

Public Document Pack



Committee: Executive

Date: Monday 7 September 2015

Time: 6.30 pm

Venue Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

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

Councillor G A Reynolds (Vice-Chairman)
Councillor Norman Bolster
Councillor Michael Gibbard
Councillor Kieron Mallon
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 6 July 2015.

6. Quarter 1 2015/16 Performance Report (Pages 7 - 38)

6.35pm

Report of Head of Transformation

Purpose of report

To present the Council's performance for the period 01 April – 30 June 2015 (quarter one), as measured through the performance management framework.

Recommendations

The meeting is recommended to:

- 1.1 Note the achievements referred to in paragraph 3.1 (Table 1).
- 1.2 Identify any performance related matters for review or consideration in future reports identified in paragraph 3.2 (Table 2).
- 1.3 Consider any oral feedback on performance issues from Overview & Scrutiny Committee at its meeting on 1 September 2015 provided directly to The Leader.

7. Quarter 1 2015-16 - Revenue and Capital Budget Monitoring Report (Pages 39 - 50)

6.40pm

Report of Director of Resources

Purpose of report

This report summarises the Council's Revenue and Capital position as at the end of the first three months of the financial year 2015-16 and projections for the full 2015/16 period.

Recommendations

The meeting is recommended:

- 1.1 To note the projected revenue and capital position at June 2015.

8. Annual Review and Report of the Brighter Futures in Banbury Programme (Pages 51 - 100)

6.45pm

Report of Director of Community and Environment

Purpose of report

To consider the activity and achievements of the Brighter Futures in Banbury Programme. To consider a different approach to managing the partnership activity and its areas of focus from this year.

Recommendations

The meeting is recommended to:

- 1.1 Note both the Brighter Futures in Banbury Programme progress made in 2014/15 and the areas requiring continuous improvement.
- 1.2 Support the change in approach to partnership activity.
- 1.3 Support the new priorities from 2015/16.
- 1.4 Receive a further detailed report on the changes to the County Council's Children's Early Intervention Services to enable the Council to contribute to the formal consultation process.

9. Empty Homes Premium (Pages 101 - 106)

6.55pm

Report of Head of Finance and Procurement

Purpose of report

To seek approval to recommend to Council that, from 1 April 2016, an Empty Homes Premium of 50% be applied for properties that have remained empty for over two years.

Recommendations

The meeting is recommended:

- 1.1 To recommend to Council that an Empty Homes Premium of 50% be introduced from 1 April 2016 for properties that have been empty for over two years.

10. Proposal for a Joint Economic Growth Service with South Northamptonshire Council (Pages 107 - 114)

7.05pm

Report of Head of Strategic Planning and the Economy

Purpose of report

This report presents the final business case following consultation for a Joint Economic Growth Service across Cherwell District and South Northamptonshire Councils (hereafter "Cherwell" or "CDC" and "South Northamptonshire" or "SNC" respectively).

The report recommends the formation of a two way Joint Economic Growth Service and in doing so seeks the Executive's agreement for the non-staffing elements of the business case.

The proposal is part of the wider transformation programme across the two Councils.

Recommendations

The meeting is recommended:

- 1.1 To consider the attached final business case and the consultation responses in relation to non-staffing matters as outlined in section 5.1.
- 1.2 To note that the business case will be considered by the Joint Commissioning Committee with regard to staffing matters on 1 October 2015. This will include consultation responses from affected staff and trade union representatives.
- 1.3 To approve and implement the proposed final business case to share a joint Economic Growth Service between CDC and SNC, subject to similar consideration and approval by SNC Cabinet and approval of the staffing implications by the Joint Commissioning Committee.
- 1.4 To delegate to the Head of Strategic Planning and the Economy in consultation with the Leader of the Council any non-significant amendment that may be required to the business case following the decision by SNC Cabinet and/or the Joint Commissioning Committee.

11. Asset Management Strategy Action Plan Update (Pages 115 - 118) 7.15pm

Report of Commercial Director (Bicester) and Head of Housing and Regeneration

Purpose of report

To update the Executive on the progress of the priority actions arising from the Asset Management Strategy Review as reported in December 2014 and as part of the 2015/16 budget process.

Recommendations

The meeting is recommended to:

- 1.1 Note the updates on the priority actions arising from the Asset Management Plan set out in exempt Appendix 1.
- 1.2 Approve the allocation of up to £120k from earmarked reserves, which will allow the progression of the key activities which focus on the priority actions arising from the Asset Management Strategy Review (exempt Appendix 2) and detailed in Section 1-4 of exempt Appendix 1.
- 1.3 Approve the use of £80k of the approved The Hill Youth and Community Centre capital budget to progress the Hill project to the next stage as outlined in section 4 of exempt Appendix 1
- 1.4 Note that a comprehensive project plan is being monitored through the Accommodation Asset Strategy Board to ensure the vision set out in exempt Appendix 2 will be delivered by 2019. Progress against this action plan will be presented to the Executive in March 2016.

12. **Graven Hill Update** (Pages 119 - 142)

7.25pm

Report of Director of Resources and Commercial Director (Bicester)

Purpose of report

To update members on the work being undertaken by the Graven Hill Development Company in delivering the large scale self build project and to present the 2015/16 business plan and financial forecast as per the Council's governance and financing requirements for this investment.

Recommendations

The meeting is recommended to:

- 1.1 Note the significant progress being carried out by the Graven Hill Development Company as set out in Appendix 1.
- 1.2 Approve the 2015/16 Business Plan and objectives as set out in Appendix 1.
- 1.3 Approve the updated Financial Forecast as set out in Appendix 2 and ask officers to reflect the changes from the baseline model into Council financial forecasts and funding plans.
- 1.4 Approve the membership of the Partnering Board in Para 3.16. This group have responsibility for safeguarding the Council's equity investment and lending to the Company by undertaking more detailed monitoring of the Business Plan and providing advice and recommendations to Executive.
- 1.5 Consider the addition of a member of the Overview and Scrutiny Committee to the membership of the Partnering Board as set out in paragraph 3.17 such member, if approved, to be appointed to the Board by the Overview and Scrutiny Committee at its next meeting.

13. **Exclusion of the Press and Public**

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

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

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

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

Members are reminded that whilst the following items have been marked as exempt, it is for the meeting to decide whether or not to consider 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 any of the items be considered in public.

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

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 2, 3 and 4 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

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|-----|---|---------------|
| 14. | Proposal for a Joint Economic Growth Service with South Northamptonshire Council - Exempt Appendix (Pages 143 - 170) | 7.30pm |
| 15. | Asset Management Plan 2015/16 - Exempt Appendices
(Pages 171 - 248) | 7.35pm |
| 16. | Graven Hill Update - Exempt Appendix 2 (Pages 249 - 250) | 7.40pm |
| 17. | Dry Recycling Contract (Pages 251 - 258)

Exempt Report of Head of Environmental Services | 7.45pm |
| 18. | Revenues and Benefits Service Options (Pages 259 - 270)

Exempt Report of Head of Finance and Procurement | 7.55pm |
| 19. | Highway Verge Grass Cutting (Pages 271 - 276)

Exempt Report of Director of Community and Environment | 8.05pm |
| 20. | New Woodgreen Leisure Centre Management Contract and Facility Improvements (Pages 277 - 304)

Exempt Report of Director of Community and Environment | 8.15pm |

(Meeting scheduled to close at 8.25pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to natasha.clark@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.

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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 Thursday 27 August 2015

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 6 July 2015 at 6.30 pm

- Present: Councillor Barry Wood (Chairman), Leader
Councillor G A Reynolds (Vice-Chairman). Deputy Leader
- Councillor Ken Atack, Lead Member for Financial Management
Councillor Norman Bolster, Lead Member for Estates and the Economy
Councillor John Donaldson, Lead Member for Housing
Councillor Michael Gibbard, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Public Protection
Councillor D M Pickford, Lead Member for Clean and Green
Councillor Nicholas Turner, Lead Member for Change Management, Joint Working and IT
- Also Present: Councillor Sean Woodcock, Leader of the Labour Group
- Apologies for absence: Councillor Kieron Mallon, Lead Member for Banbury Futures
- Officers: Sue Smith, Chief Executive
Karen Curtin, Commercial Director (Bicester)
Kevin Lane, Head of Law and Governance / Monitoring Officer
Jo Pitman, Head of Transformation (for agenda item 7)
Andy Preston, Head of Development Management (for agenda item 9)
Philip Rolls, Recreation & Health Improvement Manager (for agenda item 8)
Jon Westerman, Development Services Manager (for agenda item 9)
Natasha Clark, Team Leader, Democratic and Elections

13 **Declarations of Interest**

Interests were declared in the following agenda items:

9. Graven Hill Local Development Order.

Karen Curtin, Declaration, as a Director of Graven Hill Village Holdings Limited.

Sue Smith, Declaration, as a Director of Graven Hill Village Holdings Limited and Graven Hill Village Development Company Limited..

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

There were no petitions or requests to address the meeting.

15 **Urgent Business**

There were no items of urgent business.

16 **Minutes**

The minutes of the meeting held on 1 June 2015 were agreed as a correct record and signed by the Chairman.

17 **Chairman's Announcements**

The Chairman made the following announcement:

1. Under the Openness of Local Government Bodies Regulations 2014, members of the public were permitted to film, broadcast and report on the meeting, subject to the efficient running of the meeting not being affected.

18 **Annual Equalities Report for 2014/2015**

The Head of Transformation submitted a report to review the performance of the Equalities Annual Work Programme and to agree the planned work programme following the Achieving Standard under the Equality Framework for Local Government.

Resolved

- (1) That the evidence and information be noted.
- (2) That the equalities action plan for 2015/16 be agreed and the areas of good practice upon which it builds and the areas for development that it addresses be noted.
- (3) That the 3 year rolling plan of Equality Impact Assessments be agreed.

Reasons

Cherwell District Council has made significant progress delivering against the equalities agenda in recent years and has continued during 2014/2015 and continues to adopt a proportionate approach to equality performance with meaningful and relevant Corporate Action Plans to support this work.

The updated action plan demonstrates how the Council will continue to deliver its equalities objectives over the coming year. Progress will be reported via the performance management framework on a quarterly basis.

The three year impact assessment rolling plan also provides assurance that the Council is mindful of policy change and seeks to understand and address the impacts of service and policy change where appropriate.

Alternative options

Option 1: To note the report

Option 2: To request additional information on items within this report

19 **South West Bicester Sports Village Update**

The Director of Community and Environment submitted a report which updated Executive on the latest project position in delivering the pavilion, car park, access requirements, floodlighting and 3G synthetic sports pitch.

Resolved

- (1) That the progress in delivering phase 2 of the Bicester Sports Village project be noted.

Reasons

The Bicester Sports Village project continues to progress with a slightly adjusted programme which moves the anticipated project completion date to summer 2016.

Alternative Options

The project has been approved and is progressing in accordance with these approvals. There are no other options being considered at this time other than proposals to remain within the approved funding envelope.

20 **Graven Hill Local Development Order**

The Head of Development Management submitted a report to seek the agreement of Executive to consult on the draft Local Development Order (LDO) prepared by officers in respect of Phase 0 and part of Phase 1 of the redevelopment of Graven Hill.

Resolved

- (1) That the draft Local Development Order (LDO) (annex to the Minutes as set out in the Minute Book) be agreed for the purpose of public consultation.

- (2) That the statement of reasons for preparing the LDO (annex to the Minutes as set out in the Minute Book) be agreed.
- (3) That it be agreed to carry out consultation on the draft LDO as required by Article 38 of The Town and Country Planning (Development Management Procedure) Order 2015.
- (4) That it be noted that the Head of Development Management would adopt a screening opinion in respect of the LDO as required by Regulation 29 of The Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (as amended).
- (5) That officers be requested to submit a report on the outcome of the consultation process to a future meeting.

Reasons

The draft Local Development Order would facilitate and encourage self-build and custom build housing at Graven Hill by simplifying the planning process whilst providing certainty that individuality and variety in design would be supported within the parameters set by the Masterplan and Design Code to be approved under the outline planning permission.

It is therefore recommended that Executive agree the draft LDO and the statement of reasons for making the LDO. Officers can then proceed to preparing and adopting a screening opinion in respect of the LDO, before carrying out consultation on the draft LDO as required by legislation.

Alternative Options

Not to agree the draft LDO. Delivering the development through the traditional reserved matters route would not facilitate the desired level of individuality and variety in design.

21 Exclusion of the Press and Public

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

22 Eco Business Centre Procurement

The Commercial Director (Bicester) submitted an exempt report relating to the Eco Business Centre procurement.

Resolved

- (1) That the exempt report and staged approach being considered to deliver the project be noted.
- (2) As set out in the exempt minutes.
- (3) That it be noted that external funding would continue to be sought to deliver this project.

Reasons

The exempt report sets out the current position on the proposed Eco Business Centre for North West Bicester. Funding for the building has been secured through the Eco-town programme and the report seeks the approval of the Executive to use the funding to deliver the project through the Council's procurement of a design, build and operate services.

Alternative options

Option 1: A full competitive procurement for the development and management of the building, with CDC providing the site and funding for the design and build. This may lead to delay and additional costs to the project

Option 2: Use the Scape Framework or a similar procurement framework to accelerate the procurement process and minimise some of the risk. However, this may not provide best value and may not allow for flexibility in terms of design and operation

Option 3: CDC to procure the development and management through a staged internal project management approach and competitive tender process. This is the preferred option at this stage.

The meeting ended at 6.50 pm

Chairman:

Date:

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Cherwell District Council

Executive

7 September 2015

Quarter 1 2015/16 Performance Report

Report of Head of Transformation

This report is public

Purpose of report

To present the Council's performance for the period 01 April – 30 June 2015 (quarter one), as measured through the performance management framework.

1.0 Recommendations

The meeting is recommended to:

- 1.1 note the achievements referred to in paragraph 3.1 (Table 1)
- 1.2 identify any performance related matters for review or consideration in future reports identified in paragraph 3.2 (Table 2)
- 1.3 consider any oral feedback on performance issues from Overview & Scrutiny Committee at its meeting on 1 September 2015 provided directly to The Leader.

2.0 Introduction

- 2.1 This is a report of the Council's performance in the first quarter of 2015/16 measured through the performance management framework. The report covers key areas of performance against the Council's Business Plan, incorporating its public pledges, Corporate Equalities Plan and Major Programmes.
- 2.2 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%. Detailed performance indicators with commentary are presented in the appendices to this report. Where a measure is complete or no longer required a shaded box will be used.
- 2.3 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at 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 included in this report, if appropriate.

3.0 Report Details

3.1 Whilst appendix 1 provides a more comprehensive analysis of our performance against the Business Plan, table 1 highlights some examples of where we have performed particularly well in the first quarter and table 2 covers areas of performance to be kept under review.

Table 1 - Areas of performance strength relating to each of the 4 strategic priorities:-

Key Objective	Update
Safe, Green and Clean	
Neighbourhood Blitzes	<p>Six Blitzes are planned for 2015/16 all of which will be publicised via press releases, other forms of digital/social media, the Cherwell Link and leaflet drops nearer to the date of the planned work.</p> <p>The Glory Farm (June) and Calthorpe / Easington (July) blitz events proved very successful with local residents and councillors alike. During the course of these events Street Cleansing undertook extra litter picking, graffiti removal, free collection of prebooked bulky household waste items and the free removal of abandoned vehicles. In addition the Recycling Team also attended to promote recycling.</p> <p>The next event is planned for 21-25th September 2015 – Kidlington</p>
Thriving District	
Processing of Housing Benefit (HB) Claims	<p>Performance for processing new HB claims continues to improve and for the first quarter was at an average of 13.48 days with a target of 14 days. In the last quarter of 2014/15 the average time taken was 13.69 days</p> <p>Significantly within target is the processing of Change in Circumstances claims at 2.97 days against target of 12 days - reflecting an improvement over same period last year (3.73)</p>
<p>Continue to support skills development</p> <p>Contribute to the creation and safeguarding of jobs</p>	<p>850 visits were made to job clubs/fairs in Cherwell during Q1.</p> <p>This is a significant increase due to job fairs being held in addition to job clubs, helping all age groups and also people that were already in employment to change careers. The job club partnership links have also promoted apprenticeships and traineeships to businesses as a practical means of engaging young people and supporting them in their career paths.</p> <p>Actual: 365 Target: 50</p> <p>The culmination of support provided over many years to Prodrive in its relocation to new land allocated through the Local Plan and promoted by the CDC-led Cherwell Investment Partnership. Further town centre businesses supported by CDC's town team</p>

	initiative to enhance the vitality of Banbury town centre.
Processing of Planning Applications	<p>Performance for the processing of planning applications improved during Q1 on the previous quarter and are all above the targets set :-</p> <p>89% Majors; 66% Minors and 84% Other</p> <p>The improvement reflects the fact that the additional measures introduced to monitor and manage performance, including agreeing extensions of time limits with applicants and agents have been successful. Use of overtime, agency and consultants is reducing</p>
Sound Budgets and Customer Focused Council	
Car Parking Revenue	The income processed in Q1 is £25k more than budget. Almost all the car parks in Banbury and Bicester are showing additional income when compared with the budget and the corresponding period last year.
Council Tax / NNDR Collections	Good start to the year with 30.05% (£23,821,170) of Council Tax collected to date which compares well with 29.88% collected at the same point in 2014/15. NNDR collection rate is also above target.

Table 2 - Areas of performance to be kept under review (red or amber rated performance)

Key Objective	Update
District of Opportunity	
Establish new management arrangements for Stratfield Break Sports Group on behalf of Kidlington Parish Council	Management arrangements are being considered by Kidlington Parish Council and CDC will be advised in due course.
Safe, Green and Clean	
<p>Fly Tips Recorded</p> <p>Fly Tip Enforcement Actions</p>	A small rise in the number of fly tips in Q1 (137) compared with the same period last year (121). We have investigated types and locations of fly tips but currently there are no trends appearing. Compared to the same period last year there was a drop in the number of enforcement actions taken (46 compared to 64) and the no of flytips has actually risen. However prosecutions in the Magistrates Courts during Q1, (3 for fly tipping) resulted in a total £1007.57 in fines and costs. In addition, one caution was issued

	for fly tipping and a further 2 cautions for Duty of Care offences. An appeal to the crown court was dismissed and CDC was awarded an additional £500 in costs.
ASB/Nuisance Cases responded to and resolved	In total 413 service requests were received by the team during Q1 compared to 452 in the same period last year. 49 nuisance cases were received, all of which were responded to within 2 working days (93.84% against target of 96%). Slight drop in performance because of staff vacancies and dealing with the backlog from Q4. Contingency measures are in place and working well with planned recruitment scheduled for September/October. This will continue to be monitored.
Carbon Management Plan	Internal consultation with services has taken place to review the previous Carbon Management Plan which ran from 2009 – 2015. A new plan which will run from 2015 – 2020 will be presented to Executive in October. Although the previous plan did not achieve the target for the reduction in our carbon footprint the shortfall will be accounted for in the new Carbon Management Plan.
Sound Budgets and A Customer focused Council	
3-way Joint Working with SNC and SDC : Transformation	Progress is behind pending decisions to be made by Stratford District Council. The Council has indicated that it will consider the proposal in the Autumn. Ad hoc collaborative work is on-going and the three current 3-way joint services (ICT, Legal and Transformation) are operating effectively across the partnership.

3.3 Major Programmes reflects the Council's ambitious improvement programme around place based regeneration and development and service transformation to deliver improvement and efficiency as detailed in Appendix 2.

3.4 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. As legislation changes Cherwell District Council equalities policies are reviewed. Details can be found in Appendix 3.

3.5 Significant Partnerships programme is reported twice a year in September (Q2) and March (Q4) only, and is not therefore, reported this quarter.

4.0 Conclusion and Reasons for Recommendations

4.1 In this report we show that the Council has again commenced the new performance year well, building on the high performance of 2014/15 and continuing the positive impact upon the 4 strategic priorities for our District that we set out to achieve. There are a small number of areas which the Council needs to keep under review to ensure targets are met and actions delivered. These and the rest of the business plan will be closely monitored over the next quarter and reported through the performance management framework.

- 4.2 Section 3 of this report provides a summary of the Council's performance against its comprehensive performance framework for Quarter 1. The detailed performance indicators and commentary against each of these are contained within appendices 1 to 3.
- 4.3 The report highlights 5 performance measures which the Council should keep under review to ensure targets are met, or to challenge itself as to whether the measure is appropriate.
- 4.4 The results of the Council's annual customer satisfaction survey for 2014/15 will be reported to Executive in October. This will set a helpful context to the way in which we review Q2 performance and as we begin to consider the priorities for 2016/17.

5.0 Consultation

- 5.1 As part of the Council's engaging and comprehensive approach to performance management, the joint management team has reviewed the Q1 performance and is satisfied with progress. There are no recommendations for intervention or alternative measures.
- 5.2 Overview and Scrutiny Committee is also invited to review the Council's performance on a quarterly basis and to provide any feedback to the Executive.
- 5.2 Due to the timing of the two meetings in this cycle, any feedback from the meeting of the Overview and Scrutiny Committee on 1 September 2015 will be provided directly to the Leader during/following the meeting.
- 5.3 It should also be noted that several indicators are based on public consultation or customer feedback.

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:

Paul Sutton - Head of Finance and Procurement, 03000 030106

Paul.Sutton@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. As part of this process 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. The current strategic risk register is due to be considered by the Audit Committee on 23 September 2015.

Comments checked by:

Ros Holloway - Performance & Risk Officer, 01295 221758

Ros.Holloway@cherwellandsouthnorthants.gov.uk

Data Quality

7.4 Data for performance against all indicators has been collected and calculated using agreed methodologies drawn up by accountable officers. The Council's performance management software has been used to gather and report performance data in line with performance reporting procedures.

Comments checked by:

Ros Holloway - Performance & Risk Officer, 01295 221758

Ros.Holloway@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

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 4 of the Council's Strategic Priorities and the key objectives/deliverables that underpin it.

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information

Appendix No	Title
1	Business Plan – incorporating Pledges
2	Programme Management
3	Corporate Equalities
Background Papers	
None	
Report Author	Shirley Vaughan – Performance and Planning Officer
Contact Information	01327 322375 shirley.vaughan@cherwellandsouthnorthants.gov.uk

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**Cherwell District Council Business Plan : 2015/2016
A District of Opportunity - Quarter 1**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
Implement the Cherwell Local Plan as framework for sustainable housing, new employment & infrastructure investments over the next 20 years			
CBP1 1.1	Deliver a Community Infrastructure Levy, Bicester, Banbury Town and Kidlington Masterplans & SPDs for strategic sites to guide investment	G	Following the adoption of the Local Plan Part 1 on 20 July the work on the secondary documents is proceeding against the timetable set out in the Local Development Scheme (LDS)
Complete and implement the Masterplan for Bicester helping to provide new housing, jobs & leisure opportunities			
CBP1 2.1	Make progress onsite for the initial housing development at North West Bicester (Pledge)	G	Work is underway on exemplar development with show homes open and occupations during Q4 2015.
CBP1 2.2	Deliver the Eco – Bicester Business Centre in North West Bicester	G	Report to be considered by CDC Executive in July 2015 to seek authorisation to progress the delivery of the centre.
CBP1 2.3	Facilitate the 5 applications for the Northwest Bicester site	G	Work progressing on all applications. Issues with Network Rail relating to the crossing of the railway and the need for a financial consideration raised at a national level to ensure that they do not delay development.
CBP1 2.4	Complete Bicester Town Centre regeneration including the Council's Commercial Building	G	<p>The project team is meeting monthly and the project board is meeting quarterly with the next board meeting is scheduled for Tuesday 7 July to monitor progress of this project now that it has moved into the delivery phase.</p> <p>The Building Contract was executed on 6 February 2015 and costs are running within the budget approved by Council. A series of meetings have commenced with the stakeholders now the design of the building is evolving to meet their requirements, with a Change Management system in place to control tenant variations.</p> <p>The legal agreements with the adjoining owners of Wesley Lane have been completed. Close working liaison is in place to enable both schemes to be constructed concurrently.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP1 2.5	Make progress on site for the initial infrastructure at Graven Hill and promotion of the self-build plots (Pledge)	A	<p>The company board meets monthly, and the delivery team twice per month. The Partnering Board meets quarterly. Director training has taken place by the IOD and the directors have reviewed the responsibilities. VAT registration has been completed.</p> <p>The Financial viability model relating to housing mix, market prices and the golden brick approach was presented to the Holding and Development Company Boards at their May meeting and approved. The financial projection is in line with the baseline and was presented to the Partnering Board in May 2015.</p> <p>The procurement plan has been completed for the medium term. Recruitment of accountancy services for the companies has been completed and their first task was to prepare the statutory accounts and group accounts from August 2014 to March 2015.</p> <p>The first soft launch of the Graven Hill self build concept took place on 21 March 2015. The event was a success with over 700 attendees demonstrating a high level of interest in securing plots at Graven Hill. The second soft launch event will take place on 10 July and is fully booked at 200 attendees.</p> <p>The recruitment of an operations director, sales and marketing manager, and project coordinator has been successful and they have all agreed start dates with the aim for the team to be in place by September 2015.</p>
CBP1 2.5a	Deliver the demonstration project on the Graven Hill site	G	Project on plan - application process closes at the end of July 2015
CBP1 2.5b	Set up a sales and marketing suite to promote the plots at Graven Hill	A	In terms of delivery, works on developing the implementation plan and progressing design is on track. Progress on Sales and Marketing and procurement of contractor partner are currently slightly behind program however this position is expected to be recovered in conjunction with adoption of the Development Company procurement strategy.
CBP1 2.5c	Appoint an infrastructure contractor for Graven Hill	>>	Not due to report until Q4.
CBP1 2.6	Deliver the SW Bicester Phase 2 (sports pavilion and 3G pitch)	G	A new revised programme is in place and the project is on track

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
Complete and implement the Masterplan for Banbury helping to provide retail, employment and town centre development opportunities			
CBP1 3.1	Commission and complete a commercial appraisal for Banbury town centre, and subsequently bring forward appropriate redevelopment proposals for urgent consideration (Pledge)	G	Work is continuing with the consultants who have been commissioned to identify the development potential for the Councils car parks within Banbury, this will include advising on the appropriate approach to the development of Bolton Road and also incorporates the review of the Councils strategic approach to car parking. With respect to the development of Canalside a revised Supplementary Planning Document will be completed following the adoption of the local plan, and is envisaged to conclude in early 2016.
CBP1 3.2	Prepare a scheme for the redevelopment of the Bolton Road site	G	
CBP1 3.3	Take steps to develop a Masterplan for the redevelopment of Canalside within Banbury Town Centre redevelopment	G	
CBP1 3.4	Develop a car parking strategy for Banbury Town	G	
CBP1 3.5	Secure a start on site by the developer subject to the detailed development agreement being completed, and maximise the Council's income and returns from Castle Quay and Castle Quay 2	G	Negotiations are continuing in respect to the Heads of terms in order to complete the Strategic Development Agreement associated with Castle quay 2.
CBP1 3.6	Extension and improvement of Woodgreen Leisure centre as a better facility for the town (including procurement of new contract arrangements including dry side facilities)	G	The Woodgreen Leisure Centre project is currently out to tender and bids for both dry side redevelopment and an 18 year leisure operator management contract from April 2016 have been received. Evaluation of these bids is underway and the results for shortlisting approval will be presented to the September Executive. Early indications show a positive position with key market bidders submitting bids.
CBP1 3.7	Review future arts provision	G	Supporting Banbury Town Council as they take over the management of The Old Town Party. Supporting The Mill's bid to become a Charitable Incorporated Organisation (CIO) this autumn and their subsequent plans to review their provision.
Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre afforded by its location.			
CBP1 4.1	Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre (Pledge)	G	This work is now proceeding following the adoption of the Local Plan Part 1
CBP1 4.2	Agree next steps for development options for Kidlington against agreed timescales & milestones	A	This work is part of the Masterplan development which is not yet complete
CBP1 4.3	Establish new management arrangements for Stratfield Brake Sports Group on behalf of Kidlington Parish Council	A	Management arrangements are being considered by Kidlington Parish Council and CDC will be advised in due course.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP1 .5 : Promote inward investment and support business growth within the District			
CBP1 5.1	Support business growth, skills & employment in local companies & the visitor economy to strengthen the economy of the District	G	48 business enquiries served during this quarter, including inward investors, expanding indigenous companies and business seeking advice and information. Support was provided to over 50 further businesses through the Job Fair events held in April and June including to some key investors with significant requirements such as Clarico (for The Entertainer), plus Marks and Spencers and other businesses being established at the new retail park at Junction 11.
CBP1 5.2	Continue to use the Cherwell Investment Partnership as a hub for inward investment and ensuring sufficient business sites and employment land are available to meet the needs of the District	G	Promotion of the district for commercial investment continues through the Cherwell Investment Partnership, established in 1991 by the Council and operating continuously since that time to ensure that the skills and services of commercial estate agents developers, recruitment companies, professional services and public bodies are aligned to provide practical help and strategic planning to support the economy through investment and job creation. Day to day liaison with the commercial agents and promotion of key sites and premises through www.cherwell-m40.co.uk ensures that the Council as the Planning Authority also provides practical help and support for business growth.
CBP1 5.3	Produce marketing material to promote commercial & industrial business sites and the area	G	Finalisation of a major Employment Land Study of all employment sites across Cherwell. Due to be completed in August and used as a basis of Part 2 of the Local Plan, supporting inward investment and business expansion work.
CBP1.6 : Deliver high quality regulatory services that support the growth of the local economy			
CBP1 6.1	Build on the Council's 'Better Business' approach to support new and existing businesses	G	Now fully engaged in SEMLEP Better Business for All (BBFA) and event held in June with Regulators. Business survey about to be launched. Banbury Open for Business events held and workstreams and leads identified. Confirmation of £5 k from Better Regulation Delivery Office.
CBP1 6.2	Work proactively with developers on both planning applications and pre-application enquiries to enable the speedy delivery of new commercial projects	G	A Development Management team approach has been adopted to facilitate the delivery of new commercial development. The use of Planning Performance Agreements (PPAs) have provided certainty to the developer in terms of the provision of pre-application advice and the timely consideration of future planning applications. The use of PPAs also allows the Council to generate additional income to deliver against the agreed timeframe.
CBP1 6.3	Identify the blockages to development and investigate a range of solutions, in consultation with planning agents	G	The Development Management team approach and use of Planning Performance Agreements (PPAs) is a direct solution to address concerns that have been raised by developers. Agent and Developer Forums are being progressed to further develop the relationship between Development Management and agents to ensure that the service delivery meets their expectations. A programme of Business Process Re-engineering (BPR) has commenced to ensure that Development Management is working efficiently and effectively, ensuring the delivery of timely decision making.
CBP1 6.4	Provide high quality responsive regulatory services	G	Organisational awareness Days planned for October (exercise to bring together all business services and break down silos). All statutory services on track. Cross authorisation in progress so that increased resilience between authorities.
CBP1 6.5	Embed the Regulatory Code and Corporate Enforcement Policy	G	The Regulatory Code and Corporate Enforcement Policy was approved by Executive in 2014 and is well embedded within the Authority. A Regulators Group has been established and is scheduled to meet in September to discuss and complete outstanding issues.

**Cherwell District Council Business Plan : 2015/2016
Safe, Green and Clean - Quarter 1**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP2 : Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible			
CBP2 1.1	Maintain the District's high household recycling rate (Pledge)	G Actual 59.62% Target 57.00%	Good performance during Q1 with June performance at 60.58% despite garden waste tonnages being lower than same period last year due to the dry conditions (resulting in grass/hedges not growing as much as during wetter weather). The team marked National Recycling Week (22-28 June) with a series of successful events aimed at encouraging more recycling from around the home.
CBP2 1.2	Tonnage of waste sent to landfill	G Actual 6,462 Target 6,531	A good start to the year with Q1 performance below target at 6,462 tonnes. Corresponds with an increase in household recycling.
CBP2 1.3	Residual household waste per household (kgs)	G Actual 106.97 Target 113.26	Residual household waste for Q1 was 106.97kgs per household and compares well with 113.26 kgs per household for the same period last year. This equates to 6,462 tonnes collected to date this year against the target of 6,531 tonnes.
CBP2 1.4	Increase the number of glass recycling bank sites to 130	G	We currently have 122 sites 7 of these have been installed in the first quarter, the number will increase on an ad hoc basis as and when new sites become available.
CBP2 1.5	Deliver an additional 1000 blue recycling bins this year	G	We delivered 595 bins in the first quarter of 2015/16. This will increase throughout the year as we carry out publicity and support the various initiatives we have to encourage customers to purchase additional blue bins
CBP2 1.6	Maintain the current high levels of customer satisfaction with our waste and recycling services	G	Evaluation of the 2015 Council's Annual Satisfaction Survey, which closed on 10 June 2015, will take place during August and results are expected by early September.
CBP2 1.6a	Customer satisfaction with Waste Collection services		2014 satisfaction rate was 85% - an improvement over 2013 performance of 82%
CBP2 1.6b	Customer satisfaction with Household Recycling services		2014 satisfaction rate was 88% a good improvement over 83% recorded in 2013
Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.			
CBP2 2.1	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes (Pledge)	A Actual 67.00 Target 70.00	Customer Satisfaction Survey for 2015 is currently live, due to close in July and results will be available during September Street Cleansing have successfully delivered the Spring Clean programme which was very popular with Parish Councils and individual members of the public alike. The recent work taken on behalf of Banbury Town Council incorporating their parks and open spaces which was publicised in the Banbury Guardian is going very well. Street Cleansing have received numerous compliments on the standard of cleanliness so far.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP2 2.1a	Undertake 6 neighbourhood blitzes with community involvement	G Actual 1 Target 1	We have already undertaken the first of six planned events which concentrated in the Glory Farm area of Bicester. This proved to be very popular with members of the public who took the opportunity to use the services on offer such as the free bulky household waste removal. The next planned event commences 20 July in the Calthorpe and Easington of Banbury.
CBP2 2.1b	Number of fly tips recorded (compared with same period 2014/15)	R Actual 137 Target 121	There is a small amount of fluctuation in the number of fly tips when compared to last year but having looked at the types of fly tips and the locations, there are no trends appearing. We are now also checking with bulky waste requests to ensure that we are not collecting and recording these as fly tips.
CBP2 2.1c	Number of fly tips enforcement actions (compared with same period 2014/15)	R Actual 46 Target 64	A good start to the year with prosecutions in the magistrates courts, with 3 for fly tipping, and a total of £1007.57 in fines and costs. There was also one caution issued for fly tipping and a further 2 cautions for Duty of Care offences. An appeal to the crown court was also dismissed and CDC was awarded an additional £500 in costs.
CBP2 3 : Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.			
CBP2 3.1	Develop an alternative CCTV operational system for our Urban centres	G	A scoping exercise with West Oxfordshire District Council is nearing completion and the Council should have some idea of the feasibility of the project and associated costs. In addition Thames Valley Police have not made any further comment upon the central control room project. The project to relocate the existing Banbury masts is still awaiting Castle Quay legal to respond to the councils request to relocate from Bolton Road to Castle Quay.
CBP2 3.2	Work with local police & licensees to ensure town centres remain safe & vibrant in the evenings (Pledge)	G	Violence in all categories is rising and will continue to rise according to the Thames Valley Police. This is now due to revised Home Office counting rules, which include third party complaints, historic offending and multiple recording. The same phenomena were seen with Domestic Abuse and Rape campaigns to increase recording and reporting to instil greater confidence in policing. Interestingly the violence recorded at the end of 2014-15 was only slightly up.
CBP2 3.3	Number of ASB/Nuisance cases received (compared with same period 2014/15)	G Actual 413	In total 413 service requests were received by the team during Q1. Although this is slightly less than in the same period last year (452) the team also had to respond and deal with a significant backlog from Q4 which was as a result of staff vacancies. 49 nuisance cases were received specifically as a result of the successful Operation Jazz in June, all of which were responded to within 2 working days.
CBP2 3.2b	Percentage of ASB/Nuisance cases responded to within prescribed period of 2 working days	A Actual 93.84 Target 96.00	Slight drop in performance because of staff vacancies which is now being addressed as above. Contingency measures are in place and working well with planned recruitment scheduled for September/October.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP2 3.2c	Percentage of ASB/Nuisance cases resolved within 56 working days	A Actual 88.84 Target 96.00	Slight drop in performance because of staff vacancies (which is now being addressed as above) and because of some issues around data up dating on the database

**Cherwell District Council Business Plan : 2015/2016
Thriving District - Quarter1**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP3.1 : Deliver affordable housing and work with private sector landlords to help improve affordable housing options			
CBP3 1.1	Deliver 150 units of affordable housing and 100 self-build housing projects as part of the HCA funded Build! programme whilst exploring new diverse funding regimes for the longer term sustainability of affordable housing across the district and the potential development of an off-site construction facility for the long term production of off-site units for affordable housing	G	a) Lender panel in place for all shared ownership schemes, b) training programme continuing and well attended, c) First new build shared ownership schemes (Newton Close and St. Georges Crescent) completed, sold and occupied. Next Quarter (August 2015) our customers start on site on our next new build shared ownership (The Orchard) and affordable rented (Calthorpe and Woodpiece Road) schemes, enabling us to use the learning from previous schemes and thus there is a process of continuous learning on a scheme by scheme basis.
CBP3 1.1a	Deliver 150 affordable homes in the District (Pledge)	G Actual 22 Target 21	Although there has been a slow start to the year on new affordable homes completions, completions are expected to increase significantly in Q2. It is anticipated the 150 target full year will be achieved.
CBP3 1.1b	Deliver 100 self build housing projects	G Actual 0 Target 0	No new self build opportunities were created in the first quarter of this year, however we anticipate an increase in Q2 aiming to deliver increased opportunities for those who need and aspire to obtain affordable home ownership self build opportunities in the district.
CBP3 1.2	Explore new diverse funding regimes for longer term sustainability of affordable housing	G	Engagement with private sector lenders to develop understanding of different finance models and associated risk and opportunity and engagement with other local authorities and RPs who have accessed private sector housing to understand business case. Engagement with HCA to understand finance opportunities and future grant opportunities. This work is embedded into the work with the Community Land Trust on the development of a Local Housing Company to own and manage affordable housing assets.
CBP3 1.2a	Explore development of off-site construction facility for affordable housing production	G	There are four proposed work streams for this area: a) show homes at Graven Hill b) built infrastructure at Graven Hill (using off-site for school etc.) c) facility/hub for manufacturing and spin-off industries and d) development of off-site approaches through the Council's Build! Programme. This quarter work has commenced on all of these work streams, with active engagement with Government, industry and the HCA, including an introductory 'scene setting' report. Clearly workstreams a - c relate to Graven Hill and as such will be delivered through Graven Hill Village Development Company Ltd. and the testing out of different manufactured homes will continue to be delivered through Build. Chris Stratford, (Head of Regeneration and Housing) will provide a strategic/corporate lead to ensure all work streams are co-ordinated, that there is sharing of learning and contacts and to avoid any duplication in work.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP3 1.3	Extend enforcement actions in private sector to bring empty dwellings back into use	G	A long-term empty property that was the subject of the Council's first Empty Dwelling Management Order (EDMO) has been cleared and is now up for sale. 1 further property has been restored to use in the quarter as a consequence of our intervention. We are actively in communication with a further 15 owners and have notified 3 that we have started the process that will lead to EDMO applications in the event that they fail to take action.
CBP3 1.3a	Provide housing/grant advice to encourage private sector landlords to improve their stock	G	2 Landlords Newsletters were issued in the Quarter, a regular one and an interim to reflect a short-notice legislative change. 12 on-going Landlords Home Improvements Grants (which provide part-funding of repairs and improvements in return for nomination rights) were carried forward from last year. 2 of those grants have completed in the quarter and the other 10 are on-going. 3 new grants have been approved. 5 CHEEP grants (energy efficiency grants for private-rented homes) were completed in the quarter and a further 3 new grants approved.
CBP3.2 : Work with partners to support financial inclusion and help local people into paid employment.			
CBP3 2.1	Commissioning of high quality financial and debt advice for vulnerable residents	G	<p>The option to extend the money and debt advice contract Cherwell holds with Citizens Advice was extended for the full 5year term earlier this year. This means that services need to re-tendered to be in place by April 2107.</p> <p>Housing continues to monitor the level of work they are completing through quarterly meetings and reporting. It remains a very important resource for residents in Cherwell to access which they particularly appreciate as Citizens advice offer independent advice across a range of issues.</p> <p>Citizens Advice have also been appointed to be the provider of 'Personal Budgeting Support' as required by the DWP and referred by the Jobcentre as in need as part of the introduction of Universal Credit within Cherwell. This allows for a joined up service to be provided to residents faced with money and debt issues.</p> <p>Figures for this quarter are currently unavailable due to delays in their reporting systems but we are working with CAB to try to be able to provide more timely information and reporting in due course during this financial year.</p>
CBP3 2.2	Effective implementation of welfare reform and administration of benefits	G	<p>Universal Credit started in Cherwell DC on 6 May 2015. Take up has been slow, as expected. However, no issues have been encountered. Procedures continue to be developed in the light of experience and new guidance from the Department for Work and Pensions.</p> <p>In the recent budget the Chancellor announced further welfare reforms from April 2016 onwards. Currently there is not sufficient detail to enable planning to start.</p>
CBP3 2.2a	Average time to process new Housing Benefit claims (days)	G Actual 13.48 Target 14.00	Quarter 1 performance of 13.48 days is well within target and is slightly higher than that achieved in the same period 14/15 (13.69 days). The team are currently up to date with processing.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP3 2.2b	Average time to process change in circumstances (days)	G* Actual 2.97 Target 12.00	Performance remains significantly within target and at 2.97 days is a good improvement over the 3.25 days achieved in same period 2014/15.
CBP3 2.2c	Average time taken to process new claims and changes for Housing Benefit (days)	G* Actual 3.37 Target 12.00	A good performance for Q1 and the year to date so far (3.37) and significantly under target of 12 days. Compares well against Q1 2014/15 (3.73)
CBP3 2.3	Number of covert surveillances applied for	G	No covert surveillances applied for during this quarter
CBP3 2.4	Continue working with our partners to provide support to improve the lives and opportunities for the most vulnerable individuals and families in the district, building on Brighter Futures in Banbury programme (Pledge)	G	The Credit Union is operating well and is extending its reach into the Brighter Futures communities
CBP3 2.5	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. (Pledge)	G	Young people not in employment, education or training continue to be supported through the Brighter Futures in Banbury Projects, and through the Early Intervention Hubs. Job clubs and job fairs have run across the district, with 850 visits made during the quarter. This is a significant increase due to job fairs being held in addition to job clubs, helping all age groups and also people that were already in employment to change careers. The job club partnership links have also promoted apprenticeships and traineeships to businesses as a practical means of engaging young people and supporting them in their career paths.
CBP3 2.5a	Contribute to the creation and/or safeguarding of 200 jobs	G* Actual 365 Target 50	The culmination of support provided over many years to Prodrive in its relocation to new land allocated through the Local Plan and promoted by the CDC-led Cherwell Investment Partnership. Further town centre businesses supported by CDC's town team initiative to enhance the vitality of Banbury town centre.
CBP3 2.6	Extend Jobs Match service to support local companies to fill vacancies	G	The matching of job seeker and employer has evolved from the successful Cherwell Job Clubs which continue to alternate between Bicester and Banbury with additional services now added through partners. The Bicester Job Fair attracted 47 employers/organisations to assist and potentially employ 360 residents seeking work, training and/or a change of career. A database of job seekers and employers continues to be developed and regular communication is made to ensure that skills and opportunities are matched for the benefit of the local economy.
CBP3 2.7	Extend the contract with CAB for debt advice, volunteering and volunteer driver scheme	G	CAB "Volunteer Connect" contract is delivering on target - increasing volunteer opportunities & providing volunteers for local organisations.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
Provide high quality housing options advice and support to prevent homelessness.			
CBP3 3.1	Deliver the actions identified within the revised Homelessness prevention strategy adopted by the Council	G	<p>Meetings are held quarterly to monitor the actions of the Homeless Action plan, performance and partnerships.</p> <p>We continue to work in partnership with the other District Councils in Oxfordshire to shape Oxfordshire County Councils new commissioning for young persons and single person pathways. Oxfordshire County Council are continuing to provide supported accommodation in each District across the county. A new contract to provide Young Persons accommodation is in place from April 2015 with Sanctuary holding the contract for this service for the projects across Cherwell. All young people's accommodation projects have continued to receive funding for support. This includes Banbury Foyer, Rachel House in Banbury and Lucan House and Oxford House in Bicester. Referrals for placements in these Schemes is now undertaken by OCC. We will continue to monitor this closely to ensure that it fulfils the needs of Cherwell residents. OCC are re-commissioning support for the single homeless pathway. The services are currently out to tender and officers will be invited to participate in the re-commissioning process. The outcome of this will mean that we will have units of supported accommodation provided in Cherwell rather than sending all requiring it to the Oxford hostels. The new Single Persons pathway is expected to be in place and operating by 1 February 2016.</p> <p>The Homeless Action plan as approved by Executive in November 2014 is progressing and will be reviewed to produce a new plan for 2016/17</p>
CBP3 3.1a	No of households in temporary accommodation	G Actual 40 Target 41	At the end of the quarter there were 38 placements in TA, this is within the target. Performance with in target is being maintained but numbers approaching for assistance are increasing and there is a noticeable increase from the equivalent quarter in 2014 when the number accommodated was reported as 27
CBP3 3.1b	Housing advice : repeat homelessness cases	G* Actual 0 Target 3	We continue to have no repeat homeless cases as defined by the legislation this quarter
Work to promote and support health and wellbeing across the district			
CBP3 4.1	Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector	G	Initiatives to improve health and wellbeing are on-going across the District through a combination of CDC activities plus those of the health sector locally. The CPN continues to meet within a very full agenda to consider key local health and social care related issues and particularly any proposed service changes.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP3 4.2	Enable the development of volunteer transport schemes to support the health and wellbeing	G	A workstream of the Overview and Scrutiny panel has highlighted the need for a strategic review of the support CDC offer; which can happen over the next 6 months to identify how residents will continue to be supported once OCC withdraw their support for Dial-a-Ride services in 2016/17 .
Provide high quality and accessible leisure opportunities.			
CBP3 5.1	Maintain a minimum usage level of visits to leisure facilities (Total of visits to District Leisure Centres and WGLC, NOA and Cooper)	G Actual 387,167 Target 372,086	All leisure centres have started the year exceptionally well, with NOA, Cooper and WGLC holding their own which culminates in an improved position based on first quarter of this year against 2014 of an increase of 15,081 visits.
CBP3 5.1a	Number of visits to District Leisure Centres (Spiceball, Kidlington & Gosford and Bicester)	G Actual 359,105 Target 343,964	Quarterly position shows the 3 leisure centres performing well above target with an increase of 15,141 visits on the 2014/15 position. This can be attributed to a general increase of footfall across most activity areas, the introduction of more dance/activity sessions and at KGLC the introduction of a dedicated spinning studio, increased gym provision and joint crèche/soft play zone. The Leisure Operator continues to work with Officers to increase participation levels particularly with the 16 - 25 year olds through Sportivate promotions.
CBP3 5.1b	Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School	A Actual 28,062 Target 28,122	Throughputs for NOA, Cooper and Woodgreen are currently on target; however for Woodgreen inclement weather during opening times of the outdoor pool has affected usage. Nevertheless only a decrease of 140 at this early stage is noted. NOA and Cooper usage to be monitored as cancellation of football leagues will potentially affect throughputs. Officers are working to re-let this pitch space as soon as possible.
CBP3 5.2	Commence Phase 2 pavilion works for SW Bicester Sports Village	G	Design work has been completed and the planning application is being compiled.
CBP3 5.3	Increase access to Leisure and Recreation opportunities through development and outreach work	G	Holiday activity sessions have been extended into the half term break. The Sportivate programme has continued into this financial year with funding from Sport England. The Go Active and Active Women initiatives are still delivering opportunities across the District

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
Provide support to the voluntary and community sector.			
CBP3 6.1	Secure social and community infrastructure for housing developments across the District	G	A report to support the contributions sought from developers to produce Social and Community Infrastructure has been commissioned. Regular consultation with Development Management to respond to planning applications.
CBP3 6.2	Continue to support the voluntary sector and community groups	G	Working with Oxfordshire Community and Voluntary Action (OCVA) to provide advice and support on Governance and funding streams.
CBP3 6.3	Continue to support the growth & development of neighbourhood community associations	G	New associations being supported at both SW Bicester and Longford Park .
CBP3 6.4	Increase and promote volunteering opportunities throughout the District.	G	Successful volunteering event in Bicester that promoted local opportunities
CBP3 6.5	Local Strategic Partnership (LSP)	G	Officers are currently considering (given the very limited support resource available to the LSP Board) how to maintain the value of the partnership by securing appropriate breadth of agenda and senior level engagement. Preliminary report to LSP Board due 30/07/2015.
Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.			
CBP3 7.1	Continue programme of Conservation Reviews	G Actual 0 Target 0	Annual programme of Conservation Area Reviews is on target. 3 Appraisals are currently underway in Souldern, Mixbury and Hampton Poyle with draft review dates scheduled for end of Q2.
CBP3 7.2	Provide design guidance on major developments	G	Advice has continued to be given on all strategic sites, and the majority of other major sites
CBP3 7.3	Processing of Major Applications with 13 weeks	G* Actual 88.89% Target 50.00%	A figure of 89% was achieved in Quarter 1, significantly above target. This measure is subject to change due to post-decision performance agreements. It is important to note that Section 62B of the Town and Country Planning Act 1990 (as amended) which allows the Secretary of State to designate Local Planning Authorities that are not 'adequately performing their function of determining applications' relates to their performance against major applications only, rather than minors and others.
CBP3 7.4	Processing of Minor Applications with 8 weeks	G Actual 66.38% Target 65.00%	Quarter 1 performance was 66%. The improvement reflects the fact that the additional measures introduced to monitor and manage performance, including agreeing extensions of time limits with applicants and agents have been successful. Use of overtime, agency and consultants is reducing
CBP3 7.5	Processing of Other Applications within 8 weeks	G Actual 83.72% Target 80.00%	Performance for Quarter 1 was 84% despite a continuing high volume of applications, staff changes and vacancies. Use of overtime, agency and consultants is reducing. As for minors, it should be noted that priority is still given to majors and pre-apps

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP3 7.6	Percentage of planning appeals allowed against refusal decision (%)	R Actual 50.00% Target 30.00%	The performance this quarter is 50%. It should be noted that the measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals.
Work to ensure rural areas are connected to local services			
CBP3 8.1	Work with BT/BDUK and Oxfordshire County Council to extend Superfast Broadband across the District	G	Phases 1 to 6 of the Oxfordshire Rural Broadband Project will be completed by December 2015 with an expected coverage of 90% of premises (business and residential) being served with Superfast speeds (over 24mbps). Cherwell District Council has invested £580,000 in phases 6 to 9 which will extend the programme to approximately 95% of premises by December 2017. This funding has been matched by Government (BDUK) and added to by both Local Enterprise Partnerships serving Cherwell. Economic Development officers have also identified and resolved issues relating to gaps in the service to business clusters in urban areas, as well as extending the broadband voucher scheme to assist other -often isolated - businesses. The issue of how to enable the final 5% of business and residential premises to gain superfast speeds remains to be resolved but is treated as a priority by the Council and its partners with options expected to emerge over the coming months.
CBP3 8.2	"Rural Proof" significant new policies and initiatives to ensure they are equitable to rural residents	G	Currently this process is somewhat ad-hoc. Officers are working towards a more clearly defined and consistently applied approach.

Cherwell District Council Business Plan : 2015/2016 Sound Budgets and a Customer Focused Council - Quarter 1

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP4 1 : Reduce the cost of providing our services through partnerships, joint working and other service delivery models.			
CBP4 1	Extend the Joint working Transformation Programme to include new service delivery methods/more services delivered in partnership, to enable the council to save money and maintain a low council tax (Pledge)	G	On track. New business cases to broaden joint working have been prepared and are being considered by Members.
CBP 4 1.2	Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies	A	Business process change will be delivered through business cases for joint working. ICT harmonisation strategy is in place to deliver further savings.
Page 29	Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities	G	The implementation of the three-way Financial Management System is due to go live in October for Stratford District Council and April 2016 for both CDC and South Northamptonshire Council. Shared Payments System is live at CDC and SNC with SDC imminent. Shared BACS system is already live at SDC and SNC and the go live date at CDC is planned for September 2015. The Lagan CRM harmonisation project has now started and we plan to go live at the end of October 2015.
CBP 4 1.4	Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies and savings; deliver a minimum of 10% financial savings	A	Progress is behind pending decisions to be made by Stratford DC regarding governance. Ad hoc collaborative work is on-going and the three current 3-way joint services (ICT, Legal and Transformation) are operating effectively across the partnership.
CBP 4 1.5	Make successful bids for external funding	G	The Business Support Unit is currently undertaking a review of external funding options to further understand the landscape and will develop a corporate approach to monitor against this
CBP 4 1.6	Maximise income through designing services that can attract a market	G	The transformation programme has a commercialisation workstream that will develop proposals for Members to consider in Autumn 2015. The development work is on track.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CBP 4 1.7	Deploy solutions which reduce 'non-productive' time spent travelling between sites and deliver reductions in mileage and subsistence costs through increased use of technologies such as video conferencing.	G	The 2015 /16 work programme will deliver two key projects - Citrix and Lync telephony for CDC. This will enable officers to work from a location of their choosing which will reduce non productive time spent travelling.
CBP 4 1.8	Review all ICT contracts to harmonise where possible to gain cost savings through economies of scale achieved through increased joint working	G	The new Microsoft Enterprise Agreement has recently been re-negotiated along with other contracts for specialist database support and mobile telephony. The Microsoft agreement will deliver savings from Year 4 and the other two have already delivered cashable savings
Work to effectively communicate with local residents and businesses to better understand and respond to their needs			
CBP4 2.1	Continue to increase our use of social media to communicate with residents and local businesses	G	Communications continue to use social media to communicate a wide range of messages, campaigns and services to the public at large. During this quarter the Corporate Communications Team won the National Recycling Awards - Team of the Year, for their innovative use of social media to promote recycling to residents across two districts over the festive period.
CBP4 2.1a	Social media ratings : Facebook likes (cumulative)	A Actual 7,565 Target 7,698	Facebook continues to grow steadily with increased customer engagement via this channel.
CBP4 2.1b	Social media ratings : Twitter followers (cumulative)	A Actual 5,494 Target 5,853	During this quarter, CDC has been shortlisted in two national awards for their use of Social Media. The first, the National Recycling Awards (presented 1 July) saw CDC/SNC winning The Team of the Year award.
CBP4 2.2	Continue to improve our website, and implement additional online services for customers and maintain the SOCITM rating of 3/4 stars (Pledge)	G	Work continues on the CDC website to promote a wide range of initiatives - many of which can be booked online - MOTs, Paying Council Tax etc., In order to further progress this area of work, we need to move to a fully transactional website. CDC retained its 3 start SOCITM rating, achievement of a 4 star rating is not possible at the website doesn't have a mobile platform.
CBP4 2.3	Continue to develop our business focused communications	G	The team continue to work with the Economic Development Team to promote their initiatives, the Comms Officer attends the regular monthly meetings and agrees a series of press releases.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
Improve customer service through the use of technology and responding to customer feedback			
CBP4 3.1	Implement additional online services for customers and deliver a significant reduction in phone contact in relation to those services	G	Upgrade to Lagan CRM across both Councils is underway which will enable back office functionality for services as they come online. Work to assist services with their Channel Shift commitments continues in line with Transformation workstream.
CBP4 3.2	Increased capacity to build service delivery processes suitable for online services	G	Upgrade to Lagan CRM across both Councils is underway which will enable back office functionality for services as they come online. Staffing review to ensure appropriate capacity, resilience and training to assist with Channel Shift agenda as well as Corporate drive to increase the use of Customer Services as the first point of contact.
CBP4 3.3	Bring about a measurable plan to increase significantly the proportion of our total customer demand that is met through self service	G	Self service electronic searchable telephone directory is being trailed at Bodicote House with further work being done by ICT and HR to improve the accuracy of the information held within it. Transformation CS workstream includes promotion and criteria for increasing self service across all council services.
CBP4 3.4	Target the reduction of avoidable contact from customers by improved information signposting, more information on line and improved letters and communications with clear, understandable instructions and information	G	Continue to work with Services and communications team to improve Web content, publications and letters to ensure the customer clearly understands what is being communicated without the need to contact the Council for clarity.
Deliver rolling strategy of the five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.			
CBP4 4.1	Deliver the rolling annual balanced budget setting of the financial plan (Medium Term Financial Strategy)	G	The formal budget setting process (incorporating the 5 year financial plan) commences in the Autumn of 2015
CBP4 4.2	Deliver the savings targets £500,000 within the agreed timescales (Pledge)	G	These were delivered for the budget setting process for 2015-16 and will feature in the process for 2016-17
CBP4 4.3	Develop and implement a Car parking strategy	G	Work is continuing with the consultants who have been commissioned to identify the development potential for the Councils car parks within Banbury, this will include advising on the appropriate approach to the development of Bolton Road and also incorporates the review of the Councils strategic approach to car parking.
HR001/2/3	Sickness absence - average days lost per full time equivalent (FTE) (note: cumulative throughout the year : full year target 8 days)	G Actual 1.89 Target 2.00	Good start to the year and within target although the average is up against same period in 2014/15 (1.13 days)

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.			
CBP4 5.1	Develop and implement a commercial investment strategy, incorporating DTZ recommendations as adopted.	G	A report will be presented to Executive committee in September 2015
CBP4 5.2	Total of All Car Parking Revenue (Cash Machines & Ringgo only)	G Actual 339,563.00 Target 314,329.50	The income processed in Q1 is £25k more than budget. Almost all the car parks in Banbury and Bicester are showing additional income when compared with the budget and the corresponding period last year. Until it has been established if this trend will continue, the forecasted annual income has been left as the budgeted annual figure
Deliver below inflation increases to the CDC element of Council Tax			
CBP4 6	Freeze CDC element of Council Tax (15/16)	G	CDC's element of the Council Tax was frozen again for 2015/16
CBP4 6.1	Percentage of council tax collected	G Actual 30.05% Target 30.00%	Good start to the year with 30.05% (£23,821,170) collected to date - this compares well with 29.88 collected at this point in 2014/15.
CBP4 6.2	Percentage of NNDR collected	G Actual 31.57% Target 31.50%	Slightly above target with £23,814,6-9 collected during the first quarter

**Cherwell District Council : 2015/2016
Programmes - Quarter 1**

Ref	Programme	Quarter 1 30/06/2015	Comments on Performance
CDC Place Programme			
CPP01	Banbury Development (7 Areas; CQ2; Bolton Road; Gateway; Hella; CM40; Mondelēz; Canalside)	G	Work is continuing with the consultants who have been commissioned to identify the development potential for the Councils car parks within Banbury, this will include advising on the appropriate approach to the development of Bolton Road and also incorporates the review of the Councils strategic approach to car parking. With respect to the development of Canalside a revised Supplementary Planning Document will be completed following the adoption of the local plan, and is envisaged to conclude in early 2016.
CPP02	Bicester Strategic Project	A	All Bicester projects are currently being delivered according to amended programme and budget
CPP03	Graven Hill	A	Programme being amended to consider the impact of the Ministry of Defence exit plan and handover of demonstrator and phase 1 land.
CPP04	Build	G	<p>The Build Programme continues to be monitored on a monthly basis by the Build! @ Officer and Member Project Board. With a number of schemes now completed and/or on site, work is underway to establish the optimum 'vehicle' to own and manage the assets created through Build! (i.e. the homes for affordable rent and shared ownership). As such as working group consisting of a member, CLT Board directors and officers has been working on a business case for a Local Housing Company, which will be a Registered Provider (RP) i.e. a housing association.</p> <p>It is envisaged that a proposal will be brought to members for approval in the Autumn of 2015.</p>
CPP05	Brighter Futures in Banbury	G	The Brighter Futures Programme continues through its range of partners. This is currently under review through the 2014/15 Annual Report.

**Cherwell District Council : 2015/2016
Programmes - Quarter 1**

Ref	Programme	Quarter 1 30/06/2015	Comments on Performance
Transformation Programme			
TP01	ICT Infrastructure & Applications Harmonisation/Standardisation	G	<p>The high level ICT work programme will be presented to JMT in September 2015 for their feedback and comments. There are three key work streams of ICT Standardisation, Harmonisation of Business Systems and On-line Services .</p> <p>ICT Standardisation - 2015/16 projects</p> <p>Communications - Extend MS Lync telephony to CDC and support increase of video conferencing to reduce non-productive time spent travelling. Implement Lync for IM, Presence and Conferencing at SDC. Lync Telephony has been implemented at SNC and rollout to CDC will shortly commence. It is recommended that a programme to increase the use of video conferencing is put in place with ICT supporting the technical implementation and support . ICT are improving the current video conferencing audio facilities and these should be available in mid September</p> <p>Remote Access - In 2015/16 this will be standardised across all three sites to Citrix which has been deployed at SNC</p> <p>Email Archiving - extend email archiving solution in place at SDC to improve speed of email system and ensure full compliance in respect of Freedom Of Information, Data Protection Act, etc.</p> <p>Mobile Telephony - replace blackberry's with Windows (currently c100) by 31st March 2016</p> <p>Disaster Recovery - Review and recommend appropriate options to implement common approach for CDC/SNC/SDC which delivers value for money resilient services in the event of an outage at CDC/SNC/SDC. Report to JMT in September 2015.</p> <p>Harmonisation</p> <p>L&P Harmonisation - programme plan and implementation timetable being finalised</p> <p>Joint Financial Management System goes live at SDC in October and in April for SNC and CDC</p> <p>Joint HR/Payroll System CDC/SNC meeting with Northgate and business users to devise project plan in September 2015</p>
TP02	Channel Shift (including paper light and EDRM)	A	<p><u>EDRMS</u></p> <p>Complete the programme plan and implementation timetable for the EDRMS with formal procurement in December 2015 after workshops with services to clarify which common processes will underpin the new harmonised programmes.</p> <p>A separate programme plan will be developed and presented to JMT for approval after workshops with services at 2nd meeting in October 2015.</p> <p><u>On-line Service Delivery</u> - Deliver new transactional websites for CDC/SNC</p> <p>Work to produce the project plan with confirmed scope and deliverables of the project is underway in conjunction with CDC/SNC Communications Manager and Project Manager for Channel Shift to ensure the new websites deliver on transformational and customer requirements. Workshops will be supported to ensure that customer and business requirements are delivered and the full project plan will be presented to JMT at the 1st meeting in October 2015 for their sign off.</p>

**Cherwell District Council : 2015/2016
Programmes - Quarter 1**

Ref	Programme	Quarter 1 30/06/2015	Comments on Performance
TP03	Harmonisation of Terms & Conditions	G	The Harmonisation of Terms and Conditions is being dealt with through parts of the OD programme of works where appropriate and where not will be looked at on an individual basis i.e. policies and procedures are being audited to determine what needs updating and when.
TP04	Organisational Development (OD)	G	The Competency Framework Draft is currently going through the democratic process which it is hoped will be completed in August when the first aspects of the framework can be rolled out. An action plan is also being developed to look at other policies and procedures to determine what will be done next.

**Cherwell District Council : 2015/2016
Equalities - Quarter 1**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
Theme 1 : Fair Access and Customer Satisfaction			
CEQ1 1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	<p>The Faith Forum Steering Group met in May and agreed a number of Grants to community faith groups (who met the necessary criteria). The next Faith Forum will be held in the Grimsbury Area of Banbury during Interfaith Week (15-21 November). It will aim to increase awareness of the different and distinct faith communities that live in the district and help build upon the contribution which their members make to their neighbourhoods and to wider society.</p> <p>The Disability Forum was held on the 17 June; due to reducing numbers in attendance, the Consultation and Engagement Officer is reviewing the format of this forum. The revised Consultation Strategy will set out an action plan for news ways of engaging with the harder areas of the community that we need to consult with ensuring forums are interesting, accessible for members of the community.</p> <p>The Consultation and Engagement Officer attended the Banbury District Show (June) with the Consultation Wall. Views and issues were captured which have been passed to relevant departments.</p> <p>The Faith Forum will be linked to the next Connecting Communities event (15 - 21 November) which will enable the bringing together of representatives from faiths and organisations that will cover issues impacting the community. The partners working with the Council include, the Police, Public Health, Oxfordshire County Council and Citizens Advice Bureau.</p> <p>The Equality & Access Panels are currently not in use. The Consultation and Engagement Officer working with the Equalities officer will be developing a Strategy that includes an action plan that will outline alternative mechanisms to consult with the public.</p>
CEQ1 2	To ensure that the Council's services are accessible to everyone and delivered at an excellent standard	G	<p>Cherwell District Council capture whether their formal complaints received across all service areas are linked to discrimination. Q1 received 0 complaints linked to discrimination.</p> <p>The newly appointed Consultation and Engagement Officer is planning work with Heads of Service, identifying their needs for consultation and engagement for this financial year. The joint Strategy will cover both Cherwell District Council and South Northants Council with two Action Plans for the individual Council in order to capture the different requirements and different opportunities for engagement.</p> <p>Customer Service measures are developed to ensure that service users are able to provide feedback on the service received from the housing department.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
Theme 2 : Tackling Inequality and Deprivation			
CEQ2 1	Continue to deliver the 'Breaking the Cycle of Deprivation' projects	G	The Brighter Futures Programme continues through its range of partners. This is currently under review through the 2014/15 Annual Report
Theme 3 : Building Strong Communities			
CEQ3 1	Improve opportunities for community groups to work together and build strong community relations	G	To reflect the needs of the Area Thames Valley Police has developed a further Independent Advisory Group (IAG) to cover the Bicester area. The Consultation and Engagement officer attended the first meeting (24 June) and has been accepted as a full member of this group. The next meeting is being arranged for the end of the summer.
CEQ3 2	Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.	G	To reflect the needs of the Area Thames Valley Police has developed a further Independent Advisory Group (IAG) to cover the Bicester area. The Consultation and Engagement officer attended the first meeting (24th June) and has been accepted as a full member of this group. The next meeting is being arranged for the end of the summer. The Community Safety Partnership action plan is at present being re written to reflect the greater involvement of partners in child sexual exploitation, slavery, hate and domestic abuse as opposed to generic crime reporting. It is envisaged that this will be complete by September and in action by December 2015
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	Taking Part scheme has worked directly with groups to enable them to access high quality arts opportunities e.g. a professional dance leader working with the Dancing with Parkinson's group. To support raising the profile of Safeguarding within the Council, briefings and presentations to team meetings are happening across the two organisations. An internal review of safeguarding has been commissioned to ensure our practice is robust and systems produce the right information and action. The See It Report It Corporate Intelligence system was launched on 1 July. Consultants are currently writing a social and community infrastructure plan that highlights the need for community spaces within new developments and will evidence the need for extended existing spaces or complete new halls / centres.
Theme 4 : Positive Engagement and Understanding			
CEQ4 1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	The Cherwell Youth website is updated weekly by the Recreation & Health Team with current programmes promoting opportunities within the district for young people. The website is promoted at all youth events and promotional cards are used to give out to community members. Local Democracy Week: 12- 16 October 2015 - Promoting local democracy within schools / linking members to assembly's and taking Banbury & Bicester youth action teams to Westminster for Q&A

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Comments on Performance
CEQ4 2	Explore and establish links with minority representation/community groups to help us improve our services	R	The historic Equality and Access Panel which CDC used to consult with minority groups has been disbanded. In line with the Community Engagement and Consultation Strategy review a consultative forum will be created - this work is due to commence in Q2.
CEQ4 3	Raise Cherwell District Council Employees and Partners awareness of diversity within our community	G	<p>The latest staff briefing of Knowing Your Community has been held on the topic of Modern Slavery under the banner of Knowing our Communities, the third of the 'See it - Report it' subjects; topics previously covered are Child Sexual Exploitation (CSE) and PREVENT. Employees, Councillors and partners attended the Modern Slavery briefing and have requested information to disseminate to teams/colleagues. An evaluation survey has been sent out to ascertain the views of the attendees and a further briefing option on the subject of Female Genital Mutilation (FGM).</p> <p>Leader of the Council requested that the Modern Slavery briefing be presented to the full Council; this is planned for the October meeting</p>
Theme 5 : Demonstrating our Commitment to Equality			
CEQ5 1	Ensure the Council meets all government requirements	G	<p>Cherwell District Council remains compliant and aware of legislation and duties associated with the Equality Act 2010 and the specific duties to Local Authorities. During Q1 Cherwell District Council has completed the following actions:</p> <p>The Equality Scorecard Report has been included within the Councils quarterly performance reporting to the Joint Management Team and Members. The Equality Scorecard will then be published on the Councils Equality internet page.</p> <p>The annual review has taken place on the Equality Action Plan which has been refreshed to 2015-2018 and the Equality Impact Assessment 3 Year Rolling Plan. This has been reviewed in line with Service Plans for 2015/2016. Once the documents have been fully signed off as part of the 2014/2015 Equality Programme Annual Report they will be published on the Councils Equality webpage.</p> <p>Cherwell District Council receives quarterly updates from our Registered Providers (landlords) to confirm the number of lettings of their accommodation made within the district to ensure that all our partners are operating appropriately. We are in the process of publishing figures on our website to demonstrate the number of properties being let within the district so the public can see them easily.</p>
CEQ5 2	Review CDC performance against Achieving criteria to maintain/improve standards	G	This work will take place during the final quarter of 2015/16.

Cherwell District Council

Executive Committee

7 September 2015

<p>Quarter 1 2015-16 – Revenue and Capital Budget Monitoring Report</p>
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Report of Director of Resources

This report is public

Purpose of report

This report summarises the Council's Revenue and Capital position as at the end of the first three months of the financial year 2015-16 and projections for the full 2015/16 period.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the projected revenue and capital position at June 2015.

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 formulated in conjunction with the joint management team and reported formally to the Budget Planning Committee on a quarterly basis. The report is then considered by the Executive.
- 2.2 The revenue and capital expenditure in quarter 1 has been subject to a detailed review by Officers.

3.0 Report Details

Projected Revenue Outturn

- 3.1 At quarter one the Council is projecting an underspend of £94,000 at the year end. Analysis by directorate can be found in Appendix 1.

CHERWELL DISTRICT COUNCIL
MANAGEMENT ACCOUNTS AS AT JUNE 2015
SUMMARY by SERVICE AREA

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	RAG	Budget £000's	Projected £000's	Variance (Under) / Over £000's	RAG
Bicester Regeneration projects	97	(198)	(295)	A	388	388	0	G
BICESTER REGENERATION PROJECTS Total	97	(198)	(295)	A	388	388	0	G
Community Services	1,116	924	(192)	A	5,385	5,390	5	G
Environmental Services	1,199	1,186	(13)	G	4,523	4,742	219	A
Community & Environment	82	96	14	R	234	234	0	G
COMMUNITY & ENVIRONMENT Total	2,397	2,206	(191)	A	10,142	10,366	224	G
Chief Executives	99	102	3	A	187	187	0	G
Business Transformation	0	36	36	A	0	0	0	G
CHIEF EXECUTIVES Total	99	138	39	A	187	187	0	G
Strategic Planning & the Economy	143	164	21	R	562	592	30	R
Public Protection & Development Management	134	(667)	(801)	A	514	492	(22)	A
Development	0	0	0	G	145	145	0	G
Regeneration & Housing	516	307	(209)	A	1,831	1,948	117	A
DEVELOPMENT Total	793	(196)	(989)	G	3,052	3,177	125	A
Executive Matters	1,745	4,372	2,627	R	(2,660)	(2,660)	0	G
EXECUTIVE MATTERS Total	1,745	4,372	2,627	R	(2,660)	(2,660)	0	G
Transformation	354	282	(72)	A	1,116	991	(125)	A
Finance & Procurement	(3,309)	92	3,401	R	841	640	(201)	A
Law & Governance	265	284	19	R	924	807	(117)	A
Resources	0	0	0	G	57	57	0	G
ICT	315	402	87	R	1,312	1,312	0	G
RESOURCES Total	(2,375)	1,060	3,435	R	4,250	3,807	(443)	A
COST OF SERVICES	2,756	7,382	4,626	R	15,359	15,265	(94)	G

RAG Key

Overspent more than 2.5% of budget	R
Underspent more than 2.5% of budget	A
Overspent between 1.5% and 2.5% of budget	A
Anything else	G

3.2 Investment income is currently higher than expected and this trend is expected to continue; however, any income will be transferred to reserves.

Income from Business Rates Growth/Pooling and Section 31 grants is expected to be higher than budgeted; however, any income above budget will be transferred to reserves.

3.3 Projected Capital Outturn

Directorate	BUDGET £000	BUDGET ADJTS £000	APPROVED BUDGET £000	ACTUAL YTD £000	PROJECTED OUTTURN £000	SLIPPAGE REQUESTED £000	PROJECTED VARIANCE £000
Bicester Regeneration Projects Total	0	2,886	2,886	842	2,886	0	0
Community & Environment Total	2,751	1,271	4,022	(135)	4,019	0	(3)
Resources Total	797	0	797	60	678	110	(9)
Development Total	3,406	3,843	7,249	2,157	7,188	0	(61)
Total	6,954	8,000	14,954	2,924	14,771	110	(73)

The net Capital projection as at July 2015 is within budget tolerances. The slippage relates to the Microsoft Licensing Agreement which has been renegotiated until 2019 when the council will then need the funds to buy out of the agreement.

The above budget of £15m includes £3.8m of profiled spend on the Build! programme. The total budget for this programme was increased by £9.5m to £22m by Council in May 2014 and is due to be completed by March 2016.

4.0 Conclusion and Reasons for Recommendations

- 4.1 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 Budget Planning Committee on a quarterly basis.
- 4.2 The revenue and capital expenditure in Q1 has been subject to a detailed review by Officers and reported monthly to management as part of the corporate dashboard.

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 2015-16 Financial Targets for Revenue and Capital. 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: Kelly Wheeler, Service Accountant
01327 322230 Kelly.Wheeler@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. Any increase in risk will be escalated through the corporate risk register.

Comments checked by: Louise Tustian, Acting Corporate Performance Manager
01295 221786 louise.tustian2@cherwellandsouthnorthants.gov.uk

Equality and Diversity

- 7.4 Impact assessments were carried out in advance of setting the 2015-16 budget.

Comments checked by: Caroline French, Corporate Policy Officer
01295 221586 caroline.french@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

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	Directorate Analysis
Background Papers	
None	
Report Author	Paul Sutton, Head of Finance and Procurement
Contact Information	03000 030106 Paul.sutton@cherwellandsouthnorthants.gov.uk

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CHERWELL DISTRICT COUNCIL
MANAGEMENT ACCOUNTS AS AT JUNE 2015

BICESTER REGENERATION PROJECTS SUMMARY

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	RAG	Budget £000's	Projected £000's	Variance (Under) / Over £000's	RAG
Bicester Regeneration projects	97	(198)	(295)	A	388	388	0	G
BICESTER REGENERATION PROJECTS Total	97	(198)	(295)	A	388	388	0	G
Reasons for major variance :					YTD	Projected		
Bicester is funded through either Capacity Grant or council match funding, Eco Town grant, or Graven Hill companies.								
Garden Town grant received, the balance will be transferred to earmarked reserves at year end								
Balanced budgets will be developed in period 4 to reflect the expected spend and use of reserves and grant funding to minimise the ytd variances.								
					<u>0</u>	<u>0</u>		

RAG Key

Overspent more than 2.5% of budget	R
Underspent more than 2.5% of budget	A
Overspent between 1.5% and 2.5% of budget	A
Anything else	G

CHERWELL DISTRICT COUNCIL
MANAGEMENT ACCOUNTS AS AT JUNE 2015

COMMUNITY AND ENVIRONMENT SUMMARY

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	RAG	Budget £000's	Projected £000's	Variance (Under) / Over £000's	RAG
Community Services	1,116	924	(192)	A	5,385	5,390	5	G
Environmental Services	1,199	1,186	(13)	A	4,523	4,742	219	R
COMMUNITY & ENVIRONMENT Total	2,397	2,206	(191)	A	10,142	10,366	224	A

Reasons for major variance : YTD Projected

Community Services

Vehicle parks rental income invoiced in advance; projected reduction due to car park closure in September 2015	(33)	8
Year end reversals and timing difference in the payment and receipt of Grants and Subscrip	(51)	(11)
Current staff vacancy savings	(77)	(18)
NNDR savings and outstanding utility charges for quarter 1	(47)	(13)
Additional sub contractor and consultancy fees	8	14
Banbury Museum prior year maintenance costs	7	7
Replacement handheld equipment for Parking Officers	0	8
Other minor variances	1	10
	(192)	5

Environmental Services

Timing differences in the receipt of Grants etc	105	0
Reduction in recycling income (price receivable and quantity)	67	50
Reduction in pest treatment work	45	10
Year end reversals and timing difference in the payment of Landscape Contractors	(278)	0
Staffing cost pressures	55	210
Training re licence and drug / alcohol - no budget set for the year	4	9
Transport savings re fuel costs etc	(19)	(60)
Other minor variances	8	0
	(13)	219

Community and Environment

Additional salary costs of "Acting Up" arrangement	14	0
	(191)	224

CHERWELL DISTRICT COUNCIL
MANAGEMENT ACCOUNTS AS AT JUNE 2015

CHIEF EXECUTIVE

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	RAG	Budget £000's	Projected £000's	Variance (Under) / Over £000's	RAG
Chief Executives	99	102	3	A	187	187	0	G
Business Transformation	0	36	36	A	0	0	0	G
CHIEF EXECUTIVES Total	99	138	39	A	187	187	0	G

Reasons for major variance :

Chief Executives

Agency support staff; one post 100% CDC, 1 shared post 50/50

YTD Projected

3 0

3 0

Business Transformation

Consultancy costs which will be covered by grant so no impact on year end

Grant Received (clear year end)

Other small amounts (will be covered by Grant at year end)

40 0
(6) 0
2 0

36 0

39 0

CHERWELL DISTRICT COUNCIL
MANAGEMENT ACCOUNTS AS AT JUNE 2015

DEVELOPMENT SUMMARY

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	RAG	Budget £000's	Projected £000's	Variance (Under) / Over £000's	RAG
Strategic Planning & the Economy	143	164	21	A	562	592	30	G
Public Protection & Development Management	134	(667)	(801)	A	514	492	(22)	G
Regeneration & Housing	516	307	(209)	A	1,831	1,948	117	G
DEVELOPMENT Total	793	(196)	(989)	A	3,052	3,177	125	G

Reasons for major variance :

Strategic Planning & the Economy

Professional Fees to support Local Plans & Policy
Savings through vacant posts after Agency costs
Other smaller amounts

	YTD	Projected
	25	62
	(6)	(37)
	2	5
	<u>21</u>	<u>30</u>

Public Protection & Development Management

Savings through vacant posts after agency costs
Transport costs in relation to reduced Staff levels
Government grant received to fund a post.
Other grants reimbursements. Awaiting to be moved to balance sheet
Planning fees income ahead of budget but no variance is being forecast at this point
Other smaller amounts

	(70)	(17)
	(5)	(5)
	(70)	0
	(40)	0
	(310)	0
	(312)	0
	6	0
	<u>(801)</u>	<u>(22)</u>

Regeneration & Housing

Salary savings through vacant posts after agency costs
Premises costs, high initial costs in year (eg rates and insurance) expected lower spend in rest of year to finish in line with budget
Supplies and services. Low initial spend in certain areas but overall year end spend assumed to be
Govt Grant Income will be paid over to Probation Service later this year
Contribution of £29K Received from Bicester Town Council backdated 3 years
Sales Income based on overall expectations for year.
Rental income timing to date. Castle Quay assumed to be down £380K for year, offset by other in
Other smaller amounts

	(50)	(47)
	57	0
	(158)	32
	(320)	0
	(24)	(22)
	(35)	(8)
	318	154
	3	8
	<u>(209)</u>	<u>117</u>
	<u>(989)</u>	<u>125</u>

CHERWELL DISTRICT COUNCIL
MANAGEMENT ACCOUNTS AS AT JUNE 2015

RESOURCES

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	RAG	Budget £000's	Projected £000's	Variance (Under) / Over £000's	RAG
Transformation	354	282	(72)	A	1,116	991	(125)	G
Finance & Procurement	(3,309)	92	3,401	A	841	640	(201)	G
Law & Governance	265	284	19	R	924	807	(117)	A
ICT	315	402	87	A	1,312	1,312	0	G
RESOURCES Total	(2,375)	1,060	3,435	R	4,250	3,807	(443)	A

Reasons for major variance :

	YTD	Projected
Transformation		
Salary savings due to vacancies	(43)	(128)
Various - small reprofiling issues (rectified by year end)	(29)	3
	<u>(72)</u>	<u>(125)</u>
Finance & Procurement		
Rent cheques paid out are £3.4m more than budget at Q1. Will be reported in Exec Matters	3,485	0
Recovery of court costs and overpayments but assume will come in line with budget	(82)	0
	(35)	(35)
Northgate accrual to be matched off later in the year	34	0
Income expected from Graven Hill Company for provision of procurement advice	0	(39)
Staff vacancies across the division	(5)	(110)
Bank charges and consultancy fees (banking review)	5	28
New Burdens funding expected which is likely to remain unspent at year end	(1)	(39)
Staff mileage	0	(6)
	<u>3,401</u>	<u>(201)</u>
Law & Governance		
Costs relating to Elections are expected to be funded	176	0
Salary vacancies expected at year end. A pension budget profile correction is required.	4	(33)
Election funding for Parliamentary election from Cabinet Office	(120)	(119)
IER funding	(41)	(17)
Damages costs expected relating to property litigation searches	0	46
Various small overspends	0	6
	<u>19</u>	<u>(117)</u>
ICT		
Telephony costs (Adept, Cable & Wireless, Orange, Daisy & BT Costs)	33	0
Overspend due to assumed higher cost from SDC as a result of the restructure	20	0
Various small overspends	21	0
Contract for provision of IT support to Banbury Museum Trust was not renewed	13	0
	<u>87</u>	<u>0</u>
	<u>3,435</u>	<u>(443)</u>

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Cherwell District Council

Executive

7 September 2015

<p>Annual Review and Report of the Brighter Futures in Banbury Programme</p>

Report of Director of Community and Environment

This report is public

Purpose of report

To consider the activity and achievements of the Brighter Futures in Banbury Programme. To consider a different approach to managing the partnership activity and its areas of focus from this year.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note both the Brighter Futures in Banbury Programme progress made in 2014/15 and the areas requiring continuous improvement.
- 1.2 Support the change in approach to partnership activity.
- 1.3 Support the new priorities from 2015/16.
- 1.4 Receive a further detailed report on the changes to the County Council's Children's Early Intervention Services to enable the Council to contribute to the formal consultation process.

2.0 Introduction

- 2.1 The Brighter Futures in Banbury Programme is a targeted, long term programme of work, set up to increase life chances and address health inequalities within three wards in Banbury. A priority within Our District, Our Future is to tackle areas which rank on the lower end of the Indices of Multiple Deprivation. There are several areas in Banbury across the three wards of Ruscote, Neithrop and Grimsbury and Castle which rank amongst the 20% most deprived in the country.
- 2.2 The Programme is entering its sixth year and has a long term aim 'to create brighter futures for Banbury people', by tackling evidenced disadvantage and health

inequality. The overall aim is to break the cycle of deprivation, but it is recognised that route to a brighter future will be different for each individual. This programme recognises that individuals have diverse needs covering issues around health, skills, access to services, housing and financial stability.

- 2.3 The programme has six themes which are well developed over several years and supported by theme leads and a Steering Group. Each year, an annual report has been produced which looks back at recent activities and achievements and forwards in terms of priorities, areas of focus and the need for change. This forward looking part this year has been given more prominence due to the extent of population and organisational changes which are taking place and the need to respond to that.

3.0 Report Details

Activities and Achievements in 2014/15

- 3.1 During 2014/15, the programme has continued to meet its objectives and address the local challenges. The attached 2014/15 annual report details in section 3 the activities and achievements for each of the six themes.
- 3.2 2014/15 saw a greater push on engagement with the voluntary and community sector in Banbury with a range of support initiatives. This commenced with a sector engagement workshop in December 2014 hosted by Banbury and Bicester College and was followed by a volunteering 'market place' event in January 2015 in the Town Hall aimed at encouraging and recruiting more volunteers. Both events were regarded by those attending as a success with greater support being provided to those voluntary sector bodies requiring it and over 100 members of the public registering a wish to volunteer with local voluntary groups.
- 3.3 Particular successes in the last year include
- A third year reduction (over a third reduction) in the number of people claiming job seekers allowance.
 - An increase in the numbers of children who achieve the national expectation in phonics at Year 1.
 - Improved outcomes for children who access pupil premium funding.
 - Increased support to carers.
 - Increased number of smoking quitters, a reduction in the rate of teenage conceptions and an increase in the number of carers identified.
- 3.4 Despite this level of activity and outcome, there is still the need to strive for continuous improvement especially in educational attainment, health related matters and support for those in most need. An area of continued focus should be the number of young people who are NEET (Not in education, employment or training) where the figure at the end of the year is similar to that of the start.
- 3.5 There was a continuation in 2014/15 to offer some financial support to partnership projects where they are of direct relevance to the Brighter Futures programme objectives. The following projects were supported and undertaken successfully;

- Aspiration days for primary school children in years 5 and 6 taking part in Banbury and Bicester College workshops and activities which encourage their skills and talents
- Intensive support in coaching, ICT and job search skills to the over 40s who had been unemployed for over 12 months
- English speaking and listening skills for carers at the Sunshine Centre
- Voluntary sector engagement and volunteer recruitment events
- Sunshine Centre summer day trips for disadvantaged children
- Support for BYHP young people activities

Key Issues and Future Changes to Inform Priorities

- 3.6 The recently obtained 2011 census information has identified changes in the make-up of the ward population. The key changes are a big increase in private rented households, an increase in single adults, lone parents and HMOs, increasing ethnic diversity, from 11% minority groups in 2001 to 24% in 2011 and specific need such as a lack of qualifications of lone parents. Of particular concern is the comparatively high level of child poverty in the Brighter Futures wards.
- 3.7 A response to these changes needs to be considered in the context that the whole public sector is still under fiscal pressure with on-going austerity measures and that welfare reform will continue. This means that the focussed approach of the Programme will be even more relevant in the future as additional effort will be required to squeeze the maximum value out of the partnership resources available to ensure they are targeted at those most in need.
- 3.8 It is anticipated that there will be a greater emphasis by Oxfordshire Clinical Commissioning Group in 2015/16 through its emerging Health Inequalities Commission on tackling health inequalities which supports very well the emphasis placed on this through the health and wellbeing theme.
- 3.9 Child poverty has recently had a new emphasis given to it by Government. This originally stemmed from the paper produced (2012) by the Centre for Social Justice (set up in 2004) “Rethinking Child Poverty” – the paper argues the current measure is inadequate and fails to acknowledge that poverty is about more than lack of income. Very recently, Government announced a new way of measuring child poverty which would focus on “root causes” of poverty and that in place of the Child Poverty Act 2010, new legislation will use:
- the proportion of children living in workless household
 - long-term workless households
 - education attainment of all pupils and the most disadvantaged pupils at age 16.
 - a range of other measures and indicators of root causes of poverty will also be developed by the Government, including family breakdown, debt and addiction, details of which will be set out in a children’s life chances strategy.
- 3.10 A forthcoming concern is the Oxfordshire County Council’s (OCC) need to save £6m minimum from its £16m budget for children’s early intervention services. This is particularly relevant to the Brighter Futures Programme because of the central role played by the children centres of East Street, the Sunshine Centre, and Britannia Road plus the Woodgreen Early Intervention Hub. The proposal is to

develop a smaller scale service based on an integrated 0 to 19 years response to families' needs with the focus on the prevention of the escalation of need. As a consequence, there will be fewer venues, no separate children centres and early intervention hubs and an anticipated reduction in current universal services.

- 3.11 The location points for the new service and the scale and range of services provided from those points will be determined on the basis of need as defined by indices of multiple deprivation, children on protection plans, children in need and percentage of under 5s. The Brighter Futures wards of Ruscote and Grimsbury and Castle should feature prominently but how this will translate into venue(s) and services is uncertain and very concerning.
- 3.12 OCC intend to undertake a public consultation on this process between September and December 2015. Dialogue has already commenced at officer level to ensure OCC is fully aware of the central role children centres and the Woodgreen Early Intervention Hub play in relation to the Brighter Futures Programme. It is intended to report separately to Executive on this matter in order to submit a formal and detailed response to OCC.

Proposed Priorities for 2015/16

- 3.13 Each of the current themes, and the objectives and priorities that underpin them, contribute to the longer term aims of the programme, reflect local needs and issues and takes into account the impact of factors such as the recession, availability of housing, accessibility of public services, changes to the benefits system and educational attainment. Each theme aims to work at a local level to ensure that tangible outcomes are delivered to help improve quality of life and opportunities across Banbury. This approach should continue.
- 3.14 However, how this is done should change to ensure there is a key focus on specific issues and best use is made of the resources we have. It is proposed that, supported by the continued work of the six themes, there should be four quarterly workshops which bring together all relevant organisations and experts to consider with each workshop focusing on one of the following four issues;
- Partnership activity concentrating on **child poverty** influenced by this being a local pressure and anticipated changes in legislation.
 - Partnership activity concentrating on **health inequalities** supported by the OCCG led development and work of a Health Inequalities Commission.
 - Partnership activity concentrating on **employability** to capture the critical on going work of raising educational attainment and aspiration, reducing the number of NEETs, ensuring young people are fit for employment and to match these to the needs of the local economy.
 - Partnership activity concentrating on **supporting the most vulnerable** which brings together the key County Council services, TVP, Cherwell's housing services with its RSL partners and the voluntary sector
- 3.15 Many of the above are inter related where overlaps will exist but all are particularly relevant to the Brighter Future's Programme's objectives and capture other partnership opportunities which are either emerging or are in place.
- 3.16 It is envisaged that all lead partners will continue the current activities but that greater focussed partnership working and opportunities will arise from the workshop

approach described above rather than the Theme Leads and Steering Group meetings. Workshops are proposed on a quarterly basis to which wide partner invitations will be issued to key organisations such as Sanctuary Housing. This approach will be supported by the engagement of a workshop facilitator to work with the lead agencies in planning the content, agreeing contributors, arranging venues etc and following up with the agreed actions and outcomes of each.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Brighter Futures partnership has for several years continued to work effectively in focussing the best use of resources on those most in need. The work of the six themes is proving valuable but continuous improvement remains to be achieved as there are still specific areas of concern which are well below comparative averages.
- 4.2 The context in which the partnership is operating is changing in relation to population, funding and organisational change. Organisational and service change in a partnership context is particularly challenging. This combined with future significant budget and service cuts means that it is even more important for the Council to lead and concentrate partnership resources to best effect.
- 4.3 The Programme to date has been progressed based on a number of theme lead meetings for coordination purposes and occasional wider Steering Group meetings to consider the overall Programme and its direction. This has required support from CDC to administer and is dependent on the availability of key representatives in different organisations being able to attend. This has proven to be challenging on occasions due to the additional pressures caused by regular changes in partnership organisations.
- 4.4 The recently obtained 2011 census information has identified changes in the make-up of the ward population in relation to a big increase in private rented households, an increase in single adults, lone parents and HMOs, increasing ethnic diversity, and specific issues such as a lack of qualifications of lone parents. Of particular concern is the comparatively high level of child poverty in our wards.
- 4.5 It is important to periodically review the Programme and in light of the scale and nature of the challenges described above, now is an appropriate time. When doing so, there is a need to take account of current strengths and to consider what other partnership opportunities there are along with specific issues which are relevant to the people of the wards being supported. This is why the proposed wider partnership activity concentrating on child poverty, health inequalities, employability and supporting the most vulnerable are all inter related, relevant to the Brighter Future's Programme's objectives and capture other partnership opportunities which are in place.

5.0 Consultation

Multi agency theme leads in Thames Valley Police, Oxfordshire County Council and Oxfordshire Clinical Commissioning Group

6.0 Alternative Options and Reasons for Rejection

- 6.1 Given the very wide ranging nature of the Brighter Futures Programme, there can be many different options and permutations of key priorities, areas of focus and mechanisms to progress. Therefore, no specific alternative options are identified.

7.0 Implications

Financial and Resource Implications

- 7.1 The Brighter Futures Programme is based largely on the combined resources of all partners. The Council does hold a residual budget for the Programme in a reserve account the remaining balance for which is £43,360.

Comments checked by Brian Wallace Service Accountant, 01295 221737,
brian.wallace@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no specific legal implications arising directly from this report

Comments checked by Richard Hawtin, Team Leader – Non-contentious Business,
Tel: 01295 221695, Email: richard.hawtin@cherwellandsouthnorthants.gov.uk

:

Risk and Equality Implications

- 7.3 The most significant risk arising from the Brighter Futures Programme is that of the effect of those in need who are currently supported, losing that support due to budget and service cuts across the public sector. The Programme is a form of mitigation but does not offer a complete solution to this.

Whilst the impact of service changes by different partner organisation and further welfare reform is uncertain, as the focus and objectives of the Brighter Futures remain the same, it is anticipated that the continued targeted effect of the Programme will minimise any adverse impact to equality groups.

Comments checked by Caroline French, Corporate Policy Officer, 01295 221586,
caroline.french @cherwellandsouthnorthants.gov.uk:

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Most Banbury wards but specifically Ruscote, Neithrop and Grimsbury and Castle.

Links to Corporate Plan and Policy Framework

Cherwell: Thriving Communities - Delivery of the Brighter Futures in Banbury programme to provide opportunities in some of the District's most disadvantaged people.

Lead Councillor

Councillor Kieron Mallon, Lead Member for Banbury Futures

Document Information

Appendix No	Title
1	The Brighter Futures in Banbury Annual Report 2014/15
Background Papers	
None	
Report Author	Ian Davies, Director of Community and Environment
Contact Information	030000 30101, ian.davies@cherwellandsouthnorthants.gov.uk

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Cherwell local strategic Partnership

**Breaking the Cycle of Deprivation
and Tackling Health Inequalities**

The Brighter Futures in Banbury Programme

Annual Report 2014/15

Contents

1. **Foreword**
2. **Overview of the Brighter Futures in Banbury Programme**
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 - Theme 2: Employment Support and Skills
 - Theme 3: Family Support and Young People not in Employment, Education or Training
 - Theme 4: Financial Inclusion and Housing
 - Theme 5: Health and Well-being
 - Theme 6: Safer and Stronger Communities
4. **2001 to 2011 Census Data and Relevant Trends**
5. **Key Issues and Future Changes to Inform Priorities for 2015/16**
6. **Contact details**

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**BRIGHTER FUTURES
in Banbury (BFiB)**



1. Foreword

Brighter Futures in Banbury: a strong long term partnership programme delivering new opportunities, innovative projects and high quality focussed services in Ruscote, Neithrop and Grimsbury and Castle Wards.

The Brighter Futures programme is now moving into its sixth year, and as we look back on our achievements I can say that we continue to make progress and remain as focused on its goals as ever.

Brighter Futures is about ensuring that the wealth of opportunities and high quality of life we enjoy in Banbury is accessible to all, regardless. Our aims are outlined in detail throughout this report, but for me the most important elements of the programme are ensuring young people growing up in the area have opportunities to build a future through access to training, education and healthy lifestyles, family support where needed, and are able to grow in strong and safe communities.

The programme is rooted in strong partnership working and you will see many examples in this report of partnership in action, whether it be directly funding local community groups to provide services or sponsor new projects or working with local business to help match skills to jobs.

During 2014/15, we have continued to meet our objectives and address the challenges we face. In December 2014, we increased our organisational effort through a successful voluntary partner's engagement event hosted by Banbury and Bicester College. Arising from this was a public volunteering market place event in January 2015 in Banbury Town Hall where new volunteers were given a wide choice of opportunities.

Particular successes in the last year include

- A third year reduction (over a third reduction) in the number of people claiming job seekers allowance
- Increase the numbers of children who achieve the national expectation in phonics at Year 1
- Improved outcomes for children who access pupil premium funding
- On-going reduction in the number of recorded crimes
- Increased support to carers
- Increased take up of health screening and smoking quitters, reduction in teenage pregnancy and good take up of carer's breaks.

However and despite these successes, there is still much more improvement to be achieved most notably in educational attainment, a reduction in the number of NEETS, health related matters and support for those in most need.

As a partnership we've worked to address new challenges such as welfare reform with a series of workshops to communicate the new requirements and ensure that local partners are working effectively together. However, there are several significant challenges ahead of us. The whole public sector is still under fiscal pressure with on going austerity measures. This means we have to work even harder and become more focussed with the partnership resources we have.

We know that the County Council will this year review its Children Centres and Early Intervention Hubs services. In the Brighter Futures wards, these are vital services to local people most in need. In addition, the County Council is reviewing its community transport and dial a ride services again with the intention of reducing costs. It is essential the Brighter Futures partnership responds to these challenges.

It is important to periodically review the Programme and in light of the above challenges, now is an appropriate time. When doing so, we need to take account of the strengths we have but also to consider what other partnership opportunities there are along with specific issues which are relevant to the people of the wards we are supporting. This is why the additional focus proposed in section 5 of this report is so important in the changing environment we are working in. Partnership activity concentrating on child poverty, health inequalities, employability and supporting the most vulnerable are all inter related, relevant to the Brighter Future's Programme's objectives and capture other partnership opportunities which are in place.

Our aim for 2015/16 is to continue the work of the last year, to renew our efforts and work to support local communities, business and community groups to make Banbury a thriving and economically sustainable town, a great place to live, work and raise a family.

Councillor John Donaldson
Cherwell District Lead Member for Brighter Futures in Banbury

2. Overview of the Brighter Futures in Banbury Programme

Cherwell Sustainable Community Strategy - Our District, Our Future

The Cherwell Sustainable Community Strategy, Our District, Our Future, was launched in February 2010, following extensive consultation with over 100 local organisations and community groups. This strategy sets out a long term vision for the future of the district and shapes how the Local Strategic Partnership will work together. The Brighter Futures in Banbury programme is a fundamental part of delivering this shared vision; 'a diverse economy with opportunities for all, vibrant communities connected by a sense of pride, place and purpose'.

Brighter Futures in Banbury is a targeted programme of work, set up to increase life chances and address health inequalities within three wards in Banbury. A priority within Our District, Our Future is to tackle areas which rank on the lower end of the Indices of Multiple Deprivation. There are several areas in Banbury across the three wards of Ruscote, Neithrop and Grimsbury and Castle which rank amongst the 20% most deprived in the country.

Brighter Futures in Banbury – Programme Aims and Objectives

The programme is entering its sixth year and has a long term aim 'to create brighter futures for Banbury people', by tackling evidenced disadvantage and health inequality. The overall aim is to break the cycle of deprivation, but it is recognised that route to a brighter future will be different for each individual. This programme recognises that individuals have diverse needs covering issues around health, skills, access to services, housing and financial stability.

For individuals to realise their full potential the basic ingredients need to be right: a decent home and physical surroundings, access to services and opportunities, secure income, good health and well-being, a feeling of safety and a sense of connection or belonging in the local community.

There has been considerable investment by many agencies over many years into deprivation and health inequalities. For example, the Council's stock transfer to Charter Community Housing in 2004 created the investment needed to bring many of the homes in the area far above a minimum decent standard. However, on-going research highlights the areas of Ruscote, Neithrop and Grimsbury and Castle as being where this programme should focus, particularly to:

1. improve skill levels and educational attainment
2. improve employability, focusing particularly on young people
3. improve financial situations, addressing debt and financial inclusion
4. improve educational attainment through better numeracy skills and family engagement
5. good quality mixed housing, affordable and in well managed environments

6. good access to amenities including shops, health centres and leisure facilities
7. improve life expectancy with improved overall health and well being
8. reduce the clear inequality gaps with low life expectancy
9. reduce the high rates of teenage pregnancy
10. build a safer more connected community where residents feel socially included
11. target specific support to vulnerable people, families and children in need

But this programme is not all about new initiatives, much will be about improving the outcomes from current activities through better co-ordination, co-location and better multi-agency working.

This programme has long term aims and objectives as listed above, however it also aims to adapt to changing circumstances and respond to local needs. As part of this each of the themes across the programme has responded to the on-going economic challenges that have an inevitable impact on the local area, its businesses and economic wellbeing.

Likewise where new policy provides an opportunity to do things differently the programme responds to these. Examples over recent years have included early adoption of the 'Thriving Families' agenda, implementation of strong partnership approaches to early intervention through the Banbury Hub, proactive work to address the impacts of welfare reform and the use of Local Strategic Partnership Funds to directly support projects that support the programme objectives.

This report sets out the key themes that made up the programme during 2014/15 and some of their associated work to improve the lives of residents in the least affluent areas of Banbury. It also looks forward, setting out new priorities and areas of focus for 2015/16.

In addition to the themes in the Action Plan, there are three core principles for this programme:

- ➔ community engagement and consultation
- ➔ raising aspiration and ambition
- ➔ capacity building through multi agency working

Lead Partners involved in the direct delivery of the programme's work themes

Cherwell District Council

Oxfordshire Clinical Commissioning Group

Oxfordshire County Council

Thames Valley Police

Six Themes to Deliver the Programme Objectives

Programme Objectives	Theme	Key Priorities
<ul style="list-style-type: none"> → improve educational attainment through better numeracy skills and family engagement → improve skill levels and educational attainment 	<u>Theme 1</u> Early Years, Community Learning and Young Peoples Attainment	Ensuring children get off to the best start in life, that young people, families and communities are supported in their aspirations and educational attainment
<ul style="list-style-type: none"> → improve skill levels and educational attainment → improve employability, focusing particularly on young people 	<u>Theme 2</u> Employment Support and Skills	Working with local residents and businesses to support skills development, access to training and employment support.
<ul style="list-style-type: none"> → Target specific support to vulnerable people, families and children in need → improve employability, focusing particularly on young people 	<u>Theme 3</u> Family support and young people not in employment, education or training	Supporting children, young people and families with complex needs.
<ul style="list-style-type: none"> → improve financial situations, addressing debt and financial inclusion → good quality mixed housing, affordable and in well managed environments → good access to amenities including shops, health centres and leisure facilities 	<u>Theme 4</u> Financial Inclusion and Housing	Ensuring there are accessible advisory and support services for those facing challenging financial situations and delivering high quality affordable housing options and opportunities
<ul style="list-style-type: none"> → improve life expectancy with improved overall health and well being → reduce the clear inequality gaps with low life expectancy → reduce high rates of teenage pregnancy 	<u>Theme 5</u> Health and Wellbeing	Improving life expectancy and reducing health inequalities through improved health and well-being
<ul style="list-style-type: none"> → build a safer more connected community where residents feel socially included 	<u>Theme 6</u> Safer and Stronger Communities	Reducing crime and anti-social behaviour and ensuring local residents feel safe

3. Progress Update 2014/15

THEME 1: Early Years, Community Learning and Young People's Attainment

- Narrowing the gap for our most disadvantaged and vulnerable children
- Improved outcomes for SEND children achieving L4 at KS2
- Raising achievement for all children and young people
- Improving leadership and governance of schools
- Build capacity through training such as subject leader training.
- Provide opportunities for working in partnership

There are three primary schools in each of the two wards, Grimsbury and Castle and Ruscote. One of the schools is an academy, one is a Catholic school and two are Church of England (LA controlled). They vary in size from 438 to 173 pupils on roll. *(Note that end of key stage 2 data (11 year olds) is not available for one of the schools.)*

Narrowing the gap for our most disadvantaged and vulnerable children

- Improved outcomes for children who access pupil premium funding

In the Grimsbury and Castle ward, the attainment of 11 year olds in receipt of the pupil premium grant in reading, writing and maths was better than that of similar pupils across the county; as it was in 2013. Their attainment was also better than that of the cohort as a whole.

The picture in the Ruscote ward was less positive largely because figures are only available for two of the three schools meaning that the sample size is small.

- Improved outcomes for SEND children achieving L4 at KS2

The attainment of 11 year olds with special educational needs was lower than national figures in both wards; figures have fallen from previous years.

Raising achievement for all children and young people

- Increase the number of children in good or outstanding schools

All of the six primary schools have been inspected or have received HMI monitoring during 2014. Three are now "good", three "require improvement". Two of the schools retained their "good" judgement. One school fell from "good" to "requires improvement" although their subsequent HMI monitoring visit concluded that the school was taking effective action to address weaknesses. One school continues to "require improvement" but has had positive a HMI monitoring visits. One school has moved from "requires improvement" to "special measures. One school has moved from "special measures" to "good".

- Increase the numbers of children attaining a good level of development at the end of the EYFS

The proportions of pupils attaining a good level of development by the end of the foundation stage improved in 2014 in comparison with 2013. However, figures improved nationally so attainment in the two wards was still below national and Oxfordshire average, reflecting the low starting points for these pupils; the gap between the two wards and the average figure widened in 2014. Attainment in the Ruscote ward is lower than that in Grimsbury and Castle.

- Increase the numbers of children who achieve the national expectation in phonics at Year 1

The proportions of pupils attaining the required standard for phonics at the end of year 1 improved in 2014 in comparison with 2013. However, figures improved nationally so attainment in the two wards was still below national and Oxfordshire average.

- Increase the numbers of children who achieve 2b in reading at KS1

There has been a marked improvement in attainment in reading for 7 year olds with the proportions achieving the national expectation in the Grimsbury ward matching national and Oxfordshire figures. Attainment in the Ruscote ward was lower but has continued to improve on 2012 and 2013 figures.

- Increase the numbers of children who achieve the national expectation in reading, writing and maths at KS2

Attainment by age 11 remains too low. Attainment in the Ruscote ward fell in comparison with 2013 and is below national and county levels. The picture is worse in the Ruscote ward but because figures are only available for two of the three schools, the sample size is small.

- Increase the numbers of young people who achieve 5 GCSEs at A*-C including English and Maths

Pupils from the Brighter Futures wards attend a range of secondary schools none of which are located in the wards. Attainment for Banbury secondary schools fell between 2013 and 2014; it was just above national figures but is now below national and local authority figures.

Improving leadership and governance of schools

- Improve the number of schools where leadership and management/governance is judged to be good or outstanding

Leadership and governance is judged to be good in three of the six schools. In schools where it is not good, Ofsted have commented on the lack of impact of senior and middle leaders or the lack of understanding and challenge of governors. Recruitment of senior leaders and governors is an issue in some of the schools. The school that has moved from “requires improvement” to “special measures” is likely to convert to academy status as a sponsored academy.

- Build capacity through training such as subject leader training.

Professional development opportunities are available both from the local authority, with courses such as “Middle Leaders: what is Ofsted looking for”, and locally through subject leader networks run by the schools with some input from the local authority. The

Oxfordshire Teaching School Alliance (OTSA) provides induction for new head teachers in partnership with OCC.

- Provide opportunities for working in partnership

The Banbury Partnership of Schools is a strong partnership that has representatives from primary, secondary and special schools. The partnership has been a productive forum for sharing information and good practice and receiving updates on e.g. safeguarding from the Local Authority Designated Officer.

Working with the Local Authority:

Schools in the Banbury partnership have bought in the services of a local authority officer to chair the partnership meetings and coordinate partnership activities. There is a well-supported network of subject leader meetings, early years and special needs coordinator meetings attended by both local authority maintained and academy staff. The termly head teacher meetings address current issues facing all schools and the local authority officer is able to give up to date briefings and also access support from appropriate staff. Examples of current issues include:

- A concern identified by many schools is the attainment of pupils with Pakistani heritage; the officer is coordinating support from the BaME service and the safeguarding team to address pedagogical and community issues.
- The government have removed the existing assessment systems in schools – the officer is coordinating discussions with external expertise to move towards a possible agreed partnership approach to assessment.
- The government expects schools to engage in the “school led system” where schools support each other. The officer has encouraged schools to group into small “school improvement groups” to begin to provide both challenge and support to each other. All of the schools in the Grimsbury and Castle and Ruscote wards have engaged in this initiative.
- Schools in the wards that are classed as “requires improvement” continue to receive support from a local authority improvement leader who coordinates other support from the primary support team and leading teachers for English and maths, the Early Years team, the inclusion team and governor services.

There has been an increase in the number of families attending the three children’s centres (Sunshine Centre, East Street and Britannia Road) within the Brighter Futures area 2014-15. There has been a significant increase in the number of workless families, BME and lone parents that have attended and outcomes from advice given particularly in terms of economic well-being have been tracked. Support for families experiencing domestic abuse has increased considerably this year.

Eight parenting courses have been delivered across the 3 children’s centres. 3 HENRY courses (Health and Nutrition for the Really Young) and courses that help develop parents’ own education e.g. English as a Second Language (1 course)), Maths 9 courses) and English courses. (4 courses) Employability (1 course) Baby massage (12 courses), Introduction to Working with Children. (1 course)

Children's centres support families in all aspects of family life and provide services to support children in being ready for school. This includes courses for parents as to how they can support children's learning and development

Further information:

Theme Leads: David Burrows/ Pam Beal / Sue Currie
Oxfordshire County Council

Key Partners: Any voluntary sector group pertinent to a particular issue would be invited onto the theme sub-group: Other link agencies/ staff are:

- Links to schools and other county services – adult learning, family learning, extended schools services, children's centres and libraries. Family learning in children's centre provides an opportunity for community engagement.
- Strong links to schools and other county services around education and attainment – adult learning, family learning, extended schools services, children's centres and libraries.

THEME 2: Employment Support and Skills

- Developing people: help into work through skills, apprenticeships and job clubs
- Developing business: promoting enterprise and jobs for all
- Developing place: creating an environment that works

- Run Job Clubs in Banbury
- Enhance work readiness skills and apprenticeships available locally

- Job Clubs have been provided at various locations in Banbury by the District Council, the County Council, BYHP and Sunshine Centre. Co-ordination has meant that the support is available within Brighter Futures wards almost every day of the working week. In addition, the BFiB programme funded intensive support in coaching, ICT and job search skills to the over 40s who had been unemployed for over 12 months. Including 2 major Job Fairs each attracting around 30 employers, the total number of visits to the Job Club network in Banbury (April to December 2014) was 1,491.
- The Cherwell Apprenticeships programme has continued at the District Council, accredited by Banbury & Bicester College. Apprenticeship open days have been supported and businesses have been informed of opportunities to recruit both apprentices and traineeships in order to ensure all young people have options to gain skills and experience to match the needs of employers.

- Increase business start-up investment and expansion
- Reduce unemployment levels (as measured by the number of claimants)

- The District Council's stewardship of the countywide enterprise agency (Oxfordshire Business Enterprises) has built a network of local business advisers to provide residents with independent one-to-one advice and guidance on starting a business. The service helped 95 Banbury residents from April to December 2015. Further business support has been introduced for existing businesses through the Oxfordshire and South East Midlands Local Enterprise Partnerships.
- The number of Job Seeker Allowance claimants in Cherwell has decreased from 865 (0.9%) in December 2013 to 588 (0.6%) in March 2015. However, the number of Employment Support Allowance claimants has remained consistent in recent years at 3,700 (4.1%) latest figures –February 2015.
 - Ward based figures for BFiB indicate that the JSA & ESA claimant levels are higher than this district average and therefore require further attention.

- Take action to enhance the appearance of the wards to encourage further investment

In addition to the day-to-day environmental services of the District and County Council, a working group was formed by the District Council and Banbury Chamber of Commerce to identify and tackle any issues on the Beaumont Rd Industrial Estate. The Police and County Council were also involved, attracting over a dozen businesses to each meeting, building co-operation to support a thriving industrial estate. A similar approach is being planned for Wildmere Rd and Thorpe Way industrial estates.

The Local Plan (up to 2031) has been recently adopted. The policies contained within the Plan should ensure that all new development is of a high quality, not only in appearance but also in sustainable operation for years to come.

Further Information

Theme Lead: Steven Newman

Key Partners: Any voluntary sector group pertinent to a particular issue would be invited onto the theme sub-group: Other link agencies/ staff are:

- Job Clubs: Coordinated by Cherwell District Council (CDC), working with Oxfordshire County Council (OCC), Job Centre Plus (JCP), Oxford and Cherwell Valley College (OCVC), Oxfordshire Business Enterprise and local employers
- Skills Development is led by OCC, OCVC (Get that Job) and at Children's Centres such as the Sunshine Centre
- Career Advice and Guidance :through Next Steps contracts held by providers such as OCC Adult Learning and OCVC
- Volunteering as a route back to employment: V-involved and Community and Voluntary Sector
- Work Ready schemes: Job Centre Plus
- Apprenticeships, Future Jobs Fund and Foundation Learning: OCC, OCVC and National Apprenticeship Scheme

Theme 3: Family Support and Young People not in Employment, Education or Training

- Reducing the number of young people not in employment, education or training
- Reducing the numbers of young people offending including first time entrants to the criminal justice system
- Supporting young people with inappropriate caring responsibilities
- Supporting children in need

The primary focus of this theme is providing support to children, young people and their families with complex and diverse needs. The project uses an early intervention approach and aims to ensure that young people can make the most of the opportunities available to them. As well as providing support to families with specific needs, such as young carers, the objectives within this theme aim to prevent issues before they occur and work undertaken includes diversionary activities to prevent anti-social behaviour, crime and school exclusions.

The work undertaken as part of the project is done so out of the Banbury Hub which is based in the Woodgreen area of the town. This theme sits alongside the work undertaken by other County Council departments including the children's centre and work supporting educational attainment and early year's development.

Achievements 2014/15

The NEET (young people not in education, employment or training) figure is currently 4.7% and we are within the Oxfordshire County Council target of 5%.

Our programme of activities and interventions (including partnership work) to reduce the number of young people not in education employment and training includes:

North Neglect Pilot

The pilot focuses on a cohort of children and young people on Child Protection Plans for neglect in the north of Oxfordshire. The pilot provides a designated Thriving Families Employment Adviser to tackle worklessness within the families and a Transition Coordinator to support smooth transition for children between Schools.

NEET Drop In

Drop in (open access youth session) available at the hub every Thursday throughout the year between 1-4pm. Staff also signpost young people to opportunities and encourage them to participate in learning through open access sessions

Banbury, Employment and Training Forum

This forum meets quarterly (contains 50-60 members) to share information and best practice and generate new activities to reduce the numbers of young people who are 'NEET'.

Working with Job Club Partners

By working together and joining up adult and young people's services we now have job clubs and drop-ins running in all areas of Banbury every day of the week at varied times.

Teens and Toddlers

This programme has a proven track record in reducing unintended teenage pregnancies and post 16 'NEET'. This is currently running at North Banbury Children's Centre with students at risk of becoming NEET from North Oxfordshire Academy. Participants gain an award in interpersonal skills.

Duke of Edinburgh (DofE)

The Duke of Edinburgh open groups allows young people aged 14-24 to participate in the DofE programme outside of school context. The award is highly valued by employers and has proven links to support education, employment and training.

National Citizenship Service

National Citizen Service (NCS) is open to all 16 and 17-year-olds in England. It helps to build skills for work and life, helps young people to take on new challenges and meet new friends. NCS provides a valuable personal development opportunity for young people to bridge into employment, education or training on leaving School.

Prospects

For young people aged 16-19 years old or 25 for those who have a learning disability who require more intensive support to find education, training, apprenticeships and employment opportunities.

Youth Contract Mentors – YMCA Training

For young people aged 16 or 17 year olds who are not currently in training, specifically young people who are or were in care, young people who have one GCSE at A*-C (or less than 2 GCSEs) or young offenders released from custody.

Banbury Hub Early Intervention Offer to Schools

A full menu of projects and programmes offered to Banbury Primary and Secondary School including workshops designed to support students to engage with their learning including, music, art and cycle and outdoor learning programmes.

Youth Engagement and Opportunities Team (YEO)

Part of the work of this team is to collect and use data to track young people after leaving school to ensure they do not become 'NEET'.

OXME website

Oxfordshire's website for young people. It is split into two sub sites, one for young people aged 8-13, the other for young people aged 13-19 (up to 25 where there are difficulties, vulnerabilities, or disabilities). They provide young people, staff, parents and partners with a variety of information and communication tools including e-info bulletins, direct mailing, social networking, secure web chat and more. OXME contains a directory of Foundation Learning Provision and employment and training opportunities available locally.

Volunteering and Mentoring

Volunteering and mentoring programmes are offered by the hub and these can often lead to sustained employment within the County Council or with other employers.

Further information:

Theme Lead: Helen Kilby
Oxfordshire County Council

Key Partners: TVP, CDC Economic Development, Housing and young people teams, local schools, OCCG and any voluntary or community sector group pertinent to a particular issue would be invited onto the theme sub-group, specific activity or initiative.

THEME 4: FINANCIAL INCLUSION AND HOUSING

- Ensuring that there are strong and accessible advisory and support services for those facing challenging financial situations and prevent people getting into debt
- Ensuring there are high quality affordable housing options and opportunities in Banbury

Achievements in 2014/15

Ensuring that there are strong and accessible advisory and support services for those facing challenging financial situations and prevent people getting into debt.

Interventions on debt and money and advice

Access to good advice services in this area remains vital for this theme to be delivered. Residents are often finding themselves in challenging situations and continue to need to be able to access advice and support at the earliest opportunity to help address problems before they become a crisis or resort to measures that leave them in greater difficulty. This has been supported through the following pieces of work.

Citizens Advice Bureau (CAB)

Cherwell District Council's tender for debt and money advice has been awarded to Citizens Advice Bureau for the past three years. This year the council has taken up the option to extend this contract for a further two years to cover until the end of March 2017. By extending the contract residents in Cherwell continue to have access to advice and support for money and debt issues. This will continue to help support with the challenges that have been faced by changes under the government's welfare reform agenda and will assist with the introduction of Universal Credit in 2015 for Cherwell.

In total, 5033 people accessed services provided by the Citizens Advice Bureau. 2421 of those people gave their address to be within the Brighter Future wards, this is 48% of the total number of people seen by the Citizens Advice Bureau.

Ward/Qtr	Q1	Q2	Q3	Q4	Total
Grimsbury & Castle	216	462	199	235	1112
Neithrope	91	195	103	120	509
Ruscote	155	321	193	131	800
Total	462	978	495	486	2421

Although the advice provided by the Citizens Advice Bureau covers many different aspects of someone's life, CAB has focussed much of this work on three key areas that link into this theme. These are support with Benefit and Tax Credits (33.16%), Debt (17.84%) and Housing (10.32%).

In addition to the contract between Cherwell and the Citizens Advice Bureau, funding is also received from the council's Housing Department, to provide a specialist, fast track housing advice service which allows the council to refer people who are at risk of homelessness. 58 people used this service last year of which 24 (41%) were from Brighter Future wards.

Ward/Qtr	Q1	Q2	Q3	Q4	Total
Grimsbury & Castle	8	3	7	5	23
Neithrope	1	0	4	4	9
Ruscote	3	7	9	7	26
Total	12	10	20	16	58

CAB also continues to develop a new partnership as part of funding received from the Big Lottery Fund called the North Oxfordshire Advice Partnership (NOAP). This partnership has concentrated on helping to develop closer working relationships between advice services within the North and West of Oxfordshire and includes partners such as Mind (a mental health charity) and BYHP (Banbury Young Homeless Project – supporting young people). The project is now a year old and has started to help share best practice between agencies and to ensure that people are directed to the right advice agency at the first time of being seen and has helped to reduce duplication and a better overall service to the user. Cherwell is a signatory and is invited to NOAP meetings which we can use to help develop service delivery across the voluntary sector.

Credit Union

The Credit Union has been set up to act as a community banking facility for Cherwell and is designed to benefit its members. Previously, Credit Unions have been designed to allow members to have access to savings and loans facilities. They offer small loans to members at favourable interest rates, and assist people who may not be able to access mainstream lending facilities and have to resort to high interest options such as payday loans, loan sharks or doorstep lenders.

During the last year Cherwell District Council has been working with Northamptonshire Credit Union to provide a service for residents within the district. A development officer has been in place for the past year supporting the introduction of new products and service points within the district. The Credit Union was officially launched in July 2014 at Banbury's Castle Quay Shopping Centre. To date there are 63 members with a connection to Cherwell, 32 of these live within the Brighter Future wards. It is estimated that the Credit Union has already provided savings of over £9225 for those who have taken loans out from the Credit Union when compared to the average amount of interest charged for the same amount from door step lenders.

The development worker has also helped to launch a number of service points in Banbury including Banbury CAB (Monday mornings), The Sunshine Centre (Friday afternoons) and a new service point is planned to open in Grimsbury and Castle, at St Leonards Church in the spring.

The development worker has also played a key role in introducing a new banking facility called Budget Plus. This account allows people who do not have a bank account or have

difficulty with managing their money to have their income (wages or benefits) paid into a Budget Plus account and allows for their money to be “jam jarred” to ensure that their income is separated and held to pay their essential living costs (rent, utilities, council tax for example) and allows for any remaining income to be used for daily living costs. The introduction of this banking facility is considered to be extremely timely with the introduction of Universal Credit being rolled out to single claimants from the 5th May 2015. Development is on-going and further service points across the district still need to be developed.

The Hill

The Hill is a youth and community project based in Bretch Hill (Neithrope Ward). The Hill runs a number of activities and events for young people and their families to develop skills to live independently and to maintain a home. This is done through a variety of activities held at the centre and includes informal advice about benefits, accessing household essentials and development of cooking/budgeting skills by demonstrating how people can eat well on a low budget.

The Council has formed a project team to explore options to refurbish the existing facilities. Initial consultation with the community has been sought to gain views about what people would like to see from any possible re-provision of this service. This has been done in partnership with Sanctuary Housing Association to consider whether there are any benefits to regenerating the amenities surrounding the Hill to help improve the local area further. Further work will continue in the coming year on this.

Support with Employment, Education and Training

Increasing the opportunities available to people is essential to helping increase their financial capabilities and independence. This continues to be done in Cherwell through a number of different programmes to provide people with the appropriate skills, education and experience opportunities.

Volunteer Connect

Volunteer Connect has been in existence since April 2012 and has close links to the Citizens Advice Bureau. They aim to promote volunteering, liaise with charitable organisations and those who want to volunteer. It acts as a link between people who wish to give up their time to volunteer and charitable organisations looking for support and assistance. Volunteers are supported to develop new skills, meet new people, and be involved with activities taking place within their community whilst also gaining experience that can be used to help them access future employment opportunities. In the past year, Volunteer Connect has worked with 43 people living in the Brighter Future Wards. Of these, 39 people participated in volunteering activities, 8 of these progressed into employment and 21 people participated in training courses.

BYHP

BYHP (Banbury Young Homeless Project) works with young people across Banbury who find themselves in a variety of different situations including being vulnerably housed and is based in Grimsbury. As part of their work they also support young people to identify

opportunities to enter into training, education and employment. Part of this work is done via a social enterprise programme called 'BYHP on a Roll'. This programme gives young people opportunities to gain experience within the catering and customer service industries, through first-hand experience and experienced trainers. The programme works closely with Banbury and Bicester College to support young people to gain qualifications and employment.

The Beacon Centre

The Beacon Centre provides services to people who are homeless or vulnerably housed. The centre provides holistic services including support from Connection Floating Support who attend two days a week and help to support individuals with matters such as claiming benefits, debt and will also provide advice and refer to other agencies such as GP's, drink and drug or mental health services where required and gain assessments as necessary.

Total Number of Visits to the Centre	4988
Total Visitors	248
Visitors helped by targeted Support	120

Ensuring there are high quality affordable housing options and opportunities in Banbury

New Housing Units

The Build! Programme has continued to be involved in delivering a number of properties throughout the district this year. Cherwell District Council continues to work towards delivering a number of other sites throughout the district including West Street and the Causeway within the Brighter Future wards being progressed in the coming year. It is hoped that these will continue to benefit the Brighter Future wards and provide new house opportunities for the community.

Private Sector Housing Grants awarded within the Brighter Future areas

In the past 12 months the council have been involved in improving the standard of 78 properties within the three Brighter Future wards.

Grants	Q1	Q2	Q3	Q4	Total
Small Repair	5	16	19	2	42
Essential Repair Grants	0	0	1	0	1
Disabled Facility Grants	0	3	2	2	7
Landlord Home Improvement Grant	6	4	10	3	23
CHEEP	2	0	3	0	5
Total	13	23	35	7	78

The table above shows the type of work undertaken by the council. Most notable from these figures is the number of properties that have been brought into use through the Landlords Home Improvement Grant.

The Landlord Home Improvement Grant allows for work to be completed improving the standard of a privately rented property which is then made available for tenants nominated by the council. This has multiple advantages for the council as it allows for the condition of properties to be improved whilst also supporting the prevention of homelessness by supporting people into settled accommodation that would not have been available without the council's intervention.

Cherwell Bond Scheme

The Cherwell Bond Scheme continues to be used to help people who are at risk of homelessness by supporting them to access suitable, affordable accommodation within the private sector. Properties let through this scheme are inspected by a Private Sector Housing Inspector to ensure that the property meets approved standards. Prospective tenants also have to pass a financial assessment to ensure that they can sustain the tenancy once they have moved into the property. Properties are let at Local Housing Allowance rates to help support sustainability.

Reduce the number of people accepted as Statutorily Homeless Homelessness

There has been an increase nationally in the number of people approaching local authorities as being homeless. This increase has also been seen in Cherwell where 174 households approached the local authority for assistance compared to 128 the previous year. Of these 174 households, 80 were owed duties by the local authority. 14% of these were from the brighter future wards compared to 20% the previous year. This equates to a 6% reduction in the number of people owed duties by the local authority under homeless legislation from the Brighter Future Wards.

The council continues to work hard to prevent homeless throughout the district by being pro-active and trying to identify solutions before someone has to approach the council for further assistance.

Further information:

Theme Lead: Chris Weight
Cherwell District Council (Housing Team)

Key Partners: Any voluntary sector group pertinent to a particular issue would be invited onto the theme sub-group: Other link agencies/ staff are:

- Sanctuary Housing Group, Central Government (DCLG) Citizens Advice Bureaux, Homes and Communities Agency, Oxfordshire County Council, Banbury Community Church, Oxford and Cherwell Valley College, Housing and Habitat for Humanity, BPHA, Age UK
- Benefit support, debt counselling, debt prevention – JCP, CDC's Benefits Advisors, Citizens Advice Bureaux, Christians Against Poverty, Banbury Food Bank

Theme 5: Health and Wellbeing

- Reduce the risk of premature deaths from smoking
- Reduce the risk of premature deaths from heart disease
- Reduce the number of teenage conceptions
- Improve support to carers
- Improve access to benefits
- Improve access to services for BME communities

1. Reduce The Risk of Premature Deaths From Smoking.

The number of smoking quitters across the six Banbury GP Practices and local pharmacies for 2014/ 15 was 155:

Smoke Free Pledges project

This project was aimed at 'hard core' smokers, who may not yet be ready to quit, but who want to protect their family members, particularly children, from the harmful effects of their smoke. People signing a pledge received an information pack and the opportunity to have a free home fire safety check.

The number of smoke free pledges made:

Total of 52 pledges from households in OX16 and OX15 since the launch of the campaign in February 2013. Of those:

- 37 households have smokers living in the house,
- 42 households have children living at home.
- 14 pledgers admitted smoking in 1 room before taking the pledge,
- 13 pledgers smoked in most rooms,
- 14 pledgers smoked in the car,
- 20 did not smoke in the house but wanted to re-affirm their stance.

Follow ups at 3 months:

Telephone contact attempted with 44 pledgers but only able to speak to 19 pledgers.

Of those:

- 16 achieved a smoke free home,
- 15 achieved a smoke free car,
- 8 pledgers are thinking about giving up smoking,
- 1 pledger has quit as a result of the campaign.

10 referrals were made to the Fire and Rescue service for a free home fire safety visit.

2. Reduce The Risk of Premature Deaths From Heart Disease

- NHS Health Checks for 40- 74 year olds
- Cooking skills sessions in targeted wards

NHS Health Check Programme:-

Banbury GP Practices:

Windrush Surgery

West Bar Surgery

Horse Fair

Hightown Surgery

Woodlands Surgery

Banbury Health Centre

2014/15 activity	Eligible population	2014/15 Target to offer	2014/15 Target to give	Offered NHS Health Check	NHS Health Check completed	% of NHS Checks offered (Target 20%)	% NHS Checks Done (Target 13.2%)	% Uptake of offered (Target 66%)
BFIB Practices	17,193	3,439	2,269	3,546	2,141	20.6%	12.5%	60.4%
North Oxon Locality Practices	31,267	6,253	4,127	6,752	4,126	21.6%	13.2%	61.1%

As part of the proposed Health Inequalities Commission programme, a focussed project will be conducted in early 2015 in one Banbury GP Practice, to increase the uptake of NHS Health Checks in those aged 40- 50 who have been invited but not attended. This comprised a telephone conversation to discuss the barriers faced by patients and to encourage them to book an appointment. Five patients took up an appointment after a telephone call.

Cooking Skills Programme

From Jan 2014- July 2015, 25 courses have been held, plus two tailored sessions and a course for NEETs (Not in Employment, Education or Training) clients. Two courses were also run at St Leonards School with a group of parents referred by the Community School Link worker. Some of the courses have comprised healthy 'take-away' meals, by request of the participants.

More than 124 individuals have attended, but the course will have influenced their family members who have benefitted from having home cooked, healthy meals. The majority of the clients are from a white, British background, but a number of Black African and Asian client have also attended.

Outcomes:

Before the course, only 17% were cooking from scratch on 7 days of the week. This increased to 25% after the course. 30% of participants increased their fruit and vegetable consumption on 7 days of the week, compared to 18% before the course. The % of those participating and eating take-aways on 1-2 days of the week reduced from 68% to 33% and those buying ready meals on 5-6 days of the week reduced from 13% to 1%.

3. Reduce the Number of Teenage Conceptions

- Local service provision as part of the Teenage Pregnancy Strategy

Data at ward level is available annually, but for two retrospective combined years. This is to enable correct figures due to the gestation period and whether the pregnancy resulted in a live birth. Figures are aggregated due to small numbers and data confidentiality. In 2010-12 five Oxfordshire wards with a high number of conceptions but not a particularly high rate included Banbury Grimsbury & Castle and Banbury Ruscote. The next ward level data (2011-13) is due Summer/ Autumn 2015.

4. Improve Support to Carers

- Improve the number of carers identified by GP Practices.
- Increase the number of carers accessing breaks.
- Promote carers support with BME groups.

There are continued efforts to identify carers. During the month long pharmacy campaign held in Carers Week in June 2014, almost 3,000 new carers were identified in Oxfordshire.

Uptake of GP Carer breaks:

<i>GP Practice</i>	<i>Total quota breaks</i>	<i>Quota dispensed</i>	<i>% of allocation</i>
Banbury Health Centre	9	9	100%
Horsefair	25	22	88%
Hightown	17	20	118%
West Bar	21	24	114%
Windrush	13	3	23%
Woodlands	8	8	100%

The GP carers' breaks will no longer be allocated. The funding is now integral to the carers' assessments from Oxfordshire County Council, as part of the new Care Act.

Because people from some Black and Minority Ethnic groups (BME) don't consider themselves as carers when caring for family members, they often don't access the support they are entitled to. A bespoke 'Confidence to Care' in 'bit size' sessions has been delivered to some individual BME community members

5. Improve Access to Benefits

Increase the number of people accessing benefits through the Benefits in Practice initiative.

Benefits in Practice- Q1 2014-15

Sessions are held by Citizen's Advice Bureau advisers in Horsefair Surgery and Hardwick Surgery (a branch surgery of West Bar) weekly, for clients referred by health

professionals. Across the year 96 sessions were held and as well as ongoing support for existing clients, a total of 78 new cases were opened. The majority issues were housing, benefits and tax credits.

Example case study: An elderly client (85) was concerned that her husband's declining health will preclude him being able to drive her to medical appointments. They are on a low income and public transport is not feasible. A pending application for attendance allowance could increase their income by over £4k per annum.

The total annualised value of benefits realised for clients was over £141k

6. Improve Access to Services for BME Communities

Improve uptake of cervical screening in women from South Asian community

Improve access to diabetes education sessions for patients from BME communities.

Increased uptake of cervical screening appointments:

144 women from one Practice had been invited to attend a cervical screening appointment but had not attended. They were women from all communities, including South Asian. After telephone invitations were conducted, of those 144, 72% were non contactable and 27 women said they would book an appointment to attend.

Improved access to diabetes education sessions for BME patients.

Due to the diabetes care pathway currently being re-designed, this project is not currently running.

7. Improving Physical Activity

In addition to the OCCG led activities listed above, there have been a number of CDC led initiatives around increasing physical activity. This year saw the introduction of "Activate Banbury" a new project within the Activator initiative working solely with our Brighter Future wards of Neithrop and Ruscote and in partnership with Sanctuary housing to engage 'hard to reach' groups of young people and those living in social housing. The project runs 4 separate sessions each week for 8 week blocks making links to different sports and helping sign post young people and link them to local clubs. The project has retained 163 young people over the year and out of that total 56% are Sanctuary residents. The Activate Banbury project will continue into 2015/16.

Sportivate - As part of Sport England's people, place and play programme the Sport Development team obtained £17,5k for delivery of programmes from April 14 - March 15. Programmes are 8 week blocks of sessions at a heavily reduced cost (or free) with an incentive of FREE membership to a linked club or leisure centre if young people attend 6 times. Specific programmes were delivered in conjunction with BYHP and referrals from the Youth Offending Service offering young people in BF areas the opportunities to participate in an 8 week programme of multi sports at the end linked into local clubs (Drayton Golf, Banbury Boxing, Cherwell Canoe Club) for FREE membership. There were also specific Sportivate programmes in BF areas such as Banbury Boxing Club, Judo, Woodgreen Gym & Swim, Cherwell Canoe Club, Cherwell Tri Club, Golf, Basketball and

more. Overall 2000 young people throughput on the Sportivate programme 14/15 with 750 young people linked into clubs and leisure centres. As a result new clubs have been developed in BFIB communities.

SEN Gym programme - From September 2014 all 7 secondary schools were offered an 8 week block of varied gym activities (Gym, Spin, Body Combat, Circuits). These young people are targeted by the SENCO in their school. Once they have attended 6 times they will be offered a FREE month Gym membership.

Buddy Scheme – Launched in March 2015. In partnership with MIND, Adults are either referred or self refer if they feel the programme would help with self-esteem and other issues. There is an initial coffee morning at Spiceball the 1st Friday of the month where interested individuals are given the opportunity to meet buddies (from MIND and Parkwood) who will be a friendly face to accompany individuals at the centre. Individuals on the course are offered 8 weeks of FREE sessions then a Link membership afterward the block of 8 sessions to continue if they wish to continue. This is a pilot in Oxfordshire and as it has been a success it is being rolled out across the county. So far 26 people have taken up the offer and has been adopted by Parkwood Leisure for sustainability.

Further information:

Theme Lead: Maggie Dent
Oxfordshire Clinical Commissioning Group

Key Partners: Any voluntary sector group pertinent to a particular issue would be invited onto the theme sub-group: Other link agencies/ staff are:

- Smoking Advice Service
- Public Health colleagues
- Community Health staff
- Children's centre staff
- Home Start
- Expert Patient Programme
- Sexual health services
- Black and Minority Ethnic Groups
- Learning Disability Trust
- Drugs and Alcohol Team (DAAT).

Theme 6: Safer and Stronger Communities

- Reduction in crime rates
- Work with partners to ensure local residents have opportunities to participate in their communities
- Activities to target key groups to reduce offending
- Partnership projects to tackle local issues

This theme is led by TVP and contains activities largely about crime prevention, increasing community safety and safeguarding awareness amongst young people, community engagement and police visibility and reassurance.

- The team continue to hold 'have your say' events where we aim to include all members of the community. We have held 3 HYS dates at the Hub, 2 at the Hill youth group, the Redlands centre, seniors coffee mornings, St Francis Church & the Mosque.
- PC Yeoman & PCSO Walker have delivered F.A.K.E training (Firearms and Knife crime Education programme) to year 6's at Orchard Fields, Hillview, Hanwell Fields, Hardwick & St Josephs Primary school. F.A.K.E training is an interactive discussion process using visual aids with a large selection of suitable videos for a particular audience and year group.
- PCSO Preedy & PCSO Walker completed talks with the children at the Sunrise Multi Cultural Project & PCSO Baylis continues to sit on the committee & work closely with the project.
- On 9th July members of the team visited a busy coffee morning at St Pauls centre, Prescott Avenue, Bradley Arcade & Ruscote shops to deliver crime prevention advice to residents as part of a summer burglary initiative.
- The team have completed 2 bike marking events, the first on 13th July at Broughton Castle & the second was at the Hub & the team have marked & registered over 60 bikes at these events.
- In July PCSO Baylis attended the annual Banbury play day in Peoples Park, it was a fantastic event where we got to meet so many parents & young people. There was the opportunity to have your fingerprints taken & put into a key ring or fridge magnet, to try on some police uniform & sit in the cage of the police van & an information area on bike safety. In total nearly 300 fingerprints were taken & it was great that the team got to meet so many people.
- On 26th August the team went canoeing with a group of young carers from the hub, it was a great opportunity for the team to engage with the group & to have the day to get to know them.
- The neighbourhood team have worked closely with the retailers and local businesses at the Lockheed Close retail park. A number of the stores have joined the Cherwell Crime Partnership which is an accredited crime reduction scheme and has close working relationships with Thames Valley Police and local councils to combat crime, disorder and anti-social behaviour. There had been complaints that there were a number of people using the car park at the retail park in an anti-social manner. Recently CCTV has been installed at the location which has seen a dramatic reduction in calls in relation to this issue. We are

also inviting retailers into the Police station to offer them the opportunity to view the range of cameras & to meet the operators so they can build a direct link which will allow immediate contact with them to capture footage of offenders in shopliftings etc.

- PCSO's from the team visited the local primary schools during October to talk with children about staying safe and anti-social behaviour at Halloween and bonfire night. Over this period the team increased patrols to ensure everyone had a safe and enjoyable time.
- PC Ian Allen visited the boys youth group at the Sunrise Multi Cultural project in December to talk about his role and answer any questions the boys had about the police and PCSO Paul Gale visited the Britannia Road Saturday club to show the children the police van and talk to the children about people that help us.
- The team worked alongside local retailers to provide Christmas hampers for the elderly and vulnerable residents within our neighbourhood. Hanwell Fields community school hosted a Christmas dinner for these residents and the children sang Christmas carols. The team handed out the hampers after lunch and a great time was had by all.
- In January PCSO Paul Gale and PC Alethia Cox visited the junior youth group at the Hub in January. They fingerprinted the children and put them into key rings for the children to keep. They also showed them around the police van.
- Over January and February members of the team are attending Junior Citizens at Oxford fire station. Thames Valley Police run scenarios on Internet safety and 'stranger alley'. The children have a chance to make an emergency 999 call and debrief their feelings before we discuss safety advice with them.
- The team have issued a number of acceptable behaviour contracts (ABCs) in order to tackle difficult behaviour in the community. Some conditions have included drug swabbing of properties which have led to the occupants of two being evicted.
- All members of the team have conducted proactive parking patrols over all 6 of the primary school in the neighbourhood. Advice was given regarding road safety at all times and particularly drop off and pick up times. Numerous fixed penalty notices have been issued.
- PC Dan Hopkins and PC Andy Baylis have issued a section 59 notice for anti-social driving of a quad bike and a mini-moto. The team continue to patrol areas prone to such behaviour.
- On 16th April, Sgt Jade Hewitt, PCSO Rebecca Preedy, PCSO Paul Gale and PCSO Sarah Walker held a road show at Bradley Arcade alongside the crime prevention officer and neighbourhood watch co-ordinator. Bike marking was provided for the public with literature and advice regarding home security. The team also took to foot to reach out to more vulnerable residents who were not able to attend and provide security advice at the door.
- 8 acceptable behaviour contracts have been issued by the team to youths on the area to tackle anti-social behaviour. Conditions include curfew times. The team continue to monitor hotspots and deal with this matter robustly.
- Sgt Jade Hewitt, PCSO Paul Gale and PCSO Rebecca Preedy held a 'have your say' at TESCO, Lockheed Close focusing on home security. This location allowed us to reach out to a very large audience and advise as many people as possible.
- A theatre production relating to Child Sexual Exploitation (CSE) was held at the Early Intervention Hub was attended by PCSO Rebecca Preedy and PCSO Paul Gale. They were able to talk to young people and parents to help raise awareness of CSE and help to recognise the signs and share contacts of other agencies able to help.

- On 23rd March PCSO Sarah Walker spoke with year 6 children of Orchard Fields Primary School regarding internet safety and use of inappropriate messages shared on social network sites. She also spoke about the dangers of gangs and gang mentality.
- Over the Easter holidays members of the youth club who attend the HUB scripted a play revolving around bullying and self-harm. PCSO Paul Gale and PCSO Rebecca Preedy attended this and spoke with the young people about any worries or concerns they had regarding bullying.

Top 10 Neighbourhoods by ASB incident numbers (most recent rolling 12 month May 2015)			
Neighbourhood	Previous Rolling 12 Month	Most Recent Rolling 12 month	% Change
Banbury Town	666	659	-1%
Ruscote / Hardwick / Neithrop	429	518	21%

Looking at the highest figures from November-March

We have had a number of ASB issues which we have created Problem Profiles and added as our Neighbourhood Tasking's: **All our victims are encouraged to report further incidents & shows trust in their neighbourhood policing team to act on the information they are supplying.**

Bradley Arcade approximately 7 calls: Still on-going store now have a very good CCTV system and we have had some positive results with dealing with ASB and identifying offenders.

Regular ASB offenders (young teens) approximately 23 calls: Issues around the areas in which they lived and a number of repeat victims offenders were placed on ABC's. Incidents have reduced considerably, multiagency approach thriving families /Social Services supports now support a number of the families. Although tasking's and work still continues.

Kings Road approximately 6 calls: Alcoholic male with complex needs: multi agency approach still on-going

Bretch Hill approximately 9 calls: House hold reporting glass being thrown into the garden, since CCTV was put in place incidents have ceased.

Bretch Hill approximately 5 calls: Frequent calls around noise, multiagency approach, noise equipment was put in was not considered to be a nuisance, although neighbours were moved.

Further information:

Theme Lead: Inspector John Batty
Thames Valley Police

Key Partners: There are a number of forums for dealing with prolific offenders, crime and disorder issues, community development objectives and family support involving joint working with:

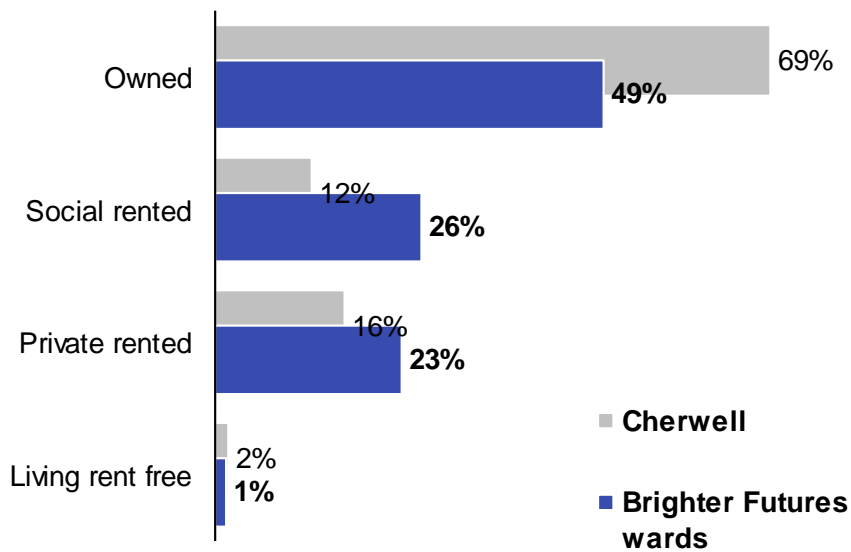
- Thames Valley Probation

- Oxfordshire County Council: Youth Offending Services, Social Services and Fire Service
- Cherwell District Council Housing, ASB and Environment, Cleansing and Street Wardens
- Registered Social landlords
- Community groups and voluntary providers linked to a range of bodies including the Community Development team of Oxfordshire CC, Cherwell DC, and The Hill Youth Club

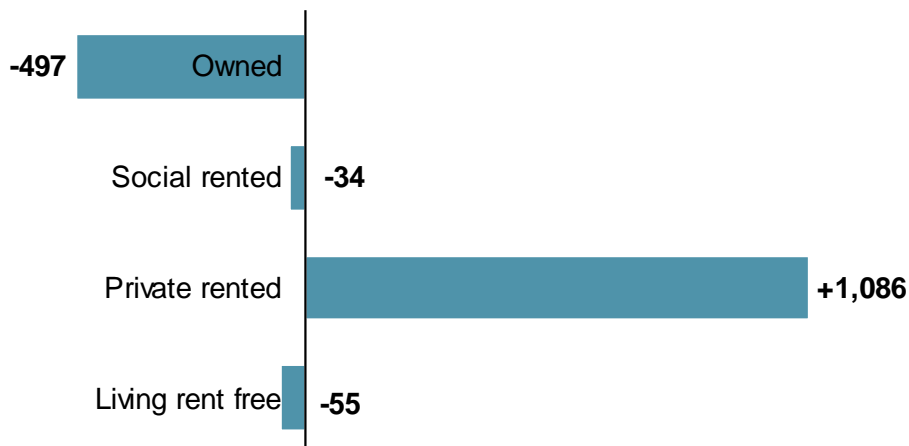
4. 2001 to 2011 Census Data and Relevant Trends

In 2014, we had the benefit of the analysis of the 2011 census data being issued. This provided an opportunity to review the key issues and trends in the Brighter Future wards. The following is a high level summary of the key changes which have taken place since 2001.

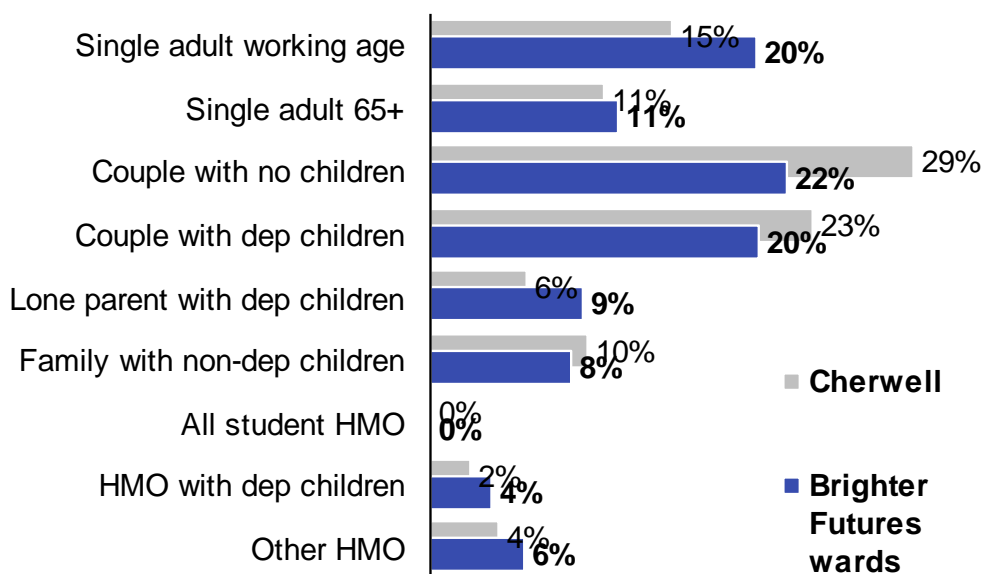
Over half of households in Brighter Futures wards rent their accommodation – 35% of households in Grimsbury & Castle ward are privately rented, well about the average for Cherwell, Oxfordshire, the South East and England (15%)



Big increase in private rented households

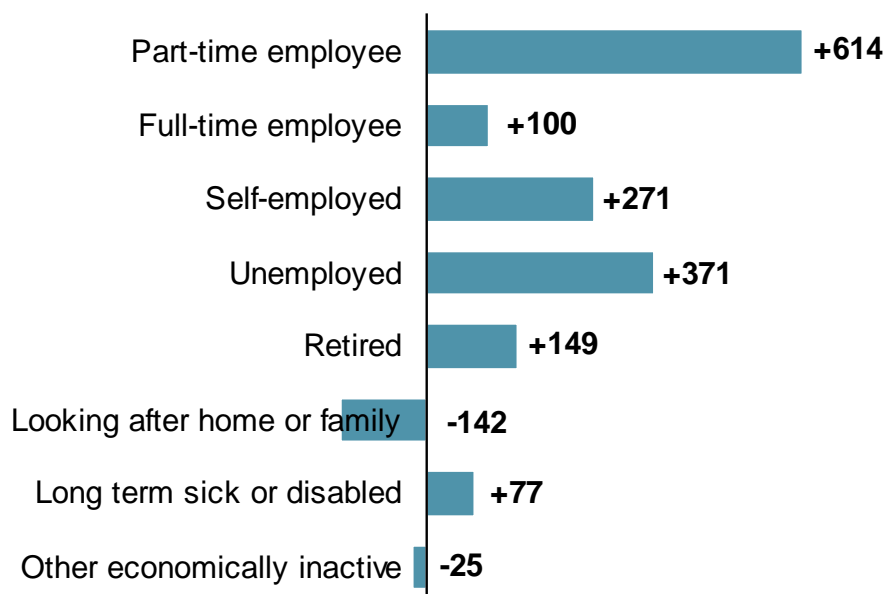


The Brighter Futures wards has seen an increase in single adults, lone parents and HMO's

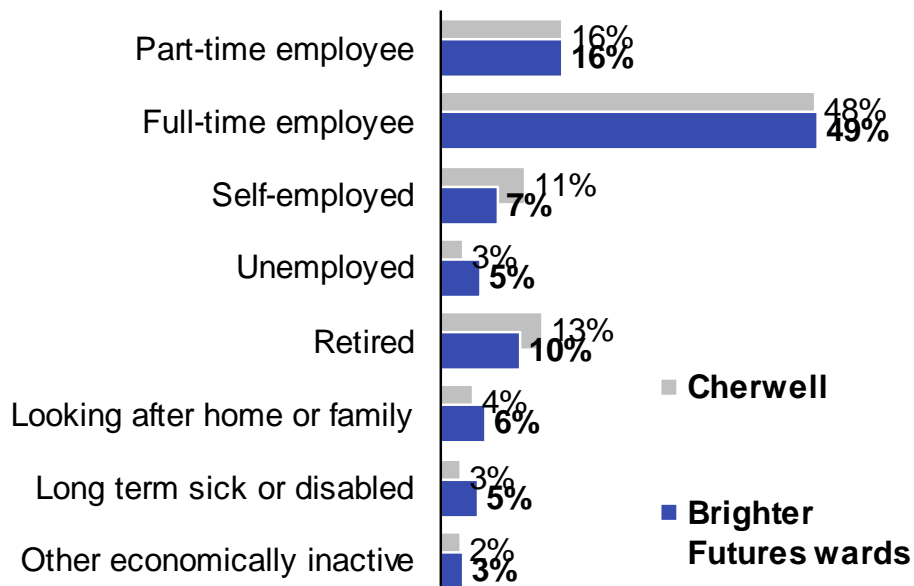


Between 2001 and 2011 there was an increase in part time and unemployed people in the Brighter Futures wards. Compared with Cherwell, BF wards has above average rates of unemployed, looking after home and long term sick.

Change in population by economic activity 2001 – 2011, Brighter Future Wards



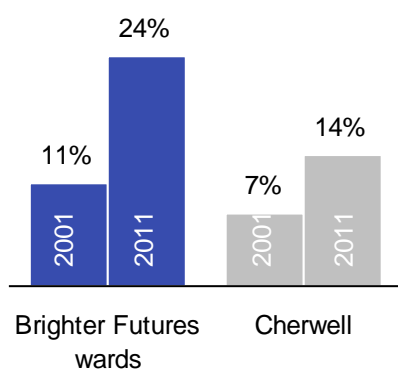
Resident population aged 16+ by economic activity, 2011



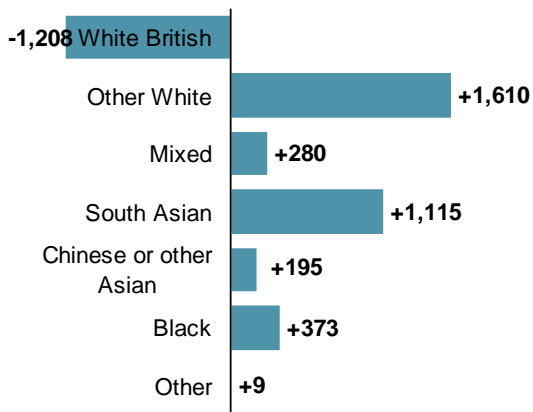
% of people aged 16 to 74 (excl. full-time students)

Almost a quarter of the resident population of BF wards are of ethnic minority background – over double the proportion in 2001 with the most notable increases in ‘other white’ and South Asian populations (Indian, Pakistani, Bangladeshi)

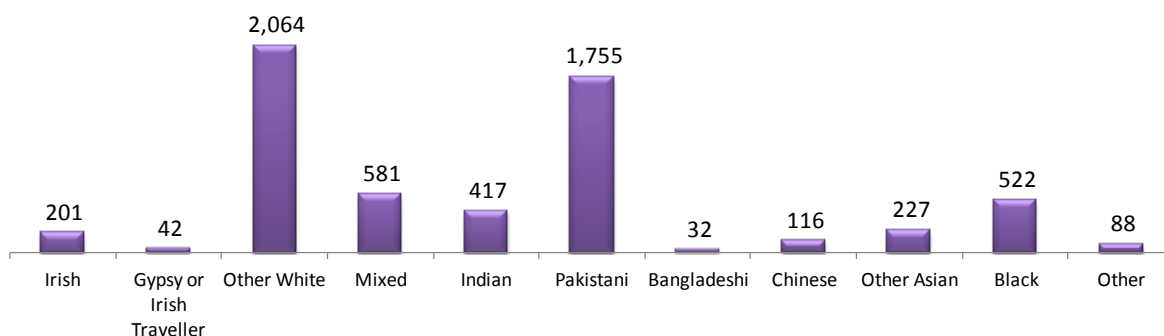
% of residents from non-white British ethnic group



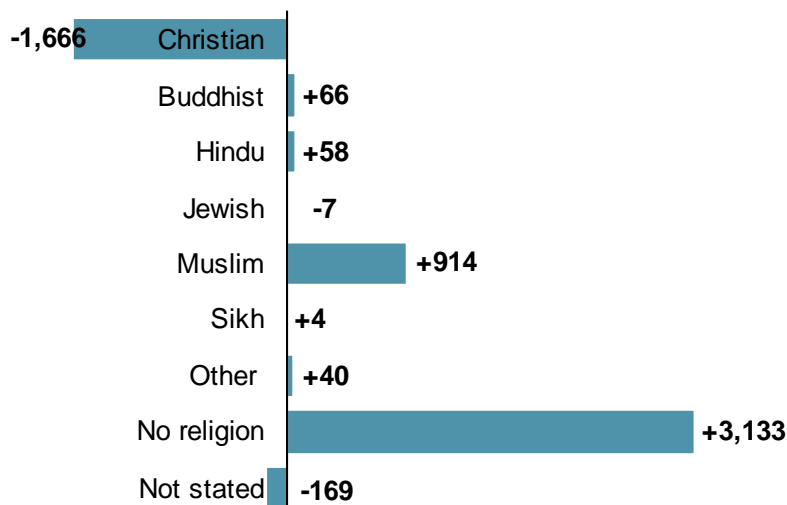
Change in population by ethnic group 2001 to 2011



The two largest ethnic minority groups in Brighter Futures wards are 'other white' and Pakistani. Brighter Futures wards include: - 18% of Cherwell's total population
29% of Cherwell's 'other white' population and
74% of Cherwell's Pakistani population



There is a growing Muslim community as in 2011, 8% population of BF wards (count = 1,907) were Muslim compared with 2% in Cherwell and 2% across Oxfordshire. Over 900 more people identified themselves as Muslim in BF wards in 2011 compared with 2001 census. Change in resident population by religion 2001 - 2011

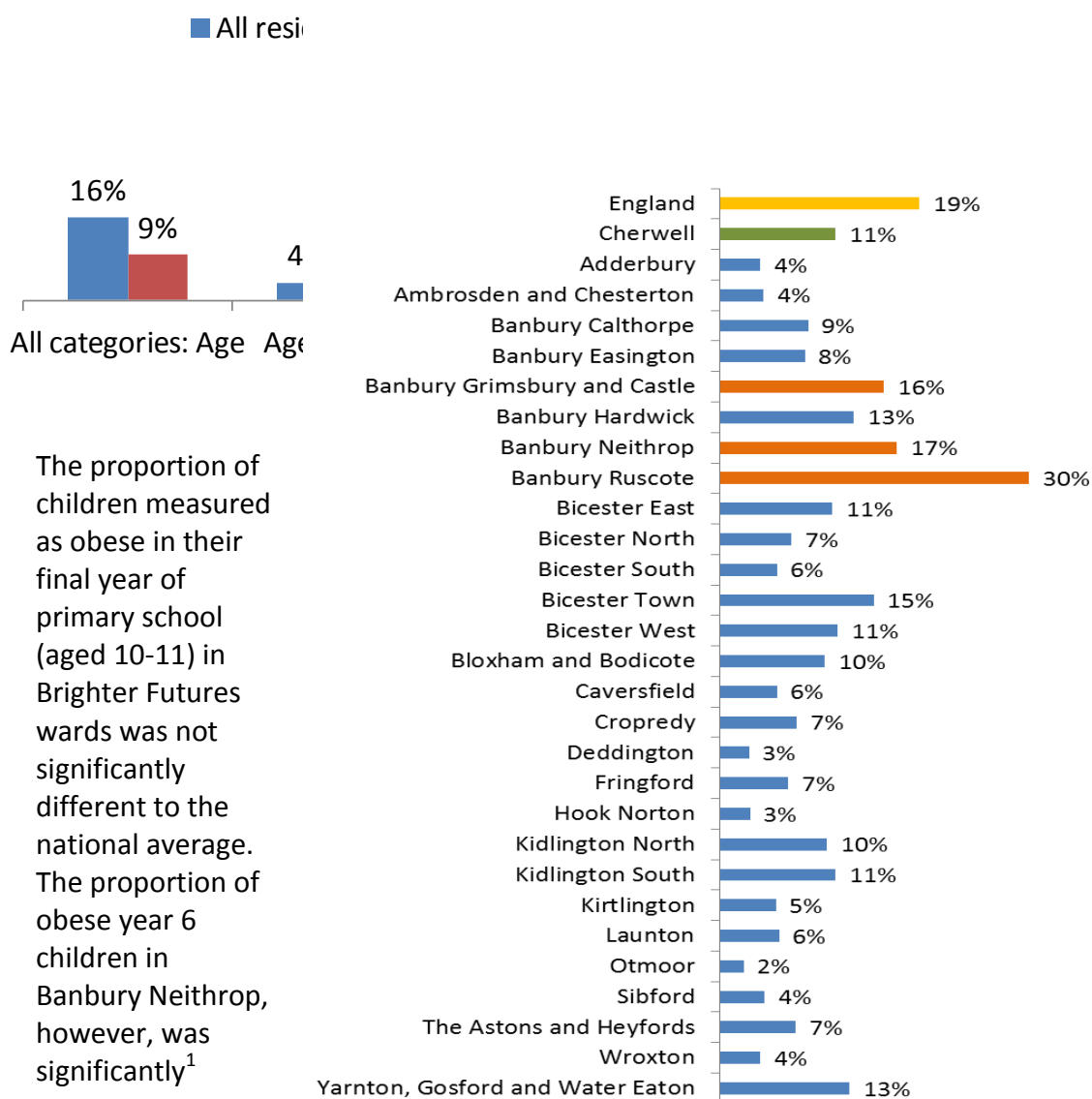


High % child poverty in Banbury Ruscote Ward

As of 2012, a total of 1,680 children (aged under 16) in Banbury live in poverty. Of these 1,250 live in Brighter Futures wards.

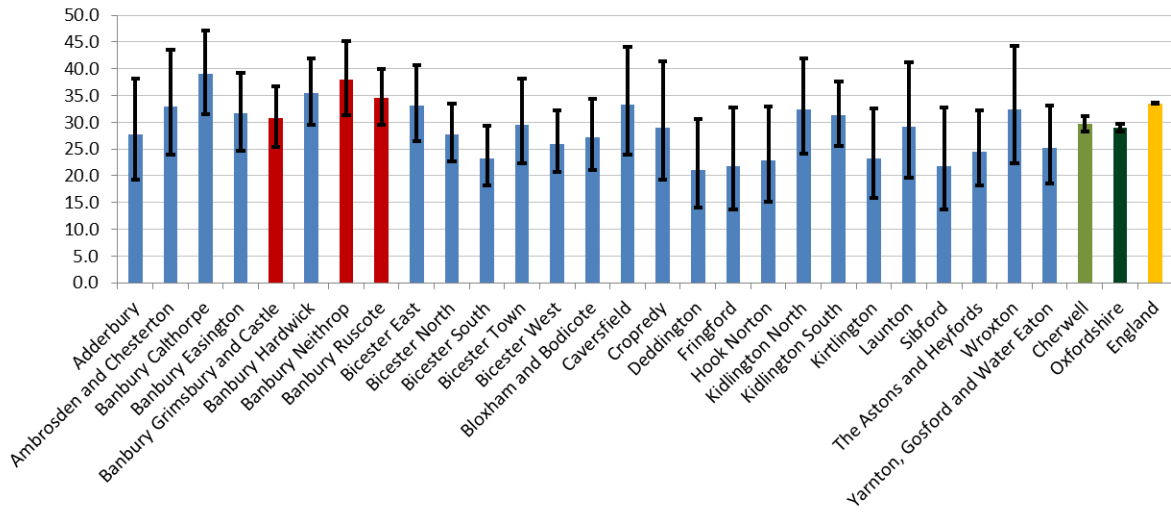
30% of children in Banbury Ruscote ward are living in poverty – well above the district average (11%) and national average (19%)

Residents of BF wards in poorer health than average. 16% of residents of Brighter Futures wards have day to day activities limited (a little or a lot) because of a long term health problem or disability. This is above the average for Cherwell district (14%). A relatively high proportion of older Asian residents appear to be affected by poor health – however this does not impact overall average as the numbers are small



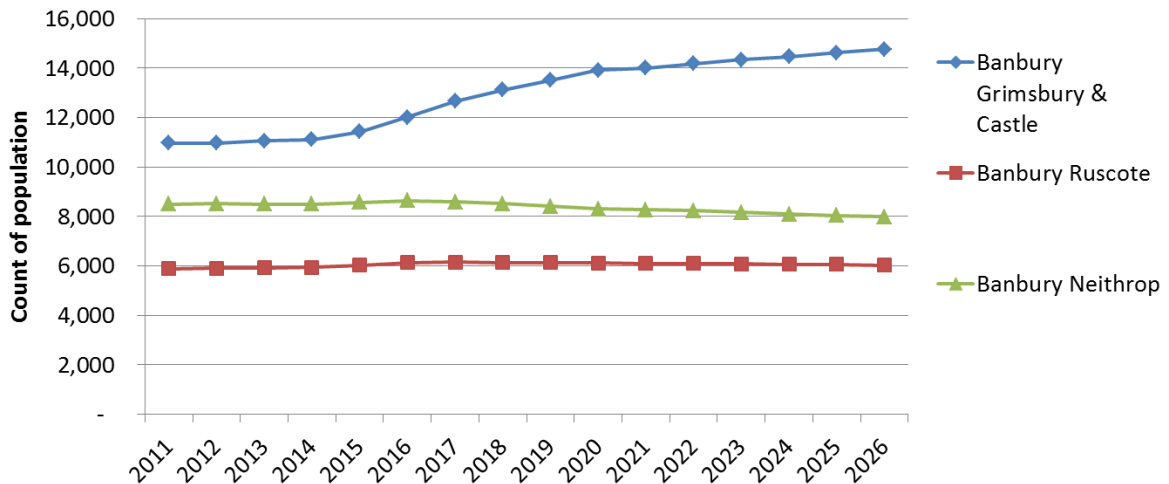
The proportion of children measured as obese in their final year of primary school (aged 10-11) in Brighter Futures wards was not significantly different to the national average. The proportion of obese year 6 children in Banbury Neithrop, however, was significantly¹

above the Oxfordshire average.



According to Oxfordshire County Council’s housing-led population forecasts updated May 2015, between 2011 and 2026:

- the total population of Banbury Ruscote is expected to stay at a similar level;
- there is a slight decline predicted in the population of Banbury Neithrop;
- the population of Banbury Grimsbury & Castle is expected to grow from 11,000 to 14,800 an increase of 3,800 people (+35%).



5. Key Issues and Future Changes to Inform Priorities for 2015/16

A Review of 2014/15

The Brighter Futures in Banbury has been established as a long term multi agency programme aimed at breaking cycles of deprivation and disadvantage. Part of this long term approach is through this annual report, the opportunity to review and take stock of progress, emerging issues and the need for a change in focus.

The six theme leads have reviewed their areas of responsibility and activities and outcomes in 2014/15 which are described in detail in Section 3 above. Opportunities have been taken to exploit the benefits of strong partnership working and local strengths. Examples include capitalising on the on-going effectiveness of the Banbury Early Intervention Hub, continuing to build upon the successful programme of Connecting Communities events, using the new relationships and opportunities afforded by the new Oxfordshire Clinical Commissioning Group and working to communicate the impacts of welfare reform. There remains a deep commitment to building safe and strong communities, tackling health inequalities and supporting educational attainment and aspiration. This commitment is needed as there is still much improvement to be achieved for a number of issues.

There was a continuation in 2014/15 to offer some financial support to partnership projects where they are of direct relevance to the Brighter Futures programme objectives. The following projects were supported and undertaken successfully;

- Aspiration days for primary school children in years 5 and 6 taking part in Banbury and Bicester College workshops and activities which encourage their skills and talents
- Intensive support in coaching, ICT and job search skills to the over 40s who had been unemployed for over 12 months
- English speaking and listening skills for carers at the Sunshine Centre
- Voluntary sector engagement and volunteer recruitment events
- Sunshine Centre Summer day trips for disadvantaged children
- Support for BYHP young people activities

2014/15 saw a greater push on engagement with the voluntary and community sector in Banbury with a range of support initiatives. This commenced with a sector engagement workshop in December 2014 hosted by Banbury and Bicester College and was followed by a volunteering 'market place' event in January 2015 in the Town Hall aimed at encouraging and recruiting more volunteers. Both events were regarded by those attending as a success with greater support being provided to those voluntary sector bodies requiring it and over 100 members of the public registering a wish to volunteer.

The Programme to date has been progressed based on a number of theme lead meetings for coordination purposes and occasional wider Steering Group meetings to consider the overall Programme and its direction. This has required support from CDC to administer and is dependent on the availability of key representatives in different organisations being able to attend. This has proven challenging on occasions due to the additional pressures caused by on going changes in partnership organisations.

Future Challenges and New Partnership Opportunities

The recently obtained 2011 census information has identified changes in the make-up of the ward population in relation to a big increase in private rented households, an increase in single adults, lone parents and HMOs, increasing ethnic diversity, from 11% minority groups in 2001 to 24% in 2011 and specific need such as a lack of qualifications of lone parents. Of particular concern is the comparatively high level of child poverty in our wards.

As a partnership we have worked to address new challenges such as welfare reform with a series of workshops and advisory services to communicate the new requirements and ensure that local partners are working effectively together. However, there are several significant challenges ahead of us. The whole public sector is still under fiscal pressure with on going austerity measures and welfare reform will continue. This means we have to work even harder and become more focussed with the partnership resources we have to ensure they are targeted at those most in need.

It is anticipated that there will be a greater emphasis by OCCG in 2015/16 through its Health Inequalities Commission on tackling health inequalities which supports perfectly the emphasis placed on this through the health and wellbeing theme.

Child poverty has recently had a new emphasis given to it by Government. This originally stemmed from the paper produced (2012) by the Centre for Social Justice (set up in 2004) "Rethinking Child Poverty" – the paper argues the current measure is inadequate and fails to acknowledge that poverty is about more than lack of income. Very recently, Iain Duncan Smith announced a new way of measuring child poverty which would focus on "root causes" of poverty. He has stated that in place of the Child Poverty Act 2010, new legislation will use:

- the proportion of children living in workless household
- long-term workless households
- educational attainment of all pupils and the most disadvantaged pupils at age 16.
- a range of other measures and indicators of root causes of poverty will also be developed by the Government, including family breakdown, debt and addiction, details of which will be set out in a children's life chances strategy.

However, the Children's Society, Charities 4Children and the Child Poverty Action Group have all spoken out against the move, saying new proposals are inadequate and that income is at the heart of child poverty. The new criteria might fit into some of the Troubled Families work rather better, but it also dilutes the impact of low income and the changes to tax

credits or benefits. Either way, the activities of the Children Centres and Woodgreen Hub will be critical.

We know that the County Council will this year review its Children Centres and Early Intervention Hubs services. In the Brighter Futures wards, these are vital services to local people most in need. In addition, the County Council is reviewing its community transport and dial a ride services again with the intention of reducing costs. It is essential the Brighter Futures partnership responds to these challenges.

Proposed Changes for 2015/16

It is important to periodically review the Programme and in light of the above challenges and change, now is an appropriate time. When doing so, we need to take account of the strengths we have but also to consider what other partnership opportunities there are along with specific issue which are relevant to the people of the wards we are supporting.

Each of the current themes, and the objectives and priorities that underpin them, contribute to the longer term aims of the programme, reflect local needs and issues and takes into account the impact of factors such as the recession, availability of housing, accessibility of public services, changes to the benefits system and educational attainment. Each theme aims to work at a local level to ensure that tangible outcomes are delivered to help improve quality of life and opportunities across Banbury. This approach should continue.

However, how this is done should change to ensure there is a key focus on specific issues and best use is made of the resources we have. It is proposed that, supported by the continued work of the six themes, there should be four quarterly workshops which bring together all relevant organisations and experts to consider with each workshop focusing on one of the following four issues;

- Partnership activity concentrating on **child poverty** influenced by this being a local pressure and anticipated changes in legislation.
- Partnership activity concentrating on **health inequalities** supported by the OCCG led development and work of a Health Inequalities Commission.
- Partnership activity concentrating on **employability** to capture the critical on going work of raising educational attainment and aspiration, ensuring young people are fit for employment and to match the needs of the local economy.
- Partnership activity concentrating on **supporting the most vulnerable** which brings together the key County Council services, TVP, Cherwell's housing services with its RSL partners and the voluntary sector

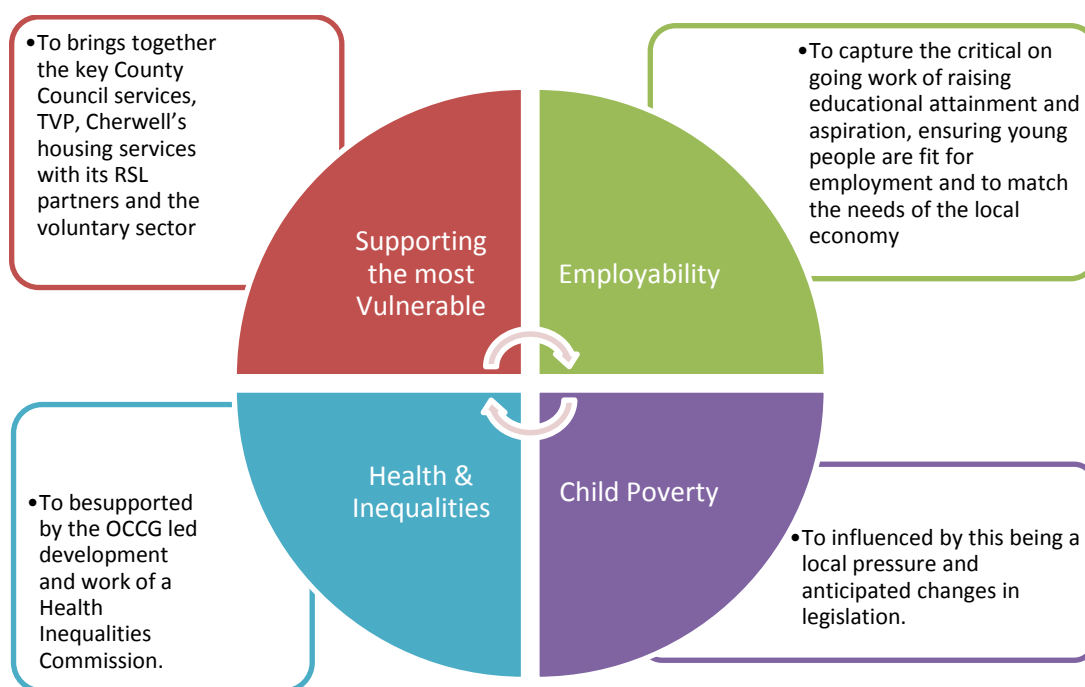
Many of the above are inter related where overlaps will exist but all are particularly relevant to the Brighter Future's Programme's objectives and capture other partnership opportunities which are either emerging or are in place.

It is envisaged that all lead partners will continue the current activities but that greater focussed partnership working and opportunities will arise from the workshop approach

described above rather than the Theme Leads Steering Group meetings. Workshops are proposed on a quarterly basis in October, January, April and July to which wide partner invitations will be issued. This approach will be supported by the engagement of a workshop facilitator to work with the lead agencies in planning the content, agreeing contributors, arranging venues etc and following up with the agreed actions and outcomes of each.

As with this Annual Report, it is proposed that the outcome of each workshop is captured as additional information in future extended Annual Reports and submitted to the Cherwell Local Strategic Partnership and all partner bodies.

Workshop Priorities 2015/16



6. Contacts

General Contact:

Role and Organisation	Email
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Louise Tustian Programme Performance Cherwell District Council	louise.tustian2@cherwellandsouthnorthants.gov.uk 01295 221786

Theme Leads:

Theme and lead partner	Name and Email
Early Years, Community Learning and Young Peoples Attainment Oxfordshire County Council	David Burrows Pam Beal Christine Grandison David.burrows@oxfordshire.gov.uk Pam.beal@oxfordshire.gov.uk Christine.Grandison@oxfordshire.gov.uk
Employment Support and Skills Cherwell District Council	Steven Newman steven.newman@cherwell-dc.gov.uk
Family Support and young people not in employment, education or training Oxfordshire County Council	Helen Kilby helen.kilby@oxfordshire.gov.uk
Financial Inclusion and Housing Cherwell District Council	Chris Weight Chris.Weight@cherwell-dc.gov.uk
Health and Wellbeing Oxfordshire Clinical Commissioning Group	Maggie Dent Maggie.dent@oxfordshireccg.nhs.uk
Safer and Stronger Communities Thames Valley Police	Inspector John Batty John.Batty@thamesvalley.pnn.police.uk

Contact the Cherwell Local Strategic Partnership

Representative	Email
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Jackie Wilderspin - NHS Oxfordshire	jackie.wilderspin@oxfordshirepct.nhs.uk ;
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Kevin Minns - Kidlington Voice	kevin.minns@minns.co.uk
Jon Bright - ORCC	jon.bright@oxonrcc.org.uk
Revd Jeff West - Faith Communities	curate@stmaryschurch-banbury.org.uk
Jim Flux MBE, Cherwell Community and Voluntary Services	jimflux@tiscali.co.uk
Paul Angus Banbury Sound Radio Station	paul.angus@banburysound.co.uk
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Trish Redpath Kidlington Parish Council	clerk@kidlington-pc.gov.uk
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Mark Recchia Banbury Town Council	mark.recchia@banbury.gov.uk
Oxfordshire County Council Councillor Hibbert-Biles	cllhillaryhibbert-biles@Oxfordshire.gov.uk

Cherwell District Council

Executive

7 September 2015

Council Tax – Empty Homes Premium

Report of Head of Finance and Procurement

This report is public

Purpose of report

To seek approval to recommend to Council that, from 1 April 2016, an Empty Homes Premium of 50% be applied for properties that have remained empty for over two years.

1.0 Recommendations

The meeting is recommended:

- 1.1 To recommend to Council that an Empty Homes Premium of 50% be introduced from 1 April 2016 for properties that have been empty for over two years.

2.0 Introduction

- 1.2 The report considers legislative options open to the Council, the income that might be generated from the Empty Homes Premium (EHP) and New Homes Bonus (NHB).
- 1.3 It also looks at the potential benefits of an EHP in relation to the Council's empty-homes work and Members desire to see empty homes restored to use.

3.0 Report Details

- 3.1 From 1 April 2013, Local Authorities have been able to charge a premium on a class of property which has been unoccupied and unfurnished for a period of two years or more. The premium can be up to 50% on the property.
- 3.2 The decision to make a determination is made under Section 11B of the Local Government Finance Act 1992 and is made at the discretion of the Council. The Government has provided guidance as to which properties should be charged the premium but ultimately, the decision is one for members to make.

- 3.3 Under the Council Tax [Prescribed Classes of Dwellings] [England] Regulations 2003 two classes of dwelling have been identified as being exempt from this provision.
- A dwelling which would otherwise be the sole or main residence of a member of the armed services, who is absent as a result of such service
 - An annexe, which forms part of a single dwelling and is being treated by the resident of that property as part of the main dwelling
- 3.4 The Government does expect Local Authorities to consider the reasons why properties are unoccupied and unfurnished and also take into account the strength of the local housing market when making any decision. It is also a stated intention that any premium should not penalise owners of property which is genuinely on the housing market for sale or rent.
- 3.5 Any new scheme to introduce the premium, will take effect from **1 April 2016**. Notice will have to be served upon the residents of Cherwell District Council and an advert placed in the local press to advertise the fact that the premium can now be imposed.
- 3.6 Furthermore, good practice would suggest that the Local Authority write to affected parties prior to 1 April 2016 to advise that the premium will be imposed. This is in line with previous action taken when discounts and exemptions have been amended.
- 3.7 The premium may be applied when a property has been empty for two years, irrespective of how long its current owner has owned it. Therefore, it is possible for an individual to buy a property which has *already* been empty for two years and be liable for a premium immediately. This scenario may occur if, for instance, the individual does not occupy the property immediately because they wish to extend or renovate the property. If the property is occupied for a period of six weeks or less, it is regarded as not having been occupied for the purposes of the two-year period. Occupancy of a long-term empty property for more than six weeks “resets the clock” for this purpose.
- 3.8 There are financial and non-financial benefits associated with the introduction of an Empty Homes Premium. The financial benefits relate to an increase in Council Tax income and New Homes Bonus and the non-financial benefits relate to ensuring the Housing Stock within the District is maintained at as high a level as possible.

Additional Council Tax Income

- 3.9 Currently there are 114 empty properties across the district that would attract an Empty Homes Premium. This will generate estimated additional income of £11,197 for this District Council. With the additional administrative burden that comes with the scheme it would hardly be worth implementing the scheme if considered on this criterion alone. The County Council and the Police will also benefit from this proposal to the tune of £66,319 and £8,613 respectively.

Additional New Homes Bonus

- 3.10 The charging of a Council Tax premium may lead to owners of the properties bringing them back into use. In this scenario, for each property that is brought back into use (and assuming that each property is a Band D property) the district Council will lose £61.75 in Council Tax (the 50% premium being charged) but will gain £1,174.38 per year in New Homes Bonus.
- 3.11 If the current NHB policy remains the same this amount will be received for six years and therefore the net benefit for each property brought back into use is £1,112.63 per year or £6,675.78 over the six year period.
- 3.12 Over a six year period, the bringing back into use of just 10 properties would deliver financial benefit to this Council of approximately £67,000.

Council's Empty Homes Work

- 3.13 In its consultation on the possible introduction of Empty Homes Premium the government made clear it believed the Premium would '*provide a useful incentive to encourage property owners to take steps to make use of dwellings that have otherwise been left unoccupied and substantially unfurnished*'.
- 3.14 The Overview and Scrutiny Committee considered reports on empty homes in January 2012 and March 2013. Members confirmed their desire to see empty homes brought back into use and endorsed an approach based on the principles that the Council would facilitate and encourage that where possible, but was prepared to use its enforcement powers where appropriate.
- 3.15 Members may conclude that the introduction of an Empty Homes Premium is an opportunity to give extra impetus to the Council's work in getting empty homes returned to use and will send out an appropriate message about their desire to see long-term empty homes properly used.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members are asked to note the detail of this report.
- 4.2 Members are asked to recommend to Council the introduction of an Empty Homes Premium and charge 150% council tax for properties that have remained empty for more than two years.

5.0 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 decide not to make a recommendation to Council on introducing an Empty Homes Premium of 50%.

6.0 Implications

Financial and Resource Implications

- 6.1 The financial implications are set out in the body of the report.

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

Legal Implications

- 6.2 Section 12 of the Local Government Finance Act 2012 inserted a new Section 11B into the Local Government Finance Act 1992 allowing billing authorities, in relation to a dwelling which has been unoccupied and substantially unfurnished for over two years, to charge up to 150% of the council tax which would have been payable if the dwelling were occupied by two adults and no discounts were applicable.

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

Equality and Diversity

- 6.3 Impact assessments will be carried out if the decision is taken to recommend the introduction of the Empty Homes Premium.

7.0 Decision Information

Key Decision

Financial Threshold Met: No as recommended to Council

Community Impact Threshold Met: No as recommended to Council

Wards Affected

All

Links to Corporate Plan and Policy Framework

This links to the Council's priorities of a district of opportunity and a safe, healthy and thriving district.

Lead Councillor

Councillor Ken Atack, Lead Member for Financial Management

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ryszard Filipiak, Service Assurance Team Leader
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Cherwell District Council

Executive

7 September 2015

<p>Proposal for a Joint Economic Growth Service with South Northamptonshire Council</p>
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Report of Head of Strategic Planning and the Economy

This report is public,
The appendix to this report is exempt from publication by virtue of paragraphs 2, 3 and 4 of part 1 of Schedule 12A of Local Government Act 1972.

Purpose of report

This report presents the final business case following consultation for a Joint Economic Growth Service across Cherwell District and South Northamptonshire Councils (hereafter “Cherwell” or “CDC” and “South Northamptonshire” or “SNC” respectively).

The report recommends the formation of a two way Joint Economic Growth Service and in doing so seeks the Executive’s agreement for the non-staffing elements of the business case.

The proposal is part of the wider transformation programme across the two Councils.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the attached final business case and the consultation responses in relation to non-staffing matters as outlined in section 5.1.
- 1.2 To note that the business case will be considered by the Joint Commissioning Committee with regard to staffing matters on 1 October 2015. This will include consultation responses from affected staff and trade union representatives.
- 1.3 To approve and implement the proposed final business case to share a joint Economic Growth Service between CDC and SNC, subject to similar consideration and approval by SNC Cabinet and approval of the staffing implications by the Joint Commissioning Committee.
- 1.4 To delegate to the Head of Strategic Planning and the Economy in consultation with the Leader of the Council any non-significant amendment that may be required to

the business case following the decision by SNC Cabinet and/or the Joint Commissioning Committee.

2.0 Introduction

- 2.1 Following the adoption of a Business Case for Joint Working by CDC and SNC in February 2015 and the commitment to deliver the business case objectives as soon as is practicable the three way transformation programme was reshaped to meet the needs of SNC and CDC pending a decision from Stratford-on-Avon regarding their participation after the election in 2015.
- 2.2 Following the decision of CDC and SNC Councils in February 2015 to approve the final business case for developing the approach to joint working and the delivery of local authority services, all services at both Councils are now included on the policy framework for the consideration of shared working.
- 2.3 This is the first business case for a two way shared service across CDC and SNC to be considered following the adoption of the business case in February 2015 and is part of the on-going Transformation Programme across the two Councils.
- 2.4 This business case does not seek to deliver savings as set out in the joint working business case considered by both Councils in February 2015, but seeks an investment in the service to increase the capacity of the proposed joint team. The proposal is focused on providing the right capacity to support economic growth across the two districts, which will in turn result in an increase in business rate income retained by the Councils.

3.0 Report Details

- 3.1 The draft business case for the Joint Economic Growth Service was endorsed for consultation with staff by the Joint Arrangements Steering Group (JASG) on 8 July 2015 having been previously discussed and endorsed by the Transformation Joint Working Group. The full business case, amended in order to reflect some of the comments made as part of the staff consultation process and to update/correct some of the financial figures included in the draft version, is attached as Appendix 1 to this report.

Proposal

- 3.2 The business case sets out the rationale for establishing a Joint Economic Growth Service across CDC and SNC that could be extended to include additional partners in the future.
- 3.3 Combining the current Economic Development Team at CDC and the Economic Development and Tourism Team at SNC into a Joint Economic Growth Team would provide an improved service to support economic growth by existing businesses and those looking to invest by working together, sharing expertise and best practice (CDC – Business Support, SNC – Visitor Economy, Both – Jobs Club, Jobs Match etc.) and taking advantage of economies of scale and providing resilience.

- 3.4 The service is structured to both meet the economic needs of each district and to address areas of common interest. The work will focus around three themes:
- **Skills and Employment:** Jobs Clubs, Jobs Match etc.;
 - **Business Support:** Business premises/vacancies, business networks, cluster development, advice on business growth, employment land release and inward investment, linking business intelligence across Council services to the new business support unit etc.;
 - **Visitor Economy:** Working with local attractions and with leisure, arts and tourism Council services to promote the area, and exploring a new Destination Management Organisation based on the key attractions (Bicester Village, Silverstone, Towcester Racecourse, Broughton Caste etc.) – increasing visitors, visitor facilities, support and employment etc.
- 3.5 The proposed joint team will also work closely alongside the Business Support Team on the financial modelling of business growth (in CDC/SNC Finance) and with the Environmental Health team (CDC/SNC) on providing the 'Better Business' support to business regulations. This collaboration between the three service areas has been extended to other CDC/SNC services as part of a workstream examining how services for businesses might be enhanced, to show that both Councils are genuinely "open for business".
- 3.6 The proposed joint team will be led by two Senior Economic Growth Officers who would report directly to and be line managed by the Head of Strategic Planning and the Economy. There are two District Lead team leaders rather than a single manager to reflect the different economies and growth priorities in each Councils Economic Development strategies and Local Plans. The two Senior Economic Growth Officers will therefore ensure that the needs of each District are met, as work priorities are established for the team as a whole. All officers within the shared team would work for both Councils and report to both lead officers as required.
- 3.7 The proposed joint team will continue to engage with 3rd party providers on behalf of the Councils and will maintain and develop relationships with key partners (Including, Cherwell M40 Investment Partnership, Bicester Vision, Chambers of Commerce, SNC Tourism Forum, SNC Business Forum and the various LEP forums).
- 3.8 The Economic Growth team would consist of 5.54 Economic Growth Officers, 1.0 Graduate Economic Growth Officer and 1.2 FTE Business Support Officers. The work of the team would be managed by the two Senior Economic Growth Officers and would involve matrix management. The team would be a shared resource and officers would work for both Councils, however actual work allocation would be a matter for the Senior Economic Growth Officers.
- 3.9 This limited and proportional increase in the capacity of the team is designed to both maintain the existing level of service which has delivered strong economies in both districts and to extend the service as growth takes places with a large volume of employment land release through the Cherwell Local Plan (223 HA from 2011-2031) and the Joint Core Strategy (140.5 HA up to 2029) for SNC. The proposed joint team will continue to actively work with the UKTI to secure inward investment and business occupancy, which will subsequently result in increased business rate gains.

Financial Case

- 3.10 The financial implications associated with the business case are set out in detail in Section 15 of the attached business case.
- 3.11 The business case is not based on achieving savings through a reduction in staffing levels, but on supporting substantial economic growth across both districts. As a result, the business case proposes a limited and proportional increase in the size of the joint team. While the proposal increases the capacity across both districts, the proposed service is slightly weighted towards CDC as a reflection of the volume of work, higher number of companies and higher land release within the Cherwell district. As a result of this weighting and the smaller size of the existing CDC team, the proposal is a significant cost increase for CDC and a small cost increase for SNC.

The additional cost to each Council is set out in the table below:

	Annual Cost Increase
Additional Cost - CDC	£88,500
Additional Cost - SNC	£11,500
Total Additional Service Cost	£100,000

Due to the assumptions made in relation to cost allocation there will be a need to review the allocation at year end to reflect the actual time spent on each district, which will be closely monitored to ensure the full delivery of the commitments in each Council's Economic Development Strategy.

HR Implications

- 3.12 The staffing implications relating to the proposal will be considered by the Joint Council Employee Engagement Committee on 23 September 2015 and the Joint Commissioning Committee on 1 October 2015.
- 3.13 As background information, the expectation is that existing staff would continue to be employed by their current, respective authority under the pay, and terms and conditions of that employing organisation. New and revised job descriptions have been devised in order to standardise responsibilities across the two organisations. The new job descriptions have been through the job evaluation process at each organisation.

Decision making timetable

- 3.14 The decision of this Executive will be reported to the Joint Commissioning Committee on 1 October 2015, where the staffing implications for CDC and SNC will be considered.

The timetable and recommendations arising from the democratic process for both Councils is outlined in the table below:

Democratic process and decision

Date	Committee and Council	Decision
07.09.15	CDC Executive	To be determined
14.09.15	SNC Cabinet	To be determined
23.09.15	Joint Council Employee Engagement Committee	To be determined
01.10.15	Joint Commissioning Committee	To be determined

4.0 Conclusion and Reasons for Recommendations

- 4.1 The business case represents a major milestone in the revised transformation programme across CDC and SNC. The proposed joint team would provide an improved and strengthened service to support economic growth in each district by existing businesses and those looking to invest by working together, sharing expertise and best practice and taking advantage of economies of scale and providing resilience.

5.0 Consultation

CDC Lead Member for Estates and the Economy

SNC Portfolio Holder for Economic Development, Regeneration and Housing

Councillor Norman Bolster

Councillor Stephen Clarke

All affected staff within the two Economic Development teams, and Unison Representatives from each Council.

Two way Joint Arrangements Steering Group (JASG)

Transformation Joint Working Group

Chief Executive, Section 151 Officer and JMT.

- 5.1 Consultation with all employees in scope of the proposed business case to create a joint Economic Growth service and the Unison representatives commenced on 22 July 2015 and ran for a period of three and a half weeks until the 14 August 2015 in line with the Councils Joint Organisational Change policy.

The consultation period included a joint initial meeting with employees of both teams along with Unison representatives and subsequent meetings with individuals as requested.

All responses received during the consultation period were recorded on a consultation log along with the answers provided. The full consultation log will be considered by the Joint Council Employee Engagement Committee and the Joint Commissioning Committee prior to a decision being made on the staffing elements

of the business case. A total of 7 responses were received predominantly in relation to specifics in job descriptions and the HR process that would be followed. One query was received in relation to the use of mobile technology (tablets/i-pads) which be considered should the proposal be implemented.

The only non-staffing changes to the business case arising from the consultation process relate to relatively minor matters of accuracy and the updating of financial information. We would like to thank the staff who volunteered this information during the consultation process and those who helpfully enabled us to update the business case.

6.0 Alternative Options and Reasons for Rejection

6.1 The following alternative options have been identified and rejected. The reasons for each option being rejected are set out in section 5 of the business case:

Option 1: Retain the status quo

Retaining the status quo is an option should Members wish to do so as each team has demonstrated its effectiveness in delivering economic growth and each Council has examples of best practice. However, retaining the status quo would limit the opportunities available to progress the work carried out by Deyton Bell and the recommendations from the LGA report, including collaboration and moving towards an 'open for business' approach. The 'do-nothing' option is not recommended.

Option 2: Two-way shared service with a single Economic Growth Manager

An alternative two way shared service structure has been considered. This would see an additional post 'Economic Growth Manager' reporting directly to the Head of Service and having line management responsibility over the two team leaders.

This option has been discounted as the preferred option of two Lead Officers is an affordable model that provides geographic focus for the partners and reflects the different priorities and economies of each district. Adding an additional service manager would represent a cost increase on the proposed structure. This option could be re-visited in the future should additional partners join the structure or significant changes occur to the organisational structure of the Councils.

Option 3: Three-way collaboration and shared service with Stratford-on-Avon District Council.

A three-way collaboration with SDC is certainly a realistic option and has been given serious consideration. However, while it remains possible to progress with certain economic collaboration activities with SDC and this should be encouraged where it benefits all parties, due to the SDC Council decision in December no further formal shared service projects are being considered across the three Councils at this time.

Option 4: Three-way collaboration and shared service with other partners.

A three-way collaboration with other partners is certainly an option to consider in the future, as there are clear benefits to wider economic growth collaboration.

However, other than SDC (considered above) there are no other existing relationships at a sufficient stage to consider as part of a three-way shared service at this point. The process of developing such a relationship is likely to be lengthy

and while this option should be considered again in the future, it should not be pursued at this time to the detriment of other options.

- 6.2 The approach in the recommendations is believed to be the best way forward. The proposal is to establish a Joint Economic Growth service between CDC and SNC and to begin a programme of collaboration and alignment including the sharing of best practice, aligning strategies and developing common projects.

7.0 Implications

Financial and Resource Implications

- 7.1 The detailed financial implications are set out in section 15 of the business case. However in summary, the additional cost associated with the proposal across the two Councils is £100,000 per annum. The overall increase in cost relates to the additional posts and the fact that certain posts were evaluated at a higher grade than current posts.

There is an expectation that the unit will spend more time on CDC activity and this is reflected in the cost allocation model. Due to the assumptions made there will be a need to review the allocation at year end to reflect the actual time spent on each district, which will be closely monitored to ensure the full delivery of the commitments in each Council's Economic Development Strategy.

There could be redundancy or pay protection costs as a result of implementing the proposal. These are outlined in section 15 of the business case.

Comments checked by:

Paul Sutton, Head of Finance and Procurement, 0300 003 0106
paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.1 As with all two way shared services this proposal, if implemented, will be covered by the section 113 agreement (as amended) entered into between the two Councils.

Decisions regarding human resources cannot be made by the Executive. Therefore the human resource elements of the business case will be considered by the Joint Commissioning Committee before the Council can be deemed to have approved the business case.

Comments checked by:

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

Risk Implications

- 7.3 Section 15 of the draft business case sets out the risk implications.

The risks associated with the HR elements of the business case relate to the usual range of employment risks which will be considered by the Joint Council Employee Engagement Committee and the Joint Commissioning Committee. The Councils

have HR policies in place to ensure that the change is managed in line with best practice and the law which mitigates these risks as far as possible.

Comments checked by:

Jo Pitman, Head of Transformation, 0300 003 0108

jo.pitman@cherwellandsouthnorthants.gov.uk

Equality Implications

- 7.4 An Equality Impact Assessment initial screening assessment has been carried out and it has been determined that the proposal does not have any adverse impact on equality groups and as a result a full impact assessment and associated action plan is not required. This is included as part of the business case in Appendix 1.

Comments checked by:

Caroline French, Corporate Policy Officer, 01295 221586

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8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Cherwell, a district of opportunity

Lead Councillor

Councillor Norman Bolster – Lead Member for Estates and the Economy

Document Information

Appendix No	Title
1	Joint Economic Growth Business Case
Background Papers	
None	
Report Author	Adrian Colwell, Head of Strategic Planning and the Economy
Contact Information	0300 003 0110 Adrian.colwell@cherwellandsouthnorthants.gov.uk

Cherwell District Council

Executive

7 September 2015

Asset Management Strategy Action Plan Update

Report of Commercial Director (Bicester) and Head of Housing and Regeneration

This report is public

Appendices 1, 2, 3a and 3b are exempt from publication by virtue of paragraph 3 of Schedule 12A to the Local Government Act 1972

Purpose of report

To update the Executive on the progress of the priority actions arising from the Asset Management Strategy Review as reported in December 2014 and as part of the 2015/16 budget process.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the updates on the priority actions arising from the Asset Management Plan set out in exempt Appendix 1.
- 1.2 Approve the allocation of up to £120k from earmarked reserves, which will allow the progression of the key activities which focus on the priority actions arising from the Asset Management Strategy Review (exempt Appendix 2) and detailed in Section 1-4 of exempt Appendix 1.
- 1.3 Approve the use of £80k of the approved The Hill Youth and Community Centre capital budget to progress the Hill project to the next stage as outlined in section 4 of exempt Appendix 1
- 1.4 Note that a comprehensive project plan is being monitored through the Accommodation Asset Strategy Board to ensure the vision set out in exempt Appendix 2 will be delivered by 2019. Progress against this action plan will be presented to the Executive in March 2016.

2.0 Introduction

- 2.1 At the December 2014 Executive it was agreed that the following would be priority actions arising out of the Asset Review & Strategy work.

- 1) Asset Strategy Resource Plan
- 2) Operational Offices Plan
- 3) Car Parks Plan
- 4) Community Buildings Plan including the proposals for The Hill as per the 2015/16 capital budget proposals

2.2 Action plans and revenue funding was allocated to each of these focus areas and project teams were established to deliver outcomes. This report will provide an update on the work to date.

3.0 Report details

3.1 Exempt Appendix 1 contains an overview of each of the focus areas together with an indication of timescales, additional funding required or approvals needed.

3.2 The Accommodation Asset Strategy Board provides a forum for debate and discussion about property matters. The Board comprises the Lead Members for Finance and Estates/Economy. The officer support is made up of representatives of Estates, Regeneration, Housing, Finance, and Bicester. The board is monitoring the actions and priorities arising out of the Asset Strategy.

3.3 A detailed action / resource plan is being monitored and will be presented to the Executive as part of the 2016/17 budget process together with detailed revenue and capital bids.

3.4 In the meantime to continue to progress the key priorities requires additional revenue budgets of up to £120k and capital budget of £80k in 2015/16 to fund:

- 1) Resources
- 2) Consultancy
- 3) Stage 1 of a 2 stage procurement activity for The Hill

3.5 Any use of specialist consultants will be subject to demonstrating VFM and will be subject to the Council's procurement process.

4.0 Conclusion and Reasons for Recommendations

4.1 It is important that adequate resource and a number of specialist reviews are available during this financial year in order to inform the work programme, capital programme and current strategic development projects. It has been estimated that the resources required in 2015/16 can be met from windfall income or earmarked capital receipts subject to Executive approval.

5.0 Consultation

- Accommodation Asset Strategy Board (whole report)
- Banbury Developments Board (priority focus 2 and 3)
- Bolton Road Project Team (priority focus 3)
- Community Centre Project Team (priority focus 4)

- The Hill Project Team (priority focus 4)

6.0 Alternative Options and Reasons for Rejection

- 6.1 There is an option not to provide funding during 2015/16 and submit bids for the 2016/17 budget process. This is not recommended as a number of priority actions require resources now as they impact on other Council projects and priorities.

7.0 Implications

Financial and Resource Implications

- 7.1 There is a requirement to provide revenue budget of up to £120k and capital funding of £80k for priority actions detailed in exempt Appendix 1.
- 7.2 These funds can be met from earmarked reserves and existing capital budgets. Any further capital or revenue expenditure will need to be considered as part of the 2016/17 budget process.

Comments checked by: Paul Sutton, Head of Finance and Procurement,
0300 0030106, paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.3 There are no legal implications as a result of this report.

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

Risk Implications

- 7.4 There are no direct risks as a result of this report. In preparing a comprehensive action list for implementing the Asset Management Strategy a risk and mitigation register will be compiled and monitored.

Comments checked by: Paul Sutton, Head of Finance and Procurement,
0300 0030106 paul.sutton@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

Most people use public assets, such as council buildings, leisure centres, car parks and community facilities. They help shape the character of local areas and influence the quality of life for local people. They make an important contribution to local priorities. This proposal will enable the Council to deliver its vision for asset management which will meet the objectives of all of the Council's Strategic Objectives:

- District of Opportunity
- Thriving Communities
- Safe, Green and Clean
- Sound Budgets and Customer Focused Council

Lead Member

Councillor Norman Bolster

Lead Member for Estates and the Economy

Document Information

Appendix No	Title
One	Update on priority actions (exempt)
Two	2014 – 2019 Asset Review and Strategy (exempt)
Three	Leisure Centres (exempt)
Background Papers	
None	
Report Author	Karen Curtin, Commercial Director (Bicester) Chris Stratford, Head of Housing and Regeneration
Contact Information	Karen.curtin@cherwell-dc.gov.uk 0300 0030202 Chris Stratford, Head of Housing and Regeneration Chris.stratford@cherwellandsouthnorthants.gov.uk 0300 0030111

Cherwell District Council

Executive

7 September 2015

Graven Hill Update

Report of Director of Resources and Commercial Director (Bicester)

This report and appendix 1 are public
Appendix 2 is exempt from publication by virtue of paragraph 3 of Schedule 12A to the
Local Government Act 1972

Purpose of report

To update members on the work being undertaken by the Graven Hill Development Company in delivering the large scale self build project and to present the 2015/16 business plan and financial forecast as per the Council's governance and financing requirements for this investment.

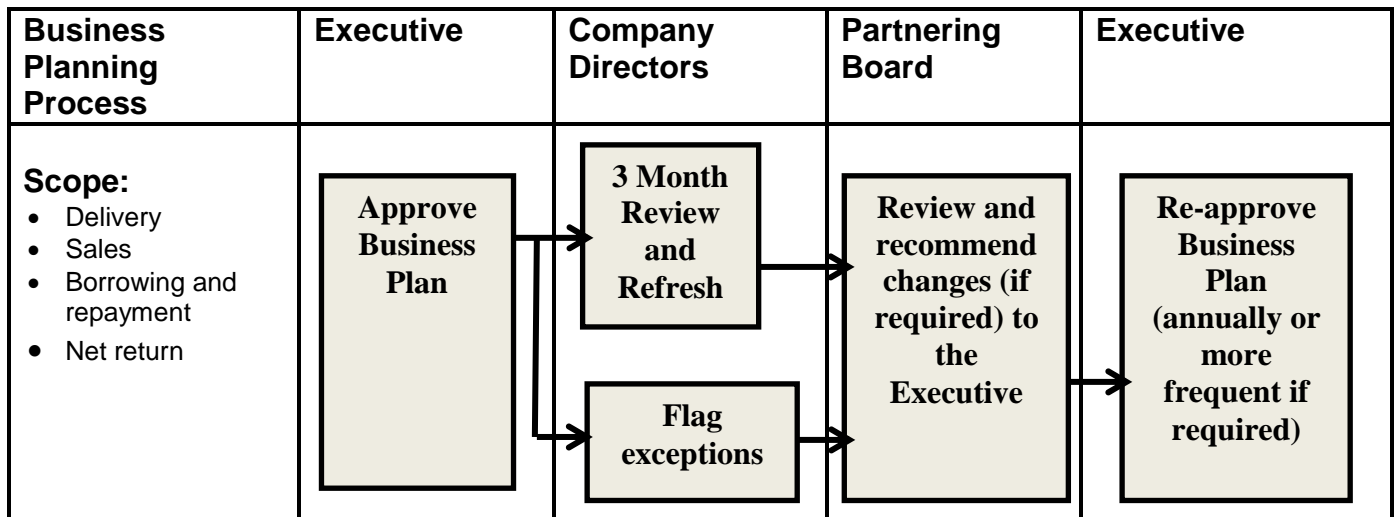
1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the significant progress being carried out by the Graven Hill Development Company as set out in Appendix 1.
- 1.2 Approve the 2015/16 Business Plan and objectives as set out in Appendix 1
- 1.3 Approve the updated Financial Forecast as set out in Appendix 2 and ask officers to reflect the changes from the baseline model into Council financial forecasts and funding plans.
- 1.4 Approve the membership of the Partnering Board in Para 3.16. This group have responsibility for safeguarding the Council's equity investment and lending to the Company by undertaking more detailed monitoring of the Business Plan and providing advice and recommendations to Executive.
- 1.5 Consider the addition of a member of the Overview and Scrutiny Committee to the membership of the Partnering Board as set out in paragraph 3.17 such member, if approved, to be appointed to the Board by the Overview and Scrutiny Committee at its next meeting.

2.0 Introduction

2.1 At its September 2014 meeting, the Executive received a report outlining the governance arrangements in place to monitor the Graven Hill site acquisition. The governance arrangements in place to monitor the Council's investment are set out below:



- 2.2 An initial meeting of the Partnering Board took place in September 2014 in order to establish terms of reference and agree roles and responsibilities of the membership. The Board has then met quarterly to ensure effective monitoring against the Graven Hill Business Plan and financial projections.
- 2.3 The Partnering Board monitor progress against the business plan and in turn updates are given to the Executive on project progress and to escalate areas that require Council approval.
- 2.4 This report gives the current overview of the work being undertaken on the project during 2015/16 and asks the Executive to approve the 2015/16 business plan and consider an updated financial forecast for Graven Hill in line with the governance arrangements that are in place. It also asks the Executive to confirm the Councillor membership of the Partnering Board including the possibility of including a member of the Overview and Scrutiny Committee.

3.0 Report details

2015/16 Business Plan

- 3.1 Appendix 1 sets out the 2015/16 business plan objectives along with a current overview of the work currently taking place in relation to the Graven Hill site. As can be seen the focus of activity for the site is currently fivefold:
- 1) Completing surveys, refining masterplan, updating viability, programme and planning conditions.
 - 2) Working with MOD to ensure site separation is on track.
 - 3) Preparing for the key infrastructure phase including procurement.
 - 4) Sales - creating demand and designing suitable products.
 - 5) Recruitment of key personnel to deliver the project operationally and commercially.

- 3.2 The board receives a monthly report on sales & marketing, operations, finance, programme and governance which focuses on the key workstreams and outputs.

Sales & Marketing

- 3.3 As the UK's largest self build scheme, Graven Hill is already on the map and high profile in terms of potential customers and other local/national stakeholders. Pages 6-11 of Appendix 1 set out the work being undertaken to maintain interest and develop the commercial offering.
- 3.4 The KPI's for 2015/16 are set out on page 13 of Appendix 1 and include delivering a price preview event in November 2015, when we will announce the plots available in the first phase, plot prices and outline the reservation process.

Operations

- 3.5 The site is currently still occupied by the MOD by virtue of the lease granted in August 2014. The land will be transferred in 2 phases and work is currently underway to ensure phase 1 land is transferred in October 2015, when we will then begin the planning for infrastructure work required for the demonstrator plots and phase 1.
- 3.6 The detailed activities for 2015/16 can be seen on Page 12 of Appendix 1.

Programme

- 3.7 The Graven Hill project is estimated to take 10 years and involves delivering against a complex programme of infrastructure works.

Finance and Governance

- 3.8 KPI's for 2015/16 are set out on page 13 of Appendix 1 and these indicators ensure that the company works within the financial/governance boundaries set by the Council, comply with statutory and Company House requirements and manage cashflow. The governance of the company is set out on page 14 and this will be reviewed during autumn 2015.

2015/16 Updated Financial Projections

- 3.9 The detailed financial model established for the Graven Hill project is monitored on a monthly basis by the delivery team, board directors and the company accountants Clark Howe's.
- 3.10 The company has prepared accounts for the period August 2014 to March 2015 and they have been submitted to the Council and are currently being audited. The outcome was as expected for the shortened year 1 period.
- 3.11 As we continue to progress the pre-development work on the site, update the masterplan, understand the market requirements, work through the technical process of delivering self build plots, consider inflation, timescales and other economic factors it is inevitable that the financial projection for the company will change.
- 3.12 In July 2015 the Partnering Board received an updated financial model and projection for the company and received comprehensive commentary on the changes compared to the baseline financial model approved by the Council in September 2014.

- 3.13 A summary of the financial model and financial projection is contained in Appendix 2. This appendix shows the impact on the council finances of this investment.
- 3.14 The Partnering Board considered these changes in detail and as the impact on the Council was minimal when compared to the baseline forecast approved they were happy to recommend to the Executive that the latest financial projection be approved and used as baseline 1 for monitoring and cashflow purposes.

Governance Arrangements – updated membership

- 3.15 At the June 2014 meeting it was agreed that a Partnering Board would be established to monitor the performance of the companies in delivering the objectives of the business plan. This Board will have closer involvement to ensure overall supervision of the Company and the scope the Directors have in conducting the affairs of the Company is adequately controlled.
- 3.16 At the June 2014 meeting elected members were appointed to the Partnering Board by name rather than portfolio. Clearly membership should relate to Lead Member responsibility and it is therefore recommended that the Partnering Board membership is confirmed accordingly as follows:
- 5 Elected Members
 - Leader of the Council
 - Lead Member for Financial Management
 - Lead Member for Housing
 - Lead Member for Estates and the Economy
 - Leader of the Opposition group
 - The Council's S 151 Officer and the Monitoring Officer
- 3.17 At its February 2015 meeting the Overview and Scrutiny Committee requested officer advice on the circulation of information from meetings of the company boards. The minutes of board meetings are confidential to the companies but the Committee clearly has a legitimate interest in having an overview of this significant corporate project. While reports to the Executive such as this provide a periodic overview to all elected members the overview and scrutiny role could be enhanced by augmenting the Partnering Board membership by a Committee member. The Executive is accordingly requested to consider this possibility. In the event that the addition of a Committee member to membership of the Partnering Board is approved the Committee will be requested to make an appointment at its next meeting.

4.0 Conclusion and Reasons for Recommendations

- 4.1 As at 24 August 2015 (latest Board Meeting) the work programme for Graven Hill is on track in terms of current programme, budget and risk management.
- 4.2 This is a significant investment for the Council and one that is innovative and delivers many positive benefits to the District. It is therefore imperative that the strong governance that has been put place continues to actively manage the work programme, budgets, risks and mitigations.

- 4.3 The Partnering Board has as per the governance arrangements actively managed and monitored the delivery of the initial work programme and financial appraisal of the development company. The vision document and updated financial appraisal has been reviewed in detail and is presented to the Executive for ratification.
- 4.4 The Executive will receive an update in Q4 on progress against the targets outlined on page 13 of Appendix 1.

5.0 Consultation

- 5.1 The work programme and financial appraisal is regularly monitored by the Directors of the companies set up to deliver Graven Hill and the Partnering Board. The vision document and financial appraisal has had the following consultation:
- Clark Howes - Accountants
 - EC Harris – technical consultants
 - Knight Frank and Whites Commercial
 - Graven Hill Holding and Development Company Directors
 - Partnering Board

6.0 Alternative Options and Reasons for Rejection

- 6.1 There is an option to ask for a further review of the vision document and financial forecast.

7.0 Implications

Financial and Resource Implications

- 7.1 The financial implications are as set out in exempt Appendix 2.

Comments checked by: Paul Sutton, Head of Finance and Procurement, 0300 0030106, Email: paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications arising as a result of this report.

Comments checked by: Richard Hawtin, Team Leader – Non-contentious
Tel: 01295 221695, Email: richard.hawtin@charerwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 A full list of risks and mitigations are monitored on a monthly basis by the delivery team and reported to the monthly board meeting and quarterly partnering board meetings. Subject to the monitoring and management of these risks, the risk analysis does not indicate any issues at this stage.

Comments checked by: Paul Sutton, Head of Finance and Procurement, 0300 0030106, Email: paul.sutton@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision Yes

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

This proposal will enable the Council to deliver its vision for Graven Hill, which fully meets the objectives of all of the Council's strategic objectives:

District of Opportunity - housing growth, employment and infrastructure

Thriving Communities – affordable housing, self build

Safe Green and Clean - sustainability measures, reduce carbon footprint, Bicester "One Vision"

Sound Budgets and Customer Focused Council - financial returns on investment that can be used to fund other projects district wide, deliver New Homes Bonus and business rates.

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information

Appendix No	Title
Appendix 1	2015/16 Graven Hill Business Plan
Appendix 2	Updated Financial Forecast (exempt)
Background Papers	
None	
Report Author	Martin Henry, Director of Resources Karen Curtin, Commercial Director (Bicester)
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BUSINESS PLAN 2015/16



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Executive Summary

The Graven Hill development represents a project unlike any other in the UK. It encompasses the country's largest self-build scheme and at a time when most local authorities are reducing expenditure, Cherwell District Council, through the Graven Hill Village Holding and Development Companies, is making significant investments.

The project obviously comes with financial and operational risks; however the benefits of a successful delivery exceed beyond healthy profit margins and the provision of much-needed housing. Graven Hill and Bicester will make history as the first scheme of its kind within the UK and become a benchmark by which all future developments will be measured.

It is expected the Graven Hill project will take ten years to complete and will be separated into different phases which will be delivered periodically. With work due to commence on the first phase in 2016, this document outlines the progress that has been made to date and the actions to be undertaken during the 2015/ 2016 year.

Over the coming months, operational work will begin on site incorporating the first key milestones, such as the adoption of the Local Development Order and the commencement of the demonstrator project. Running concurrently to this will be the ongoing sales and marketing promotion which will utilise a cross-section of channels ranging from traditional media channels to social media and event sponsorship. Both the operations and marketing work, along with the finances, will be carefully monitored through the use of pre-determined key performance indicators.

With the first plot prices due for release in autumn 2015 and the demonstrator works ready to begin in 2016, Graven Hill is nearing the first stages of active development. After several years of negotiations and preparatory work, these discussions will soon come to fruition with the commencement of the UK's largest and most innovative self-build housing scheme.

Introduction

Graven Hill is set to become the largest self-build scheme in the UK and the second largest in Europe. Located in Bicester, Oxfordshire, it forms an important element of the 'Garden Town' programme and is expected to make a significant contribution to the local growth agenda through the creation of the following:

- Up to 1,900 self-build housing opportunities, delivering diversity in the local housing market
- Up to 2,000 new jobs
- Up to c.93,000 (1 million sq ft) of commercial space
- A new primary school and community centre
- Local retail and office provision
- Extensive public open space including, allotments, parks, sports pitches, woodland and a cycle network

In addition, Graven Hill is contributing almost £50m to the local infrastructure through planning obligations to support local secondary schools, adult education, public services and built infrastructure.

It is therefore not difficult to see why Cherwell District Council (CDC) established the Graven Hill Village Holding and Development Companies Ltd. in 2014 to own and develop Graven Hill and ensure the delivery of this strategically important scheme.

Outline planning permission for the site was granted following the successful conclusion of the Section 106 (S106) negotiations in August 2014. This saw the sale of the site from the Ministry of Defence (MOD) to the Graven Hill Village Holding Company, which is wholly owned by Cherwell District Council. This was completed with a 'back-to-back' sale to the Graven Hill Village Development Company and subsequently leased back to the MOD.

Since the completion of the sale, there have been two interrelated 'headline' work programmes these being

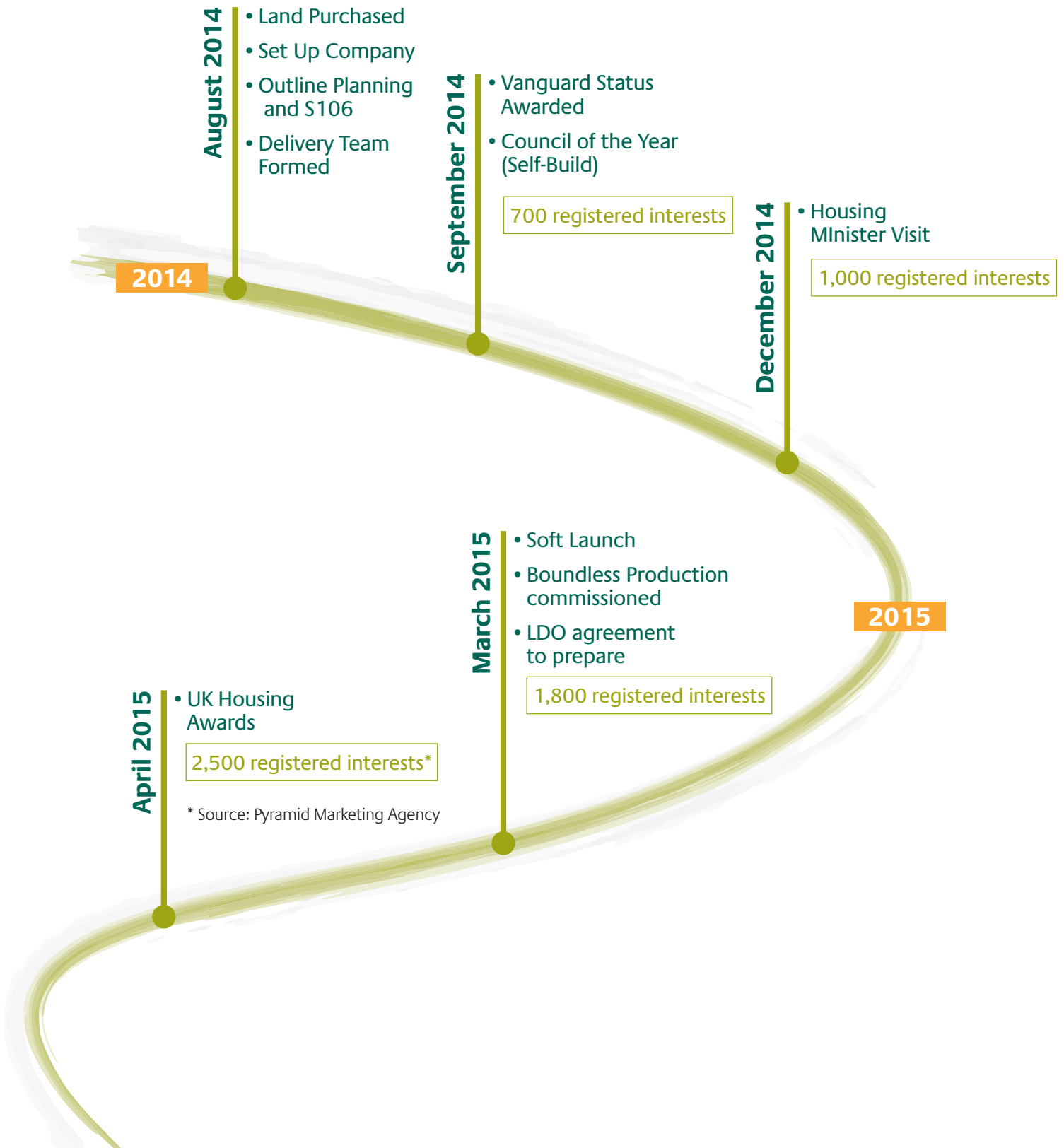
- Operations
- Sales and Marketing

This business plan sets out the key activities, challenges and opportunities for 2015/16.

The key objectives for the year ahead are:

- To deliver the strategic delivery programme including securing approval of the masterplan, Phase 1 design code, and CDC's adoption of a Local Development Order (LDO) for Phase 1a of the development
- To develop Graven Hill branding and profile and maintain Graven Hill's place as a 'market leader' in the national self-build market
- To develop and enhance the customer experience of dealing with the company and its representatives, through all channels of engagement, including website, face-to-face meetings, via telephone and through email.
- To develop product specifications and critical customer and site delivery processes
- The successful delivery of the 'My Grand Designs Project' through to 'golden brick'

Achievements to date





Sales and Marketing

As the UK's largest self-build scheme, Graven Hill is already on the map and high profile both with potential customers and also other stakeholders at both a local and national level. 'Being first' has some benefits, most notably the pent up demand for this form of housing opportunity and the ability to attract inward investment. However, there are some challenges that are also important to note.



Firstly, there is no text book for Graven Hill. Whilst learning can be drawn from large self-build schemes in Europe and from smaller schemes in the UK (including Cherwell District Council's Build! Programme), a self-build scheme on this scale is untested with...

- The UK regulatory frameworks that exist in planning, environmental health and building control
- UK lenders of mortgage finance
- Suppliers, including service suppliers (solicitors etc.) works suppliers (e.g. contractors) and product suppliers (e.g. kit homes)
- Customers

Much of the work under the 'sales and marketing' theme therefore relates to *process development* and *product development*.

Process Development:

Given this is a unique development. New processes will need to be developed to ensure smooth delivery.

- **Customer journey.** From awareness to registered interest, to exchange through to completion and occupation.
- **Legal process.** This includes the suite of sales and transfer documents with consideration to legal implications for both the Development Company and the customer.
- **Golden brick** design and delivery
- **Site logistics.** Deliveries, working hours, health and safety, site welfare etc.
- **Customer relationship management processes.** This includes registered interest and customer contact.
- **Specific customer processes and support packages.** This relates to technical and sales support, pre, during and post development for both groups and individual self-builders.

Product Development:

In terms of product development there are likely to be twelve products available at Graven Hill:

Open market housing (70 per cent of development)

1. Detached plots
2. Terraced plots semi-detached plots
3. Group terraced plots (for groups to jointly commission builder/manufacturer to construct apartments)
4. Group apartment plots (for groups to jointly commission builder/manufacturer to construct apartments)
5. Individual watertight shell apartments
6. Individual watertight shell terraces

Affordable housing (30 per cent of development)

1. Watertight shells to rent (apartments and houses)
2. Watertight shells for shared ownership and shared equity (apartments and houses)
3. Community self-build for rent
4. Leased land for shared ownership
5. Extra Care provision is housing for over 55s delivered in a flexible model enabling residents to purchase the care and support services they require at the point they need them.
6. Shared housing for single people in employment and education (e.g. apprenticeships)



During the course of 2015/16 a product specification will be created for each of the aforementioned products to accompany sales particulars. This specification will be both technical and sales in nature, including issues such as process and the 'offer' from the Development Company to the customer.

Likely content will include aspects such as site welfare, working hours, health and safety, warranties and so on. The sales element will consider what is going to make this product attractive to customers and process map the product to identify particular challenges. This work will dovetail with the work to produce the plot passports, which again, by their very nature deliver both sales and operational objectives.

Over the course of the first two years the product specifications will be reviewed on a regular basis, assessing which products deliver the best return for the company, which products are particularly popular and so on.

Key Work Streams

Moving on from product and process development there are a number of other key work streams under the banner of sales and marketing. These are:

- **Branding:** a focus group exercise 'tested' the name Graven Hill and the brand proposed by the Company's appointed branding agency. The outcome of this work is that the name Graven Hill will remain, along with the proposed brand. During 2015/16, this brand will be developed and to enable its promotion in a range of settings and mediums. Furthermore, the focus groups identified that potential customers are positive about the historical links with Graven Hill and therefore there will be a greater focus to promote and develop this aspect.
- **Review of existing customer register:** there are over 2,250 people registered with Graven Hill, however it is necessary to now review this list to see a) how many are serious potential purchasers and b) how this list relates the opportunities in Phase One of the development. This will identify any potential 'mismatch' and the need for targeted sales and marketing. Examples include attracting people to work collectively on apartment and terrace housing opportunities.
- **Proactive customer engagement** through monthly newsletters and customer events.
- **Reactive customer engagement** by ensuring a professional and timely response to enquiries received through phone calls, emails and the website.
- **Website.** The procurement of a new website, to include collaboration space for staff and suppliers to Graven Hill Company. The website will be fresh, fully branded and will include a 3D master plan and opportunity for customers to download plot passports and product information.
- **Develop a panel of lenders.** Whilst there is existing relationships with a number of lenders through the Build Programme, it is important that this panel is extended and educated to ensure lending capacity for Graven Hill.
- **Show Homes.** The procurement of up to 10 'off site manufactured' show homes, adjacent to the My Grand Designs Project on the demonstrator land. During 2015/16, the specification and procurement of this project will commence.
- **My Grand Designs Project.** In partnership with Boundless Productions and Channel Four. During 15/16, the selection process will complete and customers will exchange contracts ahead of the 'golden brick' foundation works commencing on each plot, to enable a customer start on site in 2016.
- **Supply Chain engagement.** Focusing on the customer supply chain, engaging through newsletters, events and providing a 'media package' to enable suppliers to promote Graven Hill.
- **The specification of a sales and marketing suite at Graven Hill.** It is proposed to have a fully functioning sales and marketing centre which will include a project delivery office. This will be on the site of the Rodney House Social Club, and open in summer 2016.
- **Engagement with potential tenants and/or operators** for the local pub, retail and local office space.
- **Conveyance.** Work is underway to create a suite of legal documents to include contracts for registered interest and sales.

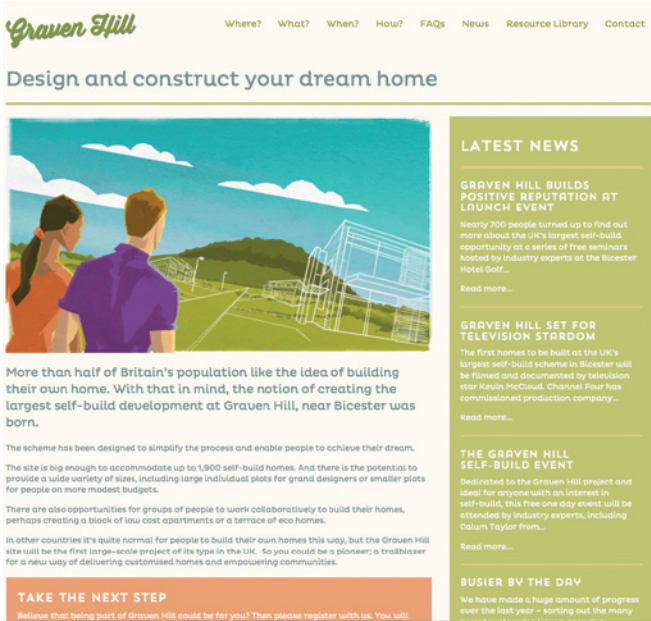
This is an ambitious programme and as such the financial model has ensured sufficient resources to deliver this; including directly employed staff, Council staff (through a Service Level Agreement) and external consultants and agencies.

Promotions

Graven Hill and the self-build concept has and continues to receive widespread coverage both locally and nationally.

In January 2015, a branding agency was appointed following a competitive tendering exercise to develop an identity and to make recommendations for its roll-out. Since this time there has been a number of activities:

Website— www.gravenhill.co.uk



An interim website exists which has been refreshed in terms of appearance, structure and functionality and enhanced through the development of a registered interest area for customers and also suppliers.

Registered interest via the site continues steadily with in excess of 2,250 registrations (as at July 2015). Messages posted via the site are monitored on an ongoing and daily basis.

The functionality of the current website is not sufficient for our future needs and therefore during 2015, a new marketing website, complete with collaboration platform and one that has future scalability will be developed.

Self-Managed Events

Graven Hill hosted its first self-build event in March 2015, open to anyone with an interest in the self-build concept and particularly those with an interest in living at the Graven Hill site.



Television Personality Charlie Luxton
Guest presenter at the Graven Hill event in March 2015

The event, which took place in Bicester, ran over a single day and attracted almost 700 attendees. Hosted by representatives of the Graven Hill Development Company, the event included a range of six workshops that were presented by a selection of industry experts and high profile speakers. Such was the success of the day that many sessions were oversubscribed and it led to calls for a repeat event—this took place in July 2015 and attracted a further 190 attendees.



Newsletters

Keeping potential customers, suppliers and stakeholders up-to-date with information, details of forthcoming events and any development at Graven Hill is something we are committed to. We aim to achieve this by compiling and issuing a monthly e-zine which is direct mailed to all of those registered with us. It is also available to download direct from the Graven Hill website.



Social Media

It has always been our intention to develop bespoke social media accounts for Graven Hill. However, whilst the branding exercise was underway, promotion of Graven Hill via social media has been managed through the CDC Corporate Channels. Promotion of the event in March was highly successful with our reach extending beyond 300,000 individuals. The CDC Facebook site currently has in excess of 7,500 likes with Twitter standing in excess of 4,800. Both channels are updated on a daily basis.

 7,500 followers
 4,800 followers



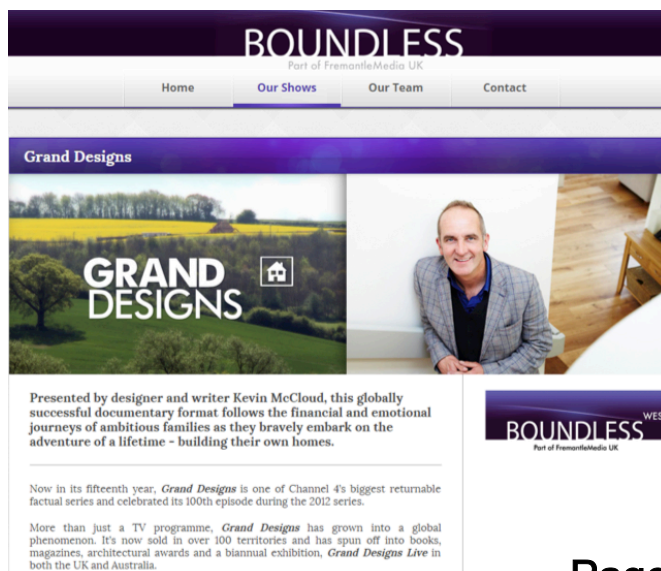
Partner Events



Whilst we continue to manage our own event programme, we remain committed to exploring other opportunities that may present, including sponsorship and dual branding alongside other high-profile industry events, such as Build It Live! It is the intention to run a Build It Live Bicester event in the summer of 2016.

Television

Graven Hill continues to make news both locally and nationally and during the course of 2014, the team was approached by Boundless Productions, working on behalf of Channel 4.



Following negotiations, Boundless have now agreed to make available the first 10 plots at the Graven Hill site. This involves individuals or groups who are looking to build at the site and are willing to have their journey followed by the television production company. The production will be fronted by presenter and self-build champion Kevin McCloud. Applications are being reviewed and selection of those who will take part is taking place later this year.

Traditional Media Channels

The communications team continue to promote Graven Hill and self-build opportunities through a wide variety of traditional communications channels including press releases issued to the local, national and trade press; broadcast and electronic media and also through CDC's corporate website.

Good levels of positive and neutral coverage have been achieved with all coverage being monitored and reported on a weekly basis.



Operations

The year ahead will be an exciting one for the operations aspect of Graven Hill. We will 'break ground' and start on the delivery of infrastructure (and housing opportunities.)



The work will be a mix of design, planning, survey and construction activities. The draft programme sets out in detail the activities and key milestones.

Summer 2015

- Finalise Local Development Order
- Archaeology investigation commence

Autumn 2015

- Reserved matters determination
- Precommencement discharge of conditions
- Confirm start of Grand Design works
- Procure demolition contractor

Winter 2015/16

- Determine affordable housing provider
- Woodland specification plan
- Procure infrastructure contractor
- School design plan
- Agricultural tenancy ends

The key noteworthy activities are as follows:

- Masterplan and Phase 1 design code approved by Local Planning Authority (LPA)
- Local Development Order (LDO) adopted by Cherwell District (development of plot passports for up to 198 units) (Appendix 1)
- Conclude procurement strategy for Graven Hill
- Site transfer: Land' (for the My Grand Designs project and show homes project) together with vacant possession of demonstrator land area one (see site map – Appendix 2)
- Site separation: monitoring MOD site exit works and decanting and an early start (where possible) on service relocations
- Discharge of planning conditions (e.g. M40 junction 9 improvements and district heating feasibility)
- Reserved matters applications (for first phases)
- Section 73 (S73) progress applications to ensure the conditions are better aligned to self-build process
- Surveys (ground investigations, services etc.)
- Ecological and archaeological mitigation works
- Procurement of utilities supplies, including a Multi Utility Supply Company (MUSCO) and potential supplies from MOD (e.g. water)
- Procurement and commencement of highway works at Rodney House roundabout
- Procurement of main infrastructure commences (highways, footways, strategic landscape and forming of services and plots)
- 'My Grand Designs' demonstrator project and show homes project commencement.
- Scope and procurement of a marketing suite
- Procurement and commencement of demolition of the Garrison Theatre and of other old buildings.

When set out as a list Graven Hill may appear no different to any other development, as clearly the above activities are in many ways 'business as usual'.

This is an ambitious programme and as such the financial model has ensured sufficient resources to deliver this; including directly employed staff, Council staff (through a Service Level Agreement) and external consultants and agencies. These staff will report to the newly appointed Operations Director.

Key Performance Indicators

Sales and Marketing—Delivery of key work streams

- Secure sales of ten plots for My Grand Designs
- Deliver new website for Graven Hill
- Conclude specification for show homes
- Secure planning consent for marketing suite
- Conclude suite of legal documents for plot sales
- Complete product specifications for 12 products
- Continue engagement events
- Customer Relationship Management System
 - Lenders
 - Solicitors
 - Mortgage brokers
 - Kit home manufacturers (through show home project)
- Deliver price preview event and series of thematic workshops

Operations—Delivery of a strategic programme

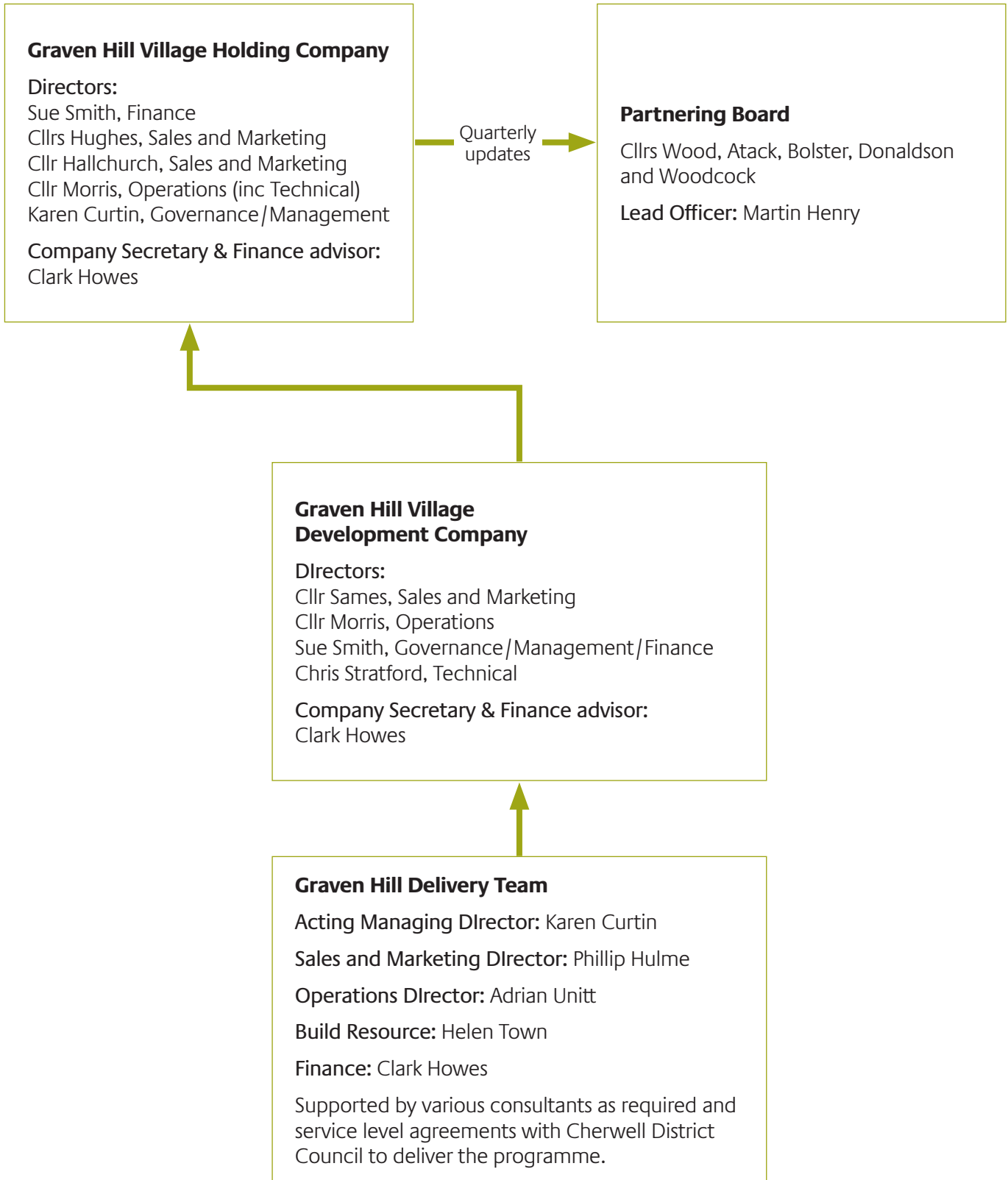
- Take possession of demonstrator land
- Ensure infrastructure to demonstrator land commences
- Procurement of main contractor for infrastructure works and 'golden brick' for My Grand Designs
- Secure discharge of pre-commencement planning conditions
- Obtain approval of Reserved Matters applications for early phases
- Secure utility services to site
- Deliver against programme

Finance and Governance

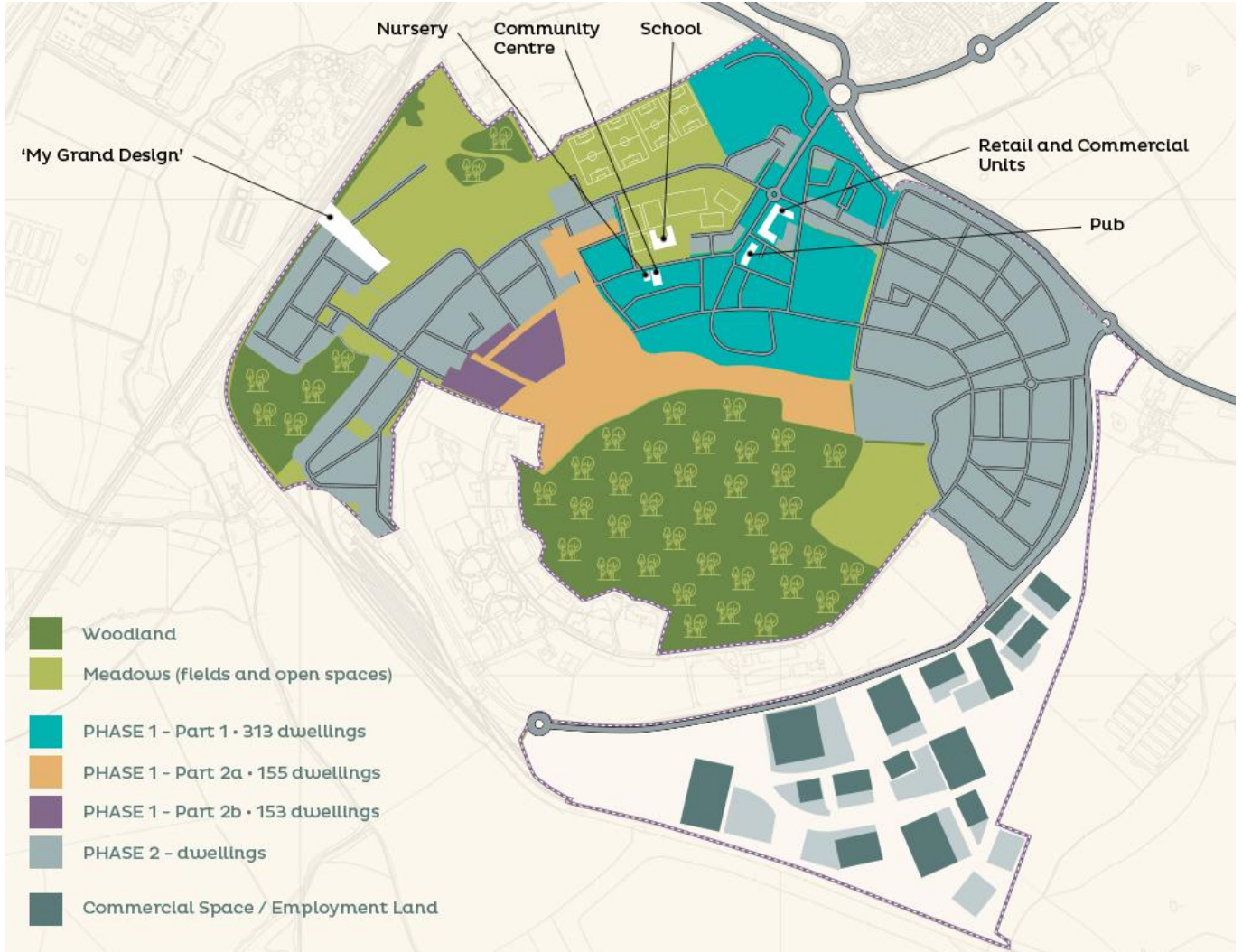
- Deliver within agreed 15/16 budget
- Operate within agreed 15/16 cashflow
- Provide timely and informative management information reports
- Provide quarterly updates to Partnering Board
- Ensure compliance with all statutory processes

Governance

Graven Hill Delivery Governance structure



Appendix 2





Graven Hill Development Company Ltd.
Bodicote House
Banbury
Oxfordshire
OX15 4AA

Tel: 01295 753700
info@gravenhill.co.uk
www.gravenhill.co.uk

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