the number of files being prepared for prosecution. Year to date performance 224 against target of 201.
Work to reduce our impact on the natural environment, limit use of natural resources and support others in the district to do the same					
CBP2 3.2	Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills	G	G	⇒	Article in Cherwell LINK about emissions across the district Partnership with Community Action Groups to apply for Open Homes Fund (to organise Open Homes days across Oxfordshire). Partnership with Sustainability Centre Bicester Green to loan out our energy monitors to residents We talked to 150 residents at Hobby Horse Festival, 50 at Broughton Castle Festival and 120 residents at Mini Compost Give Away in Kidlington.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Work with partners to support development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, work & spend their leisure time in sustainable ways					
CBP2 4.1	Work with partners to progress the delivery of the Masterplan for Bicester	G	G	⇒	The Eco Bicester Strategic Delivery Board and Project Team continues to work with partners including the Environment Agency, Homes and Communities Agency, Bicester Town Council and Oxfordshire County Council to progress the delivery of a masterplan for North West Bicester. The developers have set out a 12 month programme for the preparation of the masterplan to be submitted in mid 2014. The masterplan work is proceeding well and is ahead of target.
CBP2 4.3	Ensure opportunities for local people to participate in the Eco-Bicester programme	G	G	⇒	Summer events such as the Bicester Bike day were well attended with the Eco Bicester project promoting cycling in the town. Also continue opportunities for participation through social media (twitter), the Eco Bicester newsletter, website and emerging consultation strategy for NW Bicester

Cherwell District Council Business Plan : 2013/2014
A Safe, Healthy & Thriving District - Quarter 2 (September 2013)

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Work with partners to support the development of safe and thriving local communities and neighbourhoods					
CBP3 1.1	Continue to provide wide range of recreational activities/opportunities for young people across district	G	G	⇒	Over 2000 attended the holiday activities sessions in Banbury and Bicester. Sportivate initiative being delivered with the school's sports partnership, additional external funding has been secured to further this project.
CBP3 1.2	Work with partners to maintain already low levels of crime in the district and ensure people feel safe in their communities and town centres	G	G	⇒	Crime in the district continues to remain below previous levels, however recent spikes in metal thefts and theft from vehicles has caused a slight uplift in serious acquisitive crime.
CBP3 1.2a	Reduce all crime incidents reported by 1% (per 1000 Popn)	G Actual: 13.21 Target: 13.26	A Actual: 13.28 Target: 13.26	⇩	As anticipated current partner activities has had the effect of reducing any seasonal spikes in All Crime. September has recorded 640 actual crimes, 38 less than this time last year. Year to date performance is Green.
CBP3 1.2c	Reduce domestic burglary incidents reported by 2% (per 1000 Popn.)	A Actual: 0.34 Target: 0.30	R Actual: 0.39 Target: 0.30	⇩	The Chief Constable at the October visit to full council has re-iterated her pledge to reduce domestic burglary. Various burglary initiatives have been initiated however, cross border crime continues to be an issue. September has recorded 18 actual crimes which is 10 more than this time last year but 3 less than in August. Cherwell has recorded 105 incidents YTD compared to 79 this time last year, an increase of 26.
CBP3 1.2d	Number of anti-social behaviour incidents involving high and medium risk victims	G Actual: 6 Target: 7	A Actual: 8 Target: 7	⇩ although on track for year	Total of 8 new cases received during Quarter 2, one of which was High Risk. Year to date performance is on track against target of 14.
CBP3 1.2e	Reduce chronic Anti-Social Behaviour cases	G	G	⇒	Successful conclusion to two cases in Banbury:- whereby in Case 1, one tenant was evicted and in Case 2 suitable advice was given to both parties to resolve the issue. Private Closed Circuit Television (CCTV) to be extended. Regulation of Investigatory Powers Act (RIPA) to be obtained to use police CCTV. An emerging case in Bicester - impact of family involved in criminal behaviour and frequent domestic incidents being considered for inclusion.
CBP3 1.2f	% nuisance cases responded to within the prescribed period (a maximum of 48 hours)	G Actual: 97% Target: 96%	G Actual: 97% Target: 96%	⇒	In total 397 cases were received in Quarter 2, 383 of which were dealt with within the target response. This compares with 228 cases received in Quarter 1.
CBP3 1.2g	% nuisance cases resolved within 8 weeks	G Actual: 100% Target: 96%	G Actual: 97% Target: 96%	⇩	Good performance with 397 cases received, 385 were closed within target time. Performance is slightly down on quarter 1 but this is due to the volume of cases received (227).

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP3 1.2h	Metal theft incidents	G	G	⇒	Preparation for implementation of Scrap Metal Dealers Association (SMDA) 2013 underway.
CBP3 1.3a	% of residents when asked feel safe being home alone after dark	G Satisfaction 95%	A Satisfaction 93%	⇩	A very minor fall as against last years survey, but overall the satisfaction levels of feeling safe are generally quite high.
CBP3 1.3b	% of residents when asked feel safe walking alone in town centres after dark	G Satisfaction 59%	G Satisfaction 59%	⇒	Night time economy violence has fallen dramatically so it is slightly disappointing that the percentage has stayed the same. It is possible however, that licensing action against some premises and high profile police activity could have caused a negative subjective response to the question.
CBP3 1.4	Work with partners/businesses, support public health, safety & environment protection	G	G	⇒	A Primary Authority Agreement with the National Caterers Association (NCASS) has been established. This will enable the Public & Environmental Health Team to support mobile and event caterers by providing sound due diligence systems that have been approved by EHP's. This partnership will bring in some revenue to the team, supporting its operating costs and providing for equipment and training opportunities.
CBP3 1.4a	Number of risk based food premises inspections completed	G* Actual: 140 Target 119	R Actual: 125 Target : 143	⇩ although on track for year	Quarter 2 figures were lower than planned but year to date figures are ahead of target and well within the planned 2013-14 programme. This is due to bringing forward a number of inspections in Quarter 1, prior to the busy summer holiday trading season experienced by many food businesses. Year to date performance 265 against target of 262.
CBP3 1.6	Number of covert surveillance exercises that have been applied for	new	G	new	No covert surveillance activity has been applied for. It is some years since the Council undertook such activity.
Support the local community, voluntary and not for profit sectors to play an active role in the district					
CBP3 2.1	Work with local voluntary sector to provide advisory services for the local community	G	G	⇒	Citizens Advice Bureau (CAB) continue to provide a service in the 3 market towns ensuring that debt & money advice is accessible across the whole district. The main reasons for seeking help and advice were reported as: Benefits 36%, Debt 20%, Housing 10% and Employment 9%. CAB calculate that £1,726,303 was generated in savings, increased benefit entitlement and debts written off in the first quarter.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP3 2.2	Support volunteering across the district	G	G	⇒	Volunteer Connect contract is delivering a broad spectrum of volunteer opportunities, with a particular focus on volunteering as a route into paid employment. Second quarter monitoring meeting will take place in mid October. Focus for second half of year will be to get full spread across the district including Kidlington & rural areas.
Provide the best possible access to good quality recreation and leisure opportunities in the district					
CBP3 3.2	Maintain current levels high level of visits / usage to district leisure centres following the successful 2012 Olympic & Paralympics	A Actual 295,570 Target 309,900	R Actual 277,155 Target 308,409	⇩	Overall 31,000 down when compared to same quarter in 2012: in the main attributed to the Bicester Leisure Centre pool closure, however other areas are starting to see a slight decrease which has been attributed by Parkwood to the economic climate. It is anticipated that the pool closure will have an overall negative effect on participation figures at year end. (Year to date Actual: 572,725 against Target: 618,309). The current pool rectification work programme is set for completion in mid-January 2013. Parkwood also continue to prioritise and promote areas that are under performing.
CBP3 3.2a	Maintain current levels of visits/usage to Woodgreen Leisure Centre, North Oxfordshire Academy and Cooper School	G* Actual 30,841 Target 22,018	G* Actual 44,763 Target 35,645	⇧	Up 9118 on same period in 2012. The majority of this attributed to an increase in visitors to Woodgreen Leisure Centre pool due to exceptionally good weather during July and August and also an increase in dry side use (up by 2,282). Year to date performance 75,604 against target 57,663.
CBP3 3.3	Establish an Independent Trust to secure the long term future of Banbury Museum and maintain access for the community	G	G	⇒	The transfer date is scheduled for 31st October 2013. The project has been successful in securing the long term future for Banbury Museum through the trust.
Support improvement of local health facilities, services and standards across the district					
CBP3 4.1	Work to promote active & independent lifestyles amongst older people	G	G	⇒	70 people attended the Older peoples forum in September. Supported 7 older peoples groups that were at risk of folding.
CBP3 4.1a	Work with partners to deliver 40 active lifestyle sessions monthly for older people	G	G	⇒	Age UK in partnership with Cherwell have delivered over 40 active lifestyle sessions have been exceeded every month so far.

Cherwell District Council Business Plan : 2013/2014
An Accessible, Value for Money Council - Quarter 2 (September 2013)

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services					
CBP4 1.1	Continue to implement and embed an effective approach to address the financial impact of Government welfare reform	G	G	⇒	Welfare Reform Project group has been set up with a number of work streams which are addressing the ongoing impact of the government's welfare reforms and identifying where financial issues are arising.
CBP4 1.2	Continue to plan for the implications of the Local Government Resources Review specifically the changes to localisation of business rates and council tax benefit	G	G	⇒	Monitoring taking place of the impact of the Council Tax Reduction Scheme and also of business rates. Reports taken to the Budget Planning Committee and Executive with any impact and also for decisions such as the pooling of business rates.
CBP4 1.5	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 including making more effective use of technology	G	G	⇒	Budget process currently being undertaken with Medium Term Financial Strategy (MTFS) having been updated and presented to members and the work programme of the Budget Planning Committee reflecting decisions to be taken during the budget process.
CBP4 1.6	Percentage variance on Revenue budget expenditure against profile (+2% / -5%)	G	G	⇒	Overspends in Community & Environment and Development Directorates are above 2% threshold but members are aware (pressure on recycling contract and shortfall on Castle Quay rental income) but the outturn position will be managed corporately from the risk reserves.
CBP4 1.7	Percentage variance on Capital budget expenditure against profile (+2% / -5%)	G	G	⇒	The position is 0.5% after slippage.
HR001	Sickness absence Average days sickness absence per FTE	G Actual 0.74 Target 2.01	G Actual 2.14 Target 4.02	⇩	The average number of days sickness absence per FTE in Quarter 2 this year is down against same period in 2012/13 of 3.02.
Work with partners to reduce Council costs					
CBP4 2.1	Continue to implement and embed shared back office systems & services to secure efficiencies	A	A	⇒	Work in progress. Human Resources business case now implemented and ICT 3 way business case currently being work in progress.
CBP4 2.2	Continue to develop and embed the shared ICT service specifically in relation to phase two of the programme (system standardisation and harmonisation)	G	G	⇒	The shared ICT service business case with Stratford Upon Avon is being presented to the 3 Way Joint Arrangements Steering Group (JASG) in October 2013.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP4 2.3	Explore further opportunities with partners to share or provide services, reducing costs and maximising income	A	A	⇒	Ongoing work with partners being undertaken supported by award of transformation funding to support 3 way working with Stratford.
Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance					
CBP4 3.1	Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity	G	G	⇒	Publication of data has continued. The annual report is available on the council's website and financial information is also published.
CBP4 3.2	Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	A	G	↑	Corporate consultation programme complete, satisfaction ratings show trend improvement and budget consultation has been used by Executive to begin planning for next year's budget and business plan.
CBP4 3.3a	% Council Tax collected (cumulative)	A Actual 29.96 Target 30.25	A Actual 58.09 Target 59.25	↓	Behind target but in line with previous years collection figure.
CBP4 3.3b	% NNDR collected	G Actual: 32.64% Target: 31.50%	G Actual: 60.47% Target: 60.27%	⇒	Ahead of target for quarter performance.
CBP4 3.3h	Invoices paid within 30 days	A Actual 96.05 Target 98.00	A Actual 95.10 Target 98.00	↓	Low percentage due to changes in the way we process Purchase Orders, areas are being trained and bought up to speed on the new processes.
CBP4 3.3g	Deliver a council tax increase in 2014/15 which is below inflation	n/a	n/a	n/a	Not due to report until Quarter 3 2013/14.
CBP4 3.3i	Car parking revenue (Cash machines & Ringgo)	G Actual £411,115 Target £377,559	A Actual £357,209 Target £397,074	↓	Quarter 2 performance was affected by a poor performance in August although year today we are only £6,000 down against profiled income. This will be reviewed in the 14/15 budget. Year to date performance £768,324 against target of £774,633
Work to ensure we provide good customer service through the delivery of high quality and accessible services					
CBP4 4.2	Improve levels of satisfaction with and access to information provided by the Council	G	G	⇒	Increased levels of customer service through social media channels with likes now reaching 750+. Cherwell Link continues to be the most popular source of council news and information.
CBP4 4.5	Reduce costs by increasing customer use of online services rather than accessing services at Council offices	G	G	⇒	The Online Bookings workstream is under way delivering proofs of concepts for MoT bookings (CDC) and rooms bookings (South Northants Council). The customer portal workstream is at scoping stage and is currently evaluating options.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CBP4 4.6	Embed programme management, ensuring we have the right projects, properly resourced	G	G	⇒	Transformation Programme Board is now under way and the first update report was presented in September.

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**Cherwell District Council : 2013/2014
Equalities - Quarter 2 (September 2013)**

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Theme 1 : Fair Access and Customer Satisfaction					
CEQ1.1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇒	Two successful events were held during Quarter 2:- In August at Banbury Young Homeless Project (BYHP) the event attracted many local Grimsbury residents, especially children, young people and mothers. In September the event was held at Spiceball Leisure Centre and focussed on Sport, Health and Wellbeing. It was very well attended by families, people with disabilities, sport associations and groups. Positive feedback was received from both events and Spiceball Leisure Centre is very keen to work on a similar event in 2014.
CEQ1.2	Monitor specific objectives related to older people held within the Rec & Health Plan Implementation and roll out of specific Older People's Strategies	G	G	⇒	Seven older peoples groups that were at risk of folding were supported during Quarter 2.
CEQ1.3	To review the delivery of our Services	G	A	⇩	Just one complaint was received in Quarter 2 alleging or referring to discrimination. The complainant alleged that the complaint was related to discrimination as she was disabled. The complaint related to the way that her housing benefit and Council Tax Reduction was calculated. CDC use Department of Working Pensions (DWP) information to calculate the benefits and there is an issue with the way the information is presented. As the DWP is not able to rectify at this time, CDC is putting procedures in place to prevent this anomaly impacting others. CDC officers followed correct procedure issue was as a result of DWP data set being inaccurate - Discrimination allegations not upheld The Housing Customer Service Satisfaction measures are still under development an update will be provided in the Quarter 3 report. A full Disabilities Discrimination Act (DDA) review was undertaken last year on all Corporate buildings and we are 100% complaint. The rolling programme this year includes 10 buildings.
Theme 2 : Tackling Inequality and Deprivation					
CEQ2.1	Continue to break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	⇒	The annual report has been completed and as part of this work each theme lead has set priorities for the coming year. Oxfordshire County Council theme leads for Theme 1 - Early Years, Community Learning and Young People's Attainment have now been agreed and are participating fully. Funding commitments have been made to Homestart for work in Grimsbury, the Credit Union for outreach work and for cognitive behaviour training. These total £17.6k. A partners engagement event is planned for November 2013 from which additional funding bids are expected to arise for new ideas and projects later in the year and in 2014/15.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Theme 3 : Building Strong and Cohesive Communities					
CEQ3.1	Improve opportunities for different groups within communities to work together and build strong community relations	G	G	⇒	2 successful events were held in Quarter 2. One in partnership with Banbury Young Homeless Project (BYHP) focusing on the younger generation and another supporting understanding the benefits of a active and healthy lifestyle.
CEQ3.2	Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.	G	G	⇒	Independent Advisory Group (IAG) has continued attendance by CDC is on-going and including community conference events.
CEQ3.3	Continue to increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	⇒	No Connecting Community event due this quarter. Contacts made this quarter with the Alzheimer's Society whereby the next event will be held during next financial year. Contacts have also been made with the Salvation Army who hold the national the contract for supporting victims of human trafficking. Discussions will take place during Quarter 4 for whether this is a suitable event for a Knowing your community.
Theme 4 : Positive Engagement and Understanding					
CEQ4.1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇒	Cherwell Youth Website is updated on a weekly basis with news and information of up coming activities and things to do in the Cherwell area including Activator sessions etc. Looking at analysing website data to demonstrate effectiveness. Currently working towards the Youth democracy week (October/November) which includes a trip to the Houses of Parliament and meeting the local Member of Parliament (MP) One of the major actions from the Children and young peoples strategy has been implemented through Play Days. Play Days are to give children an opportunity to explore areas of Play and for parents to find out about low cost activities. 2000 children attended Play Day event at Banbury and 1600 at the Bicester Play Day event.
CEQ4.2	Explore and establish links with minority representation/community groups to help	G	G	⇒	The Stop Hate UK Oxfordshire partners have agreed to extend the contract until April 2014 which will then be reviewed again in line with the financial year. The Council continues to receive quarterly updates from Stop Hate UK regarding the usage of the service. Further community communications will take place during quarter 4. Our Ministry Of Defence (MOD) & Her Majesty's Prison (HMP), Bullingdon contacts continue to be on our database for consultation purposes. No specific work has been completed with the MOD this quarter. Officers from HMP Bullingdon Prison presented at the Cherwell Local Strategic Partnership relating to organisations supporting volunteering opportunities for people in prisons who are nearing the end of their sentence to help integrate them back into working/community life which will smaller the chance of reoffending once released. Cherwell District Council has decided to engage in such an opportunity and will be starting a small pilot for this during Quarter 3.

Ref	Objective/Measure Definition	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
CEQ4.3	Raise CDC employees and Partners' awareness of diversity within our community	G	G	⇒	During the early start of this year a lot of work and forums were completed promoting the Welfare Reform changes to partners and the community. Very positive feedback has been received regarding the usefulness of this forum, timing and information available. Work has commenced on a further Knowing your Community event will take place during Quarters 3/4.
Theme 5 : Demonstrating our Commitment to Equality					
CEQ5.1	Ensure CDC meets all government requirements	G	G	⇒	The Council is compliant against the equality act and completes all administration necessary as per legislation. The Public Sector Equality Review results have been published this quarter with no recommendation that will effect the Council and the approach we take managing equality performance.
CEQ5.2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	This piece of work is planned for Quarter 4 to be undertaken for the Corporate Policy Officer.
CEQ5.3	Ensure staff and services promote and embed equality into their work	G	G	⇒	Majority of employees have now attended this course. Training is available for the remainder and for all new staff using E Learning.
CEQ5.4	Maximise output from the Equality & Diversity Steering Group	G	G	⇒	Another successful steering group meeting took place this year whereby the followed was reviewed and agreed: <ul style="list-style-type: none"> - New joint CDC & South Northants Council Steering to be created and up and running by the end of the year. - Review of CDC Translation Document - actions agreed - Review of equality logged complaints received (2 received - neither of which were upheld) - Discussion regarding agenda and performance moving forward. - Training update provided.

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Cherwell District Council : 2013/2014 Programmes - Quarter 2 (September 2013)

Ref	Programme	Quarter 1 30/06/2013	Quarter 2 30/09/2013	Direction of Travel	Comments on Performance
Place Programme					
CPP01	Eco Town Bicester	G	G	⇒	Progress is being made on the development of the masterplan. Three stakeholder engagement events have been held to provide local input into the emerging masterplan - the most recent on 25th September 2013. We have received the report into the proposed eco business centre and business plan and the outcomes will be reported to Strategic Delivery Board at the end of October.
CPP02	Bicester Town Centre	G	G	⇒	A base design has been put on hold pending the late interest of a new commercial interest which radically changes and enhances the viability of the project. A procurement exercise has now established a Constructor to complete the final stages of design and build under CDC controls. This has delayed the planning submission from the original plan but we still intend to begin works on site in January 2014 and for a contract duration of around 14-15 months which has yet to be finalised.
CPP03	Banbury Brighter Futures	G	G	⇒	The annual report has been completed and as part of this work each theme lead has set priorities for the coming year. Oxfordshire County Council (OCC) theme leads for Theme 1 - Early Years, Community Learning and Young People's Attainment have now been agreed and are participating fully. Funding commitments have been made to Homestart for work in Grimsbury, the Credit Union for outreach work and for cognitive behaviour training. These total £17.6k. A partners engagement event is planned for November 2013 from which additional funding bids are expected to arise for new ideas and projects later in the year and in 2014/15.
Transformation Programme					
CTP01	ICT Shared Services	A	A	⇒	This plan covers the third stage of the ICT Transformation Project, begun in 2010. Stage one saw the in-source of ICT services to South Northants Council (SNC) and the creation of a shared service team to deliver ICT services to SNC and CDC. Stage two delivered a standardised infrastructure for the two councils. This stage, stage three, will deliver a series of cost and efficiency savings by harmonising ICT systems across the two councils. Importantly, this stage of the project will be led by services, rather than the ICT Service itself; albeit the ICT Service will provide advisory support and be an enabler of change. The project will also ensure that both councils achieve external compliance requirements e.g., the Public Services Network (PSN) Code of Connection and the de-support of Windows XP in 2014. As with the previous stage projects, the work will be delivered via multiple workstreams, and preparation of those Workstream Briefs is under way now. The Amber status reflects concerns over the ability to deliver business as usual, and the standardisation work, without additional resources and without some in-hours down-time.
CTP02	Service Transformation	G	G	⇒	Transformation Programme Board received a report outlining the proposed content of the service transformation work (to be delivered alongside ICT Standardisation, and South Northants Council (SNC) Organisational Change and Relocation). The suite of projects which constitute service transformation is now in place, some are under way, and some at scoping stage.

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**Cherwell District Council Business Plan : 2013/2014
Partnerships - Quarter 2 (September 2013)**

Ref	Objective/Measure Definition	Quarter 4 2012/2013	Quarter 2 30/09/2013	Direction of Travel	Six Monthly Comments on Performance
Sub Regional Partnerships					
CPart001	Oxfordshire Partnership Board	G	G	⇒	The Oxfordshire Partnership Board involves representatives from the key statutory, community, voluntary and business sectors from around the county. It's six monthly meetings include updates from all the key county wide partnerships and partnership developments including those of the District Local Strategic Partnerships where they exist.
CPart002	Health and Well Being Partnership Board	G	G	⇒	The Health & Well Being Partnership Board (H&WB) is a county wide structure based on an overarching Oxfordshire H&WB Board supported by three partnership boards - Health Improvement, Children and Young People and Adult Health and Social Care. The Council has representatives that sit on the Health Improvement and the Children and Young People Partnership Boards but rely on other Districts representation for the remaining boards. An Oxfordshire H&WB Strategy has been established based on the findings of the Joint Strategic Needs Assessment. Each of the boards then have specific responsibilities, priorities and actions which contribute to delivering the H&WB strategy. The key priorities and joint activity for Districts relate to ill health prevention, obesity and housing services which enable people to remain in their own homes for as long as possible.
CPart003	Environment and Waste Partnership	G	G	⇒	Environment & Waste Partnership operating well.
CPart004	Oxfordshire Safety Community Partnership	G	G	⇒	The partnership is on-going and delivering the priorities of the Police Crime Commissioner (PCC). In addition the partnership is negotiating funding with the PCC and investigating savings in joint commissioning.
CPart005	Stronger Communities Alliance	G	G	⇒	Watching brief kept on Oxfordshire Stronger Communities Alliance. It doesn't seem to achieve much beyond the networking opportunities afforded by its meetings. Councillor Donaldson has been appointed as Members' representative.
CPart006	Local Enterprise Partnerships Oxfordshire (LEP)	G	G	⇒	Close liaison and engagement continues.
CPart007	Local Enterprise Partnerships South Midlands (SEMLEP)	G	G	⇒	Close liaison and extensive engagement continues with Board members representation. Participation in the development of the SEMLEP strategy and services by officers at all levels. Current areas of development include the EU Strategy and growth deal, with SNC leading on the development of the Logistics Strategy for SEMLEP.

Ref	Objective/Measure Definition	Quarter 4 2012/2013	Quarter 2 30/09/2013	Direction of Travel	Six Monthly Comments on Performance
Cherwell Specific Partnerships					
CPart008	Cherwell Local Strategic Partnership (LSP)	A	G	⇒	Local Strategic Partnership (LSP) Reference Group conference was held in July (jointly with Voluntary Organisations Forum). Board meetings were held in April, June, July, September. The LSP Board continues to function but its agenda has not been proactively guided, due to reduced officer resource.
CPart009	Cherwell Safer Community Partnership	G	G	⇒	The partnership meets regularly and in partnership with the County are enjoying a positive dialogue with the Police Crime Commissioner. However future funding in 14-15 may be reduced dramatically from £100k to possibly as little as £30k. Funding negotiations are ongoing at county wide level.
CPart010	Cherwell M40 Investment Partnership (CHIP)	G	G	⇒	<p>The Economic Development Service has provided a day-to-day enquiry handling service for existing businesses and inward investors in partnership with public and private bodies. Participation in the Municipal Journal Growth Agenda conference in London which announced the benchmarking of Council areas in England in terms of their attractiveness to commercial investors. Cherwell was ranked by Local Futures as the 11th out of 325 which represents a very competitive position upon which to develop.</p> <p>Subsequent work was commissioned from Local Futures by CDC and presented to the meeting of CHIP on 18 July, enabling local commercial agents and other professional services to use the research to develop their own services in support of the Cherwell Economic Development Strategy's objectives. A more detailed inward investment strategy is to follow.</p> <p>CHIP partners have also contributed to the mapping of broadband provision across the District, and facilitated the temporary use of some buildings to support the Council's wider objectives.</p>
CPart011	Banbury Town Centre Partnership	G	G	⇒	Regular liaison. Currently working jointly on a plan for the use of the Portas monies for Banbury to help strengthen the Town Centre economy through improved signage and promotion.
CPart012	Bicester Vision Partnership	G	G	⇒	Regular liaison. Lengthy debate on level of employment land in Bicester. Bicester Vision (BV) are members of Cherwell M40 Investment Partnership (CHIP). CDC is working with BV on promotion of Bicester.
CPart013	Kidlington Village Centre Management Board	G	G	⇒	Consultancy firm appointed to produce a masterplan outlining Kidlington's strengths, weaknesses, opportunities and threats. It will provide guidance for future planning applications and developments in the area. No meetings of the Village Management Board this quarter.
CPart014	Homelessness Strategy Partnership	G	G	⇒	New Homeless Strategy Action Plan proceeding to November 2013 Executive for approval.

Ref	Objective/Measure Definition	Quarter 4 2012/2013	Quarter 2 30/09/2013	Direction of Travel	Six Monthly Comments on Performance
CPart015	Cherwell RSL Partnerships & Sanctuary Housing	G	G	⇒	Sanctuary Housing remain the largest provider of social housing in Cherwell. Councillors continue to attend board meetings locally to monitor their progress. The housing department holds quarterly meetings with all key development partners. This partnership will continue to develop to include the Cherwell Community Land Trust (CCLT) in due course. A Registered Providers Housing Management Group is also established quarterly where all providers meet to share best practice and discuss their progress on changes they are experiencing due to welfare reforms.
CPart016	NW Bicester Strategic Delivery Board	G	G	⇒	The Strategic Delivery Board continues to meet quarterly to oversee the growth of Bicester and publicise the work that is taking place. Agendas, minutes and reports are available via mod Gov.
CPart017	Banbury Brighter Futures Partnership Strategy Group	G	G	⇒	Theme priorities established for the year. Additional multi agency projects funded for 2013/14. November partners engagement event planning underway. Local Government Chronicle Public Partnership award submission made.

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Cherwell District Council

Executive

2 December 2013

Quarter 2 Finance and Procurement Report

Report of Director of Resources

This report is public

Purpose of report

This report summarises the Council's Revenue and Capital performance for the first six months of the financial year 2013-14 and projections for the full 2013-14 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 receive information on treasury management performance and compliance with treasury management policy during 2013-14 as required by the Treasury Management Code of Practice.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the projected revenue and capital position at September 2013.
- 1.2 To note the quarter 2 (Q2) performance against the 2013-14 investment strategy and the financial returns from the two funds.
- 1.3 To note the contents and the progress against the Corporate Procurement Action Plan (detailed in Appendix 1) and the procurement savings achieved at September 2013 (detailed in Appendix 2).

2.0 Introduction

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

- 2.2 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.
- 2.3 The CIPFA Code of Practice on Treasury Management which this Council has adopted requires a regular budget monitoring report. This full report will be taken to Accounts Audit and Risk Committee on the 4 December 2013.

3.0 Report Details

Projected Revenue Outturn

- 3.1 At quarter two, the Council is projecting a £330,000 overspend for the year end position. This is mainly due to demand led service pressures (detailed by Directorate below). These pressures can be managed in year by making use of a combination of the risk reserve, and if needed, the Council's general fund reserves. The impact therefore is that the Council is projecting to be on target at the year end. However, these demand pressures will have implications in preparing the 2014-15 revenue budget.

DIRECTORATE	TOTAL		
	ANNUAL BUDGET £000's	PROJECTED OUTTURN £000's	VARIANCE TO ANNUAL PROJECTION
Community & Environment	8,015	8,202	187
Resources	2,660	2,660	0
Development	3,833	3,976	143
Chief Executive	794	794	0
Services Executive Matters	(1,567)	(1,567)	0
(SURPLUS)/DEFICIT SERVICES	13,735	14,065	330
Utilisation of reserves			(330)
Investment Income above amount built into revenue budget:			(400)
Transfer to reserves - MTFS principle of not relying on investment income			400
Net Revenue Projection 2013/14 @ September 2013			NIL

- 3.2 Community and Environment shows a projected overspend of £187,000.

This primarily relates to waste and recycling where the proposed contract changes with the recycling contractor have resulted in £129,000 less income. This is covered by a separate report to Executive on the Recycling Processing Contract. In addition there is also a reduction in refuse and recycling sales and credits of £55,000 mainly due to a reduction in tonnages.

- 3.3 Resources is projected to be on budget at Q2.

3.4 Development shows a projected overspend of £143,000.

Due to the current economic climate and the increasing numbers of voids in Castle Quay, there has been a shortfall in income in quarter 2 which, if the trend continues, will result in a year end under recovery of £200,000. This is partly offset by a projected surplus of planning income in Development Control.

Capital projection 2013-14

3.5 Total capital spend to September 2013 including commitments, is showing significant credit value due to a few large accruals from 2012/13 for which the invoices have not yet been received. These are being chased and expected to be called upon in Q3. The estimated variance at year end is £1.8 m of which £1.7m is being requested to be carried forward to 2014-15 after a thorough review of the capital profiling of projects for quarter 2. The variance after the re-profiling is £95,000 which is 0.5% of the total budget and within tolerances.

September 2013 PROJECTIONS	Full-Year Budget 2013/14 £000's	Projected Out-turn 2013/14 £000's	Projection Variance 2013/14 £000's
DIRECTORATES			
Community & Environment	4,059	2,224	(1,835)
Resources	418	418	0
Development	13,464	13,478	14
Capital Total	17,941	16,120	(1,821)
Identified slippage			1,726
Variance after slippage			(95)

3.6 The capital budget can be analysed as follows:

Capital Budget 2013/14	£000's
Approved Capital programme for 2013/14	7,131
Prior years approved schemes (primarily Cherwell Community Led Programme)	2,353
Slippage from 2012/13 Programme	8,457
	17,941

Treasury Management Performance Q2 2013-14

3.7 The Treasury Management Strategy for 2013-14, which includes the Annual Investment Strategy, was approved by the Council on 25 February 2013. It sets out

the Council's investment priorities as being: Security of Capital; Liquidity; and Yield.

- 3.8 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. However, the Council also seeks out value available in significantly higher rates in periods up to 12 months with highly credit rated financial institutions. The Council uses 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).
- 3.9 During the quarter ended 30th September, Sector highlighted: -
- Indicators suggested that the economic recovery accelerated;
 - Household spending growth remained robust;
 - Inflation fell back towards the 2% target;
 - The Bank of England introduced forward guidance.
 - 10-year gilt yields rose to 3% at their peak and the FTSE 100 fell slightly to 6460;
 - The Federal Reserve decided to maintain the monthly rate of its asset purchases
- 3.10 Investment rates available in the market have continued at historically low levels. The average level of funds available for investment purposes up to September 2013 was £68.8m. 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.
- 3.11 It is worth noting that the revenue budget for 2013-14 has been prepared utilising only £150,000 of investment income. However, total Investment income within 2013-14 is budgeted as £550,000. The balance of £400,000 will be used to replenish reserves after transferring interest received in respect of Eco Town funds to the Eco Town reserve.

Investment performance for quarter ended 30 September 2013 was:

Fund	Amount at 30 Sept 2013	Interest Budget	Actual Interest	Variance	Rate of return %
Investec	£11,840,069	£28,750	£2,095	(£26,655)	0.02%
In House	£57,005,123	£246,517	£314,224	£67,707	1.05%
Total	£68,845,192	£275,267	£316,319	£41,052	

- 3.12 At this point in the year the Council is currently projecting to be on target. The variance shown above has arisen through the timing of interest received. Although there is currently a negative balance against budget on the funds managed by

Investec, this has arisen through the month end valuation showing an unrealised loss to date.

- 3.13 Investec state that, moving forward, the gross redemption yield between now and maturity will accrue at an annual yield. While it shows a loss today, over the life of the bond it will average out to produce a positive return per year.

Procurement Action Plan and Record of Savings 2013-14

- 3.14 Progress against the Council's procurement action plan is detailed under Appendix 1 with a record of savings achieved to September 2013 detailed under Appendix 2.
- 3.15 The procurement team have delivered cashable savings to date of £40,049 against an annual target of £75,000. Non-cashable savings of £42,476 have also been achieved. Work with Stratford-on-Avon is underway with tender exercises in progress for cash collection.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is recommended that:
- the contents of this report are noted.
 - the variance on the revenue projections from service demand pressures can be met within existing resources.
 - the variance on capital projections are within the Council's stated tolerances of 5%.

5.0 Consultation

Cllr Ken Atack – Lead member
for Financial Management

Cllr Atack is content with the report and
supportive of the recommendations contained
within it.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.
- 6.2 Option 1: This report illustrates the Council's performance against the 2013-14 Financial Targets for Revenue, Capital, Treasury and Procurement Monitoring. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

- 7.1 These are contained in the body of the report. There are no direct costs or other direct financial implications arising from this report.

Comments checked by: Nicola Jackson, Corporate Finance Manager
01295 221731 nicola.jackson@cherwellandsouthnorthants.gov.uk

Legal Implications

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

Comments checked by: Kevin Lane, Head of Law and Governance
0300 0030107 kevin.lane@cherwellsouthnorthants.gov.uk

Risk management

- 7.3 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.

Comments checked by: Claire Taylor, Corporate Performance Manager
0300 0030113 claire.taylor@cherwellandsouthnorthants.gov.uk

Equality and Diversity

- 7.4 Impact assessments were carried out in advance of setting the 2013-14 budget.

Comments checked by: Claire Taylor, Corporate Performance Manager
0300 0030113 claire.taylor@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision **No**

Financial Threshold Met: **No**

Community Impact Threshold Met: **No**

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Ken Atack – Lead Member for Financial Management

Document Information

Appendix No	Title
1	Corporate Procurement Action Plan 2013-14
2	Procurement Savings Achieved April to September 2013-14
Background Papers	
None	
Report Author	Tim Madden, Interim Head of Finance & Procurement Nicola Jackson, Corporate Finance Manager
Contact Information	01295 221634 01295 221731

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**Joint Procurement Action Plan 2013/14
Q2 Update – Appendix 1**

8.1 Embedding Good Governance and Best Practice		
Action	Status	Narrative
<ul style="list-style-type: none"> • Regular engagement with officers at Directorate Management Team, Service Management Team, operational team levels: <ul style="list-style-type: none"> ○ Procurement Manager and Senior Procurement Officers to have regular slot across three tiers of meetings; ○ Each directorate to have a senior member of the team assigned: <ul style="list-style-type: none"> – Resources – Corporate Procurement Manager – Community and Environment – Senior Procurement Officer (SNC) – Development – Senior Procurement Officer (CDC) 	Onward going	<p>Slots being booked for quarterly attendance.</p> <p>Greater focus on Officers being included on key working groups such as Financial Management System Working Group, SNC Waste Project Board, SNC Organisational Change and Relocation Working Group, CDC Accommodation Board and SW Bicester Sports Village Board</p>
<ul style="list-style-type: none"> • Regular updates and reminders via: <ul style="list-style-type: none"> ○ Intranet – ‘Did you know?’ sections, etc ○ In Brief – need to know information ○ Team briefings 	Onward going	<p>Intranet and In Brief being used for updates as appropriate.</p>
<ul style="list-style-type: none"> • Use of divisional coordinators as a corporate means of enabling a two-way communication between procurement and the service areas <ul style="list-style-type: none"> ○ Quarterly briefing to Divisional Coordinators ○ Ad hoc issue raising by Divisional Coordinators and feeding of information from Procurement. 	Onward going	<p>Effective consultation with service support staff over mobile phone review contributing towards £7k of savings for SNC and £9k for CDC.</p> <p>Divisional Coordinators at SNC being consulted over postal review with proposed change in premium and second class services.</p>

Joint Procurement Action Plan 2013/14

8.2 Value for Money and Transparency		
Action	Status	Narrative
<ul style="list-style-type: none"> • Deliver significant cost and efficiency savings; Cherwell District Council - £75,000 target and South Northamptonshire £50,000 target. 	Q2 target exceeded	SNC - £26,796 - i.e 54% at end of second quarter CDC - £40,049 - i.e. 53% at end of second quarter
<ul style="list-style-type: none"> • Meet 50% of the departmental salary cost (£100k – i.e. £50k SNC & £50k CDC) via delivery of capital projects and work for other public sector partners. 	Final figures to be agreed	CDC - £20,000 identified (construction projects for Bicester Community Building and SW Bicester Sports Village) SNC – seeking £25,000 for Moat Lane but likelihood of recovery low.
<ul style="list-style-type: none"> • Monitor off contract and expenditure approved without an order: <ul style="list-style-type: none"> ○ Promoting benefits of correct purchasing sequence; ○ Challenging habitual offenders by escalating within Finance. 	Onward going	SNC monitored via processing of POs – only 2% expenditure without POs & all off contract expenditure challenged at point of issue. CDC monitored via spend analysis and implementation of no PO no payment policy. Off contract spend below 5%. Spend without POs currently running at 33% in Q2
<ul style="list-style-type: none"> • Ensure clear visibility and procedures for all procurement exercises with data published on corporate websites. 	Onward going	Opportunities advertised via Source Northamptonshire, websites and South East Business Portal.

Joint Procurement Action Plan 2013/14

8.3 Local Business and SME Engagement		
Action	Status	Narrative
<ul style="list-style-type: none"> • Allocate on the forward plan which projects will involve a market engagement exercise with a focus on SMEs. 	Onward going	Projects identified but none yet delivered.
<ul style="list-style-type: none"> • Ensure corporate websites make it easier for local businesses to trade with us: <ul style="list-style-type: none"> ○ Develop use of engagement forums for all relevant projects ○ Seek and record feedback from local businesses 	Onward going	Updates made to 'Selling to the Council' pages with links to sourcing opportunities across the region – Source Northamptonshire and South East Business Portal. Indicated willingness to participate in Oxford City lead SME engagement event.
<ul style="list-style-type: none"> • Provide links to both corporate websites on FSB, Chambers of Commerce and other local business link websites; 	Onward going	Following up with latest forward plan.
<ul style="list-style-type: none"> • Attend appropriate breakfast and other meetings. 	Onward going	Looking at opportunities.
<ul style="list-style-type: none"> • Participate in business engagement exercises undertaken by the Economic Development teams at both councils. 	Onward going	Initial discussions with Adrian Colwell to be followed up on.
<ul style="list-style-type: none"> • Track expenditures with local businesses and SME`s. 	Put back to 2014	To be included in upgrade of Financial Management System.

Joint Procurement Action Plan 2013/14

8.4 Collaboration		
Action	Status	Narrative
<ul style="list-style-type: none"> • Provide a clear forward plan for working between SNC and CDC <ul style="list-style-type: none"> ○ Monitor outcomes – not just in terms of savings ○ Undertake lessons learnt exercise for procurement and service areas after each project 	Onward going	Forward plan for 2013/14 in place. Lessons learnt exercises undertaken for mobiles (responsibility of monitoring passed to budget holders) and waste project (seeking discounts for onward going supply of wheelie bins and boxes).
<ul style="list-style-type: none"> • Provide a clear five-year work plan with Stratford <ul style="list-style-type: none"> ○ Assign officers for each project in 2013/14 ○ Monitor outcomes – not just in terms of savings ○ Undertake lessons learnt exercise for procurement and service areas after each project 	Onward going	Plan for 2013/14 agreed but problematic implementation.
<ul style="list-style-type: none"> • Review opportunities and evidence follow up with: <ul style="list-style-type: none"> ○ Strategic Procurement Partnership for Oxfordshire ○ Northamptonshire Procurement Forum ○ East Midlands Cities and Districts Procurement Forum (Northamptonshire, Nottinghamshire, Derbyshire, Lincolnshire, Cambridgeshire) ○ Milton Keynes, Oxfordshire and Buckinghamshire Procurement Partnership 	Onward going	Looking to undertake joint contract management project with SPPO. Seeking e-tendering opportunities, construction training and lessons learnt from hybrid postal services with East Midlands Cities and Districts Procurement Forum.
<ul style="list-style-type: none"> • Review opportunities with Warwickshire and Buckinghamshire authorities 	Onward going	To progress Q4.

Joint Procurement Action Plan 2013/14

8.7 Contract Management		
Action	Status	Narrative
<ul style="list-style-type: none"> • Convene a contract management steering group • Agree objectives along lines of: <ul style="list-style-type: none"> ○ Clear contract management methodologies ○ Examples of best practice ○ Reference guide of 'do's' and 'don'ts' ○ Review adoption of hosted corporate contract management system 	<p>Action to be reviewed in action plan 14/15.</p> <p>Action to be reviewed in action plan 14/15.</p>	<p>Initial discussion over sharing resources with Oxford City and the Strategic Procurement Partnership for Oxfordshire.</p>

8.8 Sustainability		
Action	Status	Narrative
<ul style="list-style-type: none"> • Determine which projects for the year provide the best focus for sustainability considerations 	<p>Onward going</p>	<p>Already considered:</p> <ul style="list-style-type: none"> • SNC waste project – particularly vehicle purchasing • MFDs at SNC – reduction in colour printing • CDC – scrap metal processing from abandoned vehicles • Low energy hand dryers – implemented by FM Officer at SNC and green funding grant being sought at CDC. <p>To be considered:</p> <ul style="list-style-type: none"> • Bicester construction projects • Electricity re-tender • Building cleaning services • Building materials • Biodiesel and gas oil supply • Cash collection services

Joint Procurement Action Plan 2013/14

		Seeking input from Energy Officer at CDC with targets and recording data.
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Service Area	Contract Description	Cashable with budget reduction	Non-cashable
Various	P Cards		£42,476
Finance & Procurement	Internal Audit	£6,930	
Urban & Rural	Pay & Display Parking Tickets	£2,680	
Environmental Services	Scrap Metal Processing from Abandoned Vehicles and Other Sources	£4,240	
ICT	Mobiles	£9,000	
Regeneration & Estates	Mobile Security, Alarm Response & Keyholding	£10,000	
Democratic Services	Election printing	£5,524	
ICT	Multi Functional Devices (MFD) A4 Paper	£275	
Environmental Services	Liquid fuel	£1,400	
	Total YTD	£40,049	£42,476

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Cherwell District Council

Executive

2 December 2013

Draft Budget 1 2014-15 and Business Plan Update
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Report of Interim Head of Finance and Procurement and Head of Transformation

This report is public

Purpose of report

The Council has to adopt a budget and business plan for 2014/15 as the basis for calculating its level of Council Tax and has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years. This is the first of two opportunities that the Executive has to shape and refine the appending plans before the final budget is presented to the Council on 24 February 2014.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the draft revenue budget (detailed in Appendix A);
- 1.2 To consider the recommendations of the Budget Planning Committee review of the capital programme that was considered at the Budget Planning Committee meetings in November 2013 and detailed in Appendix B;
- 1.3 To note that the final local government finance settlement has still not yet been announced and that the implications of this will need to be fully considered once the announcement has been made
- 1.4 To advise of any other matters they would like taken into consideration in producing a balanced budget for the meeting of the Executive on 3rd February 2014;
- 1.5 To endorse the passporting of the Council Tax Reduction Scheme (CTRS) grant to local preceptors
- 1.6 To agree the draft medium term strategic priorities (as set out in Appendix C) for public consultation.

- 1.7 To agree the objectives and targets for the 2014/15 annual business plan (as set out in Appendix D) for public consultation alongside the 2014/15 budget.

2.0 Introduction

- 2.1 At its meeting of the 7th October 2013, the Executive approved the budget strategy for the Council for 2014/15 and beyond. The strategy itself set out the underlying assumptions within the budget and the principles underlying the setting of the budget. The key principles agreed were:

- Protect front line services
- Focus attention on corporate and service priorities and improving performance
- Maximising joint working potential
- Maximise procurement opportunities and contract negotiations

- 2.2 This report sets out the latest projection for the 2014/15 revenue budget based upon the above guidelines and assumptions. The budget has been constructed using the underlying assumptions in relation to government grant. However, at the time of writing this report the local government finance settlement has not been announced. The Chancellor of the Exchequers Autumn Statement is due to be announced around the 5th December and the settlement is expected a short time after that. Any impact of the settlement will be the subject of a further report to Executive.

3.0 Report Details

- 3.1 The report details the current position with regard to the draft budget for 2014/15. Attached to this report at Appendix A is the detailed draft budget. As is usual at this stage the draft position shows a deficit at this stage together with suggestions on how a balanced position will be achieved by February 2014.
- 3.2 The budget itself has been prepared prior to the financial settlement being announced so will therefore be subject to any implications from that announcement. Members will be advised of the implications on the council of that settlement once these are known.
- 3.3 Appendix B contains the proposals from the Budget Planning Committee in relation to capital bids for the Executive to consider.
- 3.4 Cherwell District Council has a robust approach to setting its priorities and undertaking business planning. During the current planning cycle a full review of the council's medium term financial position has been undertaken (the medium term financial strategy) and alongside this the Executive have drafted a set of medium term strategic priorities and financial objectives which will be used to inform the development of the annual budget and business plan.

3.5 As part of the development of these medium term strategic priorities Executive have reviewed the results of the 2011 census and the social and demographic trends likely to impact on service delivery in the medium term. In addition customer satisfaction and budget priorities (identified by research undertaken with the citizens' panel) have also been used to inform the development of these priorities.

3.6 Taking account of customer feedback and socio-demographic change is key to ensuring the success and relevance of the five year business strategy. However, it also important to take account of major policy change and to this end the medium term financial strategy has analysed the impact of government shifts in funding arrangements including the use of the new homes bonus and localised business rates. Reflecting the external policy and funding environment a number of key challenges have informed the development of the five year business strategy priorities these include:

- **Managing growth:** delivering the right type of economic development and working to ensure that appropriate economic and housing growth supports the financial sustainability of the council. The growth and delivery agenda will have high profile over the coming five years and both town centre Masterplans are reflected in the draft strategic priorities. Business regulation that supports business development is essential as is planning performance. Affordable housing and appropriate housing development are also reflected within the medium term strategic objectives.
- **Service delivery:** ensuring core services (i.e. those services highly valued by local residents) are delivered to a high standard in the most cost effective way. This includes recycling and waste management, street cleansing, dealing with anti-social behaviour and community safety (in particular tackling fear of crime in a low crime district).
- **Supporting communities:** making sure the health, leisure, culture and community development services that are delivered or commissioned by the council, meets four outcomes
 - 1) Prevents problems emerging (e.g. homelessness, joblessness)
 - 2) Protects vulnerable people (e.g. older people/ people with disabilities/ people affected by welfare reform)
 - 3) Supports the wider health and well-being agenda (e.g. older people being able to remain in their homes)
 - 4) Delivers sustainable communities (places where people want to live, work and grow)
- **Strong financial management and a continued focus on customers:** a financial strategy that delivers income generation through appropriate development, asset management and lower cost service delivery models (of all types). A Medium Term Financial Strategy that moves the council to a long term position of financial sustainability. The delivery of high quality enabling services to support our core services (e.g. legal) and ensuring that the council effectively communicates with and responds to customer need.

- 3.7 The draft strategic priorities are set out in Appendix C and will be subject to consultation alongside the 2014/15 budget and business plan objectives.

The annual business plan and service planning

- 3.8 Underpinning the five year strategic priorities the council will agree an annual business plan and budget to deliver these objectives. The draft annual business plan is set out in Appendix D. This document is subject to change and development as it will form part of the budget consultation.
- 3.9 All Heads of Service will prepare a service plan that ensures the delivery of the annual business plan and medium term strategic priorities. The annual business plan and departmental service plans form the performance management framework of the council and progress will be reported on a quarterly basis and through the council's annual report (to be published in June).

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members are asked to consider the recommendations above.

5.0 Consultation

Councillor Atack, Lead Member for Financial Management

The five year business strategy priorities, the 2014/15 budget and annual business plan will be subject to public consultation. Suggested amendments to the strategy, plan and budget will be brought to the Executive meeting in February 2014 as a final draft of the business strategy, 2014/15 annual budget and business plan for recommendation to the February 2014 Council meeting.

6.0 Alternative Options and Reasons for Rejection

- 5.1 This is the draft budget and options for the overall budget for the council will be considered at its meeting in February.

7.0 Implications

Financial and Resource Implications

- 7.1 The financial implications are contained within this report.

Comments checked by: Tim Madden, Interim Head of Finance and Procurement
0300 003 0106 tim.madden@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no direct legal implications arising out of this report.

Comments checked by: Kevin Lane, Head of Law and Governance, 0300 0030107
kevin.lane@cherwellandsouthnorthants.gov.uk.

8.0 Decision Information

Key Decision Yes

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Ken Atack
Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix A	Draft Budget 2014/15 – to follow Capital Programme
Appendix B	2014/15 – to follow
Appendix C	Draft Medium Term Strategic Priorities – to follow
Appendix D	Objectives and targets 2014/15 business plan – to follow
Background Papers	
None	
Report Author	Tim Madden, Interim Head of Finance & Procurement Claire Taylor, Corporate Performance Manager
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Cherwell District Council

Executive

2 December 2013

Transformation Bid Acceptance and Accountable Body Arrangements
--

Report of Chief Executive

This report is public

Purpose of report

To delegate authority to formally accept the offer of government funding under the Transformation Challenge Award, agree the accountable body arrangements, delegate the necessary authority to enable draw down and utilisation of the funding and establish a Joint Working Group of elected members.

1.0 Recommendations

The meeting is recommended:

- 1.1 To delegate authority to the Chief Executive, in consultation with the Leader, to accept the offer of funding as set out in Appendix 2, subject to the detailed Terms and Conditions of the Grant.
- 1.2 To agree that, subject to the agreement of Stratford-on-Avon district council (decision due 2 December 2013) and following the agreement of South Northamptonshire Council (given on 14 October 2013) Cherwell District Council, be accountable body for the Transformation Challenge Award funding.
- 1.3 To delegate authority to the Chief Executive (Cherwell District and South Northamptonshire Councils) in consultation with the Chief Executive (Stratford-on-Avon District Council), the Director of Resources (Cherwell District and South Northamptonshire Councils) and the Assistant Chief Executive (Stratford-on-Avon District Council) to:
 - (i) secure the formal draw down of the grant funding from Department of Communities and Local Government and
 - (ii) allocate the funding for appropriate purposes in pursuance of the submitted bid (Appendix1) and consistent with the grant conditions.
- 1.4 To appoint 2 Councillors and 2 substitutes to the Transformation Joint Working Group.

- 1.5 To agree that the Terms of Reference of the Transformation Joint Working Group be considered at its first meeting and then recommended to Executive/ Cabinet for approval.

2.0 Introduction

- 2.1 Earlier this year, the Department of Communities and Local Government announced the creation of the Transformational Challenge fund and invited applications from councils and other public sector bodies to receive funding from the pot of £7m. The guidance issued at the time specifically referred to joint working and was encouraging new and innovative approaches to generating efficiencies. A report was presented to the 19 June 2013 meeting of the 3 Way Joint Arrangements Steering Group which supported officers submitting bids to support the three way working between Stratford-on-Avon District Council, Cherwell District Council and South Northamptonshire Council. Urgency powers were used at Stratford-on-Avon District Council and at South Northamptonshire Council and Cherwell District Council approval was sought from the Cabinet (8 July 2013) and the Executive (1 July 2013) to progress the submissions. Six joint bids were submitted covering a range of activities including ICT, procurement and another to support the programme office costs of driving and managing the changes associated with extending shared services working across the three councils.

3.0 Report Details

- 3.1 The councils were informed on 9 October 2013 that the latter submission had been one of 18 successful bids out of a total of 145 (Appendix 2) bids submitted nationwide. The councils have been awarded the full amount sought, £366,932. At the time of publication of this report, the Department of Communities and Local Government has yet to send a formal offer letter setting out the terms and conditions of the funding. In the interests of moving forward with due speed, it is recommended that the Chief Executive be given delegated authority as set out in recommendation 1.1 above.
- 3.2 A report was presented to the meeting of the 3 Way Joint Arrangements Steering Group on 16 October 2013 which set out the proposal for the next stage including resourcing and governance. This report sets out the first stage of that governance process.
- 3.3 In order to receive the funding it is necessary for all three councils to formally accept the bid and agree to the terms and conditions. Additionally it is necessary for one of the 3 councils to act as accountable body for the funding and for delegations to be put in place to ensure that these funds can be drawn down in pursuance of the objectives of the bid and in accordance with the terms and conditions.
- 3.4 Any of the three councils could act as accountable body and the Chief Executives have agreed that subject to member approval, Cherwell District Council should be the accountable body in this instance. This report also sets out arrangements for delegation to the Chief Executive (Cherwell District and South Northamptonshire

Councils) in consultation with the Chief Executive (Stratford-on-Avon District Council), Director of Resources (Cherwell District and South Northamptonshire Councils) and the Assistant Chief Executive (Stratford-on-Avon District Council) to allocate the funding for appropriate purposes in pursuance of the submitted bid (Appendix 1) and consistent with the grant conditions as set out Appendix 2 to this report.

- 3.5 In order for this to take place, the Chief Executive of Stratford-on-Avon District Council will designate the Chief Executive (Cherwell District and South Northamptonshire Councils) as an officer of Stratford-on-Avon District Council for the purposes of all matters relating to the Transformation Challenge Award and delegate to her authority to release the monies for relevant purposes in compliance with the grant offer and its terms and conditions.
- 3.6 In order to establish the transformation team referred to in the bid, a number of secondments will take place. While secondments are within the powers of the Heads of Paid Service (Chief Executives), in order to enable the team members to operate on behalf of the councils who are not their employer a Section 113 agreement is required (Section 113, Local Government Act 1972). In order to enable the team to begin work as quickly as possible it is envisaged that, if necessary, the Chief Executives will in accordance with the respective urgency procedures for each Council authorise an interim Section 113 agreement, pending all 3 councils agreeing a Section 113 agreement at their December meetings.
- 3.7 This report also asks for nominations from Executive for two representatives (and two substitutes) to serve on a Transformation Joint Working Group, who at their first meeting will consider their terms of reference and refer these back to Executive and Cabinets for approval. Two members of each of the three Councils will be appointed to the Working Group.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Given the unique opportunity provided by the Transformation Challenge Award and the need to ensure that appropriate governance arrangements are in place, it is recommended that Executive support the recommendations as set out in the report.

5.0 Consultation

3 Way Joint Arrangements
Steering Group

This report has been prepared at the request of
the 3 Way Joint Arrangements Steering Group

6.0 Alternative Options and Reasons for Rejection

- 5.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To agree the recommendations and accept the funding. This option is perceived to be in the best interests of the Council.

Option 2: Not to accept to the funding. This would not be in the interests of the council, will prohibit the achievement of savings and carries reputational risks for the council.

7.0 Implications

Financial and Resource Implications

- 7.1 All costs incurred in creating the transformation team will be met through the Transformation Challenge Award. It is envisaged that through collaborative working brought about by the team, there will be savings delivered in support services considered of around 10-20%

Comments checked by:

Martin Henry, Director of Resources, 0300 003 0102
martin.henry@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The proposals set out in this report, coupled with the urgent action outlined in paragraph 3.6 above, provide appropriate governance arrangements to ensure the discharge of responsibilities in pursuance of the terms and conditions of the grant as set out by the Department for Communities and Local Government. The arrangements are also in accordance with the Local Government Acts 1972 and 2000.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 003 0107
Kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

An accessible Value for money Council: Explore further opportunities with partners to share or provide services, reducing costs and maximising income (Cherwell District Council)

Enhance performance: Deliver the Council's transformation programme (South Northamptonshire Council)

Great value for money (Stratford-on-Avon District Council)

Lead Councillors

Councillor Nicholas Turner (CDC), Councillor Ian McCord (SNC), Councillor Stephen Thirlwell (SDC).

Document Information

Appendix No	Title
1	Transformation Bid
2	Offer Letter
Background Papers	
None	
Report Author	James Doble
Contact Information	01295 221587 James.doble@cherwellandsouthnorthants.gov.uk

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TRANSFORMATION CHALLENGE AWARD

BID NAME: Organisational Change

LEAD OFFICER: Jo Pitman, Head of Transformation

AWARD TYPE: SMALLER AWARD

COLLABORATION: Cherwell District Council (CDC)
South Northamptonshire Council (SNC)
Stratford upon Avon District Council (SDC)

AWARD SOUGHT: £366,932k

Overview of Bid
<p>In December 2010 Cherwell and South Northamptonshire District Councils approved a business case to implement a shared senior management team (see Council Resolutions for further information).</p> <p>The shared team was formed in October 2011 and as a result is generating savings of in excess of £1.2m across both Councils. The two Councils have also implemented a number of shared service teams and collaborative procurements, primarily in the back office (finance, procurement, ICT, democratic/elections, performance) with a view to generating savings, enhancing service resilience and improving service quality.</p> <p>A positive report on a 12 month review of joint working arrangements was taken to CDC and SNC Councils in February 2013 outlined cumulative savings of £2.3m and procurement savings of £0.7m.</p> <p>The two Councils are now working with Stratford on Avon District Council with a view to extend shared services working across the 3 authorities, in a full or collaborative basis. This bid concentrates on the transformation programme that is planned to deliver significant organisational change across all three councils, and is associated with the Programme Office resources to drive and manage those changes.</p>
<p>The key objectives of this project are to deliver:</p>

- the best customer experience for the residents of Cherwell District Council, South Northamptonshire Council and Stratford on Avon District Council
- Financial savings, greater efficiency, service resilience, employee development
- A clearly understood and bought-into culture of ambition, innovation, forward thinking, high performance, continuous improvement, value for money and commercial awareness.
- Greater employee engagement and recognition
- service processes which are streamlined, automated, and documented
- an embedded continual service improvement loop, maintaining our streamlined processes by continually identifying and removing duplication of effort/resources and generate greater efficiencies and financial savings across all services, in all three councils
- a clearly defined organisational development strategy that sets out the journey of change; providing a description of how the culture of the three councils will change, and how that change will be delivered
- Harmonised JE, pay, terms and conditions of employment and HR policies
- A set of new core competencies for managers and staff which link directly to the vision and values of the three councils, which facilitate increased performance and employee development
- Flexible/agile workforces in each organisation, governed by appropriate organisation change policies and approach
- Transformation in relation to the way in which employees perform their work and their place of work.
- A paper-light working environment that seeks to reduce the councils' carbon footprint through the use of EDRMS while also enabling a "work anywhere" culture.

What will the project put in place to achieve the objectives?

In order to ensure that we capture all of the elements necessary to deliver the change required at SNC and CDC we have established 8 different workstreams reporting in to a member led project board, each of which has a lead officer responsible for delivering a particular element of the overall project. Those workstreams are defined below:

- **Service Reviews**

- Completion of all service reviews from a "shared service" perspective
- Completed reviews in Environment & Community Directorate
- Completed reviews in Development Directorate
- Approved changes planned
- Implemented changes/shared services

- **Business Process Review**

- Delivery of an appropriate business processes review programme in order to identify and remove non-value adding effort, information collection and storage, etc. comprising:
 - An agreed engagement and communications plan
 - A completed procurement of an appropriate supplier/methodology (e.g. LEAN)
 - Training for employees
 - An agreed schedule of reviews
 - An agreed change management plan
 - A set of reconfigured processes (documented as a key tool of business continuity)

- **Digital by Default**

- Adoption of a "Digital by Default" policy towards service redesign and delivery, comprising:
 - An agreed engagement and communications plan
 - Integration with the BPR workstream
 - A customer service engagement and training programme

- **Electronic Document and Records Management System and paper-light working practices**

- Existing paper mountain dealt with
- Prevention of new paper mountain being created
- Data security
- Development and adoption of a consistent Information Storage, Retention, Retrieval and Disposal policy

- **Harmonisation of JE, pay, terms and conditions of employment and HR policies**

- All HR policies reviewed, comprising:

- Audit of existing policies
- Fitness for purpose assessment/comparison of which serves the councils' best
- Develop a single package of terms and conditions
- Move to a common JE scheme and single pay structure
- Consultation
- Approval process
- Adoption
- Training, awareness, implementation

- **Workforce Planning**
- An agreed approach to workforce planning adopted and implemented, comprising:
 - The development and implementation of a workforce planning strategy and framework
 - An agreed recruitment and retention policy adopted
 - Skills audit

- **Management/Employee Development**
- An appropriate management development programme delivered, comprising:
 - A completed skills identification and needs assessment
 - Development Programme scope agreed, with measurable outcomes
 - Linked to core competencies and business priorities
 - A delivered and evaluated programme

New ways of working

- New flexible and home working policies and statement of working practices
- A distributed workforce following flexible working practices
- Appropriate policies adopted to facilitate a distributed workforce as "business as usual"
- Whole staff training – reports and management
- Implementation of distributed, flexible working
- Review of implementation

Project scope

- All services
- All staff
- All service processes
- All HR policies, terms and conditions and pay and grading
- All council customers

Any exclusions/Out of Scope items

- Housing and Planning Services are excluded from service reviews.

- JNC Chief Officers will be excluded from the job evaluation process

Project Outcomes and Benefits – why is it in the Councils’ interest to do this?

Exploiting technology

By exploiting technology and using innovative ways to maximise the availability of resource to deliver services will be key success criteria in this project and a parallel programme of work.

Innovations delivered through technology will also enable our staff to work more effectively and efficiently.

- Hot-desking, working from home or another location, mobile working using council or their own devices,
- The ability to access back office systems and deliver services from any location.
- Share documents with colleagues, other organisations and customers from any location.
- Video conferencing will mean staff can stay in touch in any agile working situation with improve productivity, through unnecessary travel costs.

Enabling our staff to deliver our services through innovative technology is key to keeping the customer at the centre of all of our business activity.

Financial

- Lead to reduced revenue costs –measured through budget monitoring
- Generates new revenue income – measured through budget monitoring
- Enables other revenue saving opportunities e.g. use of externally available refreshment/catering services – measured through budget monitoring

Non-financial

- Improved delivery of public services, including multi-agency services
- Improved customer access and experience
- Facilitate flexible working and future work-style. Measured by take-up of homeworking, compressed hours, extended bandwidth etc.
- Increased employee performance
- Increased employee engagement, productivity and morale
- Flexibility to deal with future changes
- Facilitate corporate and cultural changes.

Project scope – what will be affected as a result of delivering this project?

- All staff
- HR policies
- Staff terms and conditions
- All current working practices and processes
- All customer facing service delivery processes
- All customer contact information
- Information storage, retention, retrieval and disposal policy and practice.
- Building operations and staff facilities
- ICT service model
- All service processes
- All council customers

Estimated Transitional Costs 2013/14 and 2014/15 (this should equate to amount of bid)

Whilst the programme itself is significant, this bid is associated with the funding of the programme management resource required to support it and to:

- Reduce the risk of significant financial investments and high profile strategic projects failing to deliver the planned for efficiencies and benefits, with the likely negative impact that this would have upon the councils' reputation if this were to occur.
- Ensure that the project has the capacity, capability and continuity required for its lifetime
- Ensure that appropriately skilled and experienced project managers, with specific experience in the types of projects being undertaken by the councils are engaged to oversee each project.
- Ensure that the resources are commissioned and managed as variable /temporary resources and do not incrementally become part of the permanent establishment of the councils.

Programme	Project	Job Title/Role	Anticipated costs	Duration

Transformation	ICT and Transformation	Programme Manager	£60,000 p.a.	2 years
Transformation	ICT	Project Manager	£47,779 p.a.	2 years
Transformation	Transformation	Project Manager	£47,779 p.a.	2 years
Transformation		Project Support Officer	£27,908 p.a.	2 years
Total Costs			£366,932 pa.	

2013/14 = £183,466

2014/15 = £183,466

Supporting Statement

Collaboration

- This proposal delivers significant collaboration between three Councils, who happen to be within 3 different county council areas and 3 different regions.

- Cherwell and South Northamptonshire have had a robust and consistent approach to the sharing of services since 2011 and are each committed to exploring all options to share services where there is a business case to do so based on cost reduction, enhanced resilience and/or improved quality of service for customers (internal and external).
- Collaboration with Stratford on Avon has progressed since 2012. We have a unique opportunity as we cover 3 geographical regions.
- Ability to collaborate with others and work with partners

Value for Money

- It is envisaged reductions of between 10-20% will be delivered to each of the 3 councils within support service budgets

Details of Council Resolutions supporting the Collaboration

CDC and SNC Council meetings December 2010 – s113 agreement for shared management team

<http://modgov.cherwell.gov.uk/documents/b2971/Business%20Case%20and%20Appendices%20Wednesday%2008-Dec-2010%2018.30%20Council.pdf?T=9>

<http://modgov.southnorthants.gov.uk/CeListDocuments.aspx?CommitteeId=117&MeetingId=430&DF=08%2f12%2f2010&Ver=2>

Each of the Councils have formally agreed to see how they can work together collaboratively and have formed a 3 way Joint Arrangements Steering Group to consider collaborative proposals and recommend business cases to each Sovereign body to pursue through respective democratic processes. (see Appendix 1)

Each Council has formally supported the submission of this bid at the following Council meetings:

CDC – Executive 1 July 2013

<http://modgov.cherwell.gov.uk/documents/s18472/FINAL%20Transformation%20challenge%20award.pdf>

SNC – Cabinet 8 July 2013

<http://modgov.southnorthants.gov.uk/ieListDocuments.aspx?CIId=118&MIId=1908&Ve>

r=4

SDC – Leader Decision (Executive Arrangements) 12 July 2013, plus consideration of Shared Services at Cabinet on 17 June 2013

(<https://democracy.stratford.gov.uk/mgConvert2PDF.aspx?ID=21438>.)

FURTHER INFORMATION CONTACT:

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Department for Communities and Local Government

Shehla Husain

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Government**

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9 October 2013

The Chief Executive
Cherwell-South Northants-Stratford

Dear Sue Smith

Cherwell / South Northamptonshire / Stratford-upon-Avon

TRANSFORMATION CHALLENGE AWARD - BID OUTCOME

I am delighted to inform you that your bid for £366,932 for Programme Office resources to drive and manage the changes associated with extending shared services working across three authorities has been selected for funding from the Transformation Challenge Award. We received 145 bids totalling over £66 million and so the scheme was heavily over-subscribed. Despite this your entry caught our eye for a number of reasons. We felt the bid you made could lead to frontline service transformation and we were enthused by your continued commitment to public service transformation through increasing shared services and the expansion of partners to include Stratford-upon-Avon. Given the geographic and administrative scope of the partners involved in this bid, we felt your approach to shared service delivery could be an exemplar for other authorities in different areas wanting to work together.

One of the key criteria for this scheme was the ability of the proposal to be a strong exemplar for other councils to follow. Accordingly we are seeking to build on the good practice demonstrated by all the bids. There is therefore a strong expectation that recipients of this funding will take part in and support some of the activity we are planning on service transformation and efficiency. That might include providing and maintaining a case-study, presenting at conferences or attending workshops.

A formal offer letter setting out the final terms and conditions of funding will be sent to you shortly. If you represent a consortium, it will be the responsibility of the lead bidding authority to communicate this offer to the other members of the consortium.

Once an offer has been accepted, no allowance can be given for any subsequent increase in overall project costs. Payment will be approved via the issue of a grant determination under Section 31 of the Local Government Act 2003. The timing of payments will be to a profile which will be set out to successful bidders in the formal offer letter. Where payments are spread over two years, we reserve the right to request additional information year on year about how money will be spent.

Yours sincerely,

Shehla Husain

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