

# *PLANNING & DEVELOPMENT SERVICES*

**Draft  
Service plan  
2004/2005**

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# Strategic framework & corporate priorities

## (A) Introduction

The purpose of this first chapter of the service plan is to explain the Council's overall objectives and priorities. These set the context within which services develop their service plans. Top level objectives are cascaded into these plans and from there into staff performance targets.

At the top of this framework is the **Community Plan 2016** – this sets out what the Council and its partners in the Cherwell Community Planning Partnership are trying to achieve in order to improve the quality of life in Cherwell. The Community Plan is the Partnership's document. It has been endorsed by each of the partners, including the Council, but does not belong exclusively to any one of them. Each will take it into account when setting their own priorities and planning their services.

The responsibility for achieving the Community Plan's objectives is shared with other partners – the Council is not the lead organisation for every objective. In making its contribution, the Council does not have the resources to do everything at once. That means it has to set priorities. This is the reason for the second element of this chapter, namely the Council's **Medium Term Plan and Financial Strategy 2004-2007**.

The Council achieves its objectives through its services, which need to be organised and to work where appropriate with other services and external partners. The final element of this chapter is on **service plans and performance management**. This explains how priorities are determined at service level and how performance must be managed to achieve them.

It is important to acknowledge at the outset that not every corporate objective is relevant to every service. For some there is no obvious connection with the strategic priorities of the Medium Term Plan. This does not mean that those services are not important.

The core services of the Council play a vital role in maintaining and improving the quality of life in the District. All of them should look for continuous improvement – but they cannot all grow at the same time. Hence the Medium Term Plan sets relative priorities.

Similarly, each service will need to set priorities so that staff clearly understand what is important, and what is not important, to them in delivering their service. Service level priorities must not conflict with the Council's overall priorities.

### (B) Cherwell Community Plan 2016

In December 2000 Cherwell District Council formed a Local Strategic Partnership (LSP) – the Cherwell Community Planning Partnership (CCPP). The Partnership's main focus is the development and delivery of the Cherwell Community Plan 2016, which was launched in April 2002.

The CCPP comprises senior representatives of 16 organisations drawn from Cherwell's public bodies, private sector organisations and the voluntary sector. This is the core group around which is a wider network of some 600 organisations representing communities of both place (e.g. parishes and community groups) and interest (e.g. business and voluntary sectors).

#### Cherwell Community Plan 2016 – 10 Themes

An extensive consultation process highlighted 10 broad *Themes* which form the basis of the Community Plan 2016. Each *Theme* has its own vision to 2016 with associated short and medium term aims and actions to 2006.

A range of medium term strategies are designed to support the delivery of the Community Plan priorities. As with the Community Plan, the Council has adopted a Cherwell-wide, partnership approach to the development of the new strategies – they are strategies for the District, not simply District Council strategies. They set out in more detail the aims of the Theme, the targets to be achieved and who is responsible for delivering them.

The 10 Themes and their associated aims are set out in more detail in the annex at the end of the service plan. Briefly, they and their supporting strategies are:

#### **Theme 1 – Reduce crime and tackle the drugs problem**

Vision 2016: 'making Cherwell a safer place to live'

Supporting Medium Term Strategy: *Community Safety Strategy 2002-05*

#### **Theme 2 – Improve health**

Vision 2016: 'improving health and reducing inequalities'

Supporting Medium Term Strategy: *Public Health Strategy 2003-06*

#### **Theme 3 – Improve education**

Vision 2016: 'raising standards'

Supporting Medium Term Strategy: under consideration by the Partnership

#### **Theme 4 – Promote prosperity and sound transport systems**

Vision 2016: 'maintain a vibrant local economy with good road, rail and public transport networks'

Supporting Medium Term Strategy: *Economic Development Strategy* (to be reviewed) and Local Transport Plan

#### **Theme 5 – Secure more affordable housing**

Vision 2016: 'increasing choice'

Supporting Medium Term Strategy: *Housing Strategy to 2005* (to be renewed 2004/05)

### **Theme 6 – Protect and enhance the local environment**

Vision 2016: ‘developing a culture of good practice’

Supporting Medium Term Strategy: *Environmental Strategy 2002-07*

### **Theme 7 – Improve recreational opportunities**

Vision 2016: ‘improving participation in sports and culture, and improving facilities’

Supporting Medium Term Strategy: *Local Cultural Strategy to 2005*

### **Theme 8 – Rural perspective**

Vision 2016: ‘preserving and enhancing the quality of rural life’

Supporting Medium Term Strategy: *Rural Strategy to 2006*

### **Theme 9 – Urban perspective**

Shared Vision 2016: ‘building the unique characters of Banbury, Bicester & Kidlington’

Supporting Medium Term Strategies: *Urban Centre Business Plans*

### **Theme 10 – Focus on Cherwell’s people**

Vision 2016: ‘improving the quality of life for all’ (Older people, Young People, Disabled People and Ethnic Minorities)

Supporting Medium Term Strategy: under consideration by the Partnership. The Council has approved an *Policy and Action Plan for Older People*, which it hopes will form the basis of a later Partnership strategy.

## **Central and Local Government ‘Shared Priorities’**

The Community Plan reflects the shared priorities agreed between the Government and the Local Government Association. The work of the Partnership will contribute to their achievement. The shared priorities are:

- raising standards across our schools
- improving the quality of life:
  - of children, young people and families at risk
  - of older people
- promoting healthier communities and narrowing health inequalities
- creating safer and stronger communities
- transforming our local environment
- meeting local transport needs more effectively
- promoting the economic vitality of localities.

### (C) The Medium Term Plan and Financial Strategy 2004-2007

The Cherwell Community Plan 2016 sets out the strategic direction for the future of Cherwell District and so provides the overall context for the Council's Medium Term Plan. The Medium Term Plan is the Council's own corporate plan for making its contribution to the achievement of the Community Plan vision over the next three years. The national Shared Priorities have also been taken into account together with requirements being placed on the Council by the Government.

The Medium Term Plan and Financial Strategy was developed once the Council's financial position became clearer following the tenants' vote in favour of transferring the Council's housing stock. It reflects the balance between the future development and direction of service investment, both revenue and capital, and a prudent and sensible approach to maintaining the Council's sound financial base. In short, the Council does not have the resources to do everything, even with the receipt from the transfer of the housing stock. That means it has to set priorities.

The Financial Strategy provides the platform for the Medium Term Plan. The Plan would have no relevance if it had no financial basis. The Financial Strategy provides the funding which ensures the contents of the Medium Term Plan can be delivered.

#### Development of the Medium Term Plan

The Medium Term Plan assumes substantial investment in services. It also assumes redirection of some service expenditure. The Council accepts that it cannot fund all the demands placed on it. It also recognises that in some areas it will need to refocus its current level of funding to a lower level it considers more appropriate.

The Council also recognises that in some areas it will need to work on partnership with others, notably the private sector, if it is to deliver the programme contained in the Medium Term Plan.

The Plan has therefore been developed through a process involving:

- an assessment of service priorities, based on local priorities (drawn from the Community Plan), the national shared priorities and Government requirements
- an understanding of service needs and pressures
- the ability of the Council to fund its priorities
- the need to reduce expenditure in certain service areas not considered a high or medium priority for the Council
- the need to maintain a focus on cost efficiency
- the investment opportunities that have opened up to the Council following going debt free in March 2003 and which could give a better return than solely investing in cash investments
- the recognition of the need for a realistic approach to setting future levels of Council Tax, in particular listening to the Council Tax payer and Government.

The Plan comprises the following elements:

- A statement of medium term priorities for services. These are reproduced in the Service Plan Annex. They have been further refined by a consideration of detailed priorities within the main budget areas. This is explained further in section (D) below
- Three year revenue Estimates: Summary
- Three year Capital Programme: Summary

## **The Five Strategic Priorities of the Medium Term Plan**

The Council's Medium Term Plan has five strategic priorities which will be the focus for revenue and capital investment. These five themes have been used to develop the Revenue Estimates and the Capital Programme for the spend up to 2006/2007.

The key themes and investment intentions of the Council are:

### **1. Regenerate key sites in Banbury, Bicester and Kidlington**

- Bicester Town Centre
- Bicester Market Square
- Canalside, Banbury
- Cultural Quarter, Banbury
- Pedestrianisation – Banbury
- Kidlington Village Centre

### **2. Tackling crime and disorder**

- Community based initiatives (e.g. Street Wardens)
- CCTV (e.g. Vehicle Number recognition systems)
- Drugs misuse (Government funded)
- Licensing

### **3. Deliver Housing Transfer (LSVT) promises plus new affordable housing**

- Ensure Charter Community Housing delivers its promises on home improvements
- New affordable housing
- Environmental improvements

### **4. Better sports centres and leisure facilities**

- Sports Centre Modernisation Programme: Spiceball and Woodgreen, Banbury; Bicester & Ploughley, Sports Centre; Kidlington & Gosford Sports Centre
- Recreation land for sports pitches, Bicester
- Contribution to redevelopment of Garth House, Bicester as community, civic and cultural venue
- Encouragement of commercial leisure facilities

### **5. Help people recycle more**

- Develop the customer focus of the new recycling scheme

These five strategic priorities deliver against almost all the ten themes of the Community Plan 2016.

### (D) Service Plans and Performance Management

#### ***The Council's corporate framework***

The Council has in place a corporate framework to ensure it fulfils the commitments which flow from the Community Plan, the Medium Term Plan, statutory responsibilities and other priorities. The structures and processes that make up the framework are not simply about getting tasks done: they are also designed to ensure that they are done in the right way. To this end the Council has endorsed the principles of good corporate governance.

A fundamental element of the corporate framework is the integration of service and financial planning. This takes place at a strategic level through the Medium Term Plan. At service level, the service plan should be prepared so that the standard of core services to be provided and the priorities for improvement are matched to the resources that are available.

The corporate framework is underpinned by a set of principles which guide all the Council's work:

- A commitment to 'community governance': community leadership and community planning
- Improve Cherwell District's economic, social and environmental well-being
- Consult with and involve the many individuals and communities in Cherwell and communicate with them regularly, including reporting back on the outcome of consultation
- Manage the Council's resources properly and prudently
- Deliver services which meet the principles of Best Value and which reflect the priorities of residents and users, and the availability of resources.
- Deliver equitable, accessible services, without discrimination and with consideration to Human Rights
- Train and develop all staff.

#### ***Performance Management***

The Council has a performance management system to ensure it delivers its objectives at corporate and service level. Critical to good performance management is regular monitoring and review – this involves actively managing services and responding to monitoring data so that corrective action is taken as soon as there is a risk of targets not being achieved.

#### ***Service plan structure***

Service plans are an essential element of the performance management system and are structured to facilitate monitoring by elected members and officers. For each service unit the relevant Executive Member (portfolio holder), Select Committee and, where appropriate, Council Committee are shown.

Service objectives and priorities are identified. These are drawn from the Community Plan and medium-term strategies, the Medium Term Plan and from statutory duties and responsibilities. Core services are described in the narrative and their performance is tracked through performance indicators (see below). Key issues and risks that demand attention or could impact on services' ability to achieve their targets are listed.

Each service unit has performance indicators and targets against which performance can be measured. Some of these indicators - Best Value Performance Indicators (BVPIs) - are set nationally by the Government. Councils are expected to set targets against these and in some cases the Government will tell councils what their targets and standards should be.

The planned 'service actions' for the coming year are generally the new activities being undertaken to improve performance in priority areas. They can also include significant targets associated with core services as well as developments being required by Government. The source of each action is identified so that the links between the individual action and the corporate framework are clear. Medium term planning is demonstrated through other actions which cover the period to 2007.

### **Service priorities and the medium term plan**

To give direction and guide investment decisions over the period 2004 – 2007 the Council has classified services under three categories in its Medium Term Plan:

\*\*\* Priority - Services in which the Council needs to invest to improve service delivery, expand provision or restructure the form of service delivery.

\*\* Priority - Statutory and other service areas which the Council wishes to maintain at current or improved levels but it does not expect to increase investment. Service improvements will be achieved by greater efficiency and improved productivity. In some areas there will be lower priority specific services where the Council may wish to reduce expenditure.

\* Priority - Services which the Council expects will not be maintained at current levels over the period up to 2006/2007. These services will be subject to review with revised levels of service delivery implemented over the period of the Plan.

+ Priority - Services which will arise from Government direction or legislation and over which the Council has little or no discretion. In some cases the scale of the Council's involvement will be at the stage where it is not possible to determine the impact with exact precision.

The following priority rankings have been adopted for the main budget cost centres in the Planning and Development Services Department:

|                                    |    |
|------------------------------------|----|
| Planning Control                   | ** |
| Planning Policy and Implementation | ** |
| Planning Policy – Miscellaneous    | ** |
| Economic Development               | ** |
| Building Control                   | ** |

The detailed priorities set within the main budget areas are identified in the budget summary at the end of each section of the service plan.

### **Service plan priorities**

Within the service plan, both performance indicators and service actions are prioritised as follows:

- Three bullets are the highest priority – these include the corporate objectives in the Medium Term Plan and strategies. It is, however, important to note that the service plan identifies the *relative* priorities for each service unit. Thus it is possible that a \* priority is given a highest priority ranking within the service plan because it demands particular attention e.g. because resources need adjusting.

- Two bullets are medium priority – these are important for the service to achieve its objectives.
- One bullet is low priority – to be undertaken after resources necessary for higher priorities have been allocated.

### **Comprehensive Performance Assessment**

The Audit Commission has been charged with implementing CPA to produce a judgement for every local authority based on:

- the quality of its local services
- its corporate and managerial effectiveness
- its capacity to improve local services.

The outcome of the CPA process is an improvement plan agreed between the Council and the Audit Commission. This improvement plan will influence the Council's priorities and may cause the priorities identified in the service plan to be reviewed.

### **Performance Indicators**

Each Service area in this plan has a set of performance indicators and targets. These fall into one of two categories:

1. National Best Value Performance Indicators – these are set by the Government and are identified as BVPI
2. Local Performance Indicators – these are set by the Council to enable it to monitor its performance in its priority areas, in combination with the national indicators

2003/04 Indicators marked with an 'E' are estimated returns as the final actual return was not available at the time of publication.

# PLANNING & DEVELOPMENT SERVICES

## *Service Overview*

### **SUMMARY**

Planning and Development Services plays a vital role in the shaping the future of Cherwell District. We are responsible for formulating and implementing planning policies, controlling development through planning and the building regulations, and promoting a thriving local economy.

We achieve this both by delivering key services to customers and by working closely with other Council services such as Leisure and Housing and various external partners.

Planning Policy are responsible for formulating and implementing planning policies, which set out a future physical framework and are in essence a basis for planning many other services. The current Review of the Cherwell Local Plan 2011 is key to the future development of the District, reconciling national pressures with local needs, and trying to ensure that the necessary physical and social infrastructure is provided to support new development. This also covers transport, town centre management of the three urban centres and rural issues. We are also responsible for protecting our heritage and environment, and ensuring that future development is as sustainable as possible.

Planning Control are responsible for implementing planning policy and controlling development by determining over 2,000 planning applications each year and carrying out enforcement. Planning Control ensure that specific proposals are dealt with speedily, effectively, and fit into the overall planning policies.

Building Control have a responsibility to ensure buildings are constructed in accordance with the Building Regulations, which require buildings to meet health, safety, welfare, access, and energy conservation standards.

The Economic Development Unit has been successful in promoting the area and helping to achieve a thriving local economy. This in turn helps to underpin new investment and attract key developments such as Castle Quay shopping centre. We continue to promote the District for high quality jobs in high-tech industries and work with local agencies to equip local people with the right skills for today's job market.

### **DEPARTMENTAL**

To produce an effective and robust planning policy framework to guide the future development of the District.

## **OBJECTIVES**

- To create a climate for sustainable economic growth which will enhance the overall quality of life for all members of the community.
- To protect and conserve the built and natural environment.
- To ensure that planning policies are implemented effectively.
- To carry out development control functions efficiently and effectively.
- To carry out building control functions efficiently and effectively.
- To carry out town centre management functions efficiently and effectively.
- To develop and strengthen links and partnerships with other organisations and agencies to achieve the Council's aims.
- To contribute to the delivery of the Council's wider corporate objectives as reflected in the Community Plan 2016.

## **LINKS WITH CORPORATE PRIORITIES**

The Cherwell Local Plan and the Economic Development Strategy (and the synergy between them) are important vehicles for delivering the Community Plan vision.

The Local Plan sets the detailed land use policies for the District for both urban and rural areas (within the context of the Oxfordshire County Structure Plan). It also provides an important framework for guiding and co-ordinating future decisions and investment in development and key infrastructure, both physical and social, to support that development. In essence it sets out the future physical framework for the District, as a basis for planning many other services.

The Economic Development Strategy sets out the Council's overall approach to the development of the local economy and in particular its aims for sustainable economic growth. This draws together a number of policy strands ranging from regional economic issues to providing practical support for local firms.

In delivering the Community Plan vision the two strategy documents are relevant to the following themes in particular:

- 1 "Making Cherwell a safer place to live": planning plays an important role in designing out crime in new developments; creating safer town centres through urban centre management; and promoting greater safety and priority for pedestrians through key traffic management schemes.
- 4 "Promoting prosperity and sound transport systems": working with a range of key partners to deliver the vision of "a diverse, skilled, high-wage, high-employment economy with a strong hi-tech sector, good transport links and sound infrastructure."
- 5 "Securing more affordable housing": planning agreements associated with larger housing developments will be the principal means of achieving the strategic targets for the provision of social housing. Planning policy and control officers are working closely with housing officers and Registered Social Landlords (RSLs) to achieve these objectives.

- 6 “Protecting and enhancing the local environment”: planning policies create a strong positive framework for sustainable growth, the built and natural environments and open space provision.
- 8 “Preserving and enhancing the quality of rural life”: addressing the social and economic needs and pressures, whilst conserving a high quality environment and the District’s distinctive landscape character.
- 9 “Urban perspective – developing the unique character of Banbury, Bicester and Kidlington”: actively addressing the needs and pressures affecting the three main urban areas.

Other themes supported by the two strategies include Health – eg securing provision for GP surgeries through development briefs on larger developments and assisting in identifying a site for new Bicester hospital; Education – eg securing provision of facilities through larger developments and working with key providers to raise attainment levels; and Recreation – eg planning policies securing provision for open spaces and playing fields associated with development and enabling commercial and other leisure development to take place.

# PLANNING & DEVELOPMENT SERVICES

## *Planning Policy*

### **EXECUTIVE PORTFOLIO**

**Development**

### **SELECT COMMITTEES**

**Environment**

### **LOCAL PLANS AND POLICY**

Cherwell's new statutory Local Plan 2011 will help to achieve a well ordered and efficient distribution of land use and provide a positive framework for future development and investment. Associated supplementary planning guidance, including briefs for key development sites such as former RAF Upper Heyford, help to implement the plan. The District will also be responsible for the preparation of the new Local Development frameworks to replace local plans. Cherwell also plays a role in formulating Oxfordshire's new strategic Structure Plan to 2016 and the new Regional planning strategy for the South East..

### **IMPLEMENTATION**

In line with the Local Plan, Cherwell co ordinates and enables development - securing key social and physical infrastructure, and promoting high quality design. Particular aims are to ensure the provision of affordable housing and open spaces and promoting the use of previously developed land. Development briefs and design guidance help to co-ordinate key sites such as Upper Heyford, Hanwell Fields, Bicester Fields Farm and the Banbury regeneration areas. We also help implement key projects and environmental improvements in town centres, such as pedestrian enhancement schemes.

### **TOWN CENTRE MANAGEMENT**

To encourage economic vitality in the three urban centres, Cherwell builds partnerships between public and private organisations and agrees business and action plans to promote and market the centres, and improve their physical environment.

## TRANSPORT

As planning is increasingly linked with transport, in collaboration with the County the District has a greater role in transport policy, the Local Transport Plan, and local schemes - such as the integrated transport strategies for our urban areas. As well as specific improvements such as a new transport interchange based on Banbury railway station and a new station for Kidlington, we help promote improved rural transport, and more sustainable transport solutions. The District also has a say in County and Regional strategic transport policy.

## CONSERVATION AND HERITAGE

Cherwell has responsibility for the protection of its rich heritage of historic areas and landscapes, including 50 conservation areas and over 3000 listed buildings. We carry out periodic reviews and appraisals of its conservation areas and areas worthy of protection. We also survey and monitor listed buildings 'at risk' to assess the need for protection, and offer expert advice and guidance on the preservation, repair and restoration of buildings.

## SERVICE OBJECTIVES

- Secure a high quality environment which meets the needs of the local community.
- Maintain an effective up to date planning policy framework, incorporating the principles of sustainable development.
- Protect and conserve the District's heritage of historic buildings, areas and landscapes.
- Ensure that planning policies are implemented effectively.
- Secure the proper co-ordination of development and infrastructure.
- Secure the vitality and viability of the three urban centres through effective town centre management.
- Secure effective transport policies and investment in transport infrastructure.
- Secure effective participation by the public in the formulation of planning policy and planning guidance.

## KEY ISSUES & RISKS

- Implement the revised short term programme for the Cherwell Local Plan 2011 for spring 2004, to ensure that Full Council considers recommendations of Executive on unreported representations to first deposit draft plan, representations to revised deposit draft plan, findings of RAF Bicester capacity study and proposed pre-inquiry changes.  
Failure to resource the Local plan adequately and achieve the revised programme will undermine the Council's policies and aspirations for the local community.
- Progress the Cherwell Local Plan 2011 to a Public Inquiry into objections to the Plan in early 2005 and adoption by mid 2006.  
Failure to resource the Local plan adequately and achieve the revised programme will undermine the Council's policies and aspirations for the local community. In addition failure to adopt plan by 2006 may mean abandoning local plan and preparing alternative local development framework.

- Address issues of costs of substantial Local Plan Public Inquiry and short term Local Plan staff resources.  
Failure to resource Local plan work and inquiry adequately will undermine the Council's policies and aspirations for the local community.
- Ensure that the Council's interests are properly reflected in preparation of the new Oxfordshire Structure Plan 2016.  
It is important for the future well-being of the local community and the local environment that the District's interests are fully taken into account in the new Structure Plan.
- Prepare as required for introduction of new development plans as proposed in legislation i.e. Local Development Frameworks etc.  
The main responsibility will lie with this Council. It is important for the future well being of the local community and the local environment that the District's interests are fully taken into account in the new development plan framework.
- Pursue the major regeneration areas east of Banbury town centre including the multi-modal transport interchange through a partnership approach guided by comprehensive planning brief, and the pursuit of compulsory purchase if necessary.  
This is a major opportunity to secure key investments in Banbury including key transport infrastructure.
- Pursue assessment of the feasibility of the "Cultural Quarter" regeneration area to north of Banbury town centre.  
This is a major opportunity to secure key investments in Banbury to maintain its vitality and viability.
- Progress the redevelopment opportunity identified in Bicester town centre to provide a major foodstore and commercial leisure as part of a comprehensive mixed use scheme.  
This is a major opportunity to secure key investments in Bicester to maintain its vitality and viability.
- Progress the suggested strategy identified by CB Richard Ellis study for Kidlington village centre.  
This is a major opportunity to secure key investments in Kidlington to maintain its vitality and viability.
- Work with the County Council in implementation of the integrated transport strategies for Banbury and Bicester and consideration of a future strategy for Kidlington.  
Failure to provide effective transport solutions and infrastructure will compromise the future planning of the District.
- Assist in provision of affordable housing in accordance with the development plan, Cherwell Housing Strategy, SPG and Code of Practice.  
  
The planning system plays a vital role in securing much needed affordable housing for the local community.
- Assist in provision of open spaces in accordance with the development plan and SPG.  
The planning system plays a vital role in securing open space provision for the local community.

- Progress the comprehensive planning brief for former RAF Upper Heyford.  
Failure to follow through the Council's objectives will compromise the Council's policies and aspirations for the base.
- Progress the business and action plans for Banbury, Bicester and Kidlington centres, aimed at maintaining and enhancing the vitality and viability of the three urban centres.  
Failure to pursue town centre management could compromise the vitality and viability of the three centres.
- Progress the proposed extensions to the pedestrian priority schemes in Banbury town centre (Market Place/ Parsons St) and Bicester town centre (Market Square).  
These schemes are very important to the overall vitality of the centres and the quality of the environment.
- Address issue of staff resources for urban design and conservation priorities to take forward Local Plan proposals.  
It is important that the Council gives adequate attention to design and conservation priorities in line with increasing importance given by Government to quality of the built environment.

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## **PARTNERS IN DELIVERY**

In addition to the public in general, Members of the Council and the staff involved in delivering the service, the following people have an interest in and/or are users of Planning Policy Services:

Other Cherwell District Council Departments  
 Parish Councils  
 Oxfordshire County Council  
 Government agencies and departments  
 Regional agencies  
 Statutory Undertakers/Utilities  
 Local business groups  
 Local community groups  
 National and local interest groups  
 Land and property owners/Developers

## Planning Policy

### Statutory performance indicators and targets 2004/2008

## Planning and Development Services

|       | Performance measure   | Priority | Cherwell p'mance 2002/03 | Best 25% councils 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|-------|---|----------|--------------------------|--|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| BV106 | Percentage of new homes built on previously developed land.   | ●●●      | 23.4%                    | 91% <sup>A</sup>                         |                                      |  | 15                                     | 20                                     | 40                         | 40                         | PB              |
| BV200 | Plan making –   | ●●●      | No                       | N/A                                      |                                      |  | No                                     | No                                     | Yes                        | Yes                        | PB              |
|       | a) adoption of up to date development plan: current adopted plan or<br>b) proposals on deposit for replacement within 3 years | ●●●      | Yes                      | N/A                                      |                                      |  | Yes                                    | Yes                                    | No                         | No                         | PB              |

<sup>A</sup> = Best 25% of All councils in England    <sup>DC</sup> = Best 25% of all District Councils in England

## Planning Policy

### Local performance indicators and targets 2004/2008

## Planning and Development Services

|     | Performance measure   | Priority | Cherwell p'mance 2002/03 | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|-----|---|----------|--------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| DPI | Publish development-monitoring reports for housing and employment land every six months.  | ●●       | 100                      |   |                                      |  | 100                                    | 100                                    | 100                        | 100                        | PB              |
| DP2 | Percentage of historic buildings identified as “at risk” investigated within 21 days  | ●●       | NA                       |   |                                      |  | 80                                     | 80                                     | 80                         | 80                         | PB              |
| DP3 | Percentage of historic buildings identified as “at risk” either restored or receiving protective measures, as a result of Council intervention. | ●●       | NA                       |   |                                      |  | 80                                     | 80                                     | 80                         | 80                         | PB              |

|     | Performance measure   | Priority | Cherwell p'mance 2002/03   | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|-----|---|----------|----------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| DP4 | Percentage of action points carried out from agreed town centre action programmes..   | ●●       | Actions adopted March 2003 |   |                                      |  | 75                                     | 75                                     | 75                         | 75                         | PB              |
| DP5 | Percentage of clients / stakeholders rating town centre management service as "good" or "very good" in annual client satisfaction survey. | ●●       | No survey                  |   |                                      |  | 80                                     | 80                                     | 90                         | 90                         | PB              |
| DP6 | Respond to 80% of requests for advice/information within 10 working days  | ●●●      | 80                         |   |                                      |  | 80                                     | 80                                     | 80                         | 80                         | PB              |
| DP7 | Number of complaints received concerning service delivery   | ●●●      | 0                          |   |                                      |  | 0                                      | 0                                      | 0                          | 0                          | PB              |

## Planning Policy Service actions 2004/5

## Planning and Development Services

| Source  | Priority | Actions (SMART)  | Milestones & deadlines | Progress – mid-year (end of Sept 2004) and year end | Respon-sibility |
|--|----------|---|------------------------|---|-----------------|
|--|----------|---|------------------------|---|-----------------|

### I. Local plans and policy

|                         |     |   |                           |  |    |
|-------------------------|-----|---|---------------------------|--|----|
| Statute, Community Plan | ●●● | Progress draft Cherwell Local Plan 2011 in accordance with revised programme to major public inquiry in spring 2005 and adoption by mid 2006.   | See programme             |  | PB |
| Statute, Community Plan | ●●● | Implement the revised short term programme for the Cherwell Local Plan 2011 for spring 2004, to ensure that Full Council considers recommendations of Executive on unreported representations to first deposit draft plan, representations to revised deposit draft plan, findings of RAF Bicester capacity study and proposed pre-inquiry changes. | To be approved April 2004 |  | PB |

| Source                  | Priority | Actions (SMART)  | Milestones & deadlines                 | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|-------------------------|----------|--|--|---|----------------|
| Statute, Community Plan | ●●●      | Ensure that adequate staff and other resources are available to progress Local Plan and defend the Council's Local Plan policies effectively and competently at the public inquiry and that costs can be carefully controlled. | Resources and progress to be monitored |   | PB             |
| Statute, Community Plan | ●●●      | Play active role in County Council's review of the Structure Plan to 2016 and ensure the District's interests are fully reflected.   | Structure Plan EIP autumn 2004         |   | PB             |
| Statute, Community Plan | ●●●      | Prepare as required for introduction of new development plans as proposed in legislation i.e. Local Development Frameworks etc.  | To be set out by Govt                  |   | PB             |

## 2. Implementation

|   |     |  |                           |  |    |
|---|-----|--|---------------------------|--|----|
| Local Plan, Community Plan, Environmental Strategy          | ●●● | Pursue the major regeneration areas proposed in Banbury town centre including transport interchange and enhancement of canal corridor, through comprehensive planning brief, negotiation with landowners and developers and pursuit of compulsory purchase if necessary. | Ongoing                   |  | PB |
| Local Plan, Community Plan, Cultural Strategy               | ●●● | Pursue assessment of feasibility of the "Cultural Quarter" regeneration area to north of Banbury town centre.  | Ongoing                   |  | PB |
| Local Plan, Community Plan, Cultural Strategy               | ●●● | Progress the redevelopment opportunity identified in Bicester town centre.   | Ongoing                   |  | PB |
| Local Plan, Community Plan, Environmental Strategy.         | ●●● | Progress the suggested strategy identified by CB Richard Ellis study for Kidlington village centre.  | Ongoing                   |  | PB |
| Statute, Local Plan, Community Plan, Environmental Strategy | ●●● | Progress the comprehensive planning brief for former RAF Upper Heyford as necessary to secure a sustainable future in light of Public Inquiry decision.  | To be agreed              |  | PB |
| Statute, Local Plan Housing Strategy,                       | ●●● | Complete review and adoption of SPG and Code of Practice for provision of affordable housing in accordance   | Waiting for guidance from |  | PB |

| Source  | Priority | Actions (SMART)   | Milestones & deadlines                      | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|---|----------|---|---|---|----------------|
| Community Plan  |          | with CLP and Housing Strategy.  | Govt  |   |                |
| Statute, Best Value, Local Plan, Environmental Strategy | ●●●      | Complete review and adoption of SPG for provision of open space in accordance with CLP.       | By spring 2004                              |   | PB             |
| Local Plan, Community Plan, Environmental Strategy      | ●●●      | Progress the town centre pedestrian enhancement scheme for Market Place/ Parson St, Banbury . | Programme to be decided                     |   | PB             |
| Local Plan, Community Plan, Environmental Strategy      | ●●       | Progress the town centre pedestrian enhancement scheme for Market Square, Bicester.           | Timing to be dependent on Wessex Way scheme |   | PB             |

### 3. Town centre management

|  |    |   |                            |  |    |
|--|----|---|----------------------------|--|----|
| Local plan, Community Plan                             | ●● | Complete adoption and progress business plans and action programmes for the three centres jointly with partner organisations. | To be adopted spring 2004. |  | PB |
| Local plan, Community Plan                             | ●● | Complete comprehensive audit for centre/street management and establish effective database.                                   | By Sept 2004               |  | PB |
| Business Plans, Community Plan, Environmental Strategy | ●● | Secure future joint funding for town centre management function.  | Ongoing                    |  | PB |

### 4. Transport

|   |     |  |  |  |    |
|---|-----|--|--|--|----|
| Local Plan, Environmental Strategy                  | ●●● | Progress the implementation of the Integrated Transport Strategies for Banbury and Bicester in conjunction with the County Council, and through development control. | Joint steering groups to meet twice per year |  | PB |
| Community Plan, Local Plan                          | ●●  | Work with County Council to agree way forward for future transport strategy for Kidlington.  | Following consultants commercial assessment  |  | PB |
| Oxf Local Transport Plan, Local Plan, Environmental | ●●  | Seek to ensure that local schemes are implemented according to the programmes in the Oxfordshire Local   | Programme to be decided                      |  | PB |



| Source   | Priority | Actions (SMART)  | Milestones & deadlines  | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|--|----------|--|-------------------------|---|----------------|
| Strategy   |          | Transport Plan.  |                         |   |                |
| Community Plan, Local Plan, Environmental Strategy | ●●●      | Work closely with Network Rail, train operating companies and County Council on the redevelopment proposals for Banbury railway station area and provision of new transport interchange. | Programme to be decided |   | PB             |
| Community Plan, Local Plan                         | ●●       | Continue to work with County Council, Network Rail and train operating companies to progress provision of the new railway station at Kidlington.   | Programme to be decided |   | PB             |

### 5. Conservation and Heritage

|   |    |   |                         |  |    |
|---|----|---|-------------------------|--|----|
| Local Plan, Cultural Strategy, Environmental Strategy | ●● | Complete the Banbury Conservation Area Appraisal and boundary review as and when resources available. | Programme to be decided |  | PB |
|   |    |   |                         |  |    |

## Planning Policy Medium term actions 2004/2007

## Planning and Development Services

| Source  | Priority | Actions (SMART)                              | Milestones & deadlines                      | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|---|----------|--|---|---|----------------|
| Statute, Community Plan   | ●●●      | Progressing review of Cherwell Local Plan 2011 to formal adoption.   | Inquiry spring 2005<br>Formal adoption 2006 |   | PB             |
| Statute, Community Plan   | ●●●      | Ensure that the District Council's interests are properly reflected in preparation of the new Oxfordshire Structure Plan 2016. | EIP autumn 2004                             |   | PB             |

|   |     |  |  |  |    |
|---|-----|--|--|--|----|
| Statute, Community Plan                                     | ●●● | Take on board introduction of new development plans as proposed in new legislation i.e. Local Development Frameworks etc.  | LDFs to be in place by 2007/2008                         |  | PB |
| Statute, Community Plan, Local Plan                         | ●●● | Securing key physical and social infrastructure to support future growth.  | Monitor development plan                                 |  | PB |
| Statute, Community Plan, Local Plan                         | ●●● | Securing provision of affordable housing through planning agreements.  | Ongoing  |  |    |
| Community Plan, Local Plan                                  | ●●● | Ensuring that suitable previously developed land within the three main urban areas is brought forward for redevelopment in accordance with the development plan. | Monitor sites and phasing.                               |  | PB |
| Community Plan, Local Plan                                  | ●●● | Securing implementation of comprehensive planning brief for the new village at former RAF Upper Heyford.   | Programme to be decided                                  |  | PB |
| Statute, Community Plan, Local Plan                         | ●●● | Bring forward supplementary planning guidance including development briefs and design guidance to assist in promoting and facilitating development.              | Ongoing  |  | PB |
| Statute, Community Plan, Local Plan                         | ●●● | Ensuring that sustainable development and sustainability are central principles in policy formulation.   | Monitor Sustainability assessment of Local plan annually |  | PB |
| Statute, Community Plan, Local Plan, Environmental Strategy | ●●● | Promoting comprehensive and integrated transport measures for Banbury, Bicester and Kidlington.  | Monitor ITS programmes and schemes                       |  | PB |
| Statute, Community Plan, Local Plan, Environmental Strategy | ●●● | Placing greater emphasis on urban design and conservation.   | Review required  |  | PB |
| Statute, Community Plan, Local Plan, Environmental Strategy | ●●● | Strengthening the role of three main urban centres.  | Annual healthchecks.<br>Monitor Local plan policies.     |  | PB |

|  |     |   |  |  |    |
|--|-----|---|--|--|----|
| Statute, Community Plan,<br>Local Plan, Rural Strategy | ●●● | Reflecting needs of rural communities in future policy formulation                              | Local plan policies to be monitored annually |  | PB |
| Statute, Community Plan,<br>Local Plan, Rural Strategy | ●●● | Protecting the rural environment and rural amenities  | Local plan policies to be monitored annually |  | PB |
| Statute, Community Plan,<br>Local Plan                 | ●●● | Taking forward those elements of Community Plan that concern physical development and land-use. | Ongoing.<br>Monitor annually.                |  | PB |

# PLANNING & DEVELOPMENT SERVICES

## *Planning Control*

### **EXECUTIVE PORTFOLIO**

**Development**

### **SELECT COMMITTEE**

**Environment**

### **COUNCIL COMMITTEE**

**North and South Area Planning Committees**

### **DEVELOPMENT CONTROL**

As the Local Planning Authority, Cherwell processes planning applications in accordance with planning policies in the Development Plan. In a rapidly expanding District, with substantial development pressures, it is a challenge to protect the local environment and enhance overall quality of life. Integrated IT systems help us to provide a speedy and efficient quality service, working towards nationally set targets.

### **ENFORCEMENT**

Enforcement officers monitor planning conditions and respond to complaints about unauthorised activities, (where appropriate in conjunction with Building Control officers). Breaches of planning control are tackled effectively but fairly, in order to safeguard the amenity of residents, maintain highway safety, or generally to protect the environment.

### **TREE PRESERVATION**

Where trees are of particular value to an area, the Council protects and preserves them, usually through a Tree Preservation Order (in conjunction with Leisure Services). Future development proposals are examined to identify trees likely to be affected.

### **SERVICE OBJECTIVES**

- Secure a high quality environment which meets the needs of the local community.
- Provide effective control of development through processing of planning applications in accordance with national, regional and local planning policy and guidance.
- Ensure that planning legislation and planning decisions are properly

enforced.

## **KEY ISSUES & RISKS**

- Provide effective protection for trees.
- Continue to implement the Best Value Improvement Plan for Planning Control and progress key priorities for improvements in performance and service quality.  
Government is requiring local authorities to improve their performance and funding through the new Planning Delivery Grant will be dependent on this.
- Continue to focus on sustaining performance improvements on planning applications.  
Government is requiring local authorities to improve their performance and funding through the new Planning Delivery Grant will be dependent on this.
- Focus resources on negotiation of developer contributions, especially for affordable housing and open space provision.  
Local infrastructure will deteriorate over time and leave the local community with serious deficiencies if this is not achieved.
- Focus resources on implementation, to secure quality environments and sound infrastructure.  
Local infrastructure and the overall environment will deteriorate over time and leave the authority with serious deficiencies if this is not achieved; proper implementation of planning policies and decisions is crucial to achieving this.
- Develop effective Project Team/Development Team approach with Building Control.  
Government is requiring local authorities to improve their performance and funding through the new Planning Delivery Grant will be dependent on this.
- Review the delivery and effectiveness of enforcement.  
Without effective enforcement, the quality of environments will be compromised and user satisfaction is at risk.
- Develop improved access to services; develop e-government services.  
Key improvements will help to increase customer satisfaction and improve overall performance.
- Progress key IT improvements, notably Uniform Spatial, document imaging system and digital mapping, in accordance with corporate ICT Strategy.  
Key IT improvements will help to support improved performance, quality and efficiency.

RR???

Nil

## **PARTNERS IN DELIVERY**

In addition to the public in general, Members of the Council and the staff involved in delivering the service, the following people have an interest in and/or are users of Planning Control Services:

Applicants and agents  
Other Cherwell District Council departments  
Oxfordshire County Council  
Parish Councils  
Government agencies/ departments  
Statutory undertakers/utilities  
National/local interest groups  
Land and property owners  
Developers

# Planning Control

## Performance indicators and targets 2004/2008

# Planning and Development Services

|                  | Performance measure   | Priority | Cherwell p'mance 2002/03 | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Responsibility |
|------------------|---|----------|--------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|----------------|
| BV109<br>amended | Percentage of planning applications determined in line with the Govt's new development control targets:     |          |                          |   |                                      |  |  |  |                            |                            | DC             |
|                  | a) 60% of major applications in 13 weeks  | ●●●      | 30.3%                    | 55% <sup>A</sup>                          | 65% <sup>E</sup>                     |  | * Govt<br>45% (60*)                    | * Govt<br>45% (60*)                    | * Govt<br>45% (60*)        | * Govt<br>45% (60*)        |                |
|                  | b) 65% of minor applications in 8 weeks   | ●●●      | 48.5%                    | 63% <sup>A</sup>                          | 65% <sup>E</sup>                     |  | 65% (65*)                              | 65% (65*)                              | 65% (65*)                  | 65% (65*)                  |                |
|                  | c) 80% of other applications in 8 weeks.  | ●●●      | 74.5%                    | 81% <sup>A</sup>                          | 79% <sup>E</sup>                     |  | 80% (80*)                              | 82% (80*)                              | 83% (80*)                  | 83% (80*)                  |                |
| BV111            | Percentage of applicants and those commenting on planning applications satisfied with the service received. | ●●●      | 58%<br>(2000/01)         | 83% <sup>A</sup><br>(2000/01)             | 83%<br>Oct survey                    |  | 80%<br>Revised                         | 80%                                    | 80%                        | 80%                        | DC             |
| BV204<br>New     | Percentage of appeals allowed against the authority's decision to refuse planning applications              | ●●●      | NA                       | NA  | NA                                   |  | ??%                                    | ??%                                    | ??%                        | ??%                        | DC             |
| BV205<br>New     | Quality of Service Checklist A-F<br>Score out of 18 as %  | ●●●      | NA                       | NA  | NA                                   |  | ??%                                    | ??%                                    | ??%                        | ??%                        | DC/<br>PB      |

<sup>A</sup> = Best 25% of All councils in England    <sup>DC</sup> = Best 25% of all District Councils in England

# Planning Control

## Local performance indicators and targets 2004/2008

# Planning and Development Services

|                                  | Performance measure   | Priority | Cherwell p'mance 2002/03 | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|----------------------------------|---|----------|--------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| DC1                              | Percentage of all planning applications determined within 8 weeks   | ●●●      | 69 overall               |   | 79%E                                 |  | 78                                     | 80                                     | 80                         | 80                         | DC              |
| DC2<br>Previo-<br>usly<br>BV188) | Number of decisions delegated to officers as a percentage of all decisions.                                   | ●●       | 82.2%                    | 90%A                                      | 87%E                                 |  | 85% (90*)                              | 90% (90*)                              | 90% (90*)                  | 90% (90*)                  | DC              |
| DC3                              | Percentage of delegated applications determined in 8 weeks  | ●●●      | 78                       |   |                                      |  | 85                                     | 90                                     | 90                         | 90                         | DC              |
| DC4                              | Percentage of decision notices issued within 2 working days   | ●●       | 100                      |   |                                      |  | 100                                    | 100                                    | 100                        | 100                        | DC              |
| DC5                              | Percentage of planning appeals dismissed  | ●●●      | 73                       |   |                                      |  | 70                                     | 70                                     | 70                         | 70                         | DC              |
| DC6                              | Number of complaints received concerning service delivery   | ●●       | 2                        |   |                                      |  | 0                                      | 0                                      | 0                          | 0                          | DC              |
| DC7                              | Percentage of all enforcement complaints investigated and reported on within 10 working days of notification. | ●●       | 100                      |   |                                      |  | 90                                     | 95                                     | 95                         | 95                         | DC              |

| Source  | Priority | Actions (SMART)  | Milestones & deadlines | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|--|----------|---|------------------------|---|----------------|
|--|----------|---|------------------------|---|----------------|

**I. Development control**

|  |     |   |                               |  |    |
|--|-----|---|-------------------------------|--|----|
| Best Value                             | ●●● | <p>Implementing the BV Improvement Plan for Planning Control and progressing priorities for improvements in performance and service quality, in particular:</p> <ul style="list-style-type: none"> <li>- Continue to improve performance standards</li> <li>- Review effectiveness of new Scheme of Delegation</li> <li>- Develop improved liaison with Building Control</li> <li>- Develop effective Project Team/Development Team approach</li> <li>- Maintain consultation with stakeholders and feed comments into review of service</li> <li>- Develop improved access to services</li> <li>- Resolving key corporate policy implementation issues eg affordable housing and open space, and s 106 agreement procedures</li> </ul> | According to Improvement plan |  | DC |
| Best Value, Community Plan, Local Plan | ●●● | Secure provision of key community infrastructure such as affordable housing and open space through planning agreements.   | Ongoing                       |  | DC |
| Best Value, egovt                      | ●●● | Develop and improve use of the CAPS Uniform Development Control IT system.  | Ongoing                       |  | DC |
| Best Value, egovt                      | ●●● | Progress and implement key IT improvements, notably DIP and digital mapping, in accordance with the corporate ICT Strategy;   | Programme to be decided       |  | DC |
| Best Value, egovt                      | ●●  | Develop and improve use of the Council website for planning control in accordance with the corporate ICT  | Programme to be decided       |  | DC |

| Source                       | Priority | Actions (SMART)   | Milestones & deadlines                                 | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|------------------------------|----------|---|--|---|----------------|
|                              |          | Strategy;   |  |   |                |
| Best Value, New constitution | ●●●      | Arrange for Members to receive effective training in planning and development control, as required by the new constitution. | All Members to be trained within 2 mths of appointment |   | DC             |

## 2. Enforcement

|            |   |   |                         |  |    |
|------------|---|---|-------------------------|--|----|
| Best Value | ● | Develop use of the CAPS Uniform module for Enforcement to assist in improving service.              | Programme to be decided |  | DC |
| Best Value | ● | Continue to develop a more pro-active strategy for enforcement resources, with emphasis on results. | Ongoing                 |  | DC |

## 3. Tree preservation

|            |   |   |                         |  |    |
|------------|---|---|-------------------------|--|----|
| Best Value | ● | Maintain programme of tree preservation and protection. | Programme to be decided |  | DC |
|------------|---|---|-------------------------|--|----|

# Planning Control

Medium term improvement actions 2004/2007

# Planning and Development Services

| Source                          | Priority | Actions (SMART)   | Milestones & deadlines           | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|---------------------------------|----------|---|----------------------------------|---|----------------|
| Best Value                      | ●●●      | Implementing remaining priority actions arising out of Planning Control BVR.  | In accordance with BVR imp plan. |   | DC             |
| Best Value, Statute, Local Plan | ●●●      | Optimising performance and delivery of service from available level of resources to achieve the Govt and local standards set. | Ongoing                          |   | DC             |

|                                 |     |   |   |  |    |
|---------------------------------|-----|---|---|--|----|
| Best Value, Statute, Local Plan | ●●● | Securing necessary physical and social infrastructure through SPG, development briefs, and planning agreements.   | <i>Ongoing</i>                                    |  | DC |
| Best Value, Egovt               | ●●● | Further development of integrated IT systems to provide effective support and access to Planning control and related services, in line with Egovt objectives. | <i>Substantial compliance with Egovt by 2005.</i> |  | DC |
| Best Value, Statute             | ●●● | Implementing any new legislation and procedures arising from the Govt's current review of the Planning system.  | <i>Ongoing</i>                                    |  | DC |

# PLANNING & DEVELOPMENT SERVICES

# *Economic Development*

## **EXECUTIVE PORTFOLIO**

**Development**

## **SELECT COMMITTEE**

**Environment**

## **ECONOMIC DEVELOPMENT STRATEGY**

The Council is in the process of reviewing and reassessing its Economic Development priorities with a view to re-focusing the service in the light of current issues and needs. The local Economic Development Strategy which is normally prepared in consultation with the local business community, will therefore be rolled forward to 2004/05. Of particular importance is the need to create a balanced sustainable local economy with emphasis on the knowledge/technology sector, through the Enterprise Hub for North Oxfordshire and to maintain an effective inward investment and aftercare service.

## **PROMOTION**

The Cherwell-M40 Investment Partnership encourages business opportunities and promotes the District for high quality, high value-added jobs and investment. The Unit provides an effective relocation enquiry service, with after-care for expanding or relocating firms.

## **BUSINESS SUPPORT**

Working with Business Link, the Learning and Skills Council and the new local enterprise agency Oxfordshire Business Enterprise, the Economic Development Unit provides support and advice for business development.

## **SKILLS TRAINING**

Working in partnership with the Education authority, the Learning and Skills Council and other agencies, Cherwell seeks to address local skill gaps by enhancing the employability of the local community, particularly young people, through raised educational attainment.

## **SERVICE OBJECTIVES**

- Create a climate for sustainable economic growth which will enhance the overall quality of life for all members of the local community.
- Encourage the development of high value-added, new technology businesses as part of a diverse local economy.
- Pursue a partnership approach to implement the South East England Development Agency (SEEDA) Strategy and the Oxfordshire Economic

## KEY ISSUES & RISKS

Partnership (OEP) strategy.

- Promote the business opportunities available in North Oxfordshire.
- Encourage the provision of land and premises for development opportunities.
- Provide effective business support to local companies.
- Promote the provision of effective local skills training.
- Attract external funding for economic development initiatives
- Consolidate the refocusing of Economic Development Unit resources to core activities.

Financial pressures require us to concentrate available resource on core services or risk spreading resource too thinly to be effective.
- Further develop internal integration of economic development and regeneration activities having regard to the requirement to promote the environmental, economic and social well being of the District.

Failure to address regeneration agenda will compromise future well being of local community.
- Play an active role in the local plan process to ensure the adequate provision of land and premises to meet local needs.

Provision of basic requirements such as land and premises is a serious issue and important opportunities could be lost.
- Provide support for key economic development partnerships and related agencies.

By not working with these agencies the authority could lose key economic initiatives or opportunities which could benefit the area.
- Work with SEEDA and other agencies to further develop the North Oxfordshire Enterprise Hub to ensure continuing growth of the high-tech sector.

The economy of the area will suffer if we do not help create more high skill jobs in this sector.
- Maintain and develop the inward investment and business aftercare service in partnership with other agencies and the private sector utilising e-technology.

The local economy depends on the prosperity of local companies who can benefit from support provided by the Council.
- Take steps to ensure that the Springboard Training Programme can be transferred as a viable scheme to a suitable training provider.

Failure to maintain effective training for young people and raise attainment will have adverse implications for local labour force.
- Dissemination of information to assist and to enable business groups to access broadband services.

Access to broadband is becoming an increasing issue especially in rural locations and many businesses could be disadvantaged in future.
- Development of monitoring systems for the local economy as part of a countrywide pilot exercise for Economic Development Performance

Indicators in collaboration with the Audit Commission.

Adequate monitoring is beneficial in assessing the local economy and may become a Government requirement in due course

RR??

## **PARTNERS IN DELIVERY**

In addition to the public in general, Members of the Council and the staff involved in delivering the service, the following people have an interest in and/or are users of the Economic Development services

### **ECONOMIC DEVELOPMENT STRATEGY**

South East England Development Agency (SEEDA)  
Government Office for the South East  
SEERA  
ACTVaR  
Confederation of British Industry  
Business Link (MKOB)  
Learning and Skills Council (MKOB)  
North Oxfordshire Enterprise Hub  
Oxfordshire Business Enterprise  
Ethnic Minority Business Service  
Local Chambers of Commerce  
Kidlington Voice  
Local companies  
Oxfordshire Economic Partnership  
Oxfordshire County Council  
Other District Councils  
Cherwell-M40 Investment Partnership  
Cherwell Business Partnership  
Education / Business Partnership  
Local developers  
Landowners and commercial property agents.

### **PROMOTION**

As above, plus:  
Targeted UK companies and company directors  
Relocators/enquirers to Economic Development Unit.

### **BUSINESS SUPPORT**

As above, plus:  
Enquirers seeking business advice.

### **SKILLS TRAINING**

Learning and Skills Council (MKOB)  
Training providers  
Colleges / Schools  
Trainees and parents  
Local companies, as employers  
Careers Service  
Training Providers Network  
Adult Learning Inspectorate  
OXNET  
MOBNET

## Economic Development

### National performance indicators and targets 2004/2008

## Planning and Development Services

| Performance measure | Priority | Cherwell p'mance 2002/03 | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|---------------------|----------|--------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| None                |          |                          |   |                                      |  |  |  |                            |                            |                 |

## Economic Development

### Local performance indicators and targets 2004/2008

## Planning and Development Services

| Performance measure  | Priority | Cherwell p'mance 2002/03 | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|--|----------|--------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| DE1 Percentage level of satisfaction from users and key business groups.                     | ●●       | 98                       |   | 98%                                  |  | 80                                     | 80                                     | 80                         | 80                         | RL              |
| DE2 Number of new jobs created through new investment.                                       | ●●●      | 1650                     |   | 2316                                 |  | 1000                                   | 1000                                   | 1000                       | 1000                       | RL              |
| DE3 Percentage of development enquiries responded to within 4 working days.                  | ●●●      | 99                       |   | 99%                                  |  | 99                                     | 99                                     | 99                         | 99                         | RL              |
| DE4 Percentage of development enquiries followed up within 10 working days.                  | ●●●      | 99                       |   | 100%                                 |  | 100                                    | 100                                    | 100                        | 100                        | RL              |
| DE5 Percentage of decisions made on complete grant applications within two months of receipt | ●●       | 100                      |   | 100%                                 |  | 100                                    | 100                                    | 100                        | 100                        | RL              |
|  |          |                          |   |                                      |  |  |  |                            |                            |                 |

| Source  | Priority | Actions (SMART)  | Milestones & deadlines | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|--|----------|---|------------------------|---|----------------|
|--|----------|---|------------------------|---|----------------|

**1. Economic Development Strategy**

|                                  |     |  |            |  |    |
|----------------------------------|-----|--|------------|--|----|
| Community Plan, Medium Term Plan | ●●● | Review priorities as part of overall review of Economic Development and refocusing of resources                                  | July 2004  |  | RL |
| Community Plan, Medium Term Plan | ●●● | Review Economic Development Strategy/Action Plan   | Nov 2004   |  |    |
| Action Plan, Community Plan      | ●●● | Review and redefine the key relationships between the Council and its Economic Development partners                              | Nov 2004   |  | RL |
| Action Plan                      | ●●● | Continue to support and strengthen involvement in SEEDA sponsored North Oxfordshire Enterprise Hub                               | July 2004  |  | RL |
| Action Plan                      | ●●● | Continue to develop the new Innovation Centre network and ensure a good level of occupancy                                       | July 2004  |  | RL |
| Action Plan                      | ●●  | Develop measurable indicators for economic development and establish suitable database as part of Audit Commission Pilot project | April 2004 |  | RL |

**2. Promotion**

|             |     |  |           |  |    |
|-------------|-----|--|-----------|--|----|
| Action Plan | ●●● | Redefine role and budget for Cherwell M40 Investment Partnership for 2004/05 | July 2004 |  | RL |
|-------------|-----|--|-----------|--|----|

**3. Business Support**

|             |     |   |           |  |    |
|-------------|-----|---|-----------|--|----|
| Action Plan | ●●● | Develop effective aftercare protocol for companies with SEEDA/Business Link | Sept 2004 |  | RL |
|-------------|-----|---|-----------|--|----|



|             |    |   |           |  |    |
|-------------|----|---|-----------|--|----|
| Action Plan | ●● | Review effectiveness of Test Marketing and Workspace Conversion grant schemes in the light of Council priorities. | Sept 2004 |  | RL |
| Action Plan | ●● | Consolidate Business Partnership.   | Sept 2004 |  | RL |

#### 4. Skills Training

|  |     |   |                                    |  |    |
|--|-----|---|------------------------------------|--|----|
| Action Plan                                    | ●●  | Work with the local LSC and training providers to identify particular local skill shortages and schemes to address them.  | Dec 2004                           |  | RL |
| Action Plan, Community Plan, Medium Term Plan. | ●●● | Work with the LSC to secure the transfer of the Springboard Training Programme to another training provider ensuring a seamless transition for learners and the continuation of E2E provision in North Oxfordshire. | Current contract runs to July 2004 |  | RL |

## Economic Development Medium term actions 2004/2007

## Planning and Development Services

| Source  | Priority | Actions (SMART)   | Milestones & deadlines | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|---|----------|---|------------------------|---|----------------|
| Community Plan, Medium Term Plan  | ●●●      | Redefining the Council's priorities for Economic Development in the light of budgetary constraints and ensuring available resources are targeted at key objectives. |                        |   | RL             |
| Action Plan   | ●●●      | Creating an appropriate business culture and supporting infrastructure in which new technology firms can flourish and grow throughout North Oxfordshire.            |                        |   | RL             |

|             |     |   |  |  |    |
|-------------|-----|---|--|--|----|
| Action Plan | ●●● | Playing an active role in strategic partnerships to promote the District's interests in the MKOB area, South East region and Europe.                          |  |  | RL |
| Action Plan | ●●● | Addressing the issues of provision of land and premises to meet business needs, with emphasis on the growth of indigenous firms and new technology companies. |  |  | RL |
| Action Plan | ●●  | Responding to economic development aspects of the Council's new Strategies, in particular the provision of broadband for rural businesses.                    |  |  | RL |
| Action Plan | ●●  | Defining economic performance indicators and agree County wide system of analysis and monitoring  |  |  | RL |

# PLANNING & DEVELOPMENT SERVICES

## *Building Control*

### **EXECUTIVE PORTFOLIO**

Development

### **SELECT COMMITTEE**

Environment

### **COUNCIL COMMITTEE**

Regulatory and Service Appeals

### **BUILDING CONTROL SERVICES**

The Building Regulations require buildings to meet health, safety, welfare, access, and energy conservation standards. To ensure these are met, Building Control surveyors check plans submitted under the Building Regulations and inspect construction work, often at less than a day's notice.

Building Control follow national Levels of Service, and have achieved both ISO 9001 and a Charter Mark. The fee structure for the chargeable elements of the service is required to be self-financing over a 3-year period.

Building Control also ensure the safe demolition of buildings by checking method statements and inspecting sites.

### **SERVICE OBJECTIVES**

- Ensure buildings are designed and constructed in accordance with national building standards through the application of the Building Regulations.
- Ensure the safe demolition of buildings and structures.

### **KEY ISSUES & RISKS**

- Maintaining competitive locally set Building Regulation Fees.  
If fees are not competitive with the private market, then work and income will gradually be lost and the viability of the unit affected.
- Working with Planning Control to develop and refine the "Development Team" approach.  
Failure to coordinate larger schemes could impact on performance and Building Control's ability to attract future work.
- Progress key IT improvements, notably Uniform Spatial, document imaging system, digital mapping and electronic submission of applications,

in line with corporate ICT strategy.

Implementing key IT improvements will help to support improved performance and efficiency and provide secure storage of files and records.

- Maintain registration of quality systems under ISO 9001:2000. Service Accreditation and particularly ISO 9001:2000 which is the industry standard help the unit to win confidence of private sector and to gain work and income.

NB RR

RR171 Loss of Building Control Files/Records - Fire Damage – see above

## **PARTNERS IN DELIVERY**

In addition to the public in general, Members of the Council and the staff involved in delivering the service, the following people have an interest in and/or are users of Building Control Services:

Applicants and agents  
Other Council departments  
Oxfordshire County Council  
Parish Councils  
Government agencies  
Statutory undertakers/utilities  
Land and property owners  
Developers  
Building users.

## Building control

National performance indicators and targets 2004/2008

## Planning and Development Services

| Performance measure | Priority | Cherwell p'mance 2002/03 | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|---------------------|----------|--------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| None                |          |                          |   |                                      |  |  |  |                            |                            |                 |

## Building control

Local performance indicators and targets 2004/2008



## Planning and Development Services

| Performance measure   | Priority | Cherwell p'mance 2002/03 | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|---|----------|--------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| <b>DB1</b><br>Responses to applicant/agent on submissions under the Building Regulations:<br><br>- Commercial/Industrial schemes:<br>within 15 working days (standard 65%)<br>within 25 working days (standard 99%)<br><br>- Residential schemes:<br>within 15 working days (standard 85%)<br>within 25 working days (standard 99%) | ●●●      |                          | 72<br>91                                  |                                      |  | 81<br>96                               | 82<br>97                               | 85<br>99                   | 86<br>99                   | AW              |
| <b>DB2</b><br>Percentage of site visits carried out the same day where request for visit is received before 9.30a.m. weekdays (standard 100%).<br><br>Percentage of completion visits carried out within 5 working days of request (standard 100%).   | ●●●      | 100<br><br>100           |   |                                      |  | 100<br><br>100                         | 100<br><br>100                         | 100<br><br>100             | 100<br><br>100             | AW<br><br>AW    |

|     | Performance measure  | Priority | Cherwell p'mance 2002/03 | Best 25% districts 2002/03 (latest audit) | Cherwell p'mance 2003/04 (last year) | Cherwell (to date) 2004/05 (leave blank) | Cherwell target y1 2004/05 (this year) | Cherwell target y2 2005/06 (next year) | Cherwell target y3 2006/07 | Cherwell target y4 2007/08 | Respon-sibility |
|-----|--|----------|--------------------------|---|--------------------------------------|--|--|--|----------------------------|----------------------------|-----------------|
| DB3 | Percentage of comprehensive site visits on Commercial / Industrial schemes carried out within following standards:<br>a) 80% at least once every 3 months<br>b) 100% once every 4 months | ●●●      | 66<br>85                 |   |                                      |  | 75<br>90                               | 80<br>90                               | 80<br>90                   | 85<br>95                   | AW              |
| DB4 | None of the office and site based performance indicators shown on the annual Client Satisfaction questionnaire to fall below 80% in respect of the "good" to "excellent" categories      | ●●●      | 75                       |   |                                      |  | 85                                     | 87                                     | 88                         | 89                         | AW              |



## Building control Service actions 2004/5

## Planning and Development Services

| Source  | Priority | Actions (SMART)   | Milestones & deadlines                          | Progress – mid-year (end of Sept 2004) and year end | Respon-sibility |
|--|----------|--|---|---|-----------------|
| Statute  | ●●●      | Maintain competitive locally set Building Regulation Fees which generate sufficient income to maintain resources.                          | Review fee scales as part of estimates for 2004 |   | AW              |
| Statute, Best Value  | ●●       | Working with Planning Control to develop and refine the "Development Team" approach.   | Introduce draft protocol by Oct 2004            |   | AW              |
| Egovt  | ●●       | Progress key IT improvements, notably Uniform Spatial, document imaging system, digital mapping and electronic submission of applications. | Key systems installed and being                 |   | AW              |

| Source              | Priority | Actions (SMART)  | Milestones & deadlines | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|---------------------|----------|--|------------------------|---|----------------|
|                     |          |  | developed              |   |                |
| Quality improvement | ●●●      | Retain QA accreditation of service under new standard ISO 9001: 2000 | Ongoing                |   | AW             |

|   |  |
|---|--|
| <b>Building control</b><br><i>Medium term actions 2004/2007</i> | <b>Planning and Development Services</b> |
|---|--|

| Source  | Priority | Actions (SMART)                                        | Milestones & deadlines    | Progress – mid-year (end of Sept 2004) and year end | Responsibility |
|--|----------|---|---------------------------|---|----------------|
| LABC Services  | ●●●      | Maintaining a competitive, high quality service   | Ongoing                   |   | AW             |
| LABC Services  | ●●●      | Maintaining a healthy local market share in housing and commercial building sectors, ie no less than :<br>Housing 30%<br>Commercial 90% | Achieving these standards |   | AW             |

## SERVICE PLAN ANNEX

### A. CHERWELL COMMUNITY PLAN 2016 – 10 THEMES

#### Theme 1 – Reduce crime and tackle the drugs problem

**Vision 2016: ‘making Cherwell a safer place to live’**

Aims:

- Reduce substance misuse – drugs and alcohol, particularly amongst young people
- Reduce burglary
- Reduce car crime
- Tackle anti-social behaviour, reduce nuisance and criminal damage
- Young people – raise awareness to personal and community safety issues and reduce offending
- Reduce victimisation – tackle domestic violence and racial incidents
- Make roads safer and reduce speeding

**Supporting Medium Term Strategy: Community Safety Strategy 2002-05**

#### Theme 2 – Improve health

**Vision 2016: ‘improving health and reducing inequalities’**

Aims:

- Identify and support the health and social needs to reflect the expanding population including GP and dental services
- Improve access to GP and local hospital services including out-patient and in-patient care
- Ensure local healthcare and social services provisions meet the specific needs of older people, the young and those with mental health problems
- Promote healthy lifestyles, raise awareness of health care provision and provide access to a wide range of advice to tackle coronary heart disease, cancer and other major diseases and reduce the incidence of ill health
- Protect the public’s health through monitoring and inspection
- Reduce health inequalities across health provision in Cherwell

**Supporting Medium Term Strategy: Public Health Strategy**

#### Theme 3 – Improve education

**Vision 2016: ‘raising standards’**

Aims:

- Raise school standards - particularly literacy and numeracy to above the national average
- Reduce the number of schools giving cause for concern
- Raise standards for pupils at risk of under-achievement
- Raise participation in and attainment of skills through lifelong learning
- Develop links between education and business
- Develop the use of information and communications technology (ICT)
- Prepare under fives for schooling

## **Supporting Medium Term Strategy: under consideration by the Partnership**

### **Theme 4 – Promote prosperity and sound transport systems**

**Vision 2016: ‘maintain a vibrant local economy with good road, rail and public transport networks’**

Aims:

- Promote a strong hi-tech and high-wage economy
- Promote a diverse, sustainable economy to help ‘recession proof’ Cherwell
- Improve skill levels in Cherwell
- Sustain high employment levels
- Improve transport Links
- Create a sound infrastructure

**Supporting Medium Term Strategy: Economic Development Strategy (to be reviewed) and Local Transport Plan**

### **Theme 5 – Secure more affordable housing**

**Vision 2016: ‘increasing choice’**

Aims:

- Maximise affordable housing, across a range of tenures, throughout the District – urban and rural
- Develop affordable housing for key workers in the public sector
- Enable home adaptations for disabled people
- Rejuvenate Cherwell’s housing and its environment
- Provide supported housing schemes
- Promote and support sustainable, balanced communities
- Raise the standards of Cherwell District Council’s housing stock

**Supporting Medium Term Strategy: Housing Strategy to 2005 (to be renewed 2004/05)**

### **Theme 6 – Protect and enhance the local environment**

**Vision 2016: ‘developing a culture of good practice’**

Aims:

- Incorporate the principles of sustainable development in all plans
- Promote environmentally sound transport solutions
- Preserve the countryside, wildlife, protect parks and open spaces
- Conserve and enhance the built heritage
- Promote renewable energy and energy conservation
- Reduce business and household waste, encourage reuse and increase recycling
- Minimise pollution and manage local air and water quality
- Increase environmental awareness and promote local community action

**Supporting Medium Term Strategy: Environmental Strategy 2002-07**

## **Theme 7 – Improve recreational opportunities**

**Vision 2016: ‘improving participation in sports and culture, and improving facilities’**

Aims:

- Improve sports development opportunities
- Increase leisure facilities and venues
- Promote arts and tourism
- Develop community recreation
- Provide more information, promotion & support
- Ensure community and recreation facilities keep pace with the growth in population

**Supporting Medium Term Strategy: Local Cultural Strategy to 2005**

## **Theme 8 – Rural perspective**

**Vision 2016: ‘preserving and enhancing the quality of rural life’**

Aims:

- Encourage vibrant and thriving village communities: ensure that rural communities become more sustainable and socially active
- Ensure accessible services and facilities: ensure rural communities have relevant information about local services and facilities
- Support the needs of Cherwell’s changing rural economy
- Preserve Cherwell’s environmental character in rural areas, recognising growing pressures and challenges: improve understanding and respect for the countryside

**Supporting Medium Term Strategy: Rural Strategy to 2006**

## **Theme 9 – Urban perspective**

**Shared Vision 2016: ‘building the unique characters of Banbury, Bicester & Kidlington’**

Shared Aims

- More leisure facilities
- Improved traffic flows
- More social housing
- Reduced crime and disorder
- Better integration between the centres and their hinterlands
- An infrastructure to match growth – now and in the future

Banbury Vision

Value Banbury’s historical past, enliven run-down areas, promote enterprise and preserve Banbury’s industrial heritage

Bicester Vision

Build Bicester’s community spirit – work local, think local

Kidlington Vision

Preserve the community feeling of a village and integrate the east and west side to create a traffic-free village centre for Kidlington

## Supporting Medium Term Strategies: Urban Centre Business Plans

### Theme 10 – Focus on Cherwell’s people

#### *Vision 2016: ‘improving the quality of life for all’*

##### Aims

###### *Older people*

- Increase involvement
- Improve advice and support
- Reduce discrimination
- Promote independent living
- More care places
- Better transport options

###### *Young People*

- Maximise education opportunities for young people
- Help young people prepare for the workplace and future social demands
- Increase recreation and participation
- Address transport and access to facilities
- Support young people “at risk” and promote positive behaviour in the community

###### *Disabled People*

- Increase involvement and opportunity
- Improve information, advice and support
- Reduce discrimination
- Promote independent living
- Increase mobility and transport options
- Promote the inclusion of pupils, such as those with special educational needs, in education and other settings – to enable them to reach their full potential
- All organisations in Cherwell to comply with the Disability Discrimination Act

###### *Ethnic minorities*

- Promote racial equality in the public, private and voluntary sector - specifically in public service delivery and employment
- Ensure all racial harassment or racist incidents are reported, recorded, monitored and tackled
- Reduce discrimination
- Provide counselling, advocacy and support for those affected by racism
- Improve access to information in other languages
- Ensure full involvement of ethnic minority communities in activities and consultation

#### **Supporting Medium Term Strategy: under consideration by the Partnership.**

The Council has approved an **Action Plan for Older People**, which it hopes will form the basis of a later Partnership strategy.

## B. CENTRAL AND LOCAL GOVERNMENT 'SHARED PRIORITIES'

The seven shared priorities were agreed between the Government and the Local Government Association in July 2002:

- **raising standards across our schools** by helping all schools match the excellence of the best, sustaining improvement in primary schools, transforming secondary schools and ensuring that the school workforce has the capacity to support this;
- **improving the quality of life:**
  - **of children, young people and families at risk** by tackling child poverty, maximising the life chances of children in care or in need and strengthening protection for children at risk of abuse;
  - **of older people** by enabling them to live as independent lives as possible and avoid unnecessary periods in hospital;
- **promoting healthier communities and narrowing health inequalities** by targeting key local services – such as health, education, housing, crime and accident prevention – to match need; and the encouragement of healthy lifestyles;
- **creating safer and stronger communities** by working with the police and other local agencies to reduce crime and anti-social behaviour, strengthen community cohesion and tackle drug abuse;
- **transforming our local environment** by improving the quality, cleanliness and safety of our public space;
- **meeting local transport needs more effectively** by improving bus services and other forms of local transport and securing better access to jobs and services, particularly for those most in need; and
- **promoting the economic vitality of localities** by supporting business improvement, providing positive conditions for growth and employment, improving adult skills, helping the hardest-to-reach into work, and extending quality and choice in the housing market.

## C. MEDIUM TERM PRIORITIES FOR SERVICES

The framework for the allocation of priorities is the main cost centres in the budget.

The policy context and in particular policy implications deriving from the cross cutting themes in the Community Plan should always provide the background to the interpretation of any service redirection. The Council have adopted the following priorities for the development of the Medium Term Plan.

|                                | <b>Budget Cost Centre</b>                             | <b>Priority</b>                |     |
|--------------------------------|---|--------------------------------|-----|
| RECREATION                     | Landscape Services                                    | **                             |     |
|                                | Sports and Recreation                                 |                                |     |
|                                | Sports Centres  | ***                            |     |
|                                | Other Services  | *                              |     |
|                                | Arts and Tourism                                      | *                              |     |
| ENVIRONMENT                    | Environment Health                                    | **                             |     |
|                                | Public Health   | **                             |     |
|                                | Amenity Services                                      | ***                            |     |
| DEVELOPMENT                    | Planning Control                                      | **                             |     |
|                                | Planning Policy and Implementation                    | **                             |     |
|                                | Planning Policy – Miscellaneous                       | **                             |     |
|                                | Economic Development                                  | **                             |     |
|                                | Building Control                                      | **                             |     |
| HOUSING                        | Strategic Housing                                     | +                              |     |
|                                | - Policy and Support                                  | +                              |     |
|                                | - Accommodation Services                              | **                             |     |
|                                | - Housing Renewals                                    | **                             |     |
| RESOURCES                      | Exchequer and Administration                          | **                             |     |
|                                | Internal Audit  | **                             |     |
|                                | Revenues  | **                             |     |
|                                | Accountancy   | **                             |     |
|                                | Property Services<br>(as restructured following LSVT) | **                             |     |
|                                | Engineers   | **                             |     |
|                                | Information, Communication and<br>Technology          | **                             |     |
|                                | Personnel   | **                             |     |
|                                | Legal   | **                             |     |
|                                | POLICY  | Central Services               | **  |
|                                |   | Corporate Strategy and Support |     |
|                                |   | Crime and Disorder             | *** |
| Grants to the Voluntary Sector |   | *                              |     |
| Democratic Representation      |   | **                             |     |
| Corporate Strategy             |   | **                             |     |
| Committee Services             | **  |                                |     |