

**Committee:** Executive  
**Date:** Monday 1 February 2010  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

<b>Councillor Barry Wood (Chairman)</b>	<b>Councillor G A Reynolds (Vice-Chairman)</b>
<b>Councillor Ken Atack</b>	<b>Councillor Norman Bolster</b>
<b>Councillor Michael Gibbard</b>	<b>Councillor James Macnamara</b>
<b>Councillor Kieron Mallon</b>	<b>Councillor Nigel Morris</b>
<b>Councillor D M Pickford</b>	<b>Councillor Nicholas Turner</b>

## AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

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

4. **Urgent Business**

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

5. **Minutes** (Pages 1 - 20)

To confirm as a correct record the Minutes of the meeting held on 11 January 2010.

## **Strategy and Policy**

6. **Local Development Framework Core Strategy** (Pages 21 - 38) **6.35 pm**

\*\* Appendix 1 to follow \*\*

Report of Head of Planning and Affordable Housing

### **Summary**

To seek approval of the Executive for a Draft Core Strategy and to seek approval for the Council to undertake a period of public consultation on this document

### **Recommendations**

The Executive is recommended to:

- (1) Approve the Draft Core Strategy (appendix 1 to this report) as the Council's draft proposed development strategy for the district for the period to 2026 and as the basis for public consultation.
- (2) Approve that the Council undertakes a public consultation on this Draft Core Strategy broadly in accordance with the proposals in paragraph 2.25 in the report.

7. **Cherwell's Housing Strategy for Older People 2009-2014** **7.05 pm**  
(Pages 39 - 120)

Report of Head of Housing Services

### **Summary**

For Executive to formally adopt the housing strategy for older people following consultation and to agree the delivery plan.

### **Recommendations**

The Executive is recommended to:

- (1) Formally adopt the Housing Strategy for Older People 2009-2014.
- (2) Endorse the delivery plan for the strategy.

8. **Member Development Monitoring Report** (Pages 121 - 126) **7.20 pm**

Report of Head of Legal and Democratic Services

## **Summary**

To update members on the progress in member development since the approval of the Member Development and Support Strategy in September 2009.

## **Recommendations**

The Executive is recommended to:

- (1) Note the improvements since the Member Development and Support Strategy was agreed in September 2009.
- (2) Request officers to explore options for external accreditation of Cherwell's Member Development and support arrangements.

## **Value for Money and Performance**

### **9. Performance Management Framework 2009/2010 Third Quarter Performance Report (Pages 127 - 208) 7.35 pm**

Report of the Chief Executive and Community and Corporate Planning Manager

#### **Summary**

This report covers the Council's performance for the period 1 October to 31 December 2009 as measured through the Performance Management Framework.

#### **Recommendations**

The Executive is recommended to:

- (1) Note the many achievements referred to in paragraph 1.3 of the report.
- (2) Request that officers report in the fourth quarter on the items identified in paragraph 1.4 of the report where performance was below target or there are emerging issues.
- (3) Agree the responses identified to issues raised in the last quarterly performance report in paragraph 2.1 of the report or to request additional action or information.

### **10. 2009/10 Projected Revenue & Capital Outturn at 31 December 2009 7.55 pm (Pages 209 - 224)**

Report of Head of Finance

#### **Summary**

This report summarises the Council's Revenue and Capital performance for the first 9 months of the financial year 09/10 and projections for the full 09/10 period. These are measured by the budget monitoring function and reported via the Performance Management Framework (PMF) informing the 09/10 budget process currently underway.

This report also considers progress against the 2009/10 Procurement Action plan which contributes to our annual efficiency target.

## **Recommendations**

The Executive is recommended to:

- (1) Note the projected revenue & capital position at December 2009.
- (2) Approve the changes in the 2009/10 capital programme as follows:
- (3) Slip £2,734K of project funding into the 2010/11 capital programme (detailed in Appendix 1) and consider this as part of the 2010/11 budget process
- (4) Note the contents and the progress against the procurement action plan (detailed in Appendix 2).

## **Service Delivery and Innovation**

### **11. Draft Budget 2010/2011 (Pages 225 - 264)**

**8.05 pm**

\*\* Appendix 3 to follow \*\*

Report of Head of Finance

### **Summary**

The Council is required to produce a balanced budget for 2010/11 as the basis for calculating its level of Council Tax. It has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years. The first draft was reported to the December 7 2009 Executive meeting and a second draft to the January 11th 2010 Executive meeting. The information has now been updated to reflect changes since then and, subject to any further changes Members may wish to include tonight, this final draft will be used to prepare a final budget proposal to be presented to full Council on 22 February 2010.

### **Recommendations**

The Executive is recommended to:

- (1) Approve the changes to the draft budget since 11 January 2010 and consider the draft revenue budget (detailed in Appendix 1) in the context of the Council's service objectives and strategic priorities.
- (2) Agree the approach to the overall capital programme and 10/11 new scheme bids (detailed in Appendix 2).
- (3) Approve the treasury management strategy for 2010/11 (detailed in Appendix 3).
- (4) Approve the election fees payable for 2010/11 (detailed in Appendix 4)

- (5) Recommend that the draft corporate plan be endorsed (detailed in Appendix 5).
- (6) Note the latest MTFs financial forecast is currently being refreshed and will be part of the budget book.
- (7) Request officers to produce the formal 10/11 budget book on the basis of Appendices 1-5.
- (8) Recommend ,subject to any further changes Members may wish to include tonight, the updated draft budget and treasury management strategy for adoption by the Council on 22 February 2010 (as a key decision).

## **Urgent Business**

### **12. Urgent Business**

Any other items which the Chairman has decided is urgent.

**(Meeting scheduled to close at 8.25 pm)**

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or (01295) 221587 prior to the start of the meeting.

### **Declarations of Interest**

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item. The definition of personal and prejudicial interests is set out in Part 5 Section A of the constitution. The Democratic Support Officer will have a copy available for inspection at all meetings.

**Personal Interest:** Members must declare the interest but may stay in the room, debate and vote on the issue.

**Prejudicial Interest:** Member must withdraw from the meeting room and should inform the Chairman accordingly.

With the exception of the some very specific circumstances, a Member with a personal interest also has a prejudicial interest if it is one which a Member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

### **Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates**

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

## **Queries Regarding this Agenda**

Please contact James Doble, Legal and Democratic Services james.doble@cherwell-dc.gov.uk (01295) 221587

**Mary Harpley**  
**Chief Executive**

Published on Friday 22 January 2010

# Agenda Item 5

## Cherwell District Council

### Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 11 January 2010 at 6.30 pm

Present: Councillor Barry Wood (Chairman)  
Councillor G A Reynolds (Vice-Chairman)

Councillor Ken Atack  
Councillor Norman Bolster  
Councillor Michael Gibbard  
Councillor James Macnamara  
Councillor Kieron Mallon  
Councillor Nigel Morris  
Councillor D M Pickford  
Councillor Nicholas Turner

Also Present: Councillor Alastair Milne Home

Officers: Mary Harpley, Chief Executive and Head of Paid Service  
Ian Davies, Strategic Director - Environment and Community  
John Hoad, Strategic Director - Planning, Housing and Economy  
Mike Carroll, Head of Improvement  
Phil O'Dell, Chief Finance Officer  
Karen Curtin, Head of Finance  
Chris Rothwell, Head of Urban & Rural Services  
Karen Muir, Corporate System Accountant  
Nigel Bell, Solicitor  
James Doble, Democratic, Scrutiny and Elections Manager  
Natasha Clark, Trainee Democratic and Scrutiny Officer

#### 91 **Declarations of Interest**

Members declared interest with regard to the following agenda item:

#### **11. Licensing Committee and Planning Committee Constitutional Amendments.**

Councillor Nicholas Turner, Prejudicial, as licensee of Drayton Leisure Golf Club.

#### 92 **Petitions and Requests to Address the Meeting**

There were no petitions.

The Leader of the Council confirmed that he had agreed a request to speak from Councillor Milne Home in respect of agenda item number 7, Integrated Vehicle Parking Strategy - Civil Parking Enforcement and Residents Parking.

93 **Urgent Business**

There was no urgent business.

94 **Minutes**

The minutes of the meeting held on 7 December 2009 were agreed as a correct record and signed by the Chairman.

95 **Audit Commission's Comprehensive Area Assessment (CAA) Judgement**

The Chairman welcomed Mr Robert Hathaway, the Comprehensive Area Assessment Lead (CAAL) for Oxfordshire, Buckinghamshire and Milton Keynes to the meeting.

Mr Hathaway presented the Audit Commission's Comprehensive Area Assessment (CAA) Judgement, which was detailed in the Cherwell District Council Organisational Assessment 2009 and the Oxfordshire Area Assessment 2009. Members of the Executive made comments and asked questions on the Assessments to which answers were duly provided.

The Chairman thanked Mr Hathaway and commented on the good relations the Council has with the Audit Commission. The Chairman assured Mr Hathaway that the Council would continue to look forward and continually seek to improve further.

96 **Integrated Vehicle Parking Strategy - Civil Parking Enforcement and Residents Parking**

The Head of Urban and Rural Services submitted a report which presented progress on a number of key parking initiatives in the district, relating to: the current position and revised financial model for Civil Parking Enforcement (CPE) and further work to develop workable proposals; the outcomes of the consultation on Banbury Residents Parking Scheme and further development of proposals, subject to CPE; the current position on Bicester Residents Parking Scheme and the formal Traffic Regulation Order (TRO) advertising/consultation for the revised Scheme; Taxi Rank provision and the bid to the Council's capital programme; and, the current position regarding provision for disabled parking.

Councillor Milne Home addressed the meeting.



**Resolved**

- (1) Civil Parking Enforcement (CPE)
  - a) That the updated position on CPE and revised Financial Model be noted.
  - b) That further development of the Council's approach to CPE based on this Financial Model whilst seeking to reduce CDC's risks/costs through negotiation with Oxfordshire County Council (OCC) be approved.
  - c) That a further report on the outcome of these discussions and any changes to the Financial Model, prior to a final decision on implementation being taken be received by Executive.
  - d) That, as part of 1 (c) above, the appointment of consultants to assist in developing the approach to CPE and in testing and refining the Financial Model be authorised.
  - e) That investigation with OCC of on-street pay and display parking be authorised.
- (2) Banbury Residents Parking Scheme
  - a) That further work on Scheme development on the assumption that CPE will be implemented be authorised and that a further report in conjunction with a CPE report prior to formal consultation on a Scheme through the Traffic Regulation Order (TRO) process be received by Executive.
  - b) That the outcomes of the Banbury Residents Parking consultation be noted.
  - c) That a petition from the residents of Merton Street and Causeway (Zone 5) against the introduction of a Residents Parking Scheme in these streets be received.
  - d) That it be confirmed that consultation feedback and the petition received from residents in Zone 5 demonstrates that there is not sufficient support for a Scheme in the Zone and that no further scheme development will take place, and will not be reviewed for at least 2 years.
  - e) That it be confirmed that in Zone 3 where support for a Scheme from the consultation feedback was less than 50%, that no further Scheme development will take place and will not be reviewed for at least 2 years.
  - f) That, in principle, a scheme based on the consultation proposals for Zones 1, 2 and 4 be agreed and further investigations in to scheme viability for these zones based on a nil net cost to the Council be authorised.

- g) That implementation pending the outcome of CPE be deferred.
- (3) That the current position on Bicester Residents Parking and the proposals for a revised scheme to be introduced on or as soon after 1 April 2010 as formal consultation on a revised TRO for the Scheme allows be noted.
- (4) That the position on taxi rank provision, cost and funding and the application for capital funds to progress implementation in Banbury in 2010/11 be noted.
- (5) That the position on provision of parking for the disabled be noted.

**Reasons –**

**CPE:** Implementation of CPE is key to successful management of parking, particularly in urban centres. It is fundamental to the effective enforcement of on-street traffic contraventions and in successfully managing residents parking schemes. The costs, income and risk share profile are key issues and will be the subject of further analysis and reports.

**Banbury Residents Parking:** A number of residential streets immediately adjacent to the town centre suffer from acute parking difficulties and create real problems for residents. The Council has approved considering implementing residents parking where the response from the consultation process is at 50% support. Costs of the scheme; the number of permits available to residents; the definition of eligible properties; whether consultation in alternate language was required; parking capacity and car ownership are all significant issues around which any decision to proceed must be based.

**Bicester Residents Parking:** The amended TRO is fundamental to implementing a revised scheme and plans are in place for formal consultation.

**Taxi Ranks:** Legal process and DfT approval as well as securing funding are key issues to be addressed.

**Provision for Disabled Parking:** Bicester Market Square and Town Centre projects need to take full account of parking requirements.

**Options**

<b>CPE Options</b>	<ol style="list-style-type: none"> <li>1. Not to continue progress on CPE.</li> <li>2. To pursue on a co-ordinated County wide basis</li> <li>3. To pursue independently of the other Oxfordshire districts.</li> </ol>
<b>Banbury Residents Parking Options</b>	<ol style="list-style-type: none"> <li>1. Not to progress with any schemes in Banbury</li> <li>2. To progress with a scheme in all proposed zones</li> <li>3. To consider the consultation feedback and make modifications to zones based on the feedback received, and undertake further detailed design and investigation to look at costs reduction options.</li> </ol>
<b>Bicester Residents Parking Options</b>	No alternative options arising from this report.
<b>Taxi Ranks Options</b>	<ol style="list-style-type: none"> <li>1. Not to progress with any of the ranks reported to the July Executive</li> <li>2. Progress all of the ranks</li> <li>3. Progress on a phased basis having identified</li> </ol>

	priorities and funding
<b>Disabled Parking Options</b>	No alternative options arising from this report.

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## **Draft Budget and Corporate Plan 2010 - 2011 Analysis 2**

The Head of Finance submitted a report which provided Executive with the second of three opportunities to shape and refine the interaction between corporate plan service plans and financial matters before the final budget is presented to Council on the 22 February 2010.

The Chief Finance Officer circulated an amended Draft Capital Programme 2010/11 to Members for consideration.

### **Resolved**

- (1) That the draft revenue budget 2 be considered in the context of the Council's service objectives and strategic priorities.
- (2) That the draft corporate plan for 2010/11 be considered and that the addition of two new aims around the Eco-Town and Breaking the Cycle of Deprivation as requested by the Executive at their meeting on 7 December 2009 be noted.
- (3) That the approach to the overall capital programme and 10/11 expenditure profile be agreed.
- (4) That any matters Members would like taken into consideration in producing a balanced budget for the next meeting of the Executive be advised.
- (5) That the recommendations of the Resources and Performance Scrutiny Board from their meeting of December 1 2009, having undertaken a review of the Council's prioritisation matrix, revenue expenditure by service and reviewed the capital bids received as part of the 2010/11 process be considered.
- (6) That the Tax Base Report and associated discretionary powers be considered and
  - That it be resolved that, in accordance with the Regulations, as amended, the amount calculated by the Cherwell District Council as its council tax base for the year 2010/2011 shall be 50,113; and
  - That the report of the Head of Finance, made pursuant to the Local Authorities (Calculation of Tax Base) Regulations 1992, as amended, and the calculations referred to therein for the purposes of the Regulations be approved; and
  - That it be resolved that the tax base for parts of the area be in accordance with the figures shown in column 13 of Annex 1 attached to these minutes.
  - That the discretionary awards that Executive it resolved to give on December 1 2008 be continued.

- (7) That Officers be requested to include a separate heading for tackling deprivation in the quarterly Performance Management Framework updates.
- (8) That the Chief Executive be requested to provide a monthly synopsis to Executive Members on the work the council is undertaking to tackle deprivation.

**Reasons** – The budget will form the financial expression of the Council's strategic priorities and service delivery plans for 2010/11; the allocation of resources against agreed service priorities is necessary in order to achieve its strategic points.

### **Options**

**Option One**                      To review draft revenue and capital budget to date and consider actions arising.

**Option Two**                      To approve or reject the recommendations above or request that Officers provide additional information.

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### **Preparation for the 2012 Olympics - Tourism and Other Potential**

The Strategic Director Environment and Community submitted a report which considered the opportunities associated with the 2012 London Olympics that can be delivered for the benefit of residents in Cherwell.

### **Resolved**

- (1) That the opportunities provided by the 2012 Olympics as outlined in the report be noted;
- (2) That the establishment of a Member and Officer working group, under the Chairmanship of the Portfolio Holder for Customer Service and ICT (with special responsibility for tourism) to oversee and co-ordinate the detailed actions of the Council to maximise the sports, economic and community opportunities in the district arising from the 2012 Olympics be noted.
- (3) That the options with regard to funding levels and sources be considered.

**Reasons** – The Council should respond to the opportunities the 2012 Olympics provide in terms of increased sports and arts participation particularly by young people, a stronger voluntary sector, wider partnership working and benefits to the local economy from additional visitors to the District. The Council is well placed following its investment in its sports facilities to accommodate the expected increased demand for sporting activity. However, the voluntary sports sector has a significant part to play and needs support to respond to the expected increase in participation.

## **Options**

- Option One** To support the recommendations as detailed in this report as a means of securing local benefit from the opportunities presented by the 2012 Olympics.
- Option Two** To provide further Olympics support in the form of project management, marketing and voluntary sector grant aid resources.
- Option Three** Not to support any of the recommendations in this report and to ignore the effect locally of the 2012 Olympics.

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## **Crime and Disorder Scrutiny**

The Head of Legal and Democratic Services submitted a report which outlined recent developments in legislation relating to overview and scrutiny as set out in the Local Government and Public Involvement in Health Act, 2007; the Police and Justice Act, 2006; and, the Local Democracy, Economic Development and Construction Bill, 2008.

### **Resolved**

- (1) That it be agreed that the Overview and Scrutiny Committee should be formally designated as Cherwell District Council's crime and disorder scrutiny committee and that it be recommended to Council that the Constitution is so amended.
- (2) That it be noted that the Head of Legal and Democratic Services and the Democratic, Scrutiny and Elections Manager have been delegated to develop a draft protocol for the conduct of crime and disorder scrutiny for future consideration by the Overview and Scrutiny Committee.

**Reasons** – The formal designation of the Overview and Scrutiny Committee as the crime and disorder scrutiny body recognises the importance that the Council places on crime and disorder matters and at the same time takes account of the resources available to support crime and disorder scrutiny and is in keeping with practice in other Oxfordshire district councils.

## **Options**

- Option One** To designate the Overview and Scrutiny Committee as Cherwell District Council's crime and disorder scrutiny committee.
- Option Two** To designate the Resources and Performance Scrutiny Board as Cherwell District Council's crime and disorder scrutiny committee.

**Option Three**

To establish a new, separate committee to act as Cherwell District Council's crime and disorder scrutiny committee.

**Councillor Turner left the meeting whilst the following agenda item was discussed.**

100

**Licensing Committee and Planning Committee Constitutional Amendments**

The Head of Legal and Democratic Services submitted a report which considered the constitutional amendments recommended to Council by Planning and Licensing Committees.

**Recommendations**

- (1) That the constitutional amendments recommended to Council by the Licensing committee relating to the Scheme of Delegation and Committee Terms of Reference be noted.
- (2) That the constitutional amendments recommended to Council by the Planning committee relating to the Scheme of Delegation and Public Speaking Procedure Rules be noted.

**Options**

**Option One**

To agree the recommendations as set out

**Option Two**

To make comments to Council regarding the proposed constitutional amendments

101

**Calendar of Meetings 2010/11**

The Head of Legal and Democratic Services submitted a report to consider a draft calendar of meetings for 2010/2011, and to recommend to Council accordingly.

**Resolved**

- (1) That the draft calendar of meetings for 2010/11 be recommended to Council.
- (2) That it be recommended to Council that the Chief Executive in consultation with the Leader be delegated to make amendments to the calendar of meetings as and when the general election is called.

- (3) That it be recommended to Council that the Chief Executive in consultation with the Leader be delegated to make amendments to the calendar of meetings to correct any errors or omissions.

**Reasons** – In order to transact business efficiently the Council needs to agree a calendar of meetings.

**Options**

**Option One** To recommend the draft calendar in the current form

**Option Two** To amend dates in the draft calendar. It should be noted that any changes to the calendar of meetings may have a knock-on effect to the meeting cycle or performance targets / statutory deadlines which may in turn require the whole calendar to be redrafted.

102 **Exclusion of the Press and Public**

That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act.

103 **Value For Money Review of Legal Services**

The Chief Executive and Head of Improvement submitted an exempt joint report which considered the findings of the findings of the Value for Money (VFM) Review of Legal Services report and the recommendations arising from the report.

**Resolved**

That the recommendations 1 to 4 as set out in the exempt minutes be agreed with the additional resolution:

- (5) That the Head of Legal and Democratic Services be requested to report back to the Executive on how the transaction speed of minor legal queries can be improved.

The meeting ended at 8.40 pm

Chairman:

Date:

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By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Executive

### Local Development Framework Core Strategy

1 February 2010

### Report of Head of Planning & Affordable Housing Policy

#### PURPOSE OF REPORT

To seek approval of the Executive for a Draft Core Strategy and to seek approval for the Council to undertake a period of public consultation on this document

This report is public
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#### Recommendations

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The Executive is recommended:

- (1) To approve the Draft Core Strategy (appendix 1 to this report) as the Council's draft proposed development strategy for the district for the period to 2026 and as the basis for public consultation.
- (2) To approve that the Council undertakes a public consultation on this Draft Core Strategy broadly in accordance with the proposals in paragraph 2.25 below.

#### Executive Summary

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##### Introduction

- 1.1 The term "Local Development Framework" (LDF) is given to the range of documents prepared by Cherwell District Council to provide planning policies to control the future of the District. The Core Strategy is the most important document within the LDF as it sets the broad context within which all other documents in the LDF are prepared.
- 1.2 The Council has been preparing its Core Strategy since 2005. This Draft Core Strategy which is presented to members today represents the culmination of a large amount of work that the Council has carried out since this time. This work includes the following:-
  - Preparation of, and subsequent public consultation on, a number of documents and reports which have formed important building blocks for the Core Strategy (see para. 2.9 below)
  - The gathering of a large amount of technical evidence to support the proposals in the Core Strategy (see paras. 2.12 – 2.15 below)

- Liaison between officers and councillors, particularly through the Council's LDF Advisory Panel.
  - Consideration of the implications for the Core Strategy of the Government's eco-town programme, and in particular the decision by Government to allocate an "eco-town" at North West Bicester (see paras. 2.16 – 2.19 below).
  - Liaison with colleagues from across the Council and with our partner organisations to make sure that as far as possible the Core Strategy reflects other plans and programmes. This is particularly the case with the Sustainable Community Strategy (see paras. 2.20 – 2.22 below)
  - Liaison with other local authorities, including the County Council, and various Government departments including the Government Office for the South East.
- 1.3 In preparing the Core Strategy, it must be remembered that the LDF does not exist in a planning policy vacuum. At both national and regional level, legislation, regulations, planning policy guidance and regional planning policy set a framework within which the LDF, and this Core Strategy in particular, must operate.
- 1.4 One of the most important elements of this framework is regional planning policy. This is set out in the South East Plan, which was issued by the Secretary of State in May 2009 and has the status of Regional Spatial Strategy for the South East of England. This document, amongst many other matters, sets the housing targets which Cherwell District must deliver by 2026.
- 1.5 The proposals which follow in the Draft Core Strategy must reflect this context. In considering the proposed policies in the Draft Core Strategy, members are asked to be mindful of the following considerations.
- We must produce a Core Strategy that is in general conformity with the Regional Spatial Strategy. The South East Plan sets broad targets for particular areas of the district (the northern and southern halves of the district, and Bicester town), and whilst there is some flexibility over these figures, this is limited. We need to propose a development strategy for the district that meets our obligations in terms of identifying sufficient land for new development.
  - We must prepare a development strategy that is, as far as we can be sure, deliverable. We should recognise where there are risks associated with bringing forward key sites that we identify, and we should consider what we would do if these sites, for whatever reason, fail to come forward. In this Draft Core Strategy, we are recommending that we do this by identifying "reserve" sites that can be brought forward only if they are needed.

## **Proposals**

- 1.6 The Draft Core Strategy is contained in appendix 1 to this report. In view of its size, it is being sent under separate cover to councillors.

### **Structure of the Draft Core Strategy**

- 1.7 The structure of the Draft Core Strategy seeks to make clear the context within which the policies it contains have developed. In accordance with Government policy and guidance, and good practice elsewhere in the country, the Draft Core Strategy contains a number of elements:-
- A portrait of Cherwell District today
  - A review of the key planning issues facing the district
  - A spatial vision for the district and a spatial strategy for achieving this
  - A set of key objectives outlining how we will meet our objectives
  - A set of core strategic policies
- 1.8 Importantly, the Draft Core Strategy is also set out to distinguish between those objectives and policies that are district-wide and those which are particular to parts of the district. It contains specific sections, and specific policies, to cover Banbury, Bicester, Kidlington and the rural areas.
- 1.9 The version of the Draft Core Strategy that is before members today will be improved in appearance prior to being issued for public consultation. The Head of Planning & Affordable Housing Policy has delegated authority to make non substantive updates and corrections to policy documents such as this, and he will do this prior to publishing it. This will include the addition of an “executive summary” at the front of the document that will provide an overview and guide readers to the key policies and the inclusion of appropriate appendices.

### **The policies in the Draft Core Strategy**

- 1.10 The Draft Core Strategy contains a large number of policies that will be important in shaping the future development of the district. A few of the key policies are set out below.

#### **The overall distribution of development across the district**

- 1.11 The South East Plan requires us to deliver 13,400 new homes across the district between 2006 and 2026. As mentioned above, it defines (broadly) how these should be distributed. As a consequence of the decision to identify North West Bicester as a strategic allocation for Bicester (see paras. 1.14 - 15 below), there will be more housing directed to Bicester than was anticipated in the South East Plan (approximately 600 homes). In order not to exceed the overall target for the district set out in the South East Plan, an equivalent level of housing should therefore be taken away from another part of the district.
- 1.12 The Draft Core Strategy proposes that this housing should be taken from the rural areas, and that the overall target for new housing in rural areas be accordingly reduced by 600. Within this, it further proposes that there should be a particular reduction in the target for villages in southern (Central Oxfordshire) part of the district. This is principally because many of these

villages are constrained by the Green Belt and therefore any additional rural housing allocation will need to be distributed between fewer villages.

- 1.13 The proposed overall development strategy for the Draft Core Strategy is therefore as set out in table 1. This table also shows the “residual housing requirement” for Cherwell District at 1<sup>st</sup> April 2009. The housing figures in this column recognise that the Council has already made significant progress in identifying sites for new homes and therefore it is only this figure (totalling 5,606) that will need to be identified in the Core Strategy.

<b>Table 1. Proposed overall development strategy in the Draft Core Strategy</b>			
	<b>South East Plan requirement</b>	<b>South East Plan as adjusted for Core Strategy</b>	<b>Residual housing requirement (April 2009)</b>
Bicester	4,900	5,500 (+ 600)	2,989
Rest of Central Oxfordshire	1,500	1,140 (- 360)	393
<b>Bicester &amp; Central Oxfordshire total</b>	<b>6,400</b>	<b>6,640 (+ 240)</b>	<b>3,382</b>
Banbury	4,800	4,800 (n/c)	1,492
Rest of North Cherwell	2,200	1,960 (-240)	732
<b>Banbury &amp; North Cherwell total</b>	<b>7,000</b>	<b>6,760 (-240)</b>	<b>2,224</b>
<b>Total</b>	<b>13,400</b>	<b>13,400</b>	<b>5,606</b>

#### Strategic allocations at Bicester

- 1.14 In accordance with previous decisions of this Council to support North West Bicester through the government’s eco-town programme, and the subsequent inclusion of North West Bicester in the Government’s Planning Policy Statement on Eco-towns published in July last year, this Draft Core Strategy proposes that **North West Bicester** is identified as a strategic allocation to meet the housing needs of Bicester.
- 1.15 As mentioned above, the level of new housing proposes at North West Bicester means that more housing will be directed to Bicester than was anticipated in the South East Plan. Of the 5,000 homes that will eventually be built here, approximately **3,000** are expected to be built by 2026. There is therefore no need to identify any further strategic sites to meet the needs of Bicester.
- 1.16 As mentioned in para. 1.5 above, however, we should consider what we would do if this site, for whatever reason, fails to come forward at the rate we anticipate. It is accordingly recommended that the Draft Core Strategy includes a “reserve” allocation of land that would be released only if and when it becomes clear that North West Bicester will not deliver the level of housing by 2026 that we are currently projecting. The site that is recommended as this “reserve” allocation is **South West Bicester phase 2 (capacity 650 – 750 homes)**. This is the remaining land that lies within the proposed perimeter road that will be constructed for the main South West Bicester development. The Draft Core Strategy propose that should this land come forward, measures will be put in place to provide long term protection for the land between the perimeter road and Chesterton village to maintain the

setting of the village.

#### Strategic allocations at Banbury

- 1.17 The Council has already expressed its strong support for the regeneration of the canalside area. We are currently preparing a Supplementary Planning Document which would identify a capacity of up to **1,200 homes** on this site. The **canalside** site is accordingly allocated in the Draft Core Strategy.
- 1.18 This requires a further c800 homes to be identified to meet Banbury's needs (the residual figure in table 1 above already assumes that approximately 500 homes will be built at canalside). It is a requirement of regenerating the canalside area that a new home is found for Banbury United Football Club and this has informed the choice of other strategic sites.
- 1.19 Two sites are proposed to meet Banbury's housing requirement.
- **Land south of Bankside (capacity 400 homes)**. This would form an extension to the c1,100 homes already approved for this site. Importantly, it would allow the provision of a **new site for Banbury United Football Club** on land adjacent to the existing Rugby Club. This area is therefore proposed for open space, sport and recreation use in the Draft Core Strategy.
  - **Land west of Bretch Hill (capacity 400 homes)**. This site offers an opportunity to improve the mix of housing in this area and provide for social and community facilities and services which would be of wider benefit. In view of the sensitive landscape setting of the site and its proximity to the Drayton conservation area, the presence development boundary of this site will need to be carefully considered.
- 1.20 In the same way as we are proposing for Bicester (see para. 1.16 above), it is also considered necessary to identify "reserve sites" for Banbury. The sites identified are land at **North West Banbury (capacity 800 homes)**. This comprises two parcels of land where there is already significant developer interest and these could be brought forward if required. Members will recall that the northern part of this allocation (land north of Hanwell Fields) was the subject of a planning inquiry in 2007. Although on that occasion the appeal was dismissed, the Secretary of State took the view that the development of the site would not harm the character of the Hanwell conservation area. Furthermore, she did not consider that the site is unacceptable on sustainability grounds and that development here would be in an unsustainable location. For these reasons, the site is considered a potential reserve allocation.

#### Directing growth within the rural areas

- 1.21 As identified in para. 1.13 above, and in table 1, the Draft Core Strategy proposes that the rural area takes approximately 600 fewer homes as a consequence of the additional growth being directed towards Bicester arising from the North West Bicester allocation. Of these, 360 will come off the target for the Central Oxfordshire rural area (the southern part of the district) and 240 off the target for the North Cherwell rural area. Accordingly, the rural areas will have a target of approximately 1,125 homes (732 in North Cherwell and 393 in Central Oxfordshire).

- 1.22 The role of the Core Strategy in the rural areas is not to identify all of the sites where this housing will go. Rather it is to give a broad indication of where allocations will be made. The document that will allocate sites in the rural area is the “Delivery DPD”, and the Council will be publishing a draft of this document in early 2011. The importance of the Core Strategy is that it will set the context within which site specific allocations can then be made.
- 1.23 The Draft Core Strategy does not propose that targets be set for individual villages. This is (a) because it would be unduly prescriptive for a DPD which seeks to set out strategic planning policy for the district to give a precise figure for each village, and also (b) because detailed local decisions about where rural housing allocations should be made (and consequently exactly how much housing should go to any individual village) should, quite properly, be informed by detailed considerations of the relative merits of individual sites. Instead, the Draft Core Strategy proposes to identify a target figure that is to be distributed between groupings of villages. The precise distribution of this will be determined by the Delivery DPD.
- 1.24 The proposed classification of suitable villages is shown on table 2.

<b>Table 2: Proposed classification of suitable villages in Draft Core Strategy</b>			
<b>North Cherwell</b>		<b>Central Oxfordshire</b>	
<b>Villages</b>	<b>Total no.</b>	<b>Villages</b>	<b>Total no.</b>
Adderbury, Bodicote, Bloxham, Deddington	350	Ambrosden, Launton	180
Cropredy, Hook Norton, Sibford Gower / Ferris, Fritwell, Steeple Aston	250	-	0
Finmere, Fringford, Milcombe, Wroxton	130	Arncott, Bletchingdon, Chesterton, Kidlington, Kirtlington, Middleton Stoney, Weston on the Green, Yarnton,	220

- 1.25 The Draft Core Strategy will also include policies to guide the approach that will be taken towards windfall housing proposals across the rural area.

Affordable housing

- 1.26 Following on from the direction given in the South East Plan, and more local work undertaken by the Council to consider what are viable levels of affordable housing, the Draft Core Strategy proposes a broad approach towards maximising opportunities to provide affordable housing in the district as part of wider market housing schemes. There are two elements to this approach. Firstly, the policy includes both a percentage affordable housing requirement and a minimum threshold below which a contribution towards affordable housing will not be sought. Secondly, the policy recognises that a higher percentage of affordable housing is deliverable in some parts of the district over others, recognising the different land values and house prices seen across the district.
- 1.27 The policy towards seeking a contribution towards affordable housing can be



shown diagrammatically in table 3.

<b>Table 3: Affordable housing policy as set out in Draft Core Strategy</b>		
	<b>Requirement</b>	<b>Threshold</b>
Banbury & Bicester	30%	10
Kidlington	35%	10
Rural Areas	35%	3

### Urban Centres

1.28 The Core Strategy sets a strategic framework for the three urban centres in the district; **Banbury, Bicester** and **Kidlington**. It contains policies which set out the boundary of these centres and also identifies strategic allocations in the following locations:-

- Banbury – Cultural Quarter (improved arts centre, new library, open space, car parking)
- Banbury – Bolton Road (retail-led development)
- Bicester – Bure Place (new food and non-food shopping, cinema, additional car parking and other town centre uses)

### Other policy areas

1.29 The Draft Core Strategy contains a wide number of other strategic policies that will support the major strategic allocations. These include the following:-

- Supporting economic growth
- Mitigating the impact of climate change (renewable energy, supporting sustainable construction, managing flood risk, etc)
- Protecting our natural assets (Cotswold AONB, local landscape protection, water quality, Green Belt, biodiversity)
- Promoting good, locally distinctive design
- Meeting housing needs (housing mix, extra care housing, gypsies and travellers, etc.)
- Green infrastructure (open space, sport and recreation provision, built sports provision, etc.)
- Meeting identified community needs (cemeteries, etc.)

### **Conclusion**

1.30 The Draft Core Strategy provides a comprehensive series of strategic policies which will help shape the growth and development of the district over the next 16 years. It makes some difficult decisions on the locations for new development and provides a basis upon which the Council can consult with

local people. It is therefore recommended that the Executive approves this document and authorises that a full public consultation be carried out on it.

## Background Information

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### What is a Core Strategy?

- 2.1 The term “Local Development Framework” (LDF) is given to the range of documents prepared by local planning authorities to provide planning policies to control future development in within their administrative areas. Although an LDF can include a wide range of different types of documents, there are certain key elements which all LDFs have in common.
- Where there is a **Regional Spatial Strategy** in place this provides a regional context within which local planning policy must be developed. Within the South East of England, our Regional Spatial Strategy is the South East Plan.
  - All planning authorities must prepare a **Core Strategy**. This report is all about the Cherwell Core Strategy.
  - All planning authorities must prepare a **Annual Monitoring Report** (AMR). We prepare this every year and submit it to the Secretary of State by the end of the year. Our most recent AMR was submitted in November 2009.
  - All planning authorities must prepare a **Local Development Scheme** (LDS). This should be kept under review and updated where necessary. Our most recent LDS was brought into effect in November 2009.
- 2.2 The LDF is not prepared in isolation. At a national level, the Government has published legislation and regulations that direct both the contents of documents in the LDF, and the procedures that they must follow. At a regional level, the LDF must conform with the Regional Spatial Strategy (see above) and must identify sufficient land to meet the growth targets set out in it. At a local level, the LDF should have regard to other plans, programmes and strategies that the Council and partner organisations have prepared. Most notably here is the Sustainable Community Strategy (SCS) (see para. 2.20 – 2.22 below).
- 2.3 The Core Strategy is arguable the most important document within the LDF. Its purpose is to set out the strategic policies that will guide the future development of the district. It is not intended to contain a large number of very detailed planning policies; these can and should be included in other LDF documents if the Council wishes to have them. The Government has set down a number of features which should be contained in any Core Strategy. As the Core Strategy is a land-use planning document, there should be a spatial element to what it says. The key elements of the Core Strategy are:-
- a description, or spatial portrait, of the district.
  - a vision for the district
  - a spatial strategy for how development will be distributed
  - a series of key strategic policies
- 2.4 The proposed Draft Core Strategy for Cherwell District includes all of these elements.
- 2.5 Although the Core Strategy is a fairly “high level” document, not going into the level of detail that, for example, a Local Plan would once have done, the Government is keen that it should make all the necessary key strategic

decisions that will affect the growth and development of the district. This includes making allocations of land where this is considered strategic to the successful delivery of the Core Strategy. For this reason, the Cherwell Core Strategy does make a number of important allocations of land for housing and employment uses, and within town centres.

- 2.6 Like all important planning documents, the Core Strategy has to go through a number of stages. Some of these are laid down by Government; others are at the discretion of the Council. The following section describes these stages further.

Preparing the Core Strategy

- 2.7 Work on the Cherwell Core Strategy began early in 2005 following the decision of the Council to abandon work on its Local Plan. This in turn followed the enactment of major legislation in 2004 whereby Government introduced a new system of development plans to be known as the “Local Development Framework”.

- 2.8 Since that time, the Council has been working on its Core Strategy and other documents within the LDF. Despite our desire to move quickly to prepare the Core Strategy, progress has been held up by a couple of key factors.

- In 2008 the Government changed the procedures by which Core Strategies should be prepared, and revised advice on their contents. This followed the experience of a small number of councils who were in the first wave to submit their Core Strategies for Examination, only for them to be found “unsound” by the inspector. Government regulations on the process that Core Strategies should follow were revised and clarified, and more advice given on the nature of evidence that councils should gather and different development options that we should be testing. A further key change related to the advice that Core Strategies could include “strategic allocations”.
- The Government eco-town programme, which was launched in July 2007 and only concluded in July 2009, created uncertainty within Cherwell following the developer-led proposal for an eco-town of 15,000 homes at junction 9 of the M40 (known as Weston Otmoor). It was only when this proposal was rejected by the Government in July 2009 (and, as it happens, replaced by the proposal at North West Bicester) that Cherwell could move forward with any confidence with its Core Strategy.

- 2.9 Despite these delays, good progress was made on the Core Strategy during this period and a number of key documents were prepared, all of which were subject to public consultation:-

Core Strategy Issues and Options Paper	February 2006
Banbury and North Cherwell Site Allocations Development Plan Document (DPD) Issues & Options (* )	July 2006
Bicester and Central Oxfordshire Site Allocations DPD Issues & Options (*)	June 2007

Banbury and North Cherwell Site Allocations DPD Issues & Options (supplementary consultation) (*)	November 2006
Site allocations Issues & Options (supplementary consultation) (*)	February 2008
Core Strategy "Options for Growth" (reasonable alternative directions of growth and strategic sites)	September 2008

(\*) These consultations are part of other Development Plan Documents being prepared by the Council, however they have informed the choice of strategic allocations in the Core Strategy.

2.10 This Draft Core Strategy is the first occasion when the Council is setting out its proposed strategy for the district. The section "What happens next?" below sets out what will now happen to the Core Strategy.

2.11 Within the Council, a Local Development Framework Advisory Panel was established in 2007. This is a group of councillors representing all political parties and all parts of the district who have met with officers on a regular basis to advise on the progress of the LDF. This group has provided a good sounding board for considering some of the difficult decisions that the Core Strategy has to make.

#### The Evidence Base

2.12 Some of the problems that have beset Core Strategies in other parts of the country (see paragraph 2.8 above) have highlighted the importance of making sure that the decisions that the Core Strategy will be making are based on the best available evidence. If the council wishes the Core Strategy to be ultimately found to be "sound" by an Inspector at a Public Examination, it will need to demonstrate that it is making reasonable decisions in the Core Strategy based upon good evidence.

2.13 The main pieces of evidence that the Council has gathered to inform this draft Core Strategy are as follows. Some of these were prepared in by officers within the Council, others by independent consultants commissioned by us and others in conjunction with other neighbouring authorities and/or the County Council.

- Strategic Housing Land Availability Assessment
- Strategic Housing Market Assessment
- Gypsy & Traveller Assessment
- Affordable Housing Viability Study
- Banbury Integrated Transport and Land Use Study (BanITLUS)
- Bicester Integrated Transport and Land Use Study (BicITLUS)
- Cherwell Rural Areas Integrated Transport and Land Use Study (CRAITLUS)
- Strategic Flood Risk Assessment
- Landscape Capacity and Sensitivity Assessment
- Habitat Regulations Assessment
- PPG17 Open Space Sport and Recreational Facilities Needs Assessment and Audit

- Greenspace strategy
  - Playing Pitch Strategy
  - Tourism Study
  - Climate change / renewable energy study
  - PPS6 (retail and town centres) Study
  - Supplementary Planning Document on Canalside area
  - Town (and Village) Centre Health Checks for Banbury, Bicester and Kidlington
  - Employment Land Review
  - Public consultations on previous stages of the Core Strategy and related documents.
- 2.14 It should be noted that some of this evidence is still being gathered, and has not been published in its final form. An example of this is the Strategic Housing Land Availability Assessment. Others (such as the PPS6 Assessment) are being reviewed to make sure they are appropriately up-to-date. All the key parts of the evidence base will be completed before the final Core Strategy is published later this year (see “What happens next?” below).
- 2.15 An important part of the evidence base is the Sustainability Appraisal. A Draft Sustainability Appraisal has been prepared and this is available for members to view in the members’ room. It will be made available as part of the public consultation.

The Core Strategy and the “eco-development” at North West Bicester

- 2.16 Members will be well aware of the eco-town location at North West Bicester that is named in the Government’s Planning Policy Statement (issued in July 2009). This identifies a general location capable of accommodating an “eco-town” of c5,000 homes and an equivalent number of jobs.
- 2.17 The Council took the decision to support the inclusion of North West Bicester as an “eco-development” in March 2009 when it responded to the Government’s formal public consultation on the Draft Eco-towns PPS. In giving this support however, it laid down ten caveats. One of these stated:-
- “Development at the NW Bicester location is to be planned in detail, and brought forward for implementation, within a context set by Cherwell’s Local Development Framework (LDF), thus allowing for cohesive and sustainable planning of Bicester as a whole. This approach does not rule out other housing, (including eco housing) developments being assessed through the LDF.”*
- 2.18 At the same time, the council sought reassurances from government that any housing at North West Bicester would count towards the overall figures for Cherwell District within the South East Plan. The Council has subsequently received assurances from the government on this matter.
- 2.19 It therefore now falls to the Council to embed the eco-development at North West Bicester within the Core Strategy. Accordingly, North West Bicester becomes one of the Council’s strategic development allocations in this Draft Core Strategy. Our current best estimates are that approximately 3,000 of the 5,000 homes at North West Bicester will be built by 2026 and therefore all of these will count towards the district’s overall requirement in the South East Plan.

## The Core Strategy and the Sustainable Community Strategy

- 2.20 As noted earlier in this report, the LDF must have regard to other plans, programmes and strategies that the Council and partner organisations have prepared. The Sustainable Community Strategy (SCS) is one of the most important of these. The Government's intention is that "*spatial planning objectives for local areas, as set out in the LDF, should be aligned...with the shared local priorities set out in Sustainable Community Strategies where these are consistent with national and regional policy*" (PPS12, para. 1.6).
- 2.21 We have worked closely with the Cherwell Local Strategic Partnership to:-
- ensure that from the outset, the process of preparing the SCS has been fully informed by the strategic planning context within which it sits;
  - share the information and evidence base gathered to inform both documents; and
  - consider the emerging vision, ambitions and objectives of the SCS and ensure that they align, as far as is possible and reasonable, with the Core Strategy.
- 2.22 The SCS covers a longer period (to 2030) than the Core Strategy. This is because it needs to align with the Oxfordshire Partnership's "Oxfordshire 2030 Strategy". Nevertheless, the two documents have been aligned and can both work towards achieving a common vision for the district. The Draft Core Strategy that is published for public consultation will include an appendix that identifies the key objectives of the Sustainable Community Strategy.

## Public consultation

- 2.23 In all previous documents produced by the Council to inform the Core Strategy, public consultation has been undertaken. The most recent of these was the public consultation on the "Options for Growth" document that took place between September and November 2008. The responses to this consultation have been considered and have helped inform this draft Core Strategy. Full copies of all the representations can be viewed at <http://consult.cherwell.gov.uk/portal/ldf/cs/ofg>. Alternatively a hard copy of all the representations is available to view in the members library
- 2.24 As stated above, this Draft Core Strategy is the first opportunity that the Council has had to publish its proposed development strategy for Cherwell District for the period up to 2026. Accordingly, it will be important that full public consultation is carried out following the approval of the draft document by the Executive. This is particularly the case as the Draft Core Strategy makes a number of strategic allocations that will directly impact upon local communities and sets out a categorisation of villages that will, very broadly, determine the number of new homes that different villages are likely to receive over the next 16 years.
- 2.25 It is proposed, therefore, that a full public consultation is carried out on this Draft Core Strategy. This public consultation is likely to include the following elements.
- Production of a summary leaflet on the contents of the Core Strategy
  - Workshops with Parish and Town Councils

- Extensive publicity through the local media
- Public Exhibitions
- Use of the website
- Offers to attend public meetings hosted by parish and town councils

What happens next?

2.26 Following the completion of the public consultation on this Draft Core Strategy, we will need to undertake two tasks. Firstly, we will need to complete work on the evidence base for the Core Strategy. A number of studies need to be completed to ensure that all the necessary evidence is available to allow the Council to make its final decision on the Core Strategy. Secondly, we will need to consider carefully the comments that people have made.

2.27 Following the completion of both of these, the Council will:-

<b>What?</b>	<b>When?</b>
Publish the Core Strategy. The Council will need to approve a “final” version of the Core Strategy which reflects the completed evidence base and reflects the outcome of the public consultation on the Draft Core Strategy.	September 2010
Allow a period for formal comments on the published Core Strategy. This will be a statutory six week period as set down by regulations.	September – October 2010
Submit the Core Strategy (along with any formal representations made during the prescribed period) to the Secretary of State.	December 2010
Hold a Public Examination into the Core Strategy. This will allow an independent inspector to consider whether the Core Strategy is “sound” in accordance with regulations. At this Examination, the Inspector will invite some of those who object to the Core Strategy to appear. The Inspector will produce a report following this Examination. This report (which will be binding on the Council) is not anticipated until September 2011.	May 2011
Adopt the Core Strategy (assuming the Inspector considers that the Core Strategy is “sound”).	November 2011

2.28 It is important to note that at this stage the Draft Core Strategy needs only to be approved by the Executive. When the final Core Strategy is published by the Council for submission to the Secretary of State however, it will need the approval of the Full Council.



## **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 The key issue before members today is whether they can support the proposed development strategy as a basis for public consultation. It will require the Executive to support (1) the overall distribution of development across the district, (2) the principle of development on all of the strategic sites identified, (3) the approach to development across the rural areas, and (4) the broad approach of all of the other many policies contained within the Draft Core Strategy.
- 3.2 In doing so, it is fully recognised that this is a Draft Core Strategy, and as such the Council is publishing it with the express purpose of carrying out a public consultation to hear the views of local people and all relevant stakeholders. Members are asked to recognise that the work in preparing the Core Strategy is still underway, and certain elements of the evidence base are incomplete. Officers and members will use the period between now and September to fully consider any outputs from the public consultation exercise, as well as further technical evidence as this is gathered, to inform the “final” Core Strategy that the Full Council will be asked to approve for submission to the Secretary of State later this year.

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

- Option One** Approve the Draft Core Strategy as the basis for public consultation.
- Option Two** Amend the Draft Core Strategy prior to approving it as a basis for public consultation.
- Option Three** Do not approve the Draft Core Strategy at the present time, and reconsider the overall development strategy for the district.

### **Consultations**

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- LDF Advisory Panel** The Panel has no decision making powers however have met on numerous occasions to advise officer on the development of the Draft Core Strategy.
- Evidence base** A number of the pieces of the evidence base (see para. 2.13 above) have been subject to their own public consultation.

### **Implications**

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- Financial:** Budget provision has already been made to undertake public consultation on the Draft Core Strategy. There is wider ongoing budgetary provision for the work on the LDF within the Council’s wider budget planning.

Comments checked by Eric Meadows, Service Accountant, 01295 221552

**Legal:** The preparation of this Draft Core Strategy and subsequent public consultation is part of the ongoing public participation (regulation 25) stage of preparing the Core Strategy as a Development Plan Document. There are no direct legal implications arising from this.

Comments checked by Pam Wilkinson, Principal Solicitor, 01295 221688

**Risk Management:** As noted above, the preparation of, and public consultation on, this Draft Core Strategy is part of the ongoing public participation (regulation 25) stage of preparing the Core Strategy. It is important that public consultation under regulation 25 is properly carried out in order that the Council can demonstrate that the Core Strategy is “sound” in this respect. Failure to do so would risk the possibility of the Core Strategy being found “unsound” by an Inspector at an Examination. This would mean wasted work and resources and an inevitable significant delay in adopting the Core Strategy.

Comments checked by Rosemary Watts, Risk Management & Insurance Officer, 01295 221566

**Equalities** The Core Strategy will assist in delivering a number of matters in relation to equalities. The Equality Impact Assessment of the planning service highlighted the need for Development Plan Documents to consider issues of race and in particular the needs of gypsies and travellers. The Core Strategy will be subject to an Equality Impact Assessment prior to submission.

Comments checked by Claire Taylor, Community & Corporate Planning Manager, 01295 221563

#### **Wards Affected**

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All

#### **Corporate Plan Themes**

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**Cherwell – A district of opportunity**  
**A safe and healthy Cherwell**  
**A cleaner, greener Cherwell**

#### **Executive Portfolio**

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**Councillor Michael Gibbard**  
**Portfolio Holder for Planning & Housing**

#### **Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Draft Core Strategy
<b>Background Papers</b>	
South East Plan	

Report to Executive on 4<sup>th</sup> August 2008 “Cherwell Local Development Framework – Core Strategy Development Plan Document – Identification of Reasonable Alternatives for Directions of Growth and Strategic Sites”  
Draft Sustainability Appraisal Report  
Furthermore, the Draft Core Strategy has been informed by the preparation of a large number of pieces of technical advice. These are available on the council’s web site and can be accessed at: <http://www.cherwell.gov.uk/index.cfm?articleid=3244>

<b>Report Author</b>	Philip Clarke, Head of Planning & Affordable Housing Policy
<b>Contact Information</b>	01295 221840 philip.clarke@Cherwell-dc.gov.uk

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## Executive

**Cherwell's Housing Strategy for Older People 2009-2014**

**1 February 2010**

**Report of Head of Housing Services**

### **PURPOSE OF REPORT**

For Executive to formally adopt the housing strategy for older people following consultation and to agree the delivery plan.

This report is public
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### **Recommendations**

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The Executive is recommended:

- (1) To formally adopt the Housing Strategy for Older People 2009-2014
- (2) To endorse the delivery plan for the strategy

### **Executive Summary**

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#### **Introduction**

- 1.1 The Housing Strategy for Older People was first presented to Executive in April 2009 and has since been through a full consultation with residents and stakeholders. Although the priorities of the strategy remain the same, a number of the recommendations have been amended to take account of the comments from the consultation. The revised strategy is attached at Appendix 1. The result of consultation can be found at Appendix 2 including highlighting where changes have been made.
- 1.2 The delivery plan will be led by a steering group for the strategy. This is a multi agency group chaired by the Portfolio Holder for Planning and Housing and including two older people's representatives. This group will be responsible for the delivery of the action plan in the strategy which has been fully resourced and timetabled. Progress on some of these action points has already been achieved and a progress report is attached at Appendix 3.
- 1.3 The strategy is intended to deliver improvements in five priority areas. These are described under 2.2 of this report:

#### **Proposals**

- 1.4 That the strategy be formally adopted by Executive including the changes that have been incorporated into the strategy following the consultation.
- 1.5 That the delivery plan for the strategy is endorsed.

### **Conclusion**

- 1.6 This strategy forms a very important part of the District Council's response to our growing older population and ensuring that our housing services play a key role in responding to the needs of our older residents. Delivery of this strategy will help ensure older people have access to housing and related services that will help them to remain independent and active for as long as possible.

## **Background Information**

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- 2.1 This strategy has been written to ensure the Council is taking the lead on delivering housing and housing related services for older people at a time when the numbers of older people and particularly those aged 85 and over are set to increase dramatically. The strategy puts the Council in a strong position to respond to the needs of this group and lead partners to make sure services and resources are being used effectively. It has been written in partnership with RSLs, Oxfordshire County Council Social Services, the Oxfordshire PCT, voluntary agencies and older people themselves to ensure we have the commitment from our partners to deliver services that older people want and need.
- 2.2 The strategy has five priority objectives.

### **Improving housing related services to help people remain living independently in their own homes**

This strategic priority recognises the huge importance that is attached to older people maintaining their independence for as long as possible, and to older people being able to manage their home and their life as effectively as they can. This priority will be delivered through a range of actions that will be delivered through the Council and its partners. These actions include best use of grants to improve and adapt people's homes, seeking opportunities to expand the services of the Home Improvement Agency, support for older people who want to move to smaller homes and ensuring the new Supporting People service for older people (the Alert Service) is effective in supporting Cherwell residents.

### **Good quality supported housing for older people**

As Cherwell's older population increases, the demand for good quality supported housing will also increase over the lifetime (and beyond) of this strategy. This increased demand is addressed specifically through two major initiatives – the provision of Extra Care Housing across the District, and the addressing of existing sheltered housing that is not always of good quality. In anticipation of this strategy, substantial groundwork has already taken place with partners and in terms of capacity this has ensured Extra Care units across the District are already scheduled to come forward from 2010-11 onwards. Due to the remodelling of the sheltered housing support service and the need for sheltered housing providers to deal with outdated buildings we will see a reduction in the number of sheltered housing units being provided by 2026. Up to 396 units could be lost providing we are on target to achieve Extra Care unit provision. However, this is part of the modelling provision, and it would be a strength that the outdated sheltered housing units would be replaced with units that meet older people's aspirations and the old units could be re-developed where appropriate to meet other housing need.

### **Improving the provision of housing information and advice for older people**

This priority will involve both ensuring the Council provides comprehensive and accessible information to publicise services and working with other advice agencies to provide a comprehensive and consistent approach. It is

intended that the eventual outcome will be the provision of a one stop housing advice service for older people.

### **Involving older people in the design and implementation of services**

The experience of working with older people in producing the strategy has proven enormously beneficial. A database of older people who have expressed an interest in getting involved in the development and implementation of this strategy has been established and older people will be involved in all aspects of implementing this strategy – through information, consultation and direct participation.

### **Making sure that new housing meets the needs of older people now and in the future**

This priority will be achieved through the opportunities presented within the Local Development Framework, aiming to use planning policy to ensure we have well designed homes (including use of Lifetime Homes Standards) and communities which are accessible to all. Such provision could reduce the need for costly adaptations and reduce the chances of older people having to move home. It also seeks to ensure we assess the needs of older people living in rural areas and plan adequate housing to meet these needs.

## **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 This strategy is an essential part of the District's response to the needs of our older people and seeks to deliver improvements within existing resources. Housing and related services are at the heart of enabling older people to live independent and active lives and helps prevent older people falling into crisis and the need for high cost care.

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

- |                     |  |
|---------------------|--|
| <b>Option One</b>   | To formally adopt the strategy and endorse the delivery plan.  |
| <b>Option Two</b>   | To adopt the strategy and endorse the delivery plan with amendments.   |
| <b>Option Three</b> | Not to adopt the strategy or endorse the delivery plan in which case an alternative strategy will need to be considered. |

## **Consultations**

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The strategy has been through a full consultation process with stakeholders. The Consultation summary report is attached at Appendix 2



## **Implications**

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- Financial:** Resourcing the strategy is covered within the final section of the strategy. There are no additional resources identified at this stage. If funding is required for new projects these will be subject normal budget approval processes.
- Comments checked by Eric Meadows, Service Accountant 01295 221552
- Legal:** There are no significant legal implications arising from this strategy.
- Comments checked by Liz Howlett , Head of Legal and Democratic services 01295 221686
- Risk Management:** The risks of not being able to deliver the action plan for the strategy are included in the resources section in part C. Not preparing to meet the needs of our ageing population will leave the Council exposed to poor quality service provision for a vulnerable group within our community. This would have a serious affect on the health and well being of residents and on the Council's reputation management.
- Comments checked by Rosemary Watt, Risk Management and Insurance officer 01295 221566
- Equalities** The draft strategy seeks to increase opportunities for all older people in the District including the most vulnerable. The strategy has been subject to an equalities impact assessment.
- Comments checked by Claire Taylor, Community and Corporate Planning Manager, 01295 221563

## **Wards Affected**

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All

## **Corporate Plan Themes**

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The draft strategy helps to deliver:

- Strategic Priority 1 – Cherwell: A district of opportunity
- Strategic Priority 2 – A safe and healthy Cherwell
- Strategic Priority 4 – Cherwell: An accessible, value for money Council

## **Executive Portfolio**

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**Councillor Michael Gibbard**  
**Portfolio Holder for Planning and Housing**

## Document Information

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Cherwell's Housing Strategy for Older People 2009-2014 'Planning for our Futures'
Appendix 2	Older People's Housing Strategy Consultation Response Report
Appendix 3	Older People's Housing Action Plan and Delivery Progress
<b>Background Papers</b>	
None	
<b>Report Author</b>	Fiona Brown, Strategic Housing Officer
<b>Contact Information</b>	01295 221659 fiona.brown@cherwell-dc.gov.uk



## **Cherwell's Housing Strategy for Older People 2009-2014**

**Planning for Our Futures**



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## Executive Summary

By 2031 the population of people aged over 65 in the Cherwell is set to nearly double. The trend for the growth in the numbers of older people is greater than the regional and national trend and the steepest increases are in the numbers of very old people aged 85 and over.

We recognise that good housing has a vital role to play in ensuring our older people remain in good health and with a good quality of life. Housing services are about more than just the bricks and mortar and we understand the need for older people to have easy access to services that can help to provide the right support at the right time to ensure people can continue to live active and fulfilled lives. At the same time the home environment itself is very important as fewer frailer people enter residential care and remain at home.

This strategy has been written in partnership with social care, health, housing providers and the voluntary sector as well as with older people themselves. Our aim is to improve our services to prepare for the needs of greater numbers of older people whilst making best use of the resources available. We recognise that these services need to be accessible to all regardless of background or whether they live in a town or a village and must reach those who may be most isolated.

We have identified 5 priority objectives:

### ***Strategic Priority One: Provide and support preventative services that allow People to remain living independently in their own home***

With more older people remaining in their own home as they age preventative support services such as home improvement and repairs, access to adaptations and equipment and community alarms and housing support are vital to ensure older people live in good, safe, quality housing.

To achieve this we aim to ensure we make best use of our own services to get maximum value from these, forge stronger links with partnership agencies to make the most effective use of the services they offer and ensure services are publicised and targeted to those who most need them and to those who are hardest to reach

### ***Strategic Priority Two: Increase provision of specialist older people's housing***

The strategy recognises the need to provide good quality specialist housing with support. We need to work with providers of Sheltered Housing to plan for the improvement or decommissioning of outdated stock. We also recognise the need to establish a development programme for Extra Care Housing ensuring that the need for this provision is a core requirement within the Local Development Framework.

The key actions to deliver this priority are to develop a programme of Extra Care Housing across the District making sure this it is a component of our planning policy to secure sites for this purpose. The strategy aims to ensure best use of the existing sheltered housing stock; decommissioning units that are no longer at standard.

### ***Strategic Priority Three: Improve the provision of information and advice about housing options for older people***

One of the key messages coming out from the consultation on this strategy is that older people do not feel they have access to sufficient information and advice to enable them to make informed choices about their housing options.

To improve this we will use the resources the council has available such as the website, publications and staff resources to provide high quality housing information. We will work with partner agencies to link services with the aim of providing a one stop service

### ***Strategic Priority Four: Involve older people in the way we provide services***

We have closely involved older people in the process of writing this strategy and we know that services will only deliver effectively if we talk to older people about how they are designed and delivered.

We have therefore established a data base of older people who have expressed an interest in this work who are willing to be contacted to help in various ways with the work as it moves forward.

### ***Strategic Priority Five: Ensure new development of housing meets the needs of older people now and in the future***

The houses and new communities we build now need to meet the needs of all sectors of the population into the future and we need to ensure we are building new schemes that are attractive and accessible to older people.

We will use planning policy to encourage developers to design new schemes that are 'age proofed' use lifetime home standards as much as possible to enable people to stay in their home if they develop mobility problems, ensure we are developing enough wheelchair accessible housing and make sure we have enough housing specifically designed for older people in our rural areas.

### ***Delivery***

Each of the above priorities has its own detailed timetabled and resourced action plan within the strategy which will be monitored by a steering group. This multi agency group is chaired by the Portfolio Holder for Housing and Planning and will include older people's representatives.

## Introduction – Planning for our futures

Forecasts show that the population distribution in Cherwell is going to change dramatically.

### Population in 2031

Age Group	Cherwell Increase Prediction
65 +	91%
75 +	110%
85 +	176%

Each of these age groups will increase 30% more than the average national increases. 21.6% of our population will be over 65 by 2031. Although these changes are forecast beyond the lifetime of this strategy they provide a startling reminder of the challenge Cherwell faces in trying to develop housing and related services that enable our older population to maintain their health and independence and remain active members of our community.

It has been increasingly recognised in national and local policy that good housing is essential for good health and well being. It is key to older people being able to retain independence. Without the provision of good quality housing and related support services the impact on the cost of care and health services will be unmanageable.

A good example of this is in falls prevention. In 2006/07 4,000 people aged 65 or over attended A&E in Oxfordshire because of a fall; 800 of these suffered a broken hip. Preventing falls through home risk assessments, adaptations, advice and monitoring will save the considerable cost of hospital admission and rehabilitation but more importantly will ensure an older person remains independent for longer. This strategy shows how services can be provided through good housing and housing related support.

This strategy aims to deliver the improvements necessary to provide older people with the housing services they need to remain living safely in their own homes, near friends and family and with a choice about the type of accommodation they live in. The key aim is to ensure we have an adequate supply of good quality accommodation and services at a cost that can be sustained.

Cherwell has a diverse community and a key underlying principle of this strategy is that different needs are understood and addressed. This strategy covers the large number of older people living in rural areas as well as those in the towns. It also takes account of small and often difficult to reach groups who may need additional support to access services or may need services tailored for their specific needs. These groups include ethnic minority groups, people with mental illness including dementia, people with physical disabilities and lesbian, gay, bisexual or transgender older people.

# 1. Cherwell's Older People

## What do we know about older people in Cherwell?

Population projections for numbers of older people living in the District have been calculated for this strategy to both 2016 (a medium term view) and to 2026 to allow for longer term planning by providers of accommodation and services and to fit with the timeframe for the Cherwell Local Development Framework (LDF). We do know the numbers of old and very old in our population is due to increase at substantial rates and that we need to be very aware of this in our planning. A full breakdown of figures about older people and their needs is provided at Appendix 2. These figures have been taken from:

- Oxfordshire Joint Strategic Needs Assessments
- Department of Health's Projecting Older People Population Information System (POPPI)
- Cherwell District Council Housing Needs Survey 2004
- Private Sector Stock Condition Survey 2004

Cherwell's population is set to change.

- Over the next seven years there will be an increase in the number of older people over 75 across the District of 9% (6,988 people). This rises to a percentage increase of 32% (8,474) by 2021. This age group is particularly important for the strategy as the need for specialist services and advice increases after 75
- The number of people in the over 85 category is set to increase even more dramatically. In 2016 there will be around 3,400 people over 85, an increase of 31% and by 2021 this will have increased to around 4,000 (an increase of 54%).
- The prevalence of dementia in the over 85s is likely to be 30%. It has been particularly difficult to manage to keep people with dementia in their own homes, particularly as the illness progresses and this strategy aims to provide accommodation and services most likely to meet this need.

## Health and Support Needs

In assessing potential needs for services the strategy has looked at a number of housing and support indicators. For example 26% of all older people over 75 are living alone with a limiting long term illness which is likely to make them more vulnerable in need of services. This figure rises to 70% of older people over 85. The Oxfordshire JSNA report predicts numbers in this group are likely to grow most in the following wards; Launton, Kidlington North, Hook Norton, Bicester West, Bicester East, Banbury Ruscott, Banbury Hardwick and Banbury Calthorpe.

Banbury has the highest percentage of people over 65 with some form of physical disability or mental health problem. Oxfordshire's JSNA report of 2008, shows that North East Oxfordshire has the highest prevalence of dementia in the Oxfordshire region at 0.7% of the total population. Cherwell also has the highest proportion of over 75s with a physical disability, frailty or sensory impairment at 20.3% (compared to the County average of 18.1%)



General trends indicate that one in 10 people over 65 are likely to suffer from depression (2,030 people) (JSNA data)

## Where do older people live?

The highest number of older people are in Banbury but around 41% of Cherwell's older people (over 65) live in rural areas and risk isolation if services are not accessible for them.

Despite the numbers of older people in Banbury the JSNA predicts the greatest need for services is likely to be in Bicester East. This is due to the growth of over 85s in Bicester and figures on health needs and deprivation.

### Tenure

Home ownership	60%
Affordable housing	20%
Other including privately renting or living with family	20%

About 20% of older people live in affordable housing (mostly social rented). Around a quarter of these tenants are likely to be under occupying.

Although we do not think we have a major problem with older people living in unsatisfactory housing we know that around 10-15% of older people are living with at least one mandatory hazard as assessed under the Housing, Health and Safety Rating System. The most usual hazard is excessive cold with about 1,541 older households living in properties without central heating.

### Income

Cherwell District Council has pockets of deprivation, particularly within Banbury. Two parts of Banbury Ruscot Ward are in the 20% most deprived super outputs areas nationally. Figures show that many of the more vulnerable older people live in Ruscot, Neithrop and Grimsbury wards. Furthermore 11 rural wards feature in the 10% most deprived for access to barriers and services.

The Income Deprivation Affecting Older People Index (IDAOPI) combines a range of indicators about older peoples economic, social and housing issues into a single score. People living in Banbury score highest (indicating the greatest need) particularly in Grimsbury, Ruscot and Neithrop. This indicator shows Bicester to have the next highest score.

Whilst Cherwell does not have a large population of people from ethnic minority backgrounds the BME population is also ageing and the community is beginning to experience older people being separated from their traditional family support as children move away from the area. Some ethnic elders may also find it difficult to access services due to language barriers. The main ethnic minority group is Asian.

### What might this mean for service provision?

- We need to prepare ourselves to meet the needs of our growing ageing population

- Provision of specialist housing should be mixed tenure including housing for outright sale and part buy/part rent due to the numbers of older people who are owner occupiers
- We need to do all we can to remove barriers accessing services for those living in rural areas
- We need to carry out further research into the needs of the most vulnerable and those who find it more difficult to access services including those affected by deprivation and people who face a language or other barrier in order to target resources
- We need to target resources particularly in areas of deprivation and where there are high levels of health and social care needs
- We need to promote our work to address poor housing conditions as widely as possible and target those who most need help
- We should provide schemes within the District to help people to move with incentives for those releasing family accommodation

## 2. National, regional and local strategic links

There has been a raft of policies and guidance on providing housing and support for older people over the past eight years following the publication of Quality and Choice for Older People's Housing (Department of Health and the Office of the Deputy Prime Minister, January 2000) This led to a range of initiatives including the formation of the Housing and Older People's Development Group (HOPDEV), support for local authorities to develop their own strategies and looking at initiatives to make sure services are 'joined up' such as a single assessment process to assess all older peoples needs and Care Direct a comprehensive helpline service. The following table provides the links into this strategy from national, regional and local policies.

Level	Strategy	Main Recommendations
<b>National</b>	Lifetime Homes, Lifetime Neighbourhoods A National Strategy for Housing in an Ageing Society. Department of Communities and Local Government, Department of Health, Department of Work and Pensions February 2008	<ul style="list-style-type: none"> <li>• Joint working including joint assessment, service provision and commissioning</li> <li>• The need for preventative services</li> <li>• Personalisation of services including personal budgets</li> <li>• Improved information and advice about the range of options available, provided in a direct way at the appropriate time. Home Improvement Agencies (HIAs) have the potential to become a hub of information and advice</li> <li>• The expansion of HIAs and handyperson services so that more people can remain in their own homes. It recommends equity release to help fund the cost of adaptations</li> <li>• Increased specialist housing for older people i.e. extra care housing and retirement villages including the need to remodel sheltered housing provision</li> <li>• Proposals that all new public housing be built to Lifetime Homes Standards by 2011 and makes links to planning and design of both homes and communities using a range of planning tools</li> </ul>
<b>Regional</b>	<p>Oxfordshire Sustainable Communities Strategy and Local Area Agreement</p> <p>This is the overarching strategy for all public services across Oxfordshire and which sets the strategy for the selection of the priority targets (National Indicators) within the LAA.</p>	<ul style="list-style-type: none"> <li>• Acknowledges the growing population of older people, the need for extra care housing, need for increased social care and need to encourage increased participation in cultural and physical activities</li> <li>• This strategy informs the Local Area Agreement 2 (LAA2) which includes the following targets</li> <li>• NI 154 Net additional homes provided. We know some of the need for increased housing comes from our older population</li> <li>• NI 155 Number of affordable homes delivered. This will include specialist affordable housing provided through Extra Care schemes</li> <li>• NI 141 Number of vulnerable people achieving independent living. This will include older people receiving housing related support through the Alert service being re-commissioned through Supporting People</li> </ul> <p>Delivering this strategy will also help contribute towards N1 131 delayed hospital discharge</p>
	<p>Oxfordshire Strategic Housing Market Assessment December 2007</p> <p>This is the key document now required by National planning policy to define and analyse the housing market and various sub market areas in Oxfordshire</p>	<ul style="list-style-type: none"> <li>• Does not specifically address the likely housing need arising from the increase in the numbers of older people in the County but recommends that each Local Authority undertakes research and produces a strategy to meet this need</li> <li>• The report does identify the need for targeted housing related support through Supporting People funding, expansion of the Home Improvement Agencies and the development of specialist housing</li> </ul>

<b>Regional</b>	<p>Oxfordshire County Council Extra Care Strategy 2008</p> <p>The strategy was commissioned by Oxfordshire County Council in order to drive forward the implementation of extra care in the County</p>	<ul style="list-style-type: none"> <li>• Makes the case for extra need provision as a vital part of the provision of housing and care for our older people</li> <li>• Establishes the need to develop around 7000 units of private and socially commissioned extra care units</li> <li>• Accepts that there can be a variety of models and methods for securing this housing</li> <li>• Recognises the need for this to be delivered jointly with District Housing and Planning Authorities</li> </ul>
<b>Regional</b>	<p>Oxfordshire Supporting People Strategy 2008-2011</p>	<ul style="list-style-type: none"> <li>• Housing related support services will be available to older people based on need not on accommodation type and will be available day and night. This is a shift away from contracts linked specifically to sheltered housing schemes</li> <li>• Accommodation that is provided will be good quality to enable physically and mentally infirm people to remain living there as independently as possible</li> <li>• Extra care housing will be available in every District</li> <li>• Referral links will be simplified to minimise the need for several assessments</li> <li>• Effective links will be made with community day services to minimise isolation</li> <li>• Services will meet the specific needs of ethnic minority groups</li> </ul>
<b>Local</b>	<p>Cherwell Community Plan 2006-2011</p> <p>The community plan is the strategy of the Cherwell Community Planning Partnership which comprises of a diverse range of organisations who have agreed common aims and actions to improve the economic, social and environmental well being within the Cherwell District area</p>	<ul style="list-style-type: none"> <li>• This plan has 10 themes, 4 of which are particularly relevant to this strategy</li> <li>• Theme 2 - improve health - including health prevention and access to services for older people. This strategy makes the link between housing and health issues for older people</li> <li>• Theme 5 - Secure more affordable housing. This will include increased provision of new specialist extra care housing for older people</li> <li>• Theme 8 - Rural perspective including ensuring access to affordable housing and relevant services for all groups and specifically younger and older people. This strategy addresses the additional requirements of older people to access services in rural areas</li> <li>• Theme 10 - Focus on Cherwell's people including increasing involvement, improving advice and support and promoting independent living with older people. All of these aims are central to the aims of this strategy</li> </ul>
<b>Local</b>	<p>Corporate Plan and Improvement Plan 2007-2011</p> <p>Sets out the Council's four strategic priorities</p>	<ul style="list-style-type: none"> <li>• Priority 1 - Cherwell: A district of opportunity. This includes housing growth, advice and support in finding a home, improving the standard of housing for vulnerable people and improving services in rural areas. All of these housing issues are addressed by this strategy in relation to older people</li> <li>• Priority 2 - A safe and healthy Cherwell. This priority includes delivering safer neighbourhoods and increasing participation in older people's groups. Provision of specialist housing and support can help add to people's feeling of safety in the neighbourhood. Making good links into older people's groups will help in the provision of information and advice on housing issues</li> <li>• Priority 4 - Cherwell: An accessible, value for money Council. This includes meeting the specific needs of all groups including older people, efficient use of resources in delivering services, easy access to services and good communication with customers</li> </ul>

<b>Local</b>	<p>Cherwell District Council Housing Strategy 2005-2011</p> <p>The key document for the delivery of the Council's Housing Service. This is due to be revised during 2010 and will include key actions from this sub strategy</p>	<ul style="list-style-type: none"> <li>• Priority 2 of the Housing Strategy is to increase the provision of new affordable housing with a target of 600 new affordable homes over the lifetime of the strategy. The target does not specifically include specialist housing for older people. The provision of affordable specialist housing is likely to free up larger family housing</li> <li>• Priority 6 of the strategy is to help people live independently and has targets to achieve lifetime homes standards, maximise the use of DFGs, and promote the staying put (handyman) scheme and to work with Supporting People on the reconfiguration of the support service currently being delivered in Sheltered Housing schemes. These targets will be delivered through this Housing Strategy for Older People and a Private Sector Housing Strategy due to be produced in 2009</li> </ul>
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### 3. What do older people want and need?

In preparation of this strategy we have researched the facts and figures but also listened to what older people are saying they want and need in relation to housing and support services. We have done this in the following ways:

#### Consultation undertaken whilst preparing this strategy

Consultation	Membership	Outcome
Older People's Housing Strategy Working Group	Representatives from Older People's Groups across the District	Setting and writing of this strategy and agreeing the actions and targets. Key messages from this group are listed at appendix 3.
Informal consultations with specific groups	Specific interest groups including people with a learning disability and those from ethnic minority groups	A list of those visited and some key messages is held at appendix 3
Consultation with other agencies involved with older people	Representatives from Age Concern, County Council Social and Community Services and PCT formed a steering group for the project	Input from the perspective of their service users and joint working with other agencies
Consider messages from other consultations (details in Appendix 3)	Looked at local and national consultation with older people about housing issues including consultations done by Age Concern and Supporting People and nationally through the National Strategy for an Ageing Society	Messages absorbed and included in key messages below

#### Consultation following the strategy

The strategy was posted on the web through Cherwell's consultation portal questionnaires were sent out to people through the Cherwell's older people's groups, Age Concern groups, libraries and other community groups. The strategy was presented to older people's groups including Cherwell's Older People's Forum. It was sent to all the major stakeholders. The main messages from the consultation were:

- The HIA and the community alarm services were particularly popular and likely to be used
- There was a lower level of understanding about Telecare and flexible loans for home improvement
- There is a relatively low level of understanding about Extra Care Housing
- CDC is an important source of information and advice for older people
- Older people may not feel new housing developments are a good option for them
- The location of new housing in terms of access to other services is vital

## Key messages from the consultations

- People want to remain in their own homes for as long as possible with adequate support at the right time to enable this
- Quality of life depends on access to services and stimulating activities
- The location of housing is vital with good access required to shops and services but there is insufficient housing for people in rural areas
- Well designed and good quality housing is as important for older people as it is for the rest of our population
- Design of homes needs to be flexible to allow people to stay if they become disabled in any way
- People are still uncertain about where to seek advice and the level of knowledge about some services is still low
- Low level preventative support at the right time is vital for older people to maintain independence. The service received in sheltered housing , the community alarm service and the services provided by the Home Improvement Agency are particularly valued by older people
- We need to ensure we listen to older people and put them at the centre of any planning - whether that is about bricks and mortar or about support and care

## 4. Cherwell's vision for housing and related services for older people

Having gained an understanding of the needs and aspirations of older people in the District Cherwell has set a vision for what services should look like over the next five years.

1. Providing enough good quality housing and services to meet the needs of our increasing older population at a cost that can be afforded by older people and service commissioners and providers
2. Offering services which are accessible to all sections of our community including the most vulnerable groups and available whether people live in a rural or urban area
3. Involving older people when we design new estates, buildings and services
4. Providing services to people in their own homes that support independence, well being and good health
5. Working in partnership to join up with other services to make sure older people are supported to live healthy and fulfilled lives into later old age
6. Providing attractive and appropriate specialist accommodation that provides older people with options and choices about where they want to live, especially as their support needs increase
7. Making information and housing options advice accessible at the point older people need this
8. Designing new housing developments to provide a safe, accessible and inclusive environment for people of all ages

These aims will be delivered through five priority objectives:

- **Priority One** - Provide and support low level preventative services that allow people to remain living independently in their own home;
- **Priority Two** - Increase provision of specialist older people's housing;
- **Priority Three** - Improve the provision of information and advice;
- **Priority Four** - Involve older people in the way we provide services;
- **Priority Five** - Ensure new development of housing meets the needs of older people now and in the future.



## 5. Housing for older people strategic priorities

### ***Priority One: Provide and support low level preventative services that allow people to remain living independently in their own home***

A key message from the consultation work has been that a little bit of help at the right time can make all the difference to a person maintaining their independence and continue to manage the home. This strategy also recognises the importance of good quality housing to older people's health, well being and independence.

There are a range of services currently available to support people at home. Some of these are delivered by the Council and some through other agencies. This section concentrates on services where the Council can directly influence provision.

### **Home Improvement Agency**

This is a Council run Agency currently provides the following services:

<b>General Advice</b>	This includes: ensuring people are aware of all appropriate housing options, help with forms, help to access financial assistance, referral to other support services, help with fear of crime and crime reduction
<b>Home Visits</b>	These are undertaken to assess the problem, gather information, advise on options and agree an appropriate course of action and how this could be funded.
<b>Risk Assessment</b>	Identification of any hazards or risks through a free home safety survey with the aim of falls prevention and general reduction of accidents in the home.
<b>Repairs and Improvements</b>	<p><b>Major Adaptations</b> - In liaison with Social and Community Services Occupational Therapists the agency will identify a solution to issues. Once agreed the agency will carry out assessment for funding, produce drawings and plans, obtain building control and planning permissions, contract the work and monitor progress and work quality.</p> <p><b>Minor Adaptations</b> - such as handrails, grab rail, shower seats, etc.</p>
<b>Hospital Discharge Services</b>	This includes small repairs and adaptations and moving furniture, clearing walkways, etc. There is a lack of awareness about the services the HIA can offer and a need to increase uptake through partners and a direct marketing campaign. There is potential to increase the services offered and the information and advice aspect of service

## Small Repairs Service

This service consists of an officer and a van who can carry out a variety of small repairs and assistance such as putting up curtains or shelves and who can fit safety features such as smoke alarms and fitting key safes. There is usually a charge for this service but it is provided free to those on benefits making this a service available to the most vulnerable.

This service is highly valued by customers and with appropriate funding could be expanded to include other maintenance services and to grow in capacity. Feedback from residents have shown demand for services such as gardening and decorating which would provide crucial help to those wanting to stay put. Cherwell District Council wants to support initiatives to provide these services if resources can be found. In the first instance we will look into providing advice and contacts for properly qualified contractors. It is a longer term aim for the Council to move towards this service.

This service provides a great opportunity to reach households who may not usually have contact with our service. We therefore want to make the most of this opportunity by ensuring we pick up on risks and sign post to other services. We will do this through training staff to carry out an assessment of each property visited to assess for falls and other hazards and a person's overall well being. Staff will then be able signpost or refer to other services. Cherwell has set up a 'Referrals for Prevention Scheme' for all staff who have contact with vulnerable people to have a clear route to refer a client through for other services. This allows any professional who makes contact with an older person to refer them for other services through a central point. The small repairs scheme will work within this scheme as part of the assessment process.

## Grants and Loans

The Council provides a range of home improvement grants and Disabled Facilities Grants (DFGs) to help people to maintain and improve their homes and enable people with mobility problems to stay put.

<b>Grants</b>	There are a number of grants including the Warm Front Scheme to provide free insulation together with a grant to upgrade heating for vulnerable households. The Council can top up this grant through the Essential Repairs Grant where households qualify for this. The Essential Repairs Grant is means tested and aimed at owner occupiers whose property needs work to address serious hazards which if not dealt with could result in injury or ill health.
<b>Flexible Home Improvement Loan</b>	This allows owner occupiers aged over 60 to take out a loan secured against their property in order to carry out a range of improvements to make their home safer, warmer and healthier. The loan can be paid off in a range of ways including making no payments until the home is sold and interest is charged at a very low rate. The scheme provides a safe way for older people to access the equity in their home without large financial penalties and through a trusted institution. This could allow the Council to reach greater numbers of older people than is possible with the provision of the grants outlined above.

<p><b>Disabled Facilities Grants (DFGs)</b></p>	<p>The Council has worked hard to improve the internal processes for spending the disabled facilities grant and as such is finding that grant is committed before the end of the financial year. We are seeking to find ways of making sure grant is used as effectively as possible, for example discussing funding of adaptations in Housing Association properties with the Registered Social Landlords. We also need to use our understanding of older people's needs in the District to help us maximise the amount of funding available from Central Government. This will be formalised in a DFG policy.</p> <p>We need to ensure people are fully aware of the help they can receive through these grants and they can be accessed by those who need them most. The Council is therefore committed to publicising these as widely as possible through a variety of channels including the agencies working with the most vulnerable groups.</p> <p>The above services are also be covered by the Private Sector Housing Strategy 2010-2015 and actions to improve services will be cross referenced with this strategy.</p>
<p><b>Help with Moving</b></p>	<p>Older people need a wide range of choices about how to meet their current needs. For some older people this may be a choice to move to smaller, specialised or more conveniently located accommodation. This needs to be a positive choice but there is more that could be done to help older people who take the decision to move. This of course brings added benefits of releasing family housing which is much needed across the District.</p> <p>Age Concern Oxfordshire are working with Seamless Relocation, a private company, to provide a service for older people offering practical support and advice through every stage of moving house from selling, packing up, rearranging services and settling in to a property.</p> <p>We need to do similar work with our Housing Associations across the area to set up a consistent service amongst providers to offer incentives and practical support to help people who choose to move.</p> <p>We also recognise that older people will only be incentivised to move if alternative attractive accommodation is available. This could be provided by the provision of specialist housing (see Priority 2 ) or the provision of accommodation designed to attract 'downsizers' (see Priority 5)</p>

## Telecare

Telecare is the provision of specialist devices that work with a response services usually through a community alarm and help monitor and support vulnerable people. The equipment comprises of an emergency alarm plus sensors as needed which can raise the alarm in the event of possible emergencies such as fire, gas escape, flooding and link to movement sensors which can detect falls or unexpected changes in movement activity.

In 2006/07 Oxfordshire County Council received pilot funding to provide telecare with the aims of maintaining older people at home and was particularly targeted at people with dementia, fallers, those needing medication visits only and to facilitate hospital discharge. In Banbury the response to this service has been linked to the community alarm service operated by Charter Community Housing and the service will be linked into the Supporting People Alert Service.

## Supporting People Services

Cherwell District Council is part of the Commissioning Body for Supporting People. During 2008 it has contributed to the review and re-commissioning of services for older people. Supporting People currently funds community alarm services in the community along with support services delivered to residents of Sheltered Housing.

The Supporting People review of services for older people established the need to break the link between support and the type of accommodation someone lives in. It was determined that the service should be accessible to everyone who is assessed as needing it regardless of housing type and tenure.

The aims of the new Alert service are to:

- enable people in need of support to maintain their independence, health and well being in their chosen home
- prevent them from entering institutional care and reduce the instances of hospital admission

The service will:

- provide and respond to emergency alarm systems. This will include the provision of an alarm base unit with other telecare devices as required
- offer occasional, regular or short term intensive contact to provide support to help maintain independence. This support will be documented through a written support plan.

People will be assessed for eligibility for supporting people funding but the service will also be available to self payers.

The service will need to be fully re-tendered and as such leaves local providers at some risk. It is quite possible that providers of sheltered housing could find themselves as managers of the building with support being brought in by the new service provider. Some local providers may choose to opt out of the Supporting People funding altogether and so their services will need to be paid for by clients.

In Cherwell some sheltered housing will be decommissioned because residents will no longer be required to have an assessed support need to access the accommodation. This approach fits well with this Strategy to increase the extra care housing and see some reduction in the poorer quality sheltered housing. However the Council will still wish to support good quality sheltered housing as this offers another choice for older people when looking at their housing options.

There is a concern that the some people will become isolated as the idea of sheltered housing as a hub of community activity will be lost. Some of this has the potential to be replaced by extra care provision but the Council needs to continue the encouragement of older people's groups and make these accessible and attractive to all sections of our communities.

The older people's focus group put high importance on this service (see Appendix 3) and in particular wanted to see this widely available as a preventative service and that as many people as possible were eligible for supporting people funding for the service.

### **Joining up housing with non-housing preventative services**

For an independent and satisfying life we all need support. As our needs increase due to physical or mental ill health we need a triangle of support from health services, social care and an enabling environment provided by good housing and community.

It is important that housing related services have strong links with other support services older people may need in order to maintain this triangle.

Areas where we could strengthen links to reach people who may need our services include:

#### **Internal Council Services**

- Health Bus
- The work of street wardens
- Older people's groups

There are opportunities here to ensure that Council services link together to reach as many members of the community as possible. Other services can be valuable sources of information sharing and provide good opportunities to identify housing needs within the community.

#### **Partnerships At Strategic And Operational Levels**

- ensure services link up through assessment processes and complementary services to provide a holistic approach
- provide a full range of services within our District

The partnership approach we have taken in developing this Strategy has helped to foster synergies between different Council departments and with other agencies and many of the actions within this Strategy will rely on this partnership work. A good example of this is the identification of the need to provide a full housing options service.

## **Key objectives for strategic priority one**

- a) Seek opportunities to increase the range of services offered through the HIA as resources allow; including helping identify gardening and decorating services for people.
- b) Formulate a new policy for DFGs to ensure resources are maximised and are targeted as effectively as possible.
- c) Train staff and develop an assessment process to enable HIA and other staff to carry out risk assessments whilst visiting people at home.
- d) Ensure the HIA and private sector grants are marketed through a variety of channels.
- e) In conjunction with Supporting People ensure the new housing related support service meets the needs of older people in Cherwell.
- f) Work with RSL sheltered housing providers to ensure their response to the re-provision of Sheltered Housing is in line with the strategic aims of this document and other Council strategies.
- g) Work with RSLs to provide a comprehensive incentive and support scheme to help older people who want to move to more suitable accommodation.
- h) Create strong linkers with other Council Services such as street wardens, older people's groups and the Health Bus to provide greater coverage and referral to services.
- i) Work on District and County partnership projects to ensure we fully understand the services in our District and are forging clear links between different preventative services
- j) Make sure specialist accommodation provides facilities and opportunities to reach out to the surrounding community to provide support and social activities.

## ***Priority Two: Increase provision of specialist older people's housing***

### **Current provision of specialist housing for older people**

We know we are going to have many more older people in the District, with the highest percentage growth in people aged over 85. The provision of specialist housing can enable older people to retain their independence to the end of their lives by providing suitable, adaptable accommodation with support and in the case of extra care can provide care services in a flexible and person centred way.

Cherwell has a large amount of sheltered housing, above the national average (see Appendix 2, table 2). Despite most of the accommodation being reasonably easy to let, much of this housing is no longer at a standard that would allow it to be a home for life. In particular upstairs flats with no lift access are a problem. RSLs in the area are currently undertaking their own asset management exercises to improve the stock but it is important that an overall strategy for provision is established to ensure we have sufficient housing to meet the needs of our growing older population. The Council is also well placed to influence the decommissioning of sheltered housing and reuse these schemes for use by other client groups where appropriate.

To this end Cherwell District Council carried out a joint exercise with Oxfordshire County Council to establish the demand for specialist accommodation. Modelling was carried out following the methodology in 'More Choice, Greater Voice; A toolkit for producing a strategy for accommodation with care for older people' produced by the Department for Communities and Local Government and the Care Services Improvement Partnership (CSIP) in February 2008. The results of this can be found in Appendix 2. This shows that we need to retain some good quality sheltered housing, which we believe remains a popular option for older people. Good quality sheltered housing will have good standards of accessibility (including a lift), at least one separate bedroom, the ability to be adapted to mobility needs, have a range of facilities to encourage social interaction and have access to support (See Appendix 4; Definitions of Specialist Housing).

We would want to support a range of models to promote choice including models such as the Abbeyfield Society that provides a level of enhanced support and a strong community environment and alms houses. We would also support innovative models that came forward such as co-housing for older people where groups of people come together to live in independent housing with some shared facilities and services in a way that promotes community and mutual support.

The modelling demonstrates we could lose around 396 units of sheltered housing by 2026 or sooner providing we are on target to develop the additional units of extra care.

### **Extra Care Housing**

Extra care housing can provide a real alternative to both sheltered housing and residential care and provides an environment that supports independence. To meet the needs of the growing older population we need to prioritise the provision of extra care housing in the District. This is in line with the County Council's Extra Care Strategy published in January 2008.

Extra care housing can be designed in various ways but the key features are:

- accessible and specially designed housing with telecare equipment allowing older people with disabilities, including those with dementia. It is sometimes appropriate to also house younger people with disability or health needs who could benefit from the support
- opportunities to build a community hub by providing social and health related activities
- Culturally sensitive services in a familiar locality
- flexible 24 hour care from an on-site care team which can be increased or decreased according to an individuals needs
- a real community of mixed tenure and abilities with good links to the wider community

Extra Care is designed to achieve a number of outcomes for older people:

- a real alternative housing option for older people from residential care or sheltered housing
- allows older people to retain independence for as long as possible
- can provide a hub of services and activities for older people in the wider community
- encourages independence rather than dependence that can be a problem in a residential home
- is an efficient and cost effective way of delivering care that can be flexible to the needs of the individual
- can be a home for life including for people with dementia

Based on the More Choice Greater Voice modelling we can demonstrate a need for an additional 788 units by 2026 (635 by 2016). This figure includes all tenures including outright ownership, part ownership and affordable rented. This is very challenging especially in the light of increasing pressure for general needs housing. Extra care housing will be part of the mix of overall housing provision the District requires.

This provision is needed throughout the District including in rural areas where we have high numbers of older people. However delivery is much more challenging in terms of finding suitable sites and schemes that are in demand from local people as well as being large enough to sustain the high level of facilities required. The Council is committed to looking for opportunities to develop schemes in the larger village settlements that could serve surrounding villages; this could include Bloxham, Yarnton and Adderbury. Areas of deprivation or where there are high concentrations of social and health care needs will be specifically targeted.

The consultation we have undertaken shows that older people want to be involved in the design of such schemes, for example that green space and small clusters of units are important and this is vital if we are to build schemes that do not have the design problems of sheltered schemes.

We also need to ensure that the option of moving to extra care housing is accessible to all members of our community particularly groups that find it harder to access services. This has implications for service provision and for how information and advice on housing options is delivered.

The need for extra care housing will be established as part of the LDF where a clear statement of what will be accepted as extra care will be defined.



## **Key objective for increasing the provision of specialist older people's housing**

- a) Establish the need for extra care housing within the LDF to ensure contributions for new schemes is achieved within S106 agreements particularly on strategic sites (over 1,000 units).
- b) Ensure the definition of and standards for extra care housing are clearly laid down the LDF.
- c) Establish a development programme of mixed tenure extra care housing schemes.
- d) Set up a framework for user involvement in the design of extra care schemes
- e) Work with scheme providers on information provision and equality of access to new developments that reaches harder to reach groups.
- f) Work with RSLs on their Asset Management Strategies to ensure provision of good quality accommodation for older people and that unsuitable units are re-designated or redeveloped in line with the identified housing and support needs in Cherwell District.
- g) Investigate specialist support needs amongst older people to determine if provision is needed specifically for groups with a specialist need.

### ***Priority Three: Improve the provision of information and advice***

Older people, like others, need the right information at the right time if they are really going to be able to make good choices and decisions. The level of this need will vary with many people simply needing information that explains what is available, some needing more individually tailored information and advice that meets their specific requirements and the most vulnerable and at risk will need one to one advice, advocacy and practical help.

Housing information and advice services tend to be very disjointed across the District. People will generally approach the agency likely to meet their primary need but advice from this agency is unlikely to be holistic. There are a range of agencies who offer housing advice to older people but no individual agency has the capacity at present to offer a fully comprehensive information, advice and support service.

Agencies offering housing advice to older people currently include:

- Age Concern (information and advice line)
- Citizens Advice Bureau
- Cherwell District Council Housing Options and Allocations service
- Cherwell District Council Home Improvement Agency
- Registered Social Landlords and Floating Support Services
- A number of voluntary groups such as WRVS and the Royal British Legion
- The District older people's groups also act as advocates for members and sources of information

In addition the Council has been instrumental in setting up a 'Referrals for Prevention' service whereby any professional making contact with an older person has a clear route to refer that person for other services.

A local older people's housing options service is much needed which could reach out to the most marginalised and vulnerable people who are more likely to need extensive support to move from poor quality or inappropriate accommodation. It is important that a service is equipped to offer practical support to this group as well as advice to help with things like form filling, finances, setting up utilities, packing and small repairs. It also needs to be holistic enough to refer to other services in health, care and support.

The HIA is well placed to build on their existing advice service to expand this to provide advice about all housing options to whoever needs this. A service that is well publicised and accessible to all will make a huge difference to older people planning for their future needs. This is a key priority for the government who has promised funding for agencies who can expand this work. However this will need funding and commitment from a number of agencies and should be viewed as a longer term target.

In the shorter term Cherwell District Council will ensure its own advice is as comprehensive as possible using the resources it has available; the website, publications such as Cherwell Link and leaflets and ensuring staff are equipped to respond fully to requests for advice. We will map current housing advice services in the area and work with our partners to establish plans to develop a joined up approach. The target for this work is to establish a single point of access for older people where they will receive information, advice and support to enable them to make choices about how to best meet their housing need.

## **Key objectives for the provision of information and advice**

- a) Ensure CDC has high quality and easily accessible information about housing options available on the website and through other publications such as leaflets.
- b) Publicise services as widely as possible through local media, Cherwell Link and other relevant publications.
- c) Map the provision of housing information and advice for older people across the District to learn where agencies can work better together to provide a more comprehensive service.
- d) Work with partner agencies to consider how to best deliver a one stop service for housing information and advice for older people.

## ***Priority Four: Involve older people in the way we provide services***

Older people want to shape the design of the homes they live in and the services they may want to access. In order to ensure this happens we need a clear framework to enable this.

This Strategy has been overseen by an older people's working group who are willing to remain involved in future improvements. This group has proved central to the objectives agreed in this document and will form the nucleus of a group willing to help deliver some of the key objectives of this Strategy.

We will hold a database of older people drawn from our older people's groups around the District who would be willing to contribute to our future implementation work. This could be getting involved in the design stages of new housing schemes, checking information packs are clear and helpful or helping us design how services are delivered. Consultation will be carried out in line with the Council's Community and Consultation Engagement Strategy.

### **Key objectives for involving older people**

- a) Set up a database of older people who would like to become involved in helping Cherwell District Council deliver better services for older people.
- b) Ensure older people are involved in all new initiatives arising from this strategy through a variety of activities and events.

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## ***Priority Five: Ensure new development of housing meets the needs of older people now and in the future***

There is much that Local Planning Authorities can do to contribute to new communities and encouraging an environment where people of all ages want to live. Planning Policy Statement 3 requires that Local Planning Authorities should aim to create sustainable, inclusive, mixed communities with good mix of housing reflecting the accommodation requirements of specific groups; in particular families with children and older and disabled people.

In order to achieve this aim and ensure our communities are fully inclusive of the needs of all older people the Council will use its planning policy framework to encourage developers to help deliver the kind of new communities we would all want to live in future. The Council can help ensure the delivery of new housing and regeneration of existing areas is sustainable for people of all ages.

### **Lifetime Homes**

The lifetime homes standard has now been adopted as the main standard to ensure that homes can be easily adapted to meet a range of mobility needs. The standards cover 16 criteria which mean that homes can easily be adapted for someone in a wheelchair but are also helpful for families with young children and actually make life easier for everyone.

As part of the Cherwell's LDF we will produce a new Supplementary Planning Document outlining the standard of affordable housing we expect. This will increase the requirement for 50% of all new affordable housing to be designed and built to lifetime homes standards to 100% wherever this is possible within the physical constraints of the site.

The Council will seek to work with private developers to encourage the use of these standards in their design.

### **Sufficient provision of fully adapted wheelchair housing**

The provision of wheelchair units and the ability to match applicants with appropriately designed and adapted properties is fundamental to ensuring people have the greatest opportunity to access the type of housing they need to remain independent.

The Council will carry out a mapping exercise to ensure officers have full details of current stock and where greater provision is needed. Additional stock can then be specified as part of any new developments. Once this mapping exercise is undertaken the need for additional provision will be identified within the overall mix of affordable housing required as part of the LDF.

The Council will work within the sub-regional Choice Based Lettings Scheme to ensure properties are labelled to show the level of adaptation so applicants will know whether a property will suit their particular need. Up to 100% of properties with significant adaptations will be advertised sub-regionally to allow the greatest flexibility for applicants seeking housing.

The Council will adopt its own wheelchair standard for the provision of new wheelchair accommodation as part of the LDF to which all developers will adhere as part of required standards.

## **Lifetime neighbourhoods**

Apart from Planning Policy Statements and Guidance (for example Planning Policy Statement 3 promotes inclusive, mixed communities and Planning Policy Guidance 13 seeks to ensure safe and easy access to housing shops and services) there are a raft of documents and tools which planners use to try and ensure that new developments meet the needs of all sections of our community. These include The Manual for Streets, Safer Places: The Planning System and Crime Prevention, and Cleaner Safer Greener Communities. These documents are used to help create design briefs for new developments that promote inclusive design.

The Council will fully utilise these documents within its design briefs and encourage developers to think about the implications of design for older people.

## **Provision of housing for older people in rural areas**

The Council works closely in partnership with the Oxford Rural Housing Partnership to develop affordable housing in the villages around the District. This has traditionally been targeted at the needs of younger people who want to stay in or return to the area. However it is becoming increasingly clear that older people may also need development of affordable housing that enables them to move within their own community to more suitable accommodation. This may also have the benefit of freeing up family housing. We will make sure that Housing Needs Surveys undertaken in villages identify any needs from older people and use this information to inform the mix of housing on any development. At the same time older people have told us that they want to live near the services they need we should use the Housing Needs Surveys to look at the facilities and services within the village and the impact provision of housing might have on the provision of other services.

## **Key objectives for ensuring that new developments meet the needs of older people now and in the future**

- a) Ensure standards for lifetime homes are established within the LDF.
- b) Set a Cherwell standard for the development of new wheelchair standard housing within the LDF.
- c) Collect information about disabled adapted properties in order to fully understand current provision. Ensure available affordable housing properties are advertised correctly on the choice based lettings system so that they can be best used to meet applicants' needs.
- d) Develop understanding about the level of need for disabled adapted accommodation and establish this within the LDF.
- e) Work to encourage all new developments to meet guidelines to encourage 'age proofed' design.
- f) Ensure Housing Needs Surveys in villages identify the needs of older people and that needs are reflected in the mix of housing provided on new developments.
- g) Local services should be assessed in the rural Housing Needs Surveys to try to ensure sufficient local services are available for the housing provided.

## 6. Taking the strategy forward

### Resources

This strategy has been brought forward with an action plan that shows clearly the headline resources attached to each major area of spending, or the resources that need to be considered for each action. However, further context around resources is necessary to give an outline of the environment in which older peoples' services are being delivered.

Whilst there is not a finite availability of resources, it is important to clarify that this strategy is a needs-led strategy and not a resources-led one. As such the role of the Extra Care Implementation Group is to set about identifying resources from a range of options that help take forward priorities and deliver key actions. Some of those options and opportunities are listed below:

- Oxfordshire Supporting People funding
- National Affordable Housing Programme 2008-11 (Homes and Communities Agency)
- National Private sector Housing funding including Disabled Facilities Grants and Warm Front (affordable warmth)
- Staff time - Cherwell District Council, Oxfordshire County Council, Registered Social Landlords, statutory and voluntary agencies, community groups and community representatives, care providers
- Synergies from partnership and multi-agency working
- Cherwell District Council – Housing Services, Planning and Affordable Housing Policy Services, Urban and Rural Services – existing staff resources
- Effective prioritisation of capital budgets – consideration of whether grants are distributed in most customer focused way
- Leverage from customers - whether equity release can help to resource the increased demand for grants
- Value for Money – delivery of value for money savings for Cherwell District Council as agreed for housing services
- Delivery mechanisms – use of existing structures, rather than creating new groups to ensure delivery and effective monitoring

### The Council's staff resources

The Council restructured its Housing Services during 2007-08 and this led to increased resources being identified to support the creation of a Strategic Housing Team. This strategy assumes that the current resources within the team are preserved, as a reduction of resources would lead to a reconsideration of priorities that could be developed. A risk to the delivery of this strategy is the downturn in resources available from the 'public purse' as a result of the economic recession, and reduced strategic housing resources which may not be able to accommodate the plans set out in the action plan.

## Key major resources

The table below summarises the funding resources assumed for this strategy – these resources are draft and will be developed during consultation.

Priority	2008/09 Funding	2009/10 Funding	Future Years' Funding	Assumptions E.g. people, land, bidding for funding	Risks
<b>1. Provide and support low level preventative services that allow people to remain living independently in their own home</b>					
Disabled Facilities Grants (Capital)	Total Spend £910,000	Budget £950,000	Dependent on need identified and managed – links to private sector housing strategy	Work on case prioritisation with partners (agency protocol) and increased customer options (e.g. moving home) to reduce demand for funds. Assumption is that the Council is currently resourcing DFGs and the pressure on these capital resources needs to be considered, hence the review of the DFG policy.	High costs of DFGs Funding could decrease Demand could increase Need to plan how that would be managed
Home Improvement Grants (Capital)			Possible additional funding for HIA e.g. gardens	Equity loans using customers' capital-tied resources will be fully explored.	Take up of equity loans has been low.
HIA including small repairs	£40,629	£40,629	Oxfordshire CC Assume £40,629		



HIA –including small repairs	£39,549	39,549	Oxfordshire SP Assume £33,617	Quite possible that there will be 15% cuts in SP funding	Any growth in services will require new funding sources which CDC will actively seek
<b>2. Increase provision of specialist older person's housing</b>					
Re-modelling of sheltered housing schemes (capital and revenue)				Need to work closely with providers on their asset management plans to identify potential for this work	If schemes are to be remodelled for other client groups then - National cut backs to SP funding
ExtraCare schemes (capital)	1.3 m funding secured from DOH for Orchard Fields Extra Care Development, Banbury		NAHP, Department of Health	One scheme a year will be assumed to meet need, and seven schemes are needed in the District. Council capital funding is to be called on as a reserve, on a case by case basis	No current funding secured from NAHP programme for older peoples housing . Risk that funding may not be available in future years
ExtraCare schemes (revenue)			Rents, service charges, care payments, individual budgets and SP	Revenue funding streams continue to fund provision of housing management, support and care	Relies on residents purchasing an average amount of care from the care provider for the scheme

<b>3. Improve the provision of information and advice</b>					
Council capital resources				Within existing CDC resources, but partnership working intended to lever in resources.	Lack of buy-in from partners, although work to date suggests buy-in is in place.
<b>4. Involve older people in the way we provide services</b>					
Resourcing of engagement mechanisms	N/A	Strategic Housing Team	Staff time for other partners	To be provided within existing resources	Lack of buy-in from partners and customers Reduced resources
<b>5. Ensure new development of housing meets the needs of older people now and in the future</b>					
Higher standards for new developments such as Lifetime Homes			Bids such as HCA funding	Opportunities exist around the bringing forward of the Local Development Framework to secure higher standards.	Economic recession means standards may not be financially viable.

The Council has designated a ring-fenced capital pot for affordable housing initiatives. It is not always possible to determine what call will be needed for these funds. This can depend largely on scheme financial viability, available external resources, and specific needs of customers. However, the Council's capital resources are used only when all other sources of funding have been fully explored, and where they can be shown to lever additional inward investment into the District.

## Implementation

The implementation of the strategy will be taken forward by **The Older People's Housing Steering Group** . This group will be tasked with the monitoring and implementation of this strategy. The group will comprise of Council Members and officers from Cherwell District Council Housing, Planning and Community Development Services, Older People's Housing Providers ,Oxfordshire County Council, Age Concern, CAB and Oxfordshire Primary Care Trust. The group will also have links through to older people through the consultation database.

## 7. Older people's housing strategy action plan

Action plan is for 3 years and will be refreshed after 2 years to develop services for the next 3 years

### ***Priority One: Provide and support low level preventative services that allow people to remain living independently in their own home***

No	Objective	Specific Outcomes	People Involved	Resources
1.1	Seek opportunities to extend the range of services provided by the HIA and small repairs scheme	<b>Year 2:</b> HIA services publicised through a variety of means and evidence hard to reach groups are effectively targeted Options for increasing the provision of a small repairs service have been fully explored including the option of a trades directory <b>Year 1-3 :</b> Opportunities for additional funding have been evaluated and where possible used to provide additional services	HIA staff Strategic Housing Team	Staff time Printing costs
1.2	Formulate a new policy for DFGs to maximise and target grants to those in most need	<b>Year 1:</b> New policy produced <b>Year 2&amp;3:</b> New policy implemented	HIA Strategic Housing RSLs	Officer time HIA agreed annual budget
1.3	Provide training and procedures for staff, including HIA staff to undertake a full risk assessment when visiting clients on initial contact	<b>Year 1:</b> Staff trained in falls and risk assessment <b>Year 1:</b> Assessment form developed	Trainer HIA staff Other relevant staff	Cost of training Staff time
1.4	Market private sector grants and loans through a wide range of agencies including those working with the most vulnerable groups and older peoples groups throughout District	<b>Year 1-3:</b> Leaflets produced <b>Year 1-3:</b> Website information improved and maintained <b>Year 1-3:</b> Services publicised through a variety of face to face contact with agencies and older people	HIA staff	Staff time Printing costs
1.5	In conjunction with Supporting people make sure the new Alert service meets the needs of Cherwell District	<b>Year 1:</b> New service successfully tendered and in place <b>Year 2-3:</b> CDC Working closely with RSLs and other service providers to ensure service is effective	Strategic Housing Supporting people RSLs and other service providers	Staff time
1.6	Work with RSLs to provide a comprehensive scheme for older people wanting to move to more suitable accommodation	<b>Year 1:</b> Information collated from RSLs on current practice <b>Year 2:</b> Implement new scheme <b>Year 3</b> Review scheme	RSLs Strategic Housing Housing Options Team	Staff time Possible CDC grant to help finance scheme
1.7	Work on District and County partnership projects to ensure we fully understand the services in our District and are forging clear links between different preventative services	<b>Year 1;</b> Map prevention services across the District <b>Year 2 and 3:</b> Take forward any identified opportunities to link services	Stakeholders in County prevention project, providers, Strategic housing and private sector team	Staff time

1.8	Create stronger links with other Council Services to provide greater coverage and referrals	<b>Year 1</b> : Work undertaken with community development and community safety teams to seek opportunities for closer joint working <b>Year 2 and 3</b> : Any identified initiatives are implemented	Strategic Housing Community Development	Staff time
1.9	Make sure facilities and activities in specialist accommodation are linked to the wider community so older people can access these	<b>Year 1-3:</b> Work undertaken with RSLs to ensure best use is being made of facilities in sheltered schemes <b>Year 1-3:</b> Build requirement for community use into new developments of Extra Care through guidelines for providers	Strategic Housing, Extra Care Implementation Group ,Providers	Staff time

**Priority Two: Increase provision of specialist older people's housing**

No	Objective	Specific outcomes	People Involved	Resources
2.1	Ensure the need for Extra Care is established in the LDF	<b>Year 1:</b> Include need for extra care within overall housing mix identified within LDF <b>Year 2 and 3:</b> Monitor Delivery targets against target	Strategic Housing Planning Policy	Staff time
2.2	Ensure the definitions and standards for extra care are established within LDF	<b>Year 1:</b> Fully define standard of accommodation acceptable for extra care development in LDF <b>Year 2 - 3:</b> Monitor delivery against standards	Strategic Housing Planning Policy Consultant	Staff time Small amount of consultancy on the mix
2.3	Set up a framework for user involvement in the design of extra care schemes	<b>Year 1:</b> Establish clear framework with the above group for user involvement <b>Year 2- 3:</b> Monitor, review and improve	As above	Staff time
2.4	Establish a development programme of mixed tenure extra care housing schemes	<b>Year 1-3:</b> Pipeline of schemes in place with delivery from year 2		
2.5	Work with the scheme provider on information provision and equality of access to new developments particularly for hard to reach groups	<b>Year 1:</b> Guidelines established for providers on the marketing of schemes <b>Year 1- 3:</b> Take up of extra care by hard to reach groups is monitored and guidelines reviewed if necessary	As above plus RSLs	Staff time
2.6	Work with RSLs on their asset management strategies for Sheltered Housing to ensure provision of good quality accommodation for older people and that unsuitable units are re-designated or redeveloped in line with the identified Housing and Support needs in Cherwell District	<b>Year 1:</b> Discuss asset management with all RSL sheltered providers <b>Year 2 - 3:</b> Implement and monitor decommissioning and re-provision	Strategic Housing RSLs TSA HCA	Staff time
2.7	Investigate need for specialist provision for minority groups	<b>Year 2:</b> Undertake research into needs to older homeless people and other minority groups	Strategic Housing	Staff time

**Priority Three: Improve the provision of information and advice**

No	Objective	Specific outcomes	People Involved	Resources
3.1	Ensure CDC has high quality and easily accessible information about housing options available on the website and through other publications such as leaflets	<b>Year 2</b> Website content reviewed and improved to provide easy to access information about services for older people <b>Year 3</b> A range of publicity materials have been produced	Strategic Housing Other agencies as agreed	Would look for cost sharing with other agencies but funding and staff time will be required from CDC
3.2	Publicise services as widely as possible through local media, Cherwell Link and other relevant publications	<b>Year 1-3:</b> Information on services publicised through a variety of media	Strategic Housing Age Concern and Other Agencies	Staff time
3.3	Map the provision of housing information and advice for older people across the District to learn where agencies can work better together to provide a more comprehensive service	<b>Year 2:</b> Services are mapped and recommendations made to move towards a more consistent and comprehensive service	Strategic Housing Age Concern and Other advice agencies	Staff time
3.4	Work with partner agencies to consider how to best deliver a one stop service for housing information and advice for older people	<b>Year 1-3 :</b> Work undertaken with Age Concern and other agencies and services to provide an initial one stop advice service	Strategic Housing Housing Options Advice Agencies	Staff time Possibility of external funding

**Priority Four: Involve older people in the way we provide services**

No	Objective	Specific outcomes	People Involved	Resources
4.1	Set up a database of older people who would like to become involved in helping Cherwell District Council deliver better services for older people	<b>Year 1</b> :Database set up <b>Year 2 and 3</b> :Maintain and improve database.	Strategic Housing Community Development Cherwell Residents	Staff time
4.2	Ensure older people are involved in all new initiatives arising from this Strategy through a variety of activities and events	<b>Year 1-3</b> : Each area of new service development has been done with full involvement of older people	Strategic Housing	Staff time

**Priority Five: Ensure new development of housing meets the needs of older people now and in the future**

No	Objective	Specific outcomes	People Involved	Resources
5.1	Ensure standards for lifetime homes are established within the LDF	<b>Year 1</b> : Requirements established in LDF	Strategic Housing Planning Policy	Staff time
5.2	Set a Cherwell standard within the LDF for the development of new wheelchair standard housing	<b>Year 1</b> : Requirement established in LDF <b>Year 2</b> :Standard agreed and published	Strategic Housing Planning Policy	Staff time
5.3	Collect information about disabled adapted properties in order to fully understand supply and ensure affordable housing properties are advertised correctly so that they can be best used to meet applicant's needs	<b>Year 1</b> : Data collected on current supply <b>Year 2</b> :Classification of mobility level of properties in place under sub-regional choice based lettings	Strategic Housing Housing Needs Team	Staff time
5.4	Develop understanding about the level of need for disabled adapted accommodation and establish this within the LDF	<b>Year 1</b> : Standard % requirement for wheelchair housing established with LDF	Strategic Housing Planning Policy	Staff Time
5.5	Work to encourage all new developments to meet guidelines to encourage 'age proofed' design	<b>Year 1-3</b> : New developments are age proofed in line with government guidance	Planning Policy	Staff time
5.6	Assess rural areas for provision required for older people as part of housing needs surveys	<b>Year 1-3</b> :Housing Needs Surveys undertaken reflect the needs of older people	Strategic Housing ORCC	Staff time
5.7	Local services should be assessed in the rural Housing Needs Surveys to try to ensure sufficient local services are available for the housing provided	<b>Year 1-3</b> : Housing Needs Surveys undertaken take account of local services and the impact new housing may have on services	Strategic Housing ORCC	Staff time



## Appendix 1: Glossary of Terms

<b>Extra Care Housing</b>	This is the term used in Oxfordshire for Independent housing with care and support. A Full definition can be found in Appendix 4
<b>HIA Home Improvement Agency</b>	Home Improvement Agencies are local not-for-profit organisations that provide advice, support and assistance to elderly, disabled and vulnerable people and help them repair, improve, maintain or adapt their home to meet their changing needs. The purpose of the service is to help people to remain independent, in their own homes, warm, safe and secure
<b>Housing Health and Safety Rating System</b>	The assessment of health and safety risks caused by housing conditions to an occupier or potential occupier as introduced by the Housing Act 2004 (effective from 2006)
<b>Joint Strategic Needs Assessment (JSNA)</b>	Evidence of needs which enables the Primary care Trust and the local authorities to work together to understand the future health, care and well being needs of their community. This informs the Sustainable Community Strategy and the Local Area Agreement.
<b>LAA Local Area Agreement</b>	Local Area Agreements (LAAs) set out the priorities for a local area agreed between central government and the local authority , Local Strategic Partnership and other key partners at the local level.
<b>LDF Local Development Framework</b>	A Local Development Framework is a folder of local development documents that outlines how planning will be managed in your area.
<b>RSL Registered Social Landlord</b>	The general name for not-for-profit housing providers approved and regulated by Government through the Tenant Services Authority (previously the Housing Corporation). The vast majority of Registered Social Landlords are also known as Housing associations
<b>Supporting People</b>	A government funded programme for services that help people live independently. Supporting people is run by a commissioning body comprising of local authorities, Primary care trust, Probation and provider representation which makes decisions about the commissioning and funding of services

## Appendix 2: More choice greater voice modelling

### Population

#### Key facts

- Cherwell's population is around 137,600 people with over 85s numbering 18,788 (mid 2007 figures)
- Whilst the population as a whole is set to grow the numbers of older people will increase in comparison to other age groups. This is illustrated in the graph below

Population Change 2006 - 2031

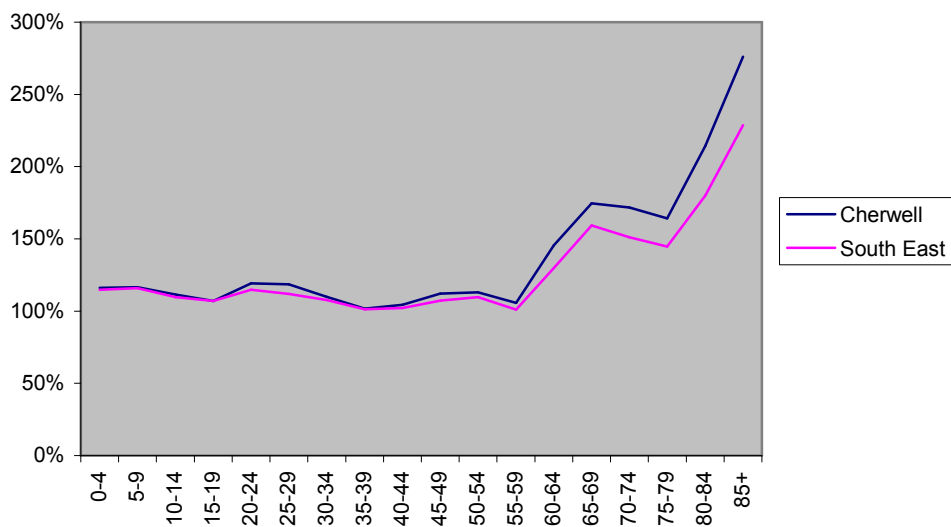


Chart 1

- This accommodation part of this strategy is particularly focussing on those aged 75 and over as it is this group that is most likely to need specialist accommodation. The population of over 75s is currently spread across the District areas as the chart below

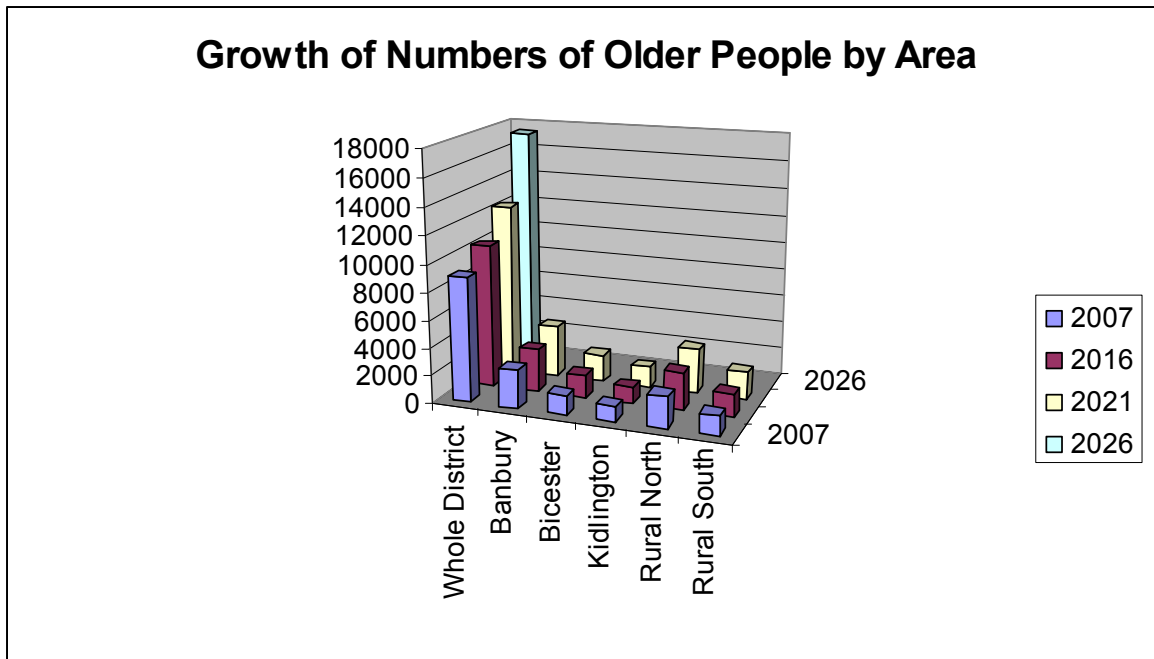


Chart 2

**Growth in numbers of people aged 75 and over by area**

	Whole District	Banbury	Bicester	Kidlington	Rural North	Rural South
2007	9015	2821	1390	1109	2292	1403
2016	10,388	3134	1639	1232	2727	1654
2021	12,474	3764	1969	1479	3275	1986
2026	17,300					

Table 1

**Current provision**

The following tables show the small amounts of extra care currently available. Most of the current provision is private (called Assisted Living). There are two affordable schemes in the District with Planning Consent but not yet built. The table also illustrates the small amount of sheltered and extra care housing in rural areas. For these purposes we have included all housing currently covered by the Supporting people Contract for Sheltered Housing. However much of this housing does not fit the definition of sheltered housing in Appendix 4 and would be defined as housing for older people with no special design features.

**Provision of specialist units / bedspaces by area**

Provision	Whole District	Banbury	Bicester	Kidlington	Rural North	Rural South	Total
Sheltered (All tenures inc outright sale)	1660	770(rent) 174 (sale)	286 (rent) 79 (sale)	129 (rent) 120 (sale)	10 (rent) 26 (sale)	66 (rent)	1261 (rent) 399 (sale)
Enhanced and Extra Care	115	52 Sale Assisted Living 9 Enhanced Sheltered	54 Sale Assisted Living	0	0	0	9(rent) 106 (sale)

Table 2

The District has more sheltered housing than the national trend

**Overall provision in district per head of population**

<b>Provision</b>	<b>No of places</b>	<b>Per 1000 over 65 (18,786)</b>	<b>Per 1000 over 75 (9,015)</b>	<b>Per 1000 over 85 (2601)</b>
Sheltered and extra care	1775	94	203	702
Provision in England Comparitor	516,524	68	136	491

**Table 3**

Indicative levels of need for population at 2016 and 2021 (based on population figures for over 75s of 10,388 in 2016, 12,474 in 2021 and 17,300 in 2026)

This table makes assumptions about the amount of accommodation needed based on a norm set by the toolkit.

<b>Category</b>	<b>Current provision</b>	<b>Provision needed to 2016</b>	<b>Provision needed to 2021</b>	<b>Provision needed to 2026</b>	<b>Provision per 1000 population over 75 agreed</b>	<b>Norm ratio from MCGV*</b>
Sheltered Housing for Rent	1261	519 (-742 from current)	623(-638 from current)	865 (-396 from current)	If 50	50
Sheltered Housing for Sale	399	779 (+380from current)	935 (+536 from current)	1297 ( +898)	If 75	75
Enhanced Sheltered and Extra care Housing for rent	9	259 (+202 units from current)	312 (+255 from current)	*432 (+375)	If 25	20 shared between rent and sale
Enhanced Sheltered and extra care Housing for sale inc S/O	94	311 (+205 from current)	486 (+ 380 from current)	*519 (+413)	If 30	25
Of which Housing Provision for dementia	0	103	125	173	If 10	10 (inc within enhanced and extra care provision)

**Table 4**

## Provision broken down by area to 2016/2021

Banbury (population of over 75s; 3,134 in 2016 and 3,764 in 2021)

Category	Current provision	no of units at 2016	No of units at 2021	Agreed ratio	Norm ratio
Sheltered Housing for Rent	770	235 (-535)	282 (-488)	75	50
Sheltered Housing for Sale	174	158 (-16)	188 (+14)	50	75
Enhanced Sheltered and Extra care Housing for rent	9 enhanced	109 (+100)	132 (+123)	35	25
Enhanced Sheltered and extra care Housing for sale inc SO	52	63 (+11)	75 (+23)	20	30
Housing Provision for dementia	0	31	37	10	10

Table 5

Bicester (population of over 75s; 1,639 in 2016 and 1,969 in 2021)

Category	Current provision	no of units at 2016	No of units at 2021	Agreed ratio	Norm ratio
Sheltered Housing for Rent	286	81 (-205)	98 (-188)	50	50
Sheltered Housing for Sale	79	123 (+44)	148 (+69)	75	75
Enhanced Sheltered and Extra care Housing for rent	0	41	59	25	25
Enhanced Sheltered and extra care Housing for sale	54	49 (-5)	59 (+5)	30	30
Housing Provision for dementia	0	16	20	10	10

Table 6

Kidlington (population of over 75s; 1,232 in 2016 and 1,479 in 2021)

Category	Current provision	no of units at 2016	No of units at 2021	Agreed ratio	Norm ratio
Sheltered Housing for Rent	129	61 (-68)	74 (-55)	50	50
Sheltered Housing for Sale	120	92 (-28)	110 (-10)	75	75
Enhanced Sheltered and Extra care Housing for rent	0	31	37	25	25
Enhanced Sheltered and extra care Housing for sale	0	37	44	30	30
Housing Provision for dementia	0	12	15	10	10

Table 7

## Rural North (population of over 75s; 2727 in 2016 and 3,119 in 2021)

Category	Current provision	no of units at 2016	No of units at 2021	Agreed ratio	Norm ratio
Sheltered Housing for Rent	10	136 (+126)	155(+145)	50	50
Sheltered Housing for Sale	26	204 (+178)	233 (+207)	75	75
Enhanced Sheltered and Extra care Housing for rent	0	68	78	25	25
Enhanced Sheltered and extra care Housing for sale	0	81	93	30	30
Housing Provision for dementia	0	27	31	10	10

Table 8

## Rural South (population of over 75s; 1,654 in 2016 and 1,986 in 2021)

Category	Current provision	no of units at 2016	No of units at 2021	Agreed ratio	Norm ratio
Sheltered Housing for Rent	66	82	99	50	50
Sheltered Housing for Sale	0	124	148	75	75
Enhanced Sheltered and Extra care Housing for rent	0	41	50	25	25
Enhanced Sheltered and extra care Housing for sale	0	50	59	30	30
Housing Provision for dementia	0	16	20	10	10

Table 9

### Appendix 3: Key messages from consultation carried out prior to publication of draft strategy

Message	Who said this?	How have we reflected this in the strategy?
Housing is only good if it has access to adequate services and facilities –especially transport	Strategy Working Group	Location of new development to be near shops services and transport Use health bus and older peoples groups to get information and advice out to people in rural communities
We need to combat loneliness and isolation	Strategy Working Group	Ensure specialist housing provides activities for people in the wider community Ensure services with contact with older people know about the older people's groups
Improve information and advice –particularly face to face	Strategy Working Group Learning Disability Group Asian Elders Group	Establishing Information and Advice Group to improve housing options service Provide information direct through older peoples groups and particularly to Asian groups and other specialist provision such as Learning Disability
Increase access to the community alarm service	Strategy Working Group	Through the Supporting People (SP) re-provision of the Alert service. Need to ensure access to this is not unduly restricted and that people on lower incomes are fully 'passported' for the SP funded service
Most people want to live in their own homes.	Strategy Working Group Learning Disability Group Asian Elders Group	Actions under Priority One of the strategy to support people remaining in their own homes
People who live in sheltered housing value this but there was a mixture of views about the service. Some people wanted to choose whether they had the support visit whilst others regretted the loss of a residential warden	Strategy Working Group	The re-provision of the SP service will mean people will not receive a visit unless they are assessed for this. Some providers may choose to opt out of the SP service and provide a dedicated scheme manager or warden service and CDC would support this as an option
Accommodation for older people in rural areas should be a priority	Strategy Working Group	Assessment of housing needs of older people as part of village housing need surveys Commitment to specialist housing in larger villages
Involve older people in the design of new developments	Strategy Working Group	Framework for involving people in housing design
People find it difficult to access services to say in their own home and need support in applying for housing	Banbury Asian Forum Learning Disability Group	Need to provide extra levels of information to these group on private sector provision (Priority One)

## Key messages from other local and national consultations

Report	What was it about ?	What did it say?
Age Concern –Tomorrows Older People 2008	This focussed on the expectations and aspirations of those approaching retirement	The environment and the community are key factors in people's housing choices Most people see moving as necessary if they start to have problems with mobility Most people want to continue to own their own home but may give up equity if it can be passed to their children People want to remain in their own homes for as long as possible but see the need for access to stimulating activities There is a confusion about labels for different types of housing for example extra care or sheltered housing Telecare is welcomed but there is a fear that this may fail or of losing privacy
Supporting People consultation with service users in sheltered housing 2008	Sought service users views about the sheltered housing service	People valued the service they received in sheltered housing and most expressed high levels of satisfaction with the support they received
Get the Picture - Older People's day to day lives in rural West Oxfordshire 2004-2007 Age Concern and Oxford Brookes University	An innovative consultation involving people taking pictures and using interviews and narratives that tell policy makers directly about older people's lives	The importance of prevention –that little bit of help at times of transition that can help someone negotiate through situations that risk their independence The need for professionals to understand community networks and to utilise these rather than replace them The need to be able to access services locally, the importance of transport
National consultation	The consultation undertaken for the National Strategy for Housing in an Ageing Society	Homes that could be easily adaptable for overcoming mobility issues Storage space and space for visitors Housing that is low maintenance and affordable to heat Access to services, green and private space and in a safe neighbourhood Access to independent information and advice about housing options A reliable repairs and adaptations service and the little bit of support to remain in one's own home To be involved in design of everything that affects us from planning to safer communities to testing new equipment



## Appendix 4: Definitions for different types of specialist housing

People are often confused by what is meant by the different terms applied to specialist accommodation for older people. This is further confused by the use of different terms in the private and public sector and the differences across different areas of the country. This is Cherwell's definition of what we accept as standards within each category. Work is underway nationally to achieve a 'common currency' for older people's housing and these definitions are based on that work. Part of the work under Priority 3 of this strategy 'Improve the Provision of Information and Advice' will be to ensure older people are given clear information about what particular schemes offer in terms of design standards and support and care services.

Description	Who is it for?	Essential Features	Desirable Features
<p><b>Housing for Older People</b> (No special design features)</p>	<p>Aimed primarily at older people. May be suitable for people who want to move to smaller accommodation but not necessarily suitable for those with mobility needs. Security arrangements may vary.</p>	<p>Housing is let/sold primarily to older people. Must be at least one separate bedroom and accommodation is fully self contained.</p>	<p>Some common areas such as laundry, guest room and common room May have access to community alarm service and may be visiting or resident staff who provide a management service and or support services.</p>
<p><b>Sheltered Housing/Retirement Housing.</b> (All special Design features)</p>	<p>This is aimed at those who may need specially adapted accommodation and who need appropriate accommodation and support to maintain future independence. Accommodation should be suitable to allow easy access for wheelchair users and/or those who find moving around or standing for long periods difficult. Kitchens and bathrooms are designed to enable people to cook and bathe for themselves or easily accessible for a carer to help do this.</p>	<p>Access to support from a residential or visiting support service. 24 hour alarm service. People will usually have to pay for the support provided either through their own income or funded through supporting people grant/ direct payments.</p> <p>Homes will be fully self contained with a minimum of one bedroom. They will be at or close to lifetime home standards and or wheelchair accessible standards.</p> <p>Will often benefit from good quality shared facilities such as common rooms for various activities and security access arrangements.</p> <p>Schemes will be located in areas close to shops and services.</p>	<p>Rooms for health related needs, access to internet, accommodation able to be easily adapted for telecare equipment Visiting services such as hairdresser, chiropodist etc.</p> <p>Activities for people living on the scheme and open to older people living in the local community.</p>

<b>Extra Care Housing/ Assisted Living</b>	This is aimed at people who need specially adapted and or support services as above but people may also have an assessed care need. The schemes can cater for personal care needs and low level dementia needs.	Schemes will meet all the criteria above and will be built to full mobility/wheelchair accessible standards. Schemes will be fully adaptable for independent or carer assisted bathing and cooking.  All schemes will have hard wiring for fitting telecare devices. Schemes will have internet access.  In addition to a support and management service dedicated to the particular scheme, on site care is available to residents according to assessed needs.  Restaurant facility for meals is available.  Schemes will be located in areas close to shops and services	Schemes will have services available to the local community such as health services, social activities and day centre provision.
<b>Residential Care and Nursing Care</b>	Accommodation aimed at older people with high needs for personal and/or health care throughout the day and night including those with mental health needs. Only homes designated as Nursing Homes provide care from a qualified nurse.	Residents have their own room but accommodation is not self contained and is care provision as opposed to housing provision.  24 hour support and care on site. All meals are provided  Homes designed meeting the physical needs and mental health needs of very frail older people.	

**Contact Details:**

**Fiona Brown  
Strategic Housing Officer  
Cherwell District Council  
Bodicote House  
Bodicote  
Banbury  
Oxfordshire OX15 4AA**

**Tel: 01295 221659**

**e-mail: [Fiona.brown@cherwell-dc.gov.uk](mailto:Fiona.brown@cherwell-dc.gov.uk)**

**[www.cherwell-dc.gov.uk](http://www.cherwell-dc.gov.uk)**

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## Older People's Housing Strategy Consultation response Summary

This report summarises the responses to CDC's consultation on the Draft Older Persons Housing Strategy for Cherwell. It also describes how the feedback has influenced the final strategy. The Council would like to thank all of its customers and partners for their responses – in particular it would like to acknowledge the invaluable role played by the OPHS Focus Group which comprised older residents living in the Cherwell district.

Key messages of support

*"With people living longer these days, this housing strategy for older people sounds like a challenging endeavour. I wish you the best of luck."*

Kidlington Resident

*"Oxford Citizens Housing Association (OCHA) is very supportive of this draft strategy. It chimes well with our own strategy for housing and support for older people. We have invested very significantly in improving our sheltered housing stock, including complete re-builds of three schemes, as well as disposal of another. We are now working closely with the County Council to assist with their Extra Care Housing strategy and would be keen to do so also with CDC to support your own strategy."*

Ian Gilders, Head of Supported Housing, Oxford Citizens Housing Association.

*"We very much support the strategy and its 5 priority objectives and recommendations. We have also welcomed the opportunity to be involved in the working group which produced the strategy."*

Nigel Holmes, Extra Care Housing Programme Manager, Oxfordshire County Council

## Consultation methods

Sample	Aim	Methods employed
<b>Broad spectrum</b>	To gather as many opinions as possible.	<p>A focus group consisting of older people volunteered to offer invaluable criticism and suggestions.</p> <p>The survey was made publicly available via the online consultation portal. The consultation was regularly publicised via press releases in local newspapers and also through Cherwell Link. There was also a joint district wide mail-out in partnership with Age Concern.</p> <p>Paper copies of the survey were sent out to residents with a freepost return address attached.</p>
<b>Hard to reach groups</b>	To ensure that people from various ethnic minority groups, elderly people, and the lesbian and gay community have a chance to comment on the consultation.	Officers attended Banbury Asian forum, Banbury Polish Forum, the CDC Seniors Forum and consulted with Age Concern's LGBT rep for the district. The consultation was raised at the Equality and Access to Services Advisory Panel.
<b>Cherwell specific groups</b>	Elected members, CDC staff, OCC staff, partner agencies, senior RSL housing development and management staff responsible for the Cherwell area.	Staff newsletters, the consultation was raised as an agenda item at the Cherwell RSL Development Group, Cherwell RSL Management Group, and Planning Obligations Board.

## Responses to specific survey questions

### Breakdown of respondents

Organisation	Number
Local government	3
Health	0
Voluntary sector	3
Local residents	41
RSL	4
Space left blank	3
<b>Total</b>	<b>54</b>

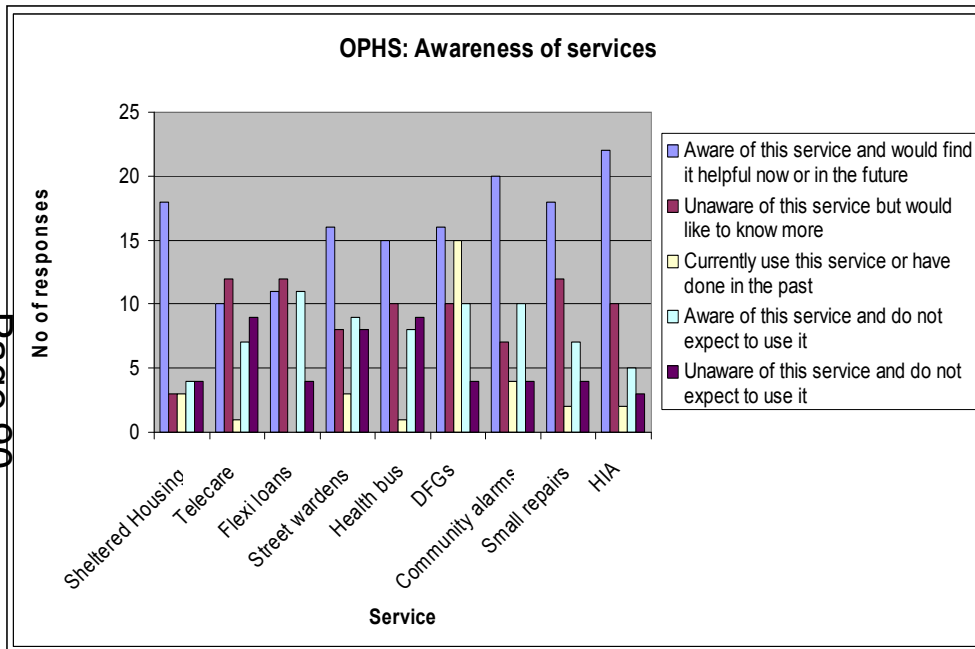
Tenure	
Owner occupied	22
Renting privately	10
Renting from an RSL	10
Living with relatives	2
Blank	10

Ethnic Origin	Number
White	44
BME	1*
No answer	9
<b>Total</b>	<b>54</b>

\* Due to the limitations of surveys regarding BME response rate. CDC officers conducted person-to-person group consultation with BME groups. These responses have been included in the comment section and boost the overall BME response to 6.

## Responses to specific questions

**Question 1 – We are interested to hear how familiar you are with the various services for older people in the district, and also whether you feel likely to use these services in the future.**



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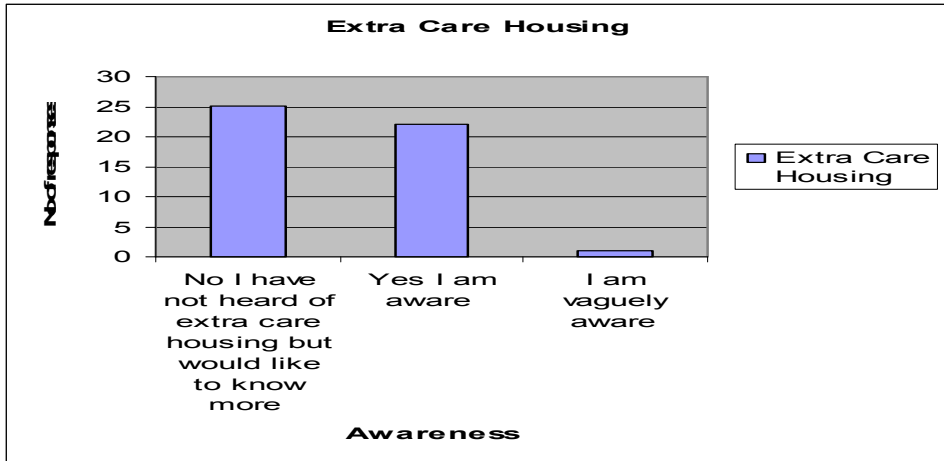
What we have learnt

The sample is small but general points are:

- HIA services and community alarms seem to be the most popular –both feature as important elements of the strategy.
- There is proportionally a lower level of understanding about telecare and flexi loans and we need to ensure we publicise these effectively.



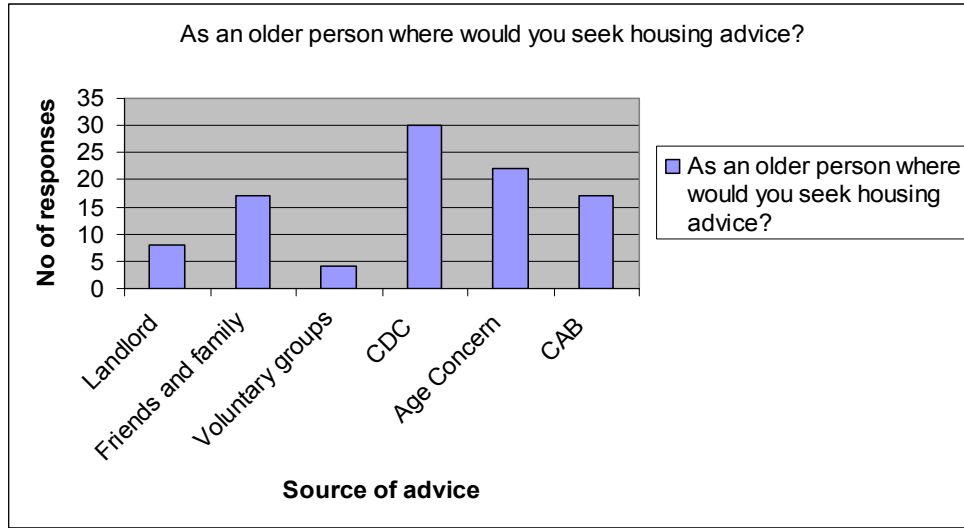
**Question 2 –Had you heard of extra care housing?**



Page 91 What we have learnt

We need to make sure we effectively publicise extra care housing as we develop this to maximise opportunities to access this provision for all older people.

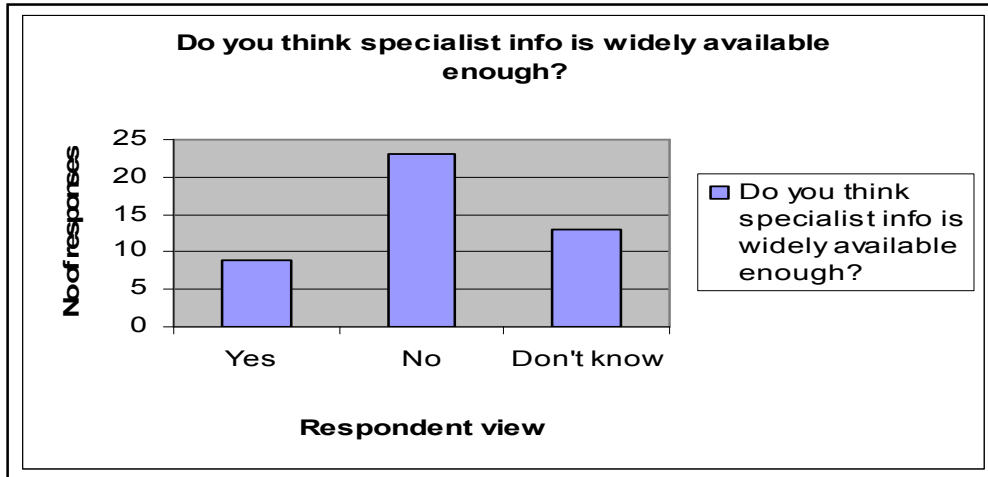
### Question 3 -As an older person where would you seek housing advice?



#### What we learnt

CDC is an important source of advice for older people and we need to use the resources we have through our website and other publicity materials to give people the information they need. People do use a variety of formal and informal sources on information and we need to ensure the information people get is consistent and comprehensive.

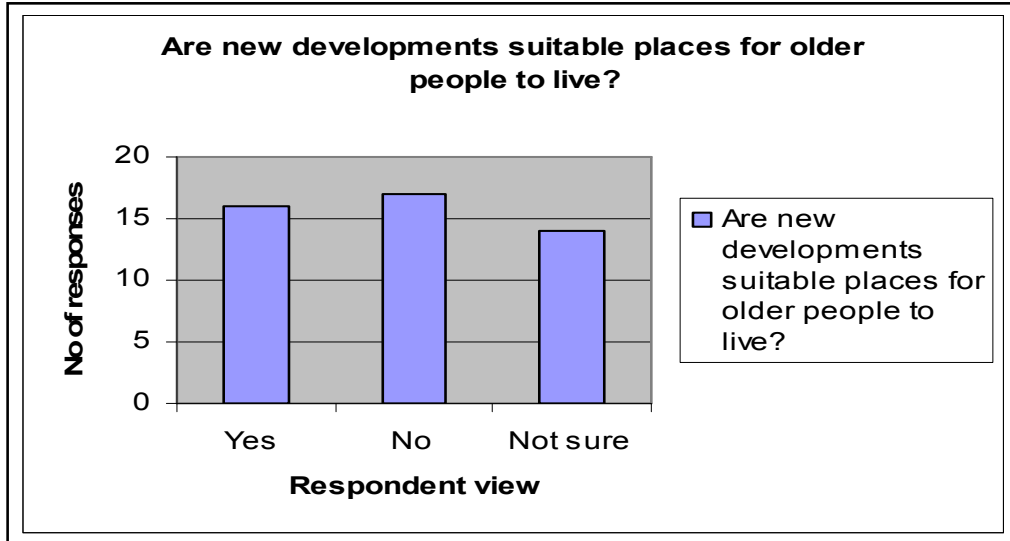
**Question 4- Do you think specialist housing information is widely enough available?**



**Lesson learnt**

A high response demonstrating we are right to include this as a priority.

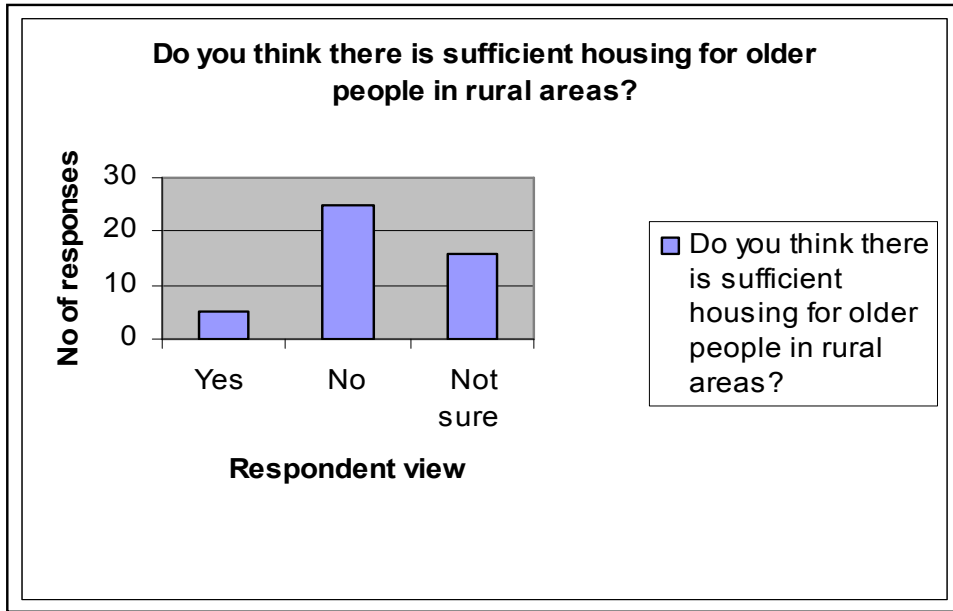
**Question 5 -In your experience are new housing developments suitable places for older people to live?**



**What we have learnt**

A very mixed view, traditionally the take up of new housing has been low amongst older people and this is addressed by ensuring we design housing units and environments that are attractive to older people.

**Question 6-Do you think there is sufficient housing for Older People in rural areas?**



What we have learnt

This confirms the importance of considering the needs of older people in our rural areas.

## Summary of responses

Those where a change has been made to the strategy are highlighted in Green.

Respondent	Comment	CDC response
<b>Priority one: Provide and support preventative services that allow people to remain living independently in their own home</b>		
Local government (district)	Importance of bus transport, adult education and fitness.	The strategy cannot directly influence these services but recognises the need for links to activities –see action points 1.7 and 1.8
Banbury Asian Forum	Older people want to remain living at home and be cared for by their families but this is becoming more difficult as families move apart.	We need to understand the needs of this group further. Research to further this understanding will take place under action point 2.7.
Local Government (County)	We recognise the joint value in a clear and consistent approach to disabled facilities and other improvement grants to older and disabled people and suggest that our Occupational Therapy (OT) service are fully involved in the development of this service area.	Disabled facilities grants are due to be reviewed via a new policy. The OT will be a key consultee of this policy.
Local resident	Over 60s concessionary bus passes are important.	Although outside of the scope of the strategy this comment illustrates that transport is an important element to quality of life –we need to ensure that services are accessible and this underpins the strategy.

Local resident	Visits to the local Age Concern centre and regular contact from Age Concern is valuable.	We will work with partners (including Age Concern) to deliver this strategy and ensure we make best use of existing services to ensure people can continue to live independently. Although this underpins the strategy a new action point has been added at X to make sure we have fully mapped existing services.
Local resident	Cleaning service needed	Service could be included in a trades directory –see action point 1.1
Local resident	More improvements for the disabled and wheelchair users.	Covered under action point 5.3
Banbury Asian Forum	People have accessed aids and adaptations service but found the paper work could be an obstacle.	Will be considered as part of the DFG review. Covered in action point 1.2
Banbury Asian Forum	People have problems financing the maintenance of their own home.	More publicity about grants availability. Linked to strategic action 1.4.
Local resident	Respondent used local post office frequently but it has recently closed.	The location of new housing needs to be in areas where there is easy access to services including Post Office services. This is covered in the concept of age proofed design in action point 5.5 but action point 5.6 has been amended to ensure service provision is assessed within rural housing needs surveys.

Respondent	Comment	CDC response
<b>Priority two: Increase provision of specialist older people's housing</b>		
Local government (County)	Regarding the ECH parts of the strategy, I agree with the target levels of provision and the various means identified for implementing such provision. I particularly welcome the inclusion of ECH requirements in your LDF and your planning policy frameworks, plus inclusion of land designated for ECH use in the master plans for strategic sites. I also agree that involving your local RSLs in a review of their sheltered housing and asset management strategies will be a productive way of meeting some of this ECH need and I will be happy to help in such work.	No change required
Local government (County)	As part of the above ECH implementation I agree that all parties need to work together to promote public awareness of ECH and I can offer various resources to assist this. I also support the use of ECH for other older adults with learning and physical disabilities or mental health needs.	Agree –this idea has been added into the description of Extra care Housing under priority 2



Local government (County)	On the specific section describing the benefits of ECH can I suggest that you also highlight that we looking to develop this service for persons with dementia as well? Also, can you add that another advantage of ECH is that it can help couples stay together, particularly where one has a care need and avoids separation by reducing admissions to care homes?	Agree –added to description and outcomes as above
Local government (County)	We also support the policy of targeting specialist housing in localities with a high concentration of social and health care needs. The S&CS department can further assist this via the JSNA data as has already been usefully applied in parts of your strategy document.	Agree –comment added to text under priority 2
Local government (County)	We also support the aim to have 100% of affordable homes built to Lifetime Homes standards wherever practical and affordable.	No Change required
Local government (County)	The County Council has made three sites available for ECH in Cherwell and is happy to review its other land holdings for potential suitability for further specialist housing. Similarly, we welcome any capital contribution the District Council can itself make towards the provision of specialist or adapted accommodation for older people.	No Change required

Banbury Asian Forum	People don't move into specialist housing because they are worried about costs.	Extra Care Housing will be let under a variety of tenures including affordable rent. Need to publicise this to hard-to-reach groups. Covered under action point 2.5 and 2.7
Banbury Asian Forum	Most Asian elders are home owners and don't want to lose equity.	As above
<b>Respondent</b>	<b>Comment</b>	<b>CDC Response</b>
<b>Priority Three: As an older person where would you seek housing advice?</b>		
Local government rep	An assessment of an older person's needs should be more readily available-I attempted to get this done for my elderly mother and the County Council were not very helpful as I was arranging private care. More help needed to find private care and assess what is available.	Although care assessments are outside of the scope of this strategy it is recognised that services need to join up to be effective and therefore the importance of building on partnership working. Information and advice needs to be able to signpost to non housing services.
Local resident	Have on display in public buildings eg libraries Send to Senior Citizen groups Circulate to Council Members and to Parish Councils	Leaflet to be made available outlining improvements made to information and advice once these have been achieved –added to action plan
Local resident	Perhaps a dedicated web site and leaflets available from libraries, doctors surgeries etc	As above
Local resident	Leaflet all pensioners in your district	As above

Local resident	As well as housing information there should be a regular newsletter letting people know about social events, and opportunities for lift sharing so elderly people do not have to drive alone in the winter. Also when I phone the council I would like to speak with a single person rather than being passed from department to department.	Outside of the direct scope of this strategy but will be passed on to relevant services for inclusion in the seniors directory
Local resident	Regular updates by mail.	Difficult to give housing information in this format –but will include updates in the Cherwell Link –added to action plan.
Local resident	Better publicity e.g Banbury Guardian and free papers.	Media will be used to publicise any improvements – added to action plan.
Local resident	Web page, local television advertisements.	Web pages to be updated to include specialist advice for older people -added to action plan.
Local resident	Leaflets could be displayed in post offices. Local newspapers and parish magazines can be used.	Taken up as part of above points.
Voluntary	Send letters to all pensioners	Taken up as part of above points.
Local resident	Translation! More info in Polish.	We will consider translation wherever possible as well as other forms to help accessibility such as Language line.
Local resident	Breakfast Clubs: People attend to talk about facilities and help available.	Will make contact through older people’s groups as invited to discuss housing services available.

Local resident	The information is out there. E.g papers, literature. Just not sure people look for it. Respondent suggested officers attend local luncheons to give an informal talk to people.	See above
Local resident	Put more information in Cherwell Link, older people tend to read this.	Point taken up as part of above points.
County Council rep	We also support the aim of improving information and advice to older people as this too is a key objective for the County Council and I suggest that the implementation of both our interests in this area needs to be co-ordinated wherever possible.	Agreed but no follow up action needed. County are part of the steering group and will be therefore be involved in the delivery of the action plan.
<b>Respondent</b>	<b>Comment</b>	<b>CDC Response</b>
<b>Priority Four: Involvement of Older People in the way we provide services.</b>		
Local residents	14 respondents put themselves forward as being interested in further consultation.	Data base will be added to as contacts with groups are made -2 older people from the existing database are now on the steering group.
<b>Respondent</b>	<b>Comment</b>	<b>CDC Response</b>
<b>Priority Five: Ensure new development of housing meets the needs of older people now and in the future</b>		

Local resident	Alms houses have been in existence for hundreds of years and today they are even more relevant.	Line included about Almshouse in ensuring we support a range of provision for older people under priority two.
Age Concern LGBT rep	Work undertaken recently by Age Concern England has demonstrated the need to raise awareness in sheltered housing and residential care (The whole of me, Age Concern England 2006). Many lesbians, gay or bisexual residents in care homes or sheltered housing schemes feel uneasy about being open. They are anxious about experiencing prejudice or being excluded if other residents or staff members were to know. Many care home and sheltered housing staff believe that they have never met or worked with a person who is gay.	Strategy amended to include LGBT older people in hard to reach groups and action points strengthened to ensure these cover all older people, particularly groups who may be marginalised
Local resident	Location of accommodation in relation to facilities is crucial and to often on the margins of settlements.	Already taken account of through change to action point 5.6.
Local government	My son is a young wheelchair user and very little new (or old) housing is suitable for him-and I suppose he may be in a similar position to elderly people with mobility needs. More needs to be done to broker accommodation for those with mobility requirements with developers. It seems to be just left up to market forces which is inefficient as there is not an easy way for those with housing need to find out what is available (not just in social housing but in all housing).	Because disability affects many older people the needs of people with a disability are addressed in this strategy – see action point 5.3.

Local resident	There is probably a need for single person accommodation in the rural areas. There are usually houses available and these can prove too big or unmanageable for single people.	Addressed by action point 5.6.
Local resident	New developments which are intended for older people should have shops, doctor's surgeries, dentists, opticians, libraries etc in close proximity which can be accessed easily without the need for public or private transport.	Covered by amendment to action point 5.6 to ensure rural housing needs surveys take account of services available in the Parish.
Local resident	From what I experience now young and old in practice just don't mix with this trend of open plan frontage gardens, also some of the older people are long term ill health cases and are in considerable pain and having the noise of screaming shouting children coming through your walls when they are trying to get some rest is just not on.	The strategy addresses the need for older people to have choice over the environment they live in.
Local resident	Houses with built-in wardrobes would be helpful as this is the first piece of furniture elderly people need to get rid of if they move into a flat.	Good point to be taken into account when designing specialist housing for older people.
Local resident	New housing developments are largely filled by younger people. Older people would feel out of place. Also there would generally be a lack of facilities for the old.	Addressed by age proofing new developments (action point 5.5) and new action point to be included on provision of downsizing units as part of new developments
Local resident	Developments in Ambrosden are too isolated.	Addressed through points above –looking at accessibility to services on new developments.

Local resident	Properties themselves could be ok but people may be reluctant to move for fear of community issues, making new friends etc.	Addressed by Action point 5.6.
Local resident	The suitability of newly developed housing depends on nearby facilities.	Addressed by Action points 5.5 and 5.6.
Local resident	Existing developments often need updating.	Valid point. Covered through grants but also through action point 2.6 for sheltered housing.

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## Older People's Housing Strategy Action Plan \_Progress Report January 2010 Appendix 3

Action plan is for 3 years and will be refreshed after 2 years to develop services for the next 3 years

### Priority One: Provide and support low level preventative services that allow people to remain living independently in their own home

No	Objective	Specific Outcomes	Progress Report January 2010
1.1	Seek opportunities to extend the range of services provided by the HIA and small repairs scheme	<b>Year 2:</b> HIA services publicised through a variety of means and evidence hard to reach groups are effectively targeted Options for increasing the provision of a small repairs service have been fully explored including the option of a trades directory <b>Year 1-3 :</b> Opportunities for additional funding have been evaluated and where possible used to provide additional services	Actions adopted through Private Sector Strategy Funding bid in place for additional funding for small repairs service
1.2	Formulate a new policy for DFGs to maximise and target grants to those in most need	<b>Year 1:</b> New policy produced <b>Year 2&amp;3:</b> New policy implemented	Action adopted in private sector strategy
1.3	Provide training and procedures for staff, including HIA staff to undertake a full risk assessment when visiting clients on initial contact	<b>Year 1:</b> Staff trained in falls and risk assessment <b>Year 1:</b> Assessment form developed	
1.4	Market private sector grants and loans through a wide range of agencies including those working with the most vulnerable groups and older peoples groups throughout District	<b>Year 1-3:</b> Leaflets produced <b>Year 1-3:</b> Website information improved and maintained <b>Year 1-3:</b> Services publicised through a variety of face to face contact with agencies and older people	Actions adopted through Private Sector Strategy
1.5	In conjunction with Supporting people make sure the new Alert service meets the needs of Cherwell District	<b>Year 1:</b> New service successfully tendered and in place <b>Year 2-3:</b> CDC Working closely with RSLs and other service providers to ensure service is effective	Cherwell fully involved in project board and evaluation of tenders currently being undertaken –this has already had a significant impact on result of PQQ stage
1.6	Work with RSLs to provide a comprehensive scheme for older people wanting to move to more suitable accommodation	<b>Year 1:</b> Information collated from RSLs on current practice <b>Year 2:</b> Implement new scheme <b>Year 3</b> Review scheme	Budget of £30,000 agreed and work starting with Charter to develop a scheme to support downsizers.

1.7	Work on District and County partnership projects to ensure we fully understand the services in our District and are forging clear links between different preventative services	<b>Year 1;</b> Map prevention services across the District <b>Year 2 and 3:</b> Take forward any identified opportunities to link services	CDC is taking part in the County Prevention Strategy group which is mapping prevention services. The outcome of this group will inform any further work housing can undertake to link with services
1.8	Create stronger links with other Council Services to provide greater coverage and referrals	<b>Year 1 :</b> Work undertaken with community development and community safety teams to seek opportunities for closer joint working <b>Year 2 and 3 :</b> Any identified initiatives are implemented	No specific work undertaken but plans for community development to come under housing will help foster better links
1.9	Make sure facilities and activities in specialist accommodation are linked to the wider community so older people can access these	<b>Year 1-3:</b> Work undertaken with RSLs to ensure best use is being made of facilities in sheltered schemes <b>Year 1-3:</b> Build requirement for community use into new developments of Extra Care through guidelines for providers	

## Priority Two: Increase provision of specialist older people's housing

No	Objective	Specific outcomes	Progress Report January 2010
2.1	Ensure the need for Extra Care is established in the LDF	<b>Year 1:</b> Include need for extra care within overall housing mix identified within LDF <b>Year 2 and 3:</b> Monitor Delivery targets against target	Requirement has been incorporated into the core strategy
2.2	Ensure the definitions and standards for extra care are established within LDF	<b>Year 1:</b> Fully define standard of accommodation acceptable for extra care development in LDF <b>Year 2 - 3:</b> Monitor delivery against standards	High level standards have been incorporated in core strategy –further details will be in SPD
2.3	Set up a framework for user involvement in the design of extra care schemes	<b>Year 1:</b> Establish clear framework with the above group for user involvement <b>Year 2- 3:</b> Monitor, review and improve	
2.4	Establish a development programme of mixed tenure extra care housing schemes	<b>Year 1-3:</b> Pipeline of schemes in place with delivery from year 2	Currently 170 units in pipeline –one scheme on site
2.6	Work with RSLs on their asset management strategies for Sheltered Housing to ensure provision of good quality accommodation for older people and that unsuitable units are re-designated or redeveloped in line with the identified Housing and Support needs in Cherwell District	<b>Year 1:</b> Discuss asset management with all RSL sheltered providers <b>Year 2 - 3:</b> Implement and monitor decommissioning and re-provision	
2.7	Investigate need for specialist provision for minority groups	<b>Year 2:</b> Undertake research into needs to older homeless people and other minority groups	

### Priority Three: Improve the provision of Information and Advice

No	Objective	Specific outcomes	Progress Report January 2010
3.1	Ensure CDC has high quality and easily accessible information about housing options available on the website and through other publications such as leaflets	<b>Year 2</b> Website content reviewed and improved to provide easy to access information about services for older people <b>Year 3</b> A range of publicity materials have been produced	
3.2	Publicise services as widely as possible through local media, Cherwell Link and other relevant publications	<b>Year 1-3:</b> Information on services publicised through a variety of media	
3.3	Map the provision of housing information and advice for older people across the District to learn where agencies can work better together to provide a more comprehensive service	<b>Year2:</b> Services are mapped and recommendations made to move towards a more consistent and comprehensive service	
3.4	Work with partner agencies to consider how to best deliver a one stop service for housing information and advice for older people	<b>Year 1-3 :</b> Work undertaken with Age Concern and other agencies and services to provide an initial one stop advice service	Early project with Age Concern to look at provision of a one stop shop project

### Priority Four: Involve Older People in the way we provide services

No	Objective	Specific outcomes	Progress Report January 2010
4.1	Set up a database of older people who would like to become involved in helping Cherwell District Council deliver better services for older people	<b>Year 1</b> :Database set up <b>Year 2 and 3</b> :Maintain and improve database.	Database established with 25 people so far –will be added to as work progresses
4.2	Ensure older people are involved in all new initiatives arising from this Strategy through a variety of activities and events	<b>Year 1-3:</b> Each area of new service development has been done with full involvement of older people	

### Priority Five: Ensure new development of housing meets the needs of older people now and in the future

No	Objective	Specific outcomes	Progress Report January 2010
5.1	Ensure standards for lifetime homes are established within the LDF	<b>Year 1</b> : Requirements established in LDF	Work on SPD due to start 2010
5.2	Set a Cherwell standard within the LDF for the development of new wheelchair standard housing	<b>Year 1</b> : Requirement established in LDF <b>Year 2</b> :Standard agreed and published	As above
5.3	Collect information about disabled adapted properties in order to fully understand supply and ensure affordable housing properties are advertised correctly so that they can be best used to meet applicant's needs	<b>Year 1:</b> Data collected on current supply <b>Year 2</b> :Classification of mobility level of properties in place under sub-regional choice based lettings	
5.4	Develop understanding about the level of need for disabled adapted accommodation and establish this within the LDF	<b>Year 1</b> : Standard % requirement for wheelchair housing established with LDF	
5.5	Work to encourage all new developments to meet guidelines to encourage 'age proofed' design	<b>Year 1-3</b> : New developments are age proofed in line with government guidance	
5.6	Assess rural areas for provision required for older people as part of housing needs surveys	<b>Year 1-3</b> :Housing Needs Surveys undertaken reflect the needs of older people	Review of HNS being undertaken Jan 2010
5.7	Local services should be assessed in the rural Housing Needs Surveys to try to ensure sufficient local services are available for the housing provided	<b>Year 1-3:</b> Housing Needs Surveys undertaken take account of local services and the impact new housing may have on services	As above

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## Executive

### Member Development Monitoring Report

1 February 2009

### Report of the Head of Legal and Democratic Services

#### PURPOSE OF REPORT

To update members on the progress in member development since the approval of the Member Development and Support Strategy in September 2009.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) To note the improvements since the Member Development and Support Strategy was agreed in September 2009
- (2) To request officers to explore options for external accreditation of Cherwell's Member Development and support arrangements.

#### Executive Summary

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##### Introduction

- 1.1 The Member Development and Support Strategy was agreed by Executive in September 2009. The Strategy sets out the Council's commitment to member development and support. It explains the responsibilities of the Council in delivering effective support to members. All members have been notified of the strategy which is available on the Council's website. The strategy has raised the profile of member development within the organisation.

##### Proposals

- 1.2 Democratic Services have been conducting support interviews with Councillors. These interviews are important in informing the member development programme. 46% of members have been interviewed to date including 1 independent member of the Standards Committee. 56% of support interviews are expected to be completed by the end of February.

- 1.3 An updated member development programme is published each week in the Members' Weekly Bulletin. It is intended the 2010/11 programme will start with the induction for new members and refresher training for existing members. It is acknowledged that the timing of this training may be affected by the general election.
- 1.4 Member attendance at training events continues to be monitored in accordance with the Corporate Improvement Plan. Since the adoption of the Strategy and the launch of the Members' Weekly Bulletin there has been a positive impact on member attendance at training events. For instance 18 Members attended the IT briefing prior to Council on the 19 October, 13 Members attended the Introduction to Local Government Finance session on 26 October following the Accounts Audit and Risk Committee and 18 members attended the LDF Core Strategy seminar on 4 January 2010. This is a significant improvement on the training events held in the previous year.
- 1.5 The strategy of 'attaching' training sessions to Council meetings has been successful in these cases, and Democratic Services will continue to arrange training sessions in this way, wherever possible. Additionally, training sessions are being repeated where necessary, in order to provide a variety of dates and times to enable a greater number of members to attend. Through using this strategy it is expected that 20 members will be trained in both meeting procedures and chairing skills by March 2010. Regular member attendance information is circulated to group leaders and secretaries at the end of each month to enable them to monitor member attendance by their group members.
- 1.6 Member Development passports have been developed in consultation with the Portfolio Holder for Democratic Services and Member Development and have been distributed to members. The Member Development passports will allow Members to keep a record of the events they have attended and assist members in monitoring and recording the events they have attended. The passport also sets out different categories of training and advises on how often training should be completed, for example, essential training once every four years. It is acknowledged that it is both unrealistic and unnecessary for all members to attend all training events.
- 1.7 Members will be aware that issues regarding member training were identified in the CPA inspection in March 2009. Since this time much work has been undertaken in improving and enhancing member development. Whilst performance in this area continues to be monitored as part of the performance management framework, to a large degree this is a subjective assessment. Therefore, there may be merit in the Council obtaining external accreditation of the arrangements that are now in place to ensure that the authority is well placed for future inspections. It is suggested that officers be asked to investigate the costs and benefits this would involve.

### **Conclusion**

- 1.8 The Member Development Strategy has had a positive impact on member development and support informed through the member support interviews process and evidenced by the increased member attendance at development events. It is also believed that this has been assisted through the increased



focus the organisation has given to member development and support, evidenced by the appointment of a specific Portfolio Holder. It is important that if the Council is to build on these achievements, this increased profile in the organisation should be maintained.

### **Key Issues for Consideration/Reasons for Decision and Options**

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

<b>Option One</b>	To agree the recommendations
<b>Option Two</b>	Not to agree the recommendations
<b>Option Three</b>	To amend the recommendations

### **Consultations**

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None

### **Implications**

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<b>Financial:</b>	Costs of implementing the Member Development and Support Strategy can be met by the current Member Support budget.  Comments checked by Denise Westlake, CSR Service Accountant, 01295 221982
<b>Legal:</b>	Decisions of the Council may be open to challenge if the members taking those decisions have not undertaken the appropriate training.  Comments checked by Liz Howlett, Head of Legal and Democratic Services 01295 221686
<b>Risk Management:</b>	The Council may not achieve the objectives of the Corporate Improvement Plan attendance at member training does not improve  Comments checked by Rosemary Watts, Risk Management & Insurance Officer, 01295 221566

### **Wards Affected**

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All

### **Corporate Plan Themes**

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All

## Executive Portfolio

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**Councillor Debbie Pickford**  
**Portfolio Holder for Democratic Services and Member Development**

## Document Information

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Member Development Action Plan
<b>Background Papers</b>	
Member Development and Support Strategy	
<b>Report Author</b>	Alexa Coates, Senior Democratic and Scrutiny Officer
<b>Contact Information</b>	01295 221591 alex.coates@Cherwell-dc.gov.uk

### Member Development and Support – Delivery Action Plan

Requirement	Action	Timescales	Progress
Member Development Working Group	Form member development working group to develop ideas for member training	Oct 2009	Amber
Support Interviews and Personnel Plans	Arrange/conduct interviews produce personal plans	By Jan 2010	Amber
Member Development Programme	Re-launch programme of events following support plans	By Jan 2010	Amber
Induction Programme	Arrange induction programme Design induction pack for new members	By May 2010	Amber
Training Passports	Design and launch	Nov 2009	Green
Joint working	Develop joint working opportunities including parish and town councils	By Jan 2010	Green
Attendance Records	Circulate attendance records to group leaders/secretaries each month	Sep 2009	Green
Member IT specification	Agree with ICT circulate to members	Nov 2009	Amber
Member websites	Launch member websites Training for members	Oct 2009	Green

Member Information pages on intranet	Liaise with ICT to develop	Dec 2009	Red
Annual Member Survey	Develop survey to circulate to members in Jan 2010 <i>(Note this has been put back to September to combine with the IRP survey)</i>	By Jan 2010	Amber
Support to members on outside bodies	Report to Exec Develop with Improvement Team	By Apr 2010	Amber

Green - 100% of the target met

Amber - 90% and above of the target met

Red - below 90% of the target met

## Executive

### Performance Management Framework 2009/10 Third Quarter Performance Report

1 February 2010

### Report of the Chief Executive and Community and Corporate Planning Manager

#### PURPOSE OF REPORT

This report covers the Council's performance for the period 1 October to 31 December 2009 as measured through the Performance Management Framework.

This report is public
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#### Recommendations

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The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To request that officers report in the fourth quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues.
- (3) To agree the responses identified to issues raised in the last quarterly performance report in paragraph 2.1 or to request additional action or information.

#### Executive Summary

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##### Introduction

- 1.1 This is a report of the Council's performance in the third quarter of 2009/10 as measured through the Performance Management Framework. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers seven areas of performance. These are: performance against the Local Area Agreement; the Community Plan; the Corporate Plan promises; Priority Service Indicators; Financial Performance; Human Resources; and Customer Feedback.

Supporting information is also provided showing the performance on delivering all of the Corporate Plan; the Corporate Improvement Plan; the strategic service projects; the performance of the Council's seventeen significant partnerships and the status of the Council's strategic risks.

To measure performance we use a 'traffic light' system where Green is 100%

of the target met, Amber 90% and above, and Red below 90%.

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

### **Proposals**

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

#### **Cherwell: A District of Opportunity**

- In November 2009 Councillor Gibbard and Chairman Diana Edwards joined staff and tenants of Charter Community Housing in planting a tree to mark the opening of twenty affordable flats at Merton Street in Banbury. The council supported the development of these flats by investing gap funding so that Sanctuary Housing Group could make use of homes which a developer was struggling to sell.
- The council continues to work with partners to hold weekly job clubs. An apprenticeships scheme is being finalised to support opportunities for younger people.

#### **A Cleaner Greener Cherwell**

- Successful roll out of the food waste collection to 17,000 properties before Christmas.
- We have launched a resource point for recycling of redundant equipment from local businesses to voluntary organisations.

#### **A Safe and Healthy Cherwell**

- Successful opening of the new Spiceball Leisure Centre, ahead of schedule.
- The first Drinks Banning Order in the country has been obtained in Banbury and the success recognised by the Home office.
- An ASBO has been granted for a persistent offender in Bicester.
- The 'Scores on the Doors' website (for information about local food hygiene ratings) achieved 3415 hits during December.

#### **An Accessible Value for Money Council**

- As at 31<sup>st</sup> December we have secured £924,000 of our £1 million savings target for 2009/10. We are also projecting £693,000 of efficiencies against a target of £600,000.
- The council has received its Comprehensive Area Assessment (CAA)

organisational rating and has scored strong threes across all assessment areas:

- Managing performance 3 out of 4
- Use of resources 3 out of 4
- Managing finances 3 out of 4
- Governing the business 3 out of 4
- Managing resources 3 out of 4

The CAA is a tougher test of performance than the CPA (Comprehensive Area Assessment) and whilst we have not achieved our aim of scoring a four there are several areas of excellence and strong performance that have been identified through the assessment. These include our performance in helping local people and businesses respond to the recession, community leadership and the pace of improvement, the way we deal with waste, clean streets, falling crime, affordable housing, homelessness and temporary accommodation performance, access to services, electronic transactions, our website and improved value for money.

- 1.4 The Performance Management Framework allows Councillors to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory or new issues arise. There are a number of such items identified in this report and we recommend officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

#### **Cherwell: A District of Opportunity**

- Processing of major planning applications (NI 157a processing of major planning applications within 13 weeks), performance is off target but improving. The service expects to be within target by the year end. This target has been affected by the reduced number of major applications received.
- The percentage of planning appeals upheld against a refusal. This target is reporting red (33% against a target of 30%), however, performance is improving and in December all appeals were won by the Council. It is anticipated that this target will be met by the year end.

#### **A Cleaner Greener Cherwell**

- NI195b (street and environmental cleanliness – detritus), this is the second quarter this target has been reported as red. The service expects to be on track in quarter four.

#### **An Accessible Value for Money Council**

- We have improved our performance in terms of benefits processing this quarter both in relation to new claims and changes to circumstances. However, this is still an area for improvement and we will keep it under review and provide a further update in the quarter 4 report.

## **Conclusion**

- 1.5 In this report we show that at the third quarter the Council continues to make excellent progress on delivering its ambitions to improve the services delivered to the public. We have highlighted a small number of areas which the Council needs to keep under review to ensure we meet our targets and also identified emerging issues which we will report on in the next quarter.

## **Background Information**

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### **2.1 Progress on Issues Raised**

The Executive on 16 November 2009 requested progress reports on a number of areas identified in the quarter 2 performance report as areas where targets had not been met or where there were emerging issues. The position in relation to these is outlined below:

#### **Cherwell: A District of Opportunity**

- Markets Contract: issues around the contract for Banbury market, with the current operator in receivership, resulting in a loss of income for the council and a new procurement process to secure the future of the market having started.

The market contract has now been awarded, and will commence from 1<sup>st</sup> April 2010.

- The percentage of planning appeals allowed against a refusal decision: trends in performance can be an indicator of the quality of development control decision making. Performance does however fluctuate as a result of normal variations in decision outcomes, so a short term decline in performance is not necessarily significant.

The Head of Development Control and Major Developments continues to monitor reasons for adverse appeal decisions. In general performance is improving and this is due to careful examinations of reasons for refusal. We believe we will meet end of year targets. In November only one appeal decision was received, this was allowed.

January Update: It should be noted that in January 2010 the RAF Upper Heyford redevelopment appeal decision was received and the appeal was allowed. Planning permission has been granted, subject to detailed conditions and legal undertakings. The Planning Committee will receive a detailed report in due course. This appeal decision will be reflected in the quarter four performance report and is noted here as the decision was received as this report was being drafted.

#### **A Cleaner Greener Cherwell**

- Ensuring the council effectively demonstrates its community leadership role in tackling climate change.



During the last quarter the council has taken a proactive approach to its community leadership role in tackling climate change. We are working with the Energy Saving Trust to prepare a community engagement action plan, Cherwell Link (the council's all household newsletter) included an article on climate change and the council's approach and the Local Strategic Partnership has an established sub-group which supports the delivery of the climate change objectives with the sustainable community strategy, Cherwell District Council is playing a leading role in this group.

### **An Accessible Value for Money Council**

- Benefits processing: The time taken to process new benefits claims and changes of circumstances:

We have improved our performance in terms of benefits processing this quarter. NI 181 (the time taken to process housing / council tax benefit – new claims and changes to circumstances) is now within target and service improvements have been put in place to ensure this performance is sustainable.

Exch 003 (average time to process new benefits claims). Our target of 20 days for the quarter was missed as our year to date performance is at 34.88 days. However, our performance does show continual improvement (in quarter 2 the year to date figure was 42.31 days). Looking specifically at performance for the month of December reflects this improvement with an average processing time of 19.87 days for new claims (within the target of 20 days).

Exch 004 (average time to process changes in circumstances). Our performance this quarter is 11.99 against a target of 13.00 days. Our trend of performance is continuing to improve with 7.53 days achieved in the month of December. Whilst new claims have taken a priority we expect to sustain this performance as the caseload is more up to date.

## **2.2 Overview of Performance**

The performance against the Corporate Scorecard is shown in appendix 1. In the sections below there is a summary of the performance against each of the frameworks that make up the Corporate Scorecard. This is followed by a summary of the performance on delivering the Strategic Service Projects and the Corporate Improvement Plan; the performance of the Council's seventeen significant partnerships; and the status of the Council's Strategic Risks. The details are contained in appendices one to eight.

## **2.3 Corporate Scorecard – Local Area Agreement**

There are 16 National Indicator targets that are priorities for district councils within the Local Area agreement. Out of these in Cherwell 7 are green and 1 is red. 3 are new indicators this year and have no targets and 5 indicators are not reported this quarter.

### **Successes**

- National Indicator 195a – Improved Street and Environmental Cleanliness (litter) is on track.
- Cherwell District Council is continuing to take a lead role in coordinating the Oxfordshire district councils' performance management of the 16 district LAA targets.

### **Issues**

- National Indicator 195b – Improved Street and Environmental Cleanliness (detritus). Detritus levels remained slightly greater than the target. It is expected that we will be back on track by year end. It should be noted that detritus levels in shopping areas were very good and that the areas of greater concern were main and rural roads.

**Details in Appendix 2**

## **2.4 Corporate Scorecard – Community Plan**

Progress in delivering the Community Plan is measured against 29 targets. Because delivering the Community Plan involves a number of agencies not all of these targets are the responsibility of Cherwell District Council. Where they are then they are included in our Corporate Plan. In total 16 of the targets are Green, 3 Amber and 1 Red. The remainder do not report this quarter.

### **Issues**

- Teenage conception remains an area of concern; this issue has been included within the new Sustainable Community Strategy.

## **2.5 Corporate Scorecard – Corporate Plan Promises & Corporate Plan**

The Corporate Scorecard includes the 16 service promises which were included in the 2009/10 Council Tax Leaflet which was sent to every household in Cherwell. Of these 13 are Green and 3 Amber.

In this framework we also monitor the performance of 21 National Indicators that link directly to the delivery of our Strategic Priorities. 11 are Green, 1 Amber and 2 Red. The rest do not report this quarter.

### **Successes**

- Local Development Framework. The team is on track to deliver a draft Core Strategy to Executive in February 2010.
- Delivery of affordable 100 homes. Exceeding performance expectations with the 2009/10 total now at 159.
- The CCTV upgrade project commenced on 5<sup>th</sup> January 2010.
- The food waste recycling project is on track with 17000 properties in Kidlington and the villages around Banbury now covered by collections.

The rest of the district will be able to participate in food waste recycling as the scheme is rolled out between January and March 2010.

- We are continuing to reduce the number of households in temporary accommodation, our performance is on target with 37 households currently in temporary accommodation.
- The new Spiceball Leisure Centre opened to the public in December ahead of schedule.
- Improving access to services: a number of partners have worked with us to improve access to local services. The Citizen's Advice Bureaux started a new surgery at our Castle Quay link point in January 2010; we are talking to Job Centre Plus about jobseeker sign on services in Bicester.
- Customer complaints – this quarter we continue to meet all of our targets in terms of dealing with customer complaints.

### **Issues**

- Progress towards a residents parking scheme in Banbury remains off track. This is due to delays at the County Council. A report is being taken to Executive in January 2010.
- Undertake improvements to open markets. Whilst the contract for Banbury Market has now been let it has not been possible to take forward scrutiny recommendations for Bicester and Kidlington. This has been due to staff shortages in Licensing. Both Bicester and Kidlington Parish Councils have been informed. Work with the Banbury market contractor to look at a programme of specialist markets will commence to bring this work back on track.

**Details in Appendix 3**

## **2.6 Corporate Scorecard – Priority Service Indicators**

These are a basket of 39 National Indicators and local service indicators that measure key aspects of service delivery that are not covered in the Community Plan or Corporate Plan. Of these 25 are reported in this quarter. 16 are Green, 3 Amber and 5 Red. Indicators that are red in this quarter are in the planning and benefits services, these issues are outlined in paragraph 1.4 in this report.

### **Successes**

- Processing of minor planning applications has improved again this quarter, up from 82% to 84% of applications processed within time. Likewise processing of 'other' planning applications is exceeding target.
- As noted in paragraph 2.1 benefits assessment performance shows steady improvement. However, performance is being kept under close watch to ensure improvement is sustained.

### **Issues**

- There continues to be a slight dip in museum attendance. It is possible

that performance has been affected by Sunday closures (which begun in September 2009). Attendance is being closely monitored. However, the education programme is proving extremely successful with 1526 school children from 31 different schools attending this quarter.

- Planning, character appraisals – performance is slightly off track in terms of the number of up to date character appraisals. This is due to work on the Local Development Framework taking priority.

**Details in Appendix 4**

## **2.7 Corporate Scorecard – Financial Performance**

There are four finance targets. All are reporting green in this quarter; as such there are no issues of concern. We are projecting that we will meet and exceed our target for efficiency savings this year.

## **2.8 Corporate Scorecard – Human Resources**

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and workforce capacity. Two are Green (staff turnover and sickness) and one is Amber (workforce capacity).

### **Successes**

- The 'Expressions of Interest' process has been successfully completed and noted as good practice in terms of workforce planning.
- Managing sickness absence – our performance remains on target due to proactive implementation of the revised sickness management process.

### **Issues**

- Workforce capacity: there have been some delays in recruitment due to the process of advertising internally first.

## **2.9 Corporate Scorecard – Customer Feedback**

Three issues are covered: satisfaction with customer service when contacting the Council; feelings of safety; and feeling well informed about the Council. The first is collected through monthly sample surveys the other two are collected by questions in the annual Customer Satisfaction Survey.

### **Successes**

- The monthly performance target (over 90% of customers satisfied with our service when contacting the council) is at 96%. Performance has been consistently on target.
- 83% of residents feel safe at home or in the community (against a target of 79%)

## **Issues**

- 65% of customers feel well informed about the Council (our target is 72%). Managers conference considered this issue and a task and finish group will take forward actions in 2010.

### **2.10 Strategic Service Projects**

At the beginning of 2009/10 we identified 10 service-based projects that are of strategic significance because of the resources involved, their impact on the Council's reputation or their contribution to delivering the Council's corporate priorities. Two of these projects have now been completed (the Banbury Health Centre and The Banbury Bankside Development permission). Of the remaining projects 3 are reporting as Green and 5 as Amber.

## **Successes**

- Eco Town: progress on this project continues. Discussions around funding are positive and an outcome regarding a grant for eco town support work is expected soon.

## **Issues**

- Southwest Bicester: the developer had felt that under the current climate it was uneconomic to commence the project. However, a proposal for a revised planning agreement is emerging which should allow the development to start.

**Details in Appendix 5**

### **2.11 Corporate Improvement Plan**

Executive on 27 April 2009 agreed the 2009/10 Corporate Improvement Plan. This continues the overall theme of previous years of delivering continuous improvement in the performance of the Council. In recognition of the impact of external factors, particularly the economic recession, there is a focus on three key areas: supporting jobs and economic regeneration; developing partnership working; improving value for money. There are 51 items in the Corporate Improvement Plan, 35 are Green and 12 Amber, 1 is red and the rest do not report this quarter.

## **Successes**

- Working with Thames Valley Police we have launched a publicity campaign to address perceptions of anti-social behaviour.
- The council continues to focus on data quality through the management information strategy. Our work has been recognised by the Audit Commission and our Use of Resources rating in this area has improved from a score of 2 to 3.

## **Details in Appendix 6**

### **2.12 Significant Partnerships**

The Council has identified 17 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together.

#### **Successes**

- The Cherwell Community Planning Partnership has formally ceased to exist and its successor body, the Cherwell Local Strategic Partnership has come into being. This new partnership has adopted the sustainable community strategy 'Our District, Our Future' and is currently planning a launch event with local stakeholders.
- In the quarter 2 report it was noted that the Oxfordshire Economic Partnership had not yet resolved its issues of district council representation. In quarter 3 it has been confirmed that Councillor Bolster has become a member of the revised partnership board. In addition the project bid made by the partnership for LAA reward funding has been revised to more closely reflect district council priorities.

#### **Details in Appendix 7**

### **2.13 Strategic Risks**

In order to effectively manage its performance and resources the Council needs to be aware of the risks it faces and to have arrangements in place to manage these. In our quarter 1 report we identified the benefits of integrating risk and performance management and gave an overview of the project we have initiated to achieve this.

We have six strategic risks identified on our register that we review in each quarterly Executive performance report corporate and operational or service risks are reviewed at the directorate and service level.

#### **Status this quarter**

- Our project to integrate the risk and performance management frameworks remains on track. All strategic, corporate and service risks are currently being reviewed before they are added to the integrated performance and risk register.
- Responsibility for strategic risk management will be taken on by the Corporate Strategy, Performance and Partnerships Team. The Performance Management Framework will be updated to include risk, resulting in a fully integrated approach to performance and risk from 2010/11.
- All current strategic risks and mitigation actions have been reviewed and

updated this quarter.

- There are no additional issues arising with regards to any of our strategic risks.

**Details in Appendix 8**

## **Key Issues for Consideration/Reasons for Decision and Options**

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3.1 This report presents the Council's performance against its corporate scorecard for the third quarter of 2009/10. It includes an overview of our successes, areas for improvement and emerging issues to be considered.

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

- Option One**
1. To note the many achievements referred to in paragraph 1.3.
  2. To request that officers report in the fourth quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues.
  3. To agree the responses identified to issues raised in the last quarterly performance report in paragraph 2.1 or to request additional action or information.
- Option Two**
- To identify any additional issues for further consideration or review.

## **Consultations**

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

## **Implications**

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**Financial:**

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

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

Comments checked by Karen Curtin, Head of Finance  
01295 221551

**Legal:** Maintaining National Indicators is a statutory requirement.

Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686

**Risk Management:**

The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives and improve customer satisfaction. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Corporate Risk Register and there is an update on managing risks recorded at least quarterly. A failure to identify and improve key drivers of customer satisfaction through effective Performance Management is one of the Council's strategic risks.

Comments checked by Rosemary Watts, Risk and Insurance Officer, 01295 221566

**Data Quality**

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

Comments checked by Helen Couperthwaite, Community and Corporate Planning Officer, 01295 221751.

**Wards Affected**

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All

**Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Corporate Scorecard 2009/2010
Appendix 2	Local Area Agreement
Appendix 3	Corporate Plan
Appendix 4	Priority Service Indicators
Appendix 5	Strategic Service Projects
Appendix 6	Corporate Improvement Plan
Appendix 7	Significant Partnerships
Appendix 8	Strategic Risks
<b>Background Papers</b>	
<b>Report Author</b>	Claire Taylor, Community and Corporate Planning Manager.
<b>Contact Information</b>	01295 221563 claire.taylor@cherwell-dc.gov.uk



## Corporate Scorecard

April - December 2009

Total GREEN	19	21
AMBER	9	8
RED	1	1
NO DATA (N/A)	0	0

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Two	Quarter Three
<b>Working in Partnership</b>					
Local Area Agreement	Community & Corporate Planning	Quarterly	Data available for 8 of 16 indicators. Of these 7 are Green and 1 Red.	A	A
Cherwell Community Plan	Community & Corporate Planning	Quarterly	Data available for 21 of 29 indicators. Of these 17 are Green, 3 Amber and 1 Red.	A	A
<b>Corporate Plan Promises</b>					
<b>A district of opportunity</b>					
Work with partners to start the Bicester town centre development	Economic Development & Estates	Monthly	Very good progress is being made towards a start early in 2010, but one significant issue needs to be agreed before the formal agreements can be completed.	A	A
Contribute to the creation of 200 new jobs	Economic Development & Estates	Monthly	317 jobs have been recorded as having been created in the year to date, although 655 are recorded as having been lost.	G	G
Help and support Cherwell's residents and businesses through uncertain times	Economic Development & Estates	Monthly	There have been continued successful job clubs held on a weekly basis. An apprenticeship scheme has been launched with a number of opportunities being created.	G	G
Deliver 100 affordable homes	Housing Services	Monthly	There were six affordable housing completions in December at Appleby Close Banbury. This takes the 09/10 total up to 159.	G	G
Make major improvements to Parsons Street, Banbury	Economic Development & Estates	Monthly	The project is ahead of schedule and within budget. The response from businesses and members of the public has been generally very positive.	G	G
<b>A safe and healthy Cherwell</b>					
Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents compared to 2008/09	Safer Communities & Community Development	Monthly	All crime is currently 452 less than the same period last year.	G	G
Continue to support the provision of the best possible services at the Horton Hospital	Recreation & Health	Monthly	PCT have determined that the future requirement should be consultant delivered obstetric and paediatric services with other primary/secondary care integration. Concern still exists about deliverability and affordability of the required model which the Oxford Radcliffe Hospitals Trust is considering by March 2010 in conjunction with the PCT.	A	A

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Two	A
Continue to support new and improved health care services in Bicester and surrounding area	Recreation & Health	Monthly	Long list of potential bidders drawn up by PCT for three procurement options. Preparation of Invitation to Participate Document well underway for issue in early 2010. Location of new hospital not yet determined. Community Forum set up.	A	G
Open our new Spiceball leisure centre and improved Bicester and Kidlington leisure centres and re-open the Woodgreen Open Air Pool	Recreation & Health	Monthly	New Spiceball Leisure Centre opened to the public on budget and ahead of published completion date. Bicester Leisure Centre and Kidlington Leisure Centre continue to be well received by customers. Woodgreen Open Air Pool opened to the public 2 August 2009. Pool has been very well received by customers although weather has been mixed. Pool closed at the end of September, snagging works largely complete.	G	G
<b>A cleaner, greener Cherwell</b>					
Increase residents' satisfaction with street and environmental cleanliness from 66% to 70% by improving the removal of dog mess and abandoned vehicles	Environmental Services	Monthly	Customer satisfaction has risen to 67% but the 70% target has been missed.	A	A
Remove 90% of fly tipping within 48 hours	Environmental Services	Monthly	Good annual performance - as well as speed of removal. The number of fly tips has reduced and the number of successful prosecutions has increased.	G	G
Increase the household recycling rate to 50% by 31 March 2010	Environmental Services	Monthly	End of year recycling rate expected to be between 51 and 51.5%.	G	G
Reduce the Council's vehicle emissions by 10%	Environmental Services	Monthly	On track - four new Euro V vehicles arrived in December to replace four Euro III vehicles	G	G
<b>An accessible, value for money Council</b>					
Make it easier for local businesses to trade with us	Finance	Monthly	Continuing to encourage officers to break down contracts into lots to allow smaller local companies to tender even when entering into collaborative procurement with other authorities - e.g. public toilet cleansing.	G	G
Take the steps needed to reduce our costs by a further £1m by the beginning of 2010/11	Finance	Monthly	As at 31st December 2009 we have secured £924K of the £1M - (92%). The remaining £76,000 may not be achieved from specific actions but will be achieved from other efficiencies. This action plan is being reviewed regularly by CMT and forms part of our monthly budget monitoring Dashboard.	A	G
Place 10 new 'Link Points' in our rural areas to provide residents and businesses with a greater choice of access to our services	Customer Service & Information Systems	Monthly	We are on target to deliver 6 kiosks, 3 PCs and 6 rural paypoints by the end of the year.	G	G
<b>Performance Indicators</b>					

Performance against Priority Service Indicators	Community & Corporate Planning	Monthly	19 of the 24 PSIs (79%) where data is available have scored Green or Amber.	R	R
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Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Two	Quarter Three
<b>Financial Performance</b>					
Percentage variance on revenue budget expenditure against profile (+2% / -5%)	Finance	Monthly	We are projecting to be on track to budget. Service overspends and reduced income have been offset by reduced expenditure in other areas.	G	G
Percentage variance on capital budget expenditure against profile (+2% / -5%). Capital (a): Sports Centre Modernisation	Finance	Monthly	Project profile on track.	G	G
Capital (b): Other Capital Projects	Finance	Monthly	Executive already approved slippage of £2.2 m to 10/11. A thorough review of Capital is being completed as part of Qtr 3 PMF Reporting. Further slippage requests will be made to Executive. Projects remaining will be delivered according to revised profiles	A	G
Secure £600,000 efficiency savings of which £200,000 is procurement savings	Finance	Monthly	We are projecting to deliver £693K efficiencies against a target of £600K. A number of efficiencies included within the £1M Action plan are being considered for inclusion.	G	G
<b>Human Resources</b>					
Staff turnover (voluntary leavers)	Human Resources	Quarterly	Voluntary turnover remains low mainly due to current economic climate.	G	G
Number of days lost through sickness	Human Resources	Quarterly	Well within target due to successful management of Sickness Absence policy and procedures.	G	G
Workforce capacity (excluding temporary, casual and agency staff)	Human Resources	Quarterly	Some delays in recruitment due to process of advertising internally first, so post remains vacant for longer. Also following Expressions of Interest requests being approved, several posts will remain vacant until deleted from Establishment in January stats.	G	A
<b>Customer Feedback</b>					
Ensure that at least 90% of our customers when asked are satisfied with our customer service when contacting the Council	Customer Service & Information Systems	Monthly	97% of phone callers and 94% face to face visitors were satisfied - a composite total 96% satisfied.	G	G
Ensure that at least 79% of residents when asked say they feel safe at home and in the community	Safer Communities & Community Development	Annual	CDC Annual Satisfaction Survey 2009 aggregated result = 82.75%.	G	G
Ensure that 72% of our customers when asked feel well informed about the Council	Communications	Annual	Actions from the management conference will help address this. Implementation to be discussed when comms team moves to its new home. Likely candidate for task and finish group.	A	A

Collected for information only (no RAG score):

Other Surveys					
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance		
Customer Satisfaction Survey (for information purposes only)	Community & Corporate Planning	Annual	Satisfaction survey completed. General trend of improvement. Overall satisfaction: 2006 = 60% 2007 = 65% 2008 = 67%. Some areas of weakness around Anti-Social Behaviour, CCTV, communications and contact.		
Inspection Scores					
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance	Rating 2008/2009	Rating 2009/2010
CPA	Improvement Team; Community & Corporate Planning		Awarded March 2009	Excellent	
CAA - Area Assessment	Improvement Team; Community & Corporate Planning	Annual	Outcome expected September/October 2009		
CAA - Organisational Assessment	Improvement Team; Community & Corporate Planning	Annual	Outcome expected September/October 2009		
Use of Resources	Finance	Annual	Awaiting national moderation	Forecast 3	
Direction of Travel	Improvement Team; Community & Corporate Planning	Annual	Available November 2009		
Data Quality	Improvement Team; Community & Corporate Planning	Annual	Latest assessment March 2009.	3 expected (to be confirmed November 2009)	
Equalities Framework	Community & Corporate Planning	Annual	Peer review due September 2009.	3 of 5	
Investors in People	Human Resources	Annual	Awarded January 2009	Accredited	Accredited

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**Local Area Agreement 2009/2010**  
**April - December 2009**

	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
<b>Cherwell: A District of Opportunity</b>							
NI154 Net additional homes provided	291	188	<b>G</b>	348	282	<b>G</b>	Comparator of 376 for the year (94 per quarter) is based on expected supply from deliverable and developable sites as shown in the 2008 Annual Monitoring Report. The (provisional) return is low reflecting the impact of the recession on housebuilding. Housing delivery was considered in a report presented to the Executive on 2 November 2009.
NI155 Number of affordable homes delivered (gross)	77	50	<b>G</b>	159	80	<b>G</b>	
NI156 Number of households living in temporary accommodation	49	49	<b>G</b>	37	41	<b>G</b>	
<b>A Safe and Healthy Cherwell</b>							
NI8 Adult participation in sport and active recreation (%)							Next report due March 2010.
NI21 Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (%)	26.80	No target set					Place Survey indicator. Baseline in 2008/2009.
NI110 Young people's participation in positive activities (%)							Next report due March 2010.
<b>A Cleaner, Greener Cherwell</b>							
NI185 CO2 reductions from local authority operations (%)							Next report due March 2010.
NI188 Planning to Adapt to Climate Change							Next report due March 2010.
NI191 Residual household waste per household (kg)	242.60	245.00	<b>G</b>	359.42	367.50	<b>G</b>	Should finish around 470 - 490kg/household. Exact performance difficult to predict as it depends on food waste recycling which is being rolled out Jan - March.

**Local Area Agreement 2009/2010**  
**April - December 2009**

	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI192 Percentage of household waste sent for reuse, recycling and composting	55.07	50.00	<b>G</b>	53.11	50.00	<b>G</b>	Recycling rate should finish the year in the range 51-51.5%
NI195a Improved street and environmental cleanliness (litter) (%)	4.00	4.00	<b>G</b>	3.00	4.00	<b>G</b>	Litter performance on track
NI195b Improved street and environmental cleanliness (detritus) (%)	10.00	9.00	<b>R</b>	11.00	9.00	<b>R</b>	Detritus levels on main roads and rural roads slightly higher - seasonal issue. Detritus levels in shopping areas very good. Detritus levels still expected at 9 by year end.
NI196 Improved street and environmental cleanliness - fly tipping							Next report due March 2010.
<b>Cherwell: An Accessible, Value for Money Council</b>							
NI15 Overall/general satisfaction with local area (%)	83.80	No target set					Place Survey indicator. Baseline in 2008/2009.
NI140 Fair Treatment by local services (%)	74.90	No target set					Place Survey indicator. Baseline in 2008/2009.
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (£k)	305,000	300,000	<b>G</b>	450,000	450,000	<b>G</b>	We are projecting to deliver £693,000 efficiencies against a target of £600,000. A number of the £1m action plan savings may be allowable and will be reported in the Q4 report.



**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Cherwell: A District of Opportunity</b>			
DCP01.1.2 Submit LDF Core Strategy	<b>A</b>	<b>G</b>	<b>CMT Success</b> On track to submit Draft Core Strategy to Executive in February 2010
DCP01.1.3 Complete Canalside Regeneration Area Supplementary Planning Document draft	<b>G</b>	<b>G</b>	
DCP01.2.2 Work with partners to start Bicester town centre development	<b>A</b>	<b>A</b>	Very good progress is being made towards a start early in 2010, but one significant issues needs to be agreed before the formal agreements can be completed
DCP01.2.3 LDF Core Strategy submission to include justification for new employment land provision	<b>A</b>	<b>G</b>	
DCP01.3.1 Contribute to the creation of 200 new jobs	<b>G</b>	<b>G</b>	317 jobs have been recorded as having been created in the year to date, although 655 are recorded as having been lost.
DCP01.3.2 Help and support Cherwell's residents and businesses through uncertain times	<b>G</b>	<b>G</b>	There have been continued successful job clubs held on a weekly basis. An apprenticeship scheme has been launched with a number of opportunities being created.
DCP01.4.2 Deliver £200,000 funding for transport infrastructure through developer contributions	<b>A</b>	<b>A</b>	<b>CMT Emerging Issue</b> Developer contributions are limited due to the economic climate and the reduction in significant/large scale planning applications. There has however been indication that
DCP01.5.2 Achieve 300 new homes	<b>G</b>	<b>G</b>	
DCP01.5.3 Deliver 100 affordable homes	<b>G</b>	<b>G</b>	<b>CMT Success</b> There were six affordable housing completions in December at Appleby Close Banbury. This takes the 09/10 total up to 159.

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
DCP01.6.4 Fully integrate Choice Based Letting and housing advice available through CCC	<b>G</b>	<b>G</b>	<b>CMT Success</b> This is complete.
DCP01.6.5 Temporary Accommodation Strategy operational	<b>G</b>	<b>G</b>	<b>CMT Success</b> The number of households living in temporary accommodation remains low at 37.
DCP01.7.2 Spend £400,000 on investing in better quality housing for vulnerable people	<b>G</b>	<b>G</b>	<b>CMT Success</b> £103,599.00 was spent on Disabled Facility Grants in December. This takes the total years spend up to £718,149.87
DCP01.8.3 Make major improvements to Parsons Street, Banbury	<b>G</b>	<b>G</b>	The project is ahead of schedule and within budget. The response from businesses and members of the public has been generally very positive.
DCP01.8.4 Undertake improvements to open markets	<b>G</b>	<b>A</b>	<b>CMT Exception</b> It has not been possible to progress Scrutiny Recommendations for Bicester and Kidlington Markets in light of staff shortages and higher priorities. The Banbury Market Contract has been progressed with considerable effort into soft market testing, PQQ and preparing the License documents. Tenders were returned on 3 December and evaluation complete.
DCP01.8.5 Invest in enhancement of market square in Bicester	<b>G</b>	<b>G</b>	The outcome of the public consultation is being analysed, and will be considered by the project board in January.
DCP01.8.6 Implement the Banbury Visitor Management Plan	<b>G</b>	<b>G</b>	
DCP01.8.7 Prepare a Banbury Residents Parking Scheme	<b>R</b>	<b>R</b>	<b>CMT Exception</b> Reporting to 11 January 2010 Executive.
DCP01.9.3 Complete review of planning policy framework for villages through LDF	<b>G</b>	<b>G</b>	

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI154 Net additional homes provided	291	188	<b>G</b>		282	<b>G</b>	Comparator of 376 for the year (94 per quarter) is based on expected supply from deliverable and developable sites as shown in the 2008 Annual Monitoring Report. The (provisional) return is low reflecting the impact of the recession on housebuilding. Housing delivery was considered in a report presented to the Executive on 2 November 2009.
NI155 Number of affordable homes delivered (gross)	77	50	<b>G</b>	159	80	<b>G</b>	
NI156 Number of households living in Temporary Accommodation	49	49	<b>G</b>	37	41	<b>G</b>	

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**Corporate Plan Actions**  
Number Green and Amber 17  
Percentage 94.44%  
**Status Amber**

**National Indicators**  
3  
100.00%  
**Green**

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>A Safe and Healthy Cherwell</b>			
DCP02.1.6 Ensure at least 79% of residents say they feel safe at home and in the community	<b>G</b>	<b>G</b>	
DCP02.1.7 Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents	<b>G</b>		Awaiting December data from TVP
DCP02.1.8 30% of CCTV recorded incidents to result in arrests (est target 1,400)			Awaiting December data from TVP
DCP02.1.9 Invest in the digital upgrade of CCTV network and the use of fibre optic cables	<b>G</b>	<b>G</b>	CCTV upgrade project commences w/c 5 January 2010
DCP02.2.3 Support 4 voluntary neighbourhood initiatives to reduce anti-social behaviour	<b>G</b>	<b>G</b>	
DCP02.2.4 Invite the public to a minimum of 3 public NAG meetings to develop local priorities	<b>A</b>	<b>A</b>	Trialling public meeting with Kidlington NAG in January
DCP02.3.1 Support the provision of the best possible services at the Horton Hospital	<b>A</b>	<b>A</b>	PCT have determined that the future requirement should be consultant delivered obstetric and paediatric services with other primary/secondary care integration. Concern still exists about deliverability and affordability of the required model which the Oxford Radcliffe Hospitals Trust is considering by March 2010 in conjunction with the PCT.
DCP02.3.2 Support new and improved health care services for Bicester and surrounding areas	<b>A</b>	<b>A</b>	Long list of potential bidders drawn up by PCT for three procurement options. Preparation of Invitation to Participate Document well underway for issue in early 2010. Location of new hospital not yet determined. Community Forum set up.
DCP02.3.4 Work with Primary Care Trust to deliver new GP-led health centre in Banbury	<b>G</b>	<b>G</b>	Project completed successfully and new service commenced September 2009.
DCP02.3.5 Establish a programme to address health inequalities in the District	<b>G</b>	<b>G</b>	Continuing to address issues that have been identified.

DCP02.4.1 Help increase participation in active recreation by 1%	<b>G</b>	<b>G</b>	Good progress to date.Awaiting results from Active People Survey.				
DCP02.4.3 Increase number of new walkers participating annually in local health walks by 10%	<b>G</b>	<b>G</b>	Target exceeded				
DCP02.4.4 Secure funding to deliver the Bicester Multi-Sports Village project	<b>A</b>	<b>A</b>	Progressing Sport England grant application which will be submitted by the end of January 2010				
DCP02.5.2 Open new Spiceball and improved Bicester & Kidlington leisure centres	<b>G</b>	<b>G</b>	<b>CMT Success</b> New Spiceball Leisure Centre opened to the public on budget and ahead of published completion date. BLC and KGLC continue to be well received by customers.				
DCP02.5.3 Re-open Woodgreen Open Air Pool	<b>G</b>	<b>G</b>	Woodgreen open air pool opened to the public 2 August 2009. Pool has been very well received by customers although weather has been mixed. Pool closed at the end of September, snagging works largely complete.				
DCP02.5.4 Replace synthetic pitch surfaces at Coopers School and North Oxon Academy	<b>G</b>	<b>G</b>	Replacement STP's completed and opened in September, on time and on budget.				
DCP02.6.4 Support and improve 19 community recreation venues through grant aid funding	<b>G</b>	<b>G</b>	Target achieved.				
DCP02.6.5 increase numbers of new older people participating in group activities by 300	<b>G</b>	<b>G</b>					
DCP02.6.6 Increase participation by young people in positive activities by 1%	<b>G</b>	<b>G</b>	More opportunities to participate have been provided. Awaiting results from Tell Us Survey.				
DCP02.6.7 Support Banbury Town Council in preparing football development plan for town	<b>G</b>	<b>G</b>	Progressing Football Development Plan with Banbury Town Council.				
National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI08 Adult participation in sport and active recreation (%)							Next report due March 2010.
NI015 Serious violent crime rate (per 1,000 population)	0.25	0.19	<b>R</b>		27.30		
NI016 Serious acquisitive crime rate (per 1,000 population)	4.06	3.88	<b>A</b>		0.28		

NI020 Assault with injury crime rate (per 1,000 population)	3.15	3.18	<b>G</b>		5.82		
NI110 Young people's participation in positive activities (%)					80.50		Next report due March 2010.

**Corporate Plan Actions**

**National Indicators**

Number Green and Amber  
Percentage

18  
100.00%

0  
#DIV/0!

**Status**

**Green**

**#DIV/0!**

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment				
<b>A Cleaner, Greener Cherwell</b>							
DCP03.1.3 Increase residents' satisfaction with street & environmental cleanliness from 66% to 70%	<b>A</b>	<b>A</b>	Customer satisfaction has risen to 67% but the 70% target has been missed				
DCP03.1.4 Remove 90% of fly tipping within 48 hours of reporting	<b>G</b>	<b>G</b>	Good annual performance - as well as speed of removal the number of fly tips has reduced and the number of successful prosecutions has increased				
DCP03.1.5 Achieve 94% of land inspected at an acceptable litter standard.	<b>G</b>	<b>G</b>	End of year performance expected to be 96-97%				
DCP03.2.3 Increase the household recycling rate to 50% by 31 March 2010	<b>G</b>	<b>G</b>	End of year recycling rate expected to be 51- 51.5%				
DCP03.2.4 Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010	<b>G</b>	<b>G</b>	Almost 1000 tonnes reduction achieved by the end of Dec09. 1500 - 1900 tonnes reduction by year end expected - dependent on the performance of food waste recycling				
DCP03.2.5 Introduce a food waste recycling service	<b>G</b>	<b>G</b>	Food waste recycling service rolled out to 17000 properties in Kidlington and the villages around Banbury. Rest of district being rolled out from Jan- March				
DCP03.3.1 Undertake 10 county wildlife site surveys	<b>G</b>	<b>G</b>	Completed				
DCP03.4.2 Reduce the Council's vehicle emissions by 10%	<b>G</b>	<b>G</b>	On track - four new Euro V vehicles arrived in December to replace four Euro III vehicles				
DCP03.5.2 Inform all businesses on actions they can take to reduce carbon emissions	<b>G</b>	<b>A</b>	Running late since climate change resources have been utilised on DECC bid for Bicester - hopefully work should start in Feb 10				
DCP03.6.2 Achieve at least 72% resident satisfaction with green spaces and public areas	<b>G</b>	<b>G</b>	Completed				
<b>National Indicators</b>							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI191 Residual household waste per household (kg)	242.60	245.00	<b>G</b>	359.42	367.40	<b>G</b>	Should finish around 470 -490kg/household. Exact performance difficult to predict as it depends on food waste
NI192 Percentage of household waste sent for reuse, recycling and composting	55.07	50.00	<b>G</b>	53.11	50.00	<b>G</b>	Recycling rate should finish the year in the range 51- 51.5%

NI194i Emissions of NOx							Next report due March 2010.
NI194ii Percentage reduction in NOx emissions							Next report due March 2010.
NI194iii Emissions of PM10							Next report due March 2010.
NI194iv Percentage reduction in PM10 emissions							Next report due March 2010.
NI195a Improved street and environmental cleanliness (litter) (%)	4.00	4.00	<b>G</b>	3.00	4.00	<b>G</b>	Litter performance on track
NI195b Improved street and environmental cleanliness (detritus) (%)	10.00	9.00	<b>R</b>	11.00	9.00	<b>R</b>	Detritus levels still expected at 9 by year end
NI195c Improved street and environmental cleanliness (graffiti) (%)	0.00	1.00	<b>G</b>	0.00	1.00	<b>G</b>	
NI195d Improved street and environmental cleanliness (fly posting) (%)	0.00	1.00	<b>G</b>	0.00	1.00	<b>G</b>	
NI 196: Improved street and environmental cleanliness - fly tipping							Next report due March 2010.

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**Corporate Plan Actions**

**National Indicators**

Number Green and Amber Percentage

10  
100.00%

5  
83.33%

**Status**

**Green**

**Red**



**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Cherwell: An Accessible, Value for Money Council</b>			
DCP04.01.2 Ensure that at least 90% of our customers are satisfied with our customer service	<b>G</b>	<b>G</b>	97% of phone callers and 94% of face to face visitors were satisfied - a composite total 96% satisfied.
DCP04.01.4 Provide customers with a simple choice of numbers to access Council services	<b>G</b>	<b>G</b>	Options will be presented for consideration by Executive in March 2010.
DCP04.02.2 Work towards achieving excellent status in the Equality Standard for Local Government	<b>A</b>	<b>G</b>	Corporate Equalities Action Plan for 2010-2013 drafted, new Equalities Impact Assessment rolling plan in place. On track for peer assessment in November 2010.
DCP04.03.2 90% of complaints received are resolved within Stage One	<b>G</b>	<b>G</b>	All complaints recorded by and dealt with by customer service are resolved in stage one.
DCP04.03.3 95% of all complaints that are escalated to Stage Two are resolved	<b>G</b>	<b>G</b>	No complaints received by customer service have been escalated.
DCP04.03.4 No complaints escalated from Stage Three to the Ombudsman	<b>G</b>	<b>G</b>	No complaints recorded by customer service have been escalated to stage 3.
DCP04.04.4 Retain overall score of 3 in UoR Assessment and secure score of 4 for at least 1 KLoE	<b>A</b>		
DCP04.04.5 Secure £600,000 efficiency savings of which £200,000 procurement savings	<b>G</b>	<b>G</b>	We are projecting to deliver £693K efficiencies against a target of £600K. A number of efficiencies included within the £1M action plan are being considered for inclusion.
DCP04.04.6 Make it easier for local businesses to trade with us	<b>G</b>	<b>G</b>	Continuing to encourage officers to break down contracts into lots to allow smaller local companies to tender even when entering into collaborative procurement with other authorities - e.g. public toilet cleansing.
DCP04.05.2 Take steps to reduce our costs by further £m by 2010/11	<b>A</b>	<b>G</b>	As at 31st December 2009 we have secured £924K of the £1M (92%). The remaining £76,000 may not be achieved from specific actions but will be achieved from other efficiencies. This action plan is being reviewed regularly by CMT and forms part of our monthly budget monitoring Dashboard.
DCP04.06.2 Produce a combined annual report of performance and finance	<b>A</b>	<b>G</b>	
DCP04.07.4 Promote the web based Positive Activities Offer to young people	<b>G</b>	<b>G</b>	Continuing to develop the web site through consultation with the youth forums.
DCP04.07.5 Place 10 new 'Link Points' in rural areas	<b>G</b>	<b>G</b>	We are on target to deliver 6 kiosks, 3 PCs and 6 rural paypoints by the end of the year.

	Quarter Two	Quarter Three	Comment				
DCP04.07.6 Enable access to a limited number of our partners' services through our access points	G	G	Surgeries by Sanctuary, PCSOs and CAB have developed this quarter. We continue as alternative office for the Pensions' Service and to deliver information and some services for the County Council. Talks are ongoing with JobCentre Plus about delivery of jobseeker sign-on from Bicester, and the CAB will start a new surgery in our Castle Quay link Point in January.				
DCP04.07.7 Promote local events through the North Oxfordshire.com website	G	G	visitnorthoxfordshire.com now has an extensive events section and replaces the printed what's on publication.				
DCP04.08.2 Increase the number of public Council meetings which are webcast	G	G	No new meetings were webcast in December; the Planning meeting of December 10 was the most popular webcast. In the past quarter we have trialled a "talking head" webcast and added the Parish Liaison meeting to the schedule. The Better Healthcare meeting in November was the second most popular webcast of the quarter with 100 viewers, just behind the November Planning Committee.				
DCP04.09.2 Ensure that 72% of our customers when asked feel well informed about the Council	A	A	Actions from the management conference will help address this. Implementation to be discussed when communications team moves to its new home. Likely candidate for task and finish group.				
DCP04.10.2 We will increase the percentage of transactions completed electronically to 50%	G	G	At 65% we have exceeded this target.				
National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI14 Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer (%)	6.99	15.00	G	6.38	15.00	G	Phones - value 2946, avoidable 452, face to face - value 6893, avoidable 60. Refresher training arranged for staff.
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (£)	305,000	300,000	G		450,000		

## Corporate Plan Actions

Number Green and Amber Percentage

17  
100.00%

Status

Green

## National Indicators

1  
100.00%

Green

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Cherwell: A District of Opportunity</b>			
DCP01.1.2 Submit LDF Core Strategy	<b>A</b>	<b>G</b>	<b>CMT Success</b> On track to submit Draft Core Strategy to Executive in February 2010
DCP01.1.3 Complete Canalside Regeneration Area Supplementary Planning Document draft	<b>G</b>	<b>G</b>	
DCP01.2.2 Work with partners to start Bicester town centre development	<b>A</b>	<b>A</b>	Very good progress is being made towards a start early in 2010, but one significant issues needs to be agreed before the formal agreements can be completed
DCP01.2.3 LDF Core Strategy submission to include justification for new employment land provision	<b>A</b>	<b>G</b>	
DCP01.3.1 Contribute to the creation of 200 new jobs	<b>G</b>	<b>G</b>	317 jobs have been recorded as having been created in the year to date, although 655 are recorded as having been lost.
DCP01.3.2 Help and support Cherwell's residents and businesses through uncertain times	<b>G</b>	<b>G</b>	There have been continued successful job clubs held on a weekly basis. An apprenticeship scheme has been launched with a number of opportunities being created.
DCP01.4.2 Deliver £200,000 funding for transport infrastructure through developer contributions	<b>A</b>	<b>A</b>	<b>CMT Emerging Issue</b> Developer contributions are limited due to the economic climate and the reduction in significant/large scale planning applications. There has however been indication that
DCP01.5.2 Achieve 300 new homes	<b>G</b>	<b>G</b>	
DCP01.5.3 Deliver 100 affordable homes	<b>G</b>	<b>G</b>	<b>CMT Success</b> There were six affordable housing completions in December at Appleby Close Banbury. This takes the 09/10 total up to 159.

DCP01.6.4 Fully integrate Choice Based Letting and housing advice available through CCC	G	G	<b>CMT Success</b> This is complete.
DCP01.6.5 Temporary Accommodation Strategy operational	G	G	<b>CMT Success</b> The number of households living in temporary accommodation remains low at 37.
DCP01.7.2 Spend £400,000 on investing in better quality housing for vulnerable people	G	G	<b>CMT Success</b> £103,599.00 was spent on Disabled Facility Grants in December. This takes the total years spend up to £718,149.87
DCP01.8.3 Make major improvements to Parsons Street, Banbury	G	G	The project is ahead of schedule and within budget. The response from businesses and members of the public has been generally very positive.
DCP01.8.4 Undertake improvements to open markets	G	A	<b>CMT Exception</b> It has not been possible to progress Scrutiny Recommendations for Bicester and Kidlington Markets in light of staff shortages and higher priorities. The Banbury Market Contract has been progressed with considerable effort into soft market testing, PQQ and preparing the License documents. Tenders were returned on 3 December and evaluation complete.
DCP01.8.5 Invest in enhancement of market square in Bicester	G	G	The outcome of the public consultation is being analysed, and will be considered by the project board in January.
DCP01.8.6 Implement the Banbury Visitor Management Plan	G	G	
DCP01.8.7 Prepare a Banbury Residents Parking Scheme	R	R	<b>CMT Exception</b> Reporting to 11 January 2010 Executive.
DCP01.9.3 Complete review of planning policy framework for villages through LDF	G	G	

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI154 Net additional homes provided	291	188	G		282		
NI155 Number of affordable homes delivered (gross)	77	50	G	159	80	G	
NI156 Number of households living in Temporary Accommodation	49	49	G	37	41	G	

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	<b>Corporate Plan Actions</b>	<b>National Indicators</b>
Number Green and Amber	17	2
Percentage	94.44%	100.00%
<b>Status</b>	<b>Amber</b>	<b>Green</b>

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>A Safe and Healthy Cherwell</b>			
DCP02.1.6 Ensure at least 79% of residents say they feel safe at home and in the community	<b>G</b>	<b>G</b>	
DCP02.1.7 Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents	<b>G</b>	<b>G</b>	All crime is currently 452 less than the same period last year.
DCP02.1.8 30% of CCTV recorded incidents to result in arrests (est target 1,400)			Awaiting December data from TVP
DCP02.1.9 Invest in the digital upgrade of CCTV network and the use of fibre optic cables	<b>G</b>	<b>G</b>	CCTV upgrade project commences w/c 5 January 2010
DCP02.2.3 Support 4 voluntary neighbourhood initiatives to reduce anti-social behaviour	<b>G</b>	<b>G</b>	
DCP02.2.4 Invite the public to a minimum of 3 public NAG meetings to develop local priorities	<b>A</b>	<b>A</b>	Trialling public meeting with Kidlington NAG in January
DCP02.3.1 Support the provision of the best possible services at the Horton Hospital	<b>A</b>	<b>A</b>	PCT have determined that the future requirement should be consultant delivered obstetric and paediatric services with other primary/secondary care integration. Concern still exists about deliverability and affordability of the required model which the Oxford Radcliffe Hospitals Trust is considering by March 2010 in conjunction with the PCT.
DCP02.3.2 Support new and improved health care services for Bicester and surrounding areas	<b>A</b>	<b>A</b>	Long list of potential bidders drawn up by PCT for three procurement options. Preparation of Invitation to Participate Document well underway for issue in early 2010. Location of new hospital not yet determined. Community Forum set up.
DCP02.3.4 Work with Primary Care Trust to deliver new GP-led health centre in Banbury	<b>G</b>	<b>G</b>	Project completed successfully and new service commenced September 2009.
DCP02.3.5 Establish a programme to address health inequalities in the District	<b>G</b>	<b>G</b>	Continuing to address issues that have been identified.

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
DCP02.4.1 Help increase participation in active recreation by 1%	<b>G</b>	<b>G</b>	Good progress to date.Awaiting results from Active People Survey.
DCP02.4.3 Increase number of new walkers participating annually in local health walks by 10%	<b>G</b>	<b>G</b>	Target exceeded
DCP02.4.4 Secure funding to deliver the Bicester Multi-Sports Village project	<b>A</b>	<b>A</b>	Progressing Sport England grant application which will be submitted by the end of January 2010
DCP02.5.2 Open new Spiceball and improved Bicester & Kidlington leisure centres	<b>G</b>	<b>G</b>	<b>CMT Success</b> New Spiceball Leisure Centre opened to the public on budget and ahead of published completion date. BLC and KGLC continue to be well received by customers.
DCP02.5.3 Re-open Woodgreen Open Air Pool	<b>G</b>	<b>G</b>	Woodgreen open air pool opened to the public 2 August 2009. Pool has been very well received by customers although weather has been mixed. Pool closed at the end of September, snagging works largely complete.
DCP02.5.4 Replace synthetic pitch surfaces at Coopers School and North Oxon Academy	<b>G</b>	<b>G</b>	Replacement STP's completed and opened in September, on time and on budget.
DCP02.6.4 Support and improve 19 community recreation venues through grant aid funding	<b>G</b>	<b>G</b>	Target achieved.
DCP02.6.5 increase numbers of new older people participating in group activities by 300	<b>G</b>	<b>G</b>	
DCP02.6.7 Support Banbury Town Council in preparing football development plan for town	<b>G</b>	<b>G</b>	Progressing Football Development Plan with Banbury Town Council.

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI08 Adult participation in sport and active recreation (%)							Next report due March 2010.
NI015 Serious violent crime rate (per 1,000 population)	0.25	0.19	<b>R</b>	0.37	0.28	<b>R</b>	Serious Violent Crime continues to remain significantly higher than last year however, the total no. of crimes including Grieveless Bodily Harm & Actual Bodily Harm is still only 51 recorded offences for the last 9 months. Giving an average of less than 2 crimes per week, these figures are near identical to the reported crime in 2007, 2008 was an exceptional year with only just over 30 crimes being recorded. The current trend is fairly typical for Cherwell.
NI016 Serious acquisitive crime rate (per 1,000 population)	4.06	3.88	<b>A</b>	5.72	5.82	<b>G</b>	
NI020 Assault with injury crime rate (per 1,000 population)	3.15	3.18	<b>G</b>	4.82	4.77	<b>A</b>	
NI110 Young people's participation in positive activities (%)					80.50		Next report due March 2010.

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**Corporate Plan Actions**

**National Indicators**

Number Green and Amber  
Percentage

19  
100.00%

2  
66.67%

**Status**

**Green**

**Red**



**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment				
<b>A Cleaner, Greener Cherwell</b>							
DCP03.1.3 Increase residents' satisfaction with street & environmental cleanliness from 66% to 70%	<b>A</b>	<b>A</b>	Customer satisfaction has risen to 67% but the 70% target has been missed				
DCP03.1.4 Remove 90% of fly tipping within 48 hours of reporting	<b>G</b>	<b>G</b>	Good annual performance - as well as speed of removal the number of fly tips has reduced and the number of successful prosecutions has increased				
DCP03.1.5 Achieve 94% of land inspected at an acceptable litter standard.	<b>G</b>	<b>G</b>	End of year performance expected to be 96-97%				
DCP03.2.3 Increase the household recycling rate to 50% by 31 March 2010	<b>G</b>	<b>G</b>	End of year recycling rate expected to be 51- 51.5%				
DCP03.2.4 Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010	<b>G</b>	<b>G</b>	Almost 1000 tonnes reduction achieved by the end of Dec09. 1500 - 1900 tonnes reduction by year end expected - dependent on the performance of food waste recycling				
DCP03.2.5 Introduce a food waste recycling service	<b>G</b>	<b>G</b>	Food waste recycling service rolled out to 17000 properties in Kidlington and the villages around Banbury. Rest of district being rolled out from Jan- March				
DCP03.3.1 Undertake 10 county wildlife site surveys	<b>G</b>	<b>G</b>	Completed				
DCP03.4.2 Reduce the Council's vehicle emissions by 10%	<b>G</b>	<b>G</b>	On track - four new Euro V vehicles arrived in December to replace four Euro III vehicles				
DCP03.5.2 Inform all businesses on actions they can take to reduce carbon emissions	<b>G</b>	<b>A</b>	Running late since climate change resources have been utilised on DECC bid for Bicester - hopefully work should start in Feb 10				
DCP03.6.2 Achieve at least 72% resident satisfaction with green spaces and public areas	<b>G</b>	<b>G</b>	Completed				
<b>National Indicators</b>							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI191 Residual household waste per household (kg)	242.60	245.00	<b>G</b>	359.42	367.40	<b>G</b>	Should finish around 470 -490kg/household. Exact performance difficult to predict as it depends on food waste
NI192 Percentage of household waste sent for reuse, recycling and composting	55.07	50.00	<b>G</b>	53.11	50.00	<b>G</b>	Recycling rate should finish the year in the range 51- 51.5%

NI194i Emissions of NOx							Next report due March 2010.
NI194ii Percentage reduction in NOx emissions							Next report due March 2010.
NI194iii Emissions of PM10							Next report due March 2010.
NI194iv Percentage reduction in PM10 emissions							Next report due March 2010.
NI195a Improved street and environmental cleanliness (litter) (%)	4.00	4.00	<b>G</b>	3.00	4.00	<b>G</b>	Litter performance on track
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NI195c Improved street and environmental cleanliness (graffiti) (%)	0.00	1.00	<b>G</b>	0.00	1.00	<b>G</b>	
NI195d Improved street and environmental cleanliness (fly posting) (%)	0.00	1.00	<b>G</b>	0.00	1.00	<b>G</b>	
NI 196: Improved street and environmental cleanliness - fly tipping							Next report due March 2010.

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**Corporate Plan Actions**

**National Indicators**

Number Green and Amber Percentage

10  
100.00%

5  
83.33%

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Cherwell: An Accessible, Value for Money Council</b>			
DCP04.01.2 Ensure that at least 90% of our customers are satisfied with our customer service	<b>G</b>	<b>G</b>	97% of phone callers and 94% of face to face visitors were satisfied - a composite total 96% satisfied.
DCP04.01.4 Provide customers with a simple choice of numbers to access Council services	<b>G</b>	<b>G</b>	Options will be presented for consideration by Executive in March 2010.
DCP04.02.2 Work towards achieving excellent status in the Equality Standard for Local Government	<b>A</b>	<b>G</b>	Corporate Equalities Action Plan for 2010-2013 drafted, new Equalities Impact Assessment rolling plan in place. On track for peer assessment in November 2010.
DCP04.03.2 90% of complaints received are resolved within Stage One	<b>G</b>	<b>G</b>	All complaints recorded by and dealt with by customer service are resolved in stage one.
DCP04.03.3 95% of all complaints that are escalated to Stage Two are resolved	<b>G</b>	<b>G</b>	No complaints received by customer service have been escalated.
DCP04.03.4 No complaints escalated from Stage Three to the Ombudsman	<b>G</b>	<b>G</b>	No complaints recorded by customer service have been escalated to stage 3.
DCP04.04.4 Retain overall score of 3 in UoR Assessment and secure score of 4 for at least 1 KLoE	<b>A</b>		
DCP04.04.5 Secure £600,000 efficiency savings of which £200,000 procurement savings	<b>G</b>	<b>G</b>	We are projecting to deliver £693K efficiencies against a target of £600K. A number of efficiencies included within the £1M action plan are being considered for inclusion.
DCP04.04.6 Make it easier for local businesses to trade with us	<b>G</b>	<b>G</b>	Continuing to encourage officers to break down contracts into lots to allow smaller local companies to tender even when entering into collaborative procurement with other authorities - e.g. public toilet cleansing.
DCP04.05.2 Take steps to reduce our costs by further £m by 2010/11	<b>A</b>	<b>G</b>	As at 31st December 2009 we have secured £924K of the £1M (92%). The remaining £76,000 may not be achieved from specific actions but will be achieved from other efficiencies. This action plan is being reviewed regularly by CMT and forms part of our monthly budget monitoring Dashboard.
DCP04.06.2 Produce a combined annual report of performance and finance	<b>A</b>	<b>G</b>	
DCP04.07.4 Promote the web based Positive Activities Offer to young people	<b>G</b>	<b>G</b>	Continuing to develop the web site through consultation with the youth forums.
DCP04.07.5 Place 10 new 'Link Points' in rural areas	<b>G</b>	<b>G</b>	We are on target to deliver 6 kiosks, 3 PCs and 6 rural paypoints by the end of the year.

	Quarter Two	Quarter Three	Comment				
DCP04.07.6 Enable access to a limited number of our partners' services through our access points	G	G	Surgeries by Sanctuary, PCSOs and CAB have developed this quarter. We continue as alternative office for the Pensions' Service and to deliver information and some services for the County Council. Talks are ongoing with JobCentre Plus about delivery of jobseeker sign-on from Bicester, and the CAB will start a new surgery in our Castle Quay link Point in January.				
DCP04.07.7 Promote local events through the North Oxfordshire.com website	G	G	visitnorthoxfordshire.com now has an extensive events section and replaces the printed what's on publication.				
DCP04.08.2 Increase the number of public Council meetings which are webcast	G	G	No new meetings were webcast in December; the Planning meeting of December 10 was the most popular webcast. In the past quarter we have trialled a "talking head" webcast and added the Parish Liaison meeting to the schedule. The Better Healthcare meeting in November was the second most popular webcast of the quarter with 100 viewers, just behind the November Planning Committee.				
DCP04.09.2 Ensure that 72% of our customers when asked feel well informed about the Council	A	A	Actions from the management conference will help address this. Implementation to be discussed when communications team moves to its new home. Likely candidate for task and finish group.				
DCP04.10.2 We will increase the percentage of transactions completed electronically to 50%	G	G	At 65% we have exceeded this target.				
National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI14 Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer (%)	6.99	15.00	G	6.38	15.00	G	Phones - value 2946, avoidable 452, face to face - value 6893, avoidable 60. Refresher training arranged for staff.
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (£)	305,000	300,000	G		450,000		

## Corporate Plan Actions

Number Green and Amber Percentage

17  
100.00%

Status

Green

## National Indicators

1  
100.00%

Green

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Cherwell: A District of Opportunity</b>			
DCP01.1.2 Submit LDF Core Strategy	<b>A</b>	<b>G</b>	<b>CMT Success</b> On track to submit Draft Core Strategy to Executive in February 2010
DCP01.1.3 Complete Canalside Regeneration Area Supplementary Planning Document draft	<b>G</b>	<b>G</b>	
DCP01.2.2 Work with partners to start Bicester town centre development	<b>A</b>	<b>A</b>	Very good progress is being made towards a start early in 2010, but one significant issues needs to be agreed before the formal agreements can be completed
DCP01.2.3 LDF Core Strategy submission to include justification for new employment land provision	<b>A</b>	<b>G</b>	
DCP01.3.1 Contribute to the creation of 200 new jobs	<b>G</b>	<b>G</b>	317 jobs have been recorded as having been created in the year to date, although 655 are recorded as having been lost.
DCP01.3.2 Help and support Cherwell's residents and businesses through uncertain times	<b>G</b>	<b>G</b>	There have been continued successful job clubs held on a weekly basis. An apprenticeship scheme has been launched with a number of opportunities being created.
DCP01.4.2 Deliver £200,000 funding for transport infrastructure through developer contributions	<b>A</b>	<b>A</b>	<b>CMT Emerging Issue</b> Developer contributions are limited due to the economic climate and the reduction in significant/large scale planning applications. There has however been indication that
DCP01.5.2 Achieve 300 new homes	<b>G</b>	<b>G</b>	
DCP01.5.3 Deliver 100 affordable homes	<b>G</b>	<b>G</b>	<b>CMT Success</b> There were six affordable housing completions in December at Appleby Close Banbury. This takes the 09/10 total up to 159.
DCP01.6.4 Fully integrate Choice Based Letting and housing			<b>CMT Success</b>

advice available through CCC	G	G	This is complete.
DCP01.6.5 Temporary Accommodation Strategy operational	G	G	<b>CMT Success</b> The number of households living in temporary accommodation remains low at 37.
DCP01.7.2 Spend £400,000 on investing in better quality housing for vulnerable people	G	G	<b>CMT Success</b> £103,599.00 was spent on Disabled Facility Grants in December. This takes the total years spend up to £718,149.87
DCP01.8.3 Make major improvements to Parsons Street, Banbury	G	G	The project is ahead of schedule and within budget. The response from businesses and members of the public has been generally very positive.
DCP01.8.4 Undertake improvements to open markets	G	A	<b>CMT Exception</b> It has not been possible to progress Scrutiny Recommendations for Bicester and Kidlington Markets in light of staff shortages and higher priorities. The Banbury Market Contract has been progressed with considerable effort into soft market testing, PQQ and preparing the License documents. Tenders were returned on 3 December and evaluation complete.
DCP01.8.5 Invest in enhancement of market square in Bicester	G	G	The outcome of the public consultation is being analysed, and will be considered by the project board in January.
DCP01.8.6 Implement the Banbury Visitor Management Plan	G	G	
DCP01.8.7 Prepare a Banbury Residents Parking Scheme	R	R	<b>CMT Exception</b> Reporting to 11 January 2010 Executive.
DCP01.9.3 Complete review of planning policy framework for villages through LDF	G	G	

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI154 Net additional homes provided	291	188	<b>G</b>		282		
NI155 Number of affordable homes delivered (gross)	77	50	<b>G</b>	159	80	<b>G</b>	
NI156 Number of households living in Temporary Accommodation	49	49	<b>G</b>	37	41	<b>G</b>	

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	<b>Corporate Plan Actions</b>	<b>National Indicators</b>
Number Green and Amber	17	2
Percentage	94.44%	100.00%
<b>Status</b>	<b>Amber</b>	<b>Green</b>

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>A Safe and Healthy Cherwell</b>			
DCP02.1.6 Ensure at least 79% of residents say they feel safe at home and in the community	<b>G</b>	<b>G</b>	
DCP02.1.7 Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents	<b>G</b>		Awaiting December data from TVP
DCP02.1.8 30% of CCTV recorded incidents to result in arrests (est target 1,400)			Awaiting December data from TVP
DCP02.1.9 Invest in the digital upgrade of CCTV network and the use of fibre optic cables	<b>G</b>	<b>G</b>	CCTV upgrade project commences w/c 5 January 2010
DCP02.2.3 Support 4 voluntary neighbourhood initiatives to reduce anti-social behaviour	<b>G</b>	<b>G</b>	
DCP02.2.4 Invite the public to a minimum of 3 public NAG meetings to develop local priorities	<b>A</b>	<b>A</b>	Trialling public meeting with Kidlington NAG in January
DCP02.3.1 Support the provision of the best possible services at the Horton Hospital	<b>A</b>	<b>A</b>	PCT have determined that the future requirement should be consultant delivered obstetric and paediatric services with other primary/secondary care integration. Concern still exists about deliverability and affordability of the required model which the Oxford Radcliffe Hospitals Trust is considering by March 2010 in conjunction with the PCT.
DCP02.3.2 Support new and improved health care services for Bicester and surrounding areas	<b>A</b>	<b>A</b>	Long list of potential bidders drawn up by PCT for three procurement options. Preparation of Invitation to Participate Document well underway for issue in early 2010. Location of new hospital not yet determined. Community Forum set up.
DCP02.3.4 Work with Primary Care Trust to deliver new GP-led health centre in Banbury	<b>G</b>	<b>G</b>	Project completed successfully and new service commenced September 2009.
DCP02.3.5 Establish a programme to address health inequalities in the District	<b>G</b>	<b>G</b>	Continuing to address issues that have been identified.



DCP02.4.1 Help increase participation in active recreation by 1%	<b>G</b>	<b>G</b>	Good progress to date.Awaiting results from Active People Survey.				
DCP02.4.3 Increase number of new walkers participating annually in local health walks by 10%	<b>G</b>	<b>G</b>	Target exceeded				
DCP02.4.4 Secure funding to deliver the Bicester Multi-Sports Village project	<b>A</b>	<b>A</b>	Progressing Sport England grant application which will be submitted by the end of January 2010				
DCP02.5.2 Open new Spiceball and improved Bicester & Kidlington leisure centres	<b>G</b>	<b>G</b>	<b>CMT Success</b> New Spiceball Leisure Centre opened to the public on budget and ahead of published completion date. BLC and KGLC continue to be well received by customers.				
DCP02.5.3 Re-open Woodgreen Open Air Pool	<b>G</b>	<b>G</b>	Woodgreen open air pool opened to the public 2 August 2009. Pool has been very well received by customers although weather has been mixed. Pool closed at the end of September, snagging works largely complete.				
DCP02.5.4 Replace synthetic pitch surfaces at Coopers School and North Oxon Academy	<b>G</b>	<b>G</b>	Replacement STP's completed and opened in September, on time and on budget.				
DCP02.6.4 Support and improve 19 community recreation venues through grant aid funding	<b>G</b>	<b>G</b>	Target achieved.				
DCP02.6.5 increase numbers of new older people participating in group activities by 300	<b>G</b>	<b>G</b>					
DCP02.6.6 Increase participation by young people in positive activities by 1%	<b>G</b>	<b>G</b>	More opportunities to participate have been provided. Awaiting results from Tell Us Survey.				
DCP02.6.7 Support Banbury Town Council in preparing football development plan for town	<b>G</b>	<b>G</b>	Progressing Football Development Plan with Banbury Town Council.				
National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI08 Adult participation in sport and active recreation (%)							Next report due March 2010.
NI015 Serious violent crime rate (per 1,000 population)	0.25	0.19	<b>R</b>		27.30		
NI016 Serious acquisitive crime rate (per 1,000 population)	4.06	3.88	<b>A</b>		0.28		

NI020 Assault with injury crime rate (per 1,000 population)	3.15	3.18	<b>G</b>		5.82		
NI110 Young people's participation in positive activities (%)					80.50		Next report due March 2010.

**Corporate Plan Actions**

**National Indicators**

Number Green and Amber  
Percentage

18  
100.00%

0  
#DIV/0!

**Status**

**Green**

**#DIV/0!**

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment				
<b>A Cleaner, Greener Cherwell</b>							
DCP03.1.3 Increase residents' satisfaction with street & environmental cleanliness from 66% to 70%	<b>A</b>	<b>A</b>	Customer satisfaction has risen to 67% but the 70% target has been missed				
DCP03.1.4 Remove 90% of fly tipping within 48 hours of reporting	<b>G</b>	<b>G</b>	Good annual performance - as well as speed of removal the number of fly tips has reduced and the number of successful prosecutions has increased				
DCP03.1.5 Achieve 94% of land inspected at an acceptable litter standard.	<b>G</b>	<b>G</b>	End of year performance expected to be 96-97%				
DCP03.2.3 Increase the household recycling rate to 50% by 31 March 2010	<b>G</b>	<b>G</b>	End of year recycling rate expected to be 51- 51.5%				
DCP03.2.4 Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010	<b>G</b>	<b>G</b>	Almost 1000 tonnes reduction achieved by the end of Dec09. 1500 - 1900 tonnes reduction by year end expected - dependent on the performance of food waste recycling				
DCP03.2.5 Introduce a food waste recycling service	<b>G</b>	<b>G</b>	Food waste recycling service rolled out to 17000 properties in Kidlington and the villages around Banbury. Rest of district being rolled out from Jan- March				
DCP03.3.1 Undertake 10 county wildlife site surveys	<b>G</b>	<b>G</b>	Completed				
DCP03.4.2 Reduce the Council's vehicle emissions by 10%	<b>G</b>	<b>G</b>	On track - four new Euro V vehicles arrived in December to replace four Euro III vehicles				
DCP03.5.2 Inform all businesses on actions they can take to reduce carbon emissions	<b>G</b>	<b>A</b>	Running late since climate change resources have been utilised on DECC bid for Bicester - hopefully work should start in Feb 10				
DCP03.6.2 Achieve at least 72% resident satisfaction with green spaces and public areas	<b>G</b>	<b>G</b>	Completed				
<b>National Indicators</b>							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI191 Residual household waste per household (kg)	242.60	245.00	<b>G</b>	359.42	367.40	<b>G</b>	Should finish around 470 -490kg/household. Exact performance difficult to predict as it depends on food waste
NI192 Percentage of household waste sent for reuse, recycling and composting	55.07	50.00	<b>G</b>	53.11	50.00	<b>G</b>	Recycling rate should finish the year in the range 51- 51.5%

	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI194i Emissions of NOx							Next report due March 2010.
NI194ii Percentage reduction in NOx emissions							Next report due March 2010.
NI194iii Emissions of PM10							Next report due March 2010.
NI194iv Percentage reduction in PM10 emissions							Next report due March 2010.
NI195a Improved street and environmental cleanliness (litter) (%)	4.00	4.00	G	3.00	4.00	G	Litter performance on track
NI195b Improved street and environmental cleanliness (detritus) (%)	10.00	9.00	R	11.00	9.00	R	Detritus levels still expected at 9 by year end
NI195c Improved street and environmental cleanliness (graffiti) (%)	0.00	1.00	G	0.00	1.00	G	
NI195d Improved street and environmental cleanliness (fly posting) (%)	0.00	1.00	G	0.00	1.00	G	
NI 196: Improved street and environmental cleanliness - fly tipping							Next report due March 2010.

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**Corporate Plan Actions**

**National Indicators**

Number Green and Amber Percentage

10  
100.00%

5  
83.33%

**Status**

**Green**

**Red**

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Cherwell: An Accessible, Value for Money Council</b>			
DCP04.01.2 Ensure that at least 90% of our customers are satisfied with our customer service	<b>G</b>	<b>G</b>	97% of phone callers and 94% of face to face visitors were satisfied - a composite total 96% satisfied.
DCP04.01.4 Provide customers with a simple choice of numbers to access Council services	<b>G</b>	<b>G</b>	Options will be presented for consideration by Executive in March 2010.
DCP04.02.2 Work towards achieving excellent status in the Equality Standard for Local Government	<b>A</b>	<b>G</b>	Corporate Equalities Action Plan for 2010-2013 drafted, new Equalities Impact Assessment rolling plan in place. On track for peer assessment in November 2010.
DCP04.03.2 90% of complaints received are resolved within Stage One	<b>G</b>	<b>G</b>	All complaints recorded by and dealt with by customer service are resolved in stage one.
DCP04.03.3 95% of all complaints that are escalated to Stage Two are resolved	<b>G</b>	<b>G</b>	No complaints received by customer service have been escalated.
DCP04.03.4 No complaints escalated from Stage Three to the Ombudsman	<b>G</b>	<b>G</b>	No complaints recorded by customer service have been escalated to stage 3.
DCP04.04.4 Retain overall score of 3 in UoR Assessment and secure score of 4 for at least 1 KLoE	<b>A</b>		
DCP04.04.5 Secure £600,000 efficiency savings of which £200,000 procurement savings	<b>G</b>	<b>G</b>	We are projecting to deliver £693K efficiencies against a target of £600K. A number of efficiencies included within the £1M action plan are being considered for inclusion.
DCP04.04.6 Make it easier for local businesses to trade with us	<b>G</b>	<b>G</b>	Continuing to encourage officers to break down contracts into lots to allow smaller local companies to tender even when entering into collaborative procurement with other authorities - e.g. public toilet cleansing.
DCP04.05.2 Take steps to reduce our costs by further £m by 2010/11	<b>A</b>	<b>G</b>	As at 31st December 2009 we have secured £924K of the £1M (92%). The remaining £76,000 may not be achieved from specific actions but will be achieved from other efficiencies. This action plan is being reviewed regularly by CMT and forms part of our monthly budget monitoring Dashboard.
DCP04.06.2 Produce a combined annual report of performance and finance	<b>A</b>	<b>G</b>	
DCP04.07.4 Promote the web based Positive Activities Offer to young people	<b>G</b>	<b>G</b>	Continuing to develop the web site through consultation with the youth forums.
DCP04.07.5 Place 10 new 'Link Points' in rural areas	<b>G</b>	<b>G</b>	We are on target to deliver 6 kiosks, 3 PCs and 6 rural paypoints by the end of the year.

	Quarter Two	Quarter Three	Comment				
DCP04.07.6 Enable access to a limited number of our partners' services through our access points	G	G	Surgeries by Sanctuary, PCSOs and CAB have developed this quarter. We continue as alternative office for the Pensions' Service and to deliver information and some services for the County Council. Talks are ongoing with JobCentre Plus about delivery of jobseeker sign-on from Bicester, and the CAB will start a new surgery in our Castle Quay link Point in January.				
DCP04.07.7 Promote local events through the North Oxfordshire.com website	G	G	visitnorthoxfordshire.com now has an extensive events section and replaces the printed what's on publication.				
DCP04.08.2 Increase the number of public Council meetings which are webcast	G	G	No new meetings were webcast in December; the Planning meeting of December 10 was the most popular webcast. In the past quarter we have trialled a "talking head" webcast and added the Parish Liaison meeting to the schedule. The Better Healthcare meeting in November was the second most popular webcast of the quarter with 100 viewers, just behind the November Planning Committee.				
DCP04.09.2 Ensure that 72% of our customers when asked feel well informed about the Council	A	A	Actions from the management conference will help address this. Implementation to be discussed when communications team moves to its new home. Likely candidate for task and finish group.				
DCP04.10.2 We will increase the percentage of transactions completed electronically to 50%	G	G	At 65% we have exceeded this target.				
National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI14 Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer (%)	6.99	15.00	G	6.38	15.00	G	Phones - value 2946, avoidable 452, face to face - value 6893, avoidable 60. Refresher training arranged for staff.
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (£)	305,000	300,000	G		450,000		

## Corporate Plan Actions

Number Green and Amber Percentage

17  
100.00%

Status

Green

## National Indicators

1  
100.00%

Green

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Cherwell: A District of Opportunity</b>			
DCP01.1.2 Submit LDF Core Strategy	<b>A</b>	<b>G</b>	<b>CMT Success</b> On track to submit Draft Core Strategy to Executive in February 2010
DCP01.1.3 Complete Canalside Regeneration Area Supplementary Planning Document draft	<b>G</b>	<b>G</b>	
DCP01.2.2 Work with partners to start Bicester town centre development	<b>A</b>	<b>A</b>	Very good progress is being made towards a start early in 2010, but one significant issues needs to be agreed before the formal agreements can be completed
DCP01.2.3 LDF Core Strategy submission to include justification for new employment land provision	<b>A</b>	<b>G</b>	
DCP01.3.1 Contribute to the creation of 200 new jobs	<b>G</b>	<b>G</b>	317 jobs have been recorded as having been created in the year to date, although 655 are recorded as having been lost.
DCP01.3.2 Help and support Cherwell's residents and businesses through uncertain times	<b>G</b>	<b>G</b>	There have been continued successful job clubs held on a weekly basis. An apprenticeship scheme has been launched with a number of opportunities being created.
DCP01.4.2 Deliver £200,000 funding for transport infrastructure through developer contributions	<b>A</b>	<b>A</b>	<b>CMT Emerging Issue</b> Developer contributions are limited due to the economic climate and the reduction in significant/large scale planning applications. There has however been indication that
DCP01.5.2 Achieve 300 new homes	<b>G</b>	<b>G</b>	
DCP01.5.3 Deliver 100 affordable homes	<b>G</b>	<b>G</b>	<b>CMT Success</b> There were six affordable housing completions in December at Appleby Close Banbury. This takes the 09/10 total up to 159.
DCP01.6.4 Fully integrate Choice Based Letting and housing			<b>CMT Success</b>

advice available through CCC	<b>G</b>	<b>G</b>	This is complete.
DCP01.6.5 Temporary Accommodation Strategy operational	<b>G</b>	<b>G</b>	<b>CMT Success</b> The number of households living in temporary accommodation remains low at 37.
DCP01.7.2 Spend £400,000 on investing in better quality housing for vulnerable people	<b>G</b>	<b>G</b>	<b>CMT Success</b> £103,599.00 was spent on Disabled Facility Grants in December. This takes the total years spend up to £718,149.87
DCP01.8.3 Make major improvements to Parsons Street, Banbury	<b>G</b>	<b>G</b>	The project is ahead of schedule and within budget. The response from businesses and members of the public has been generally very positive.
DCP01.8.4 Undertake improvements to open markets	<b>G</b>	<b>A</b>	<b>CMT Exception</b> It has not been possible to progress Scrutiny Recommendations for Bicester and Kidlington Markets in light of staff shortages and higher priorities. The Banbury Market Contract has been progressed with considerable effort into soft market testing, PQQ and preparing the License documents. Tenders were returned on 3 December and evaluation complete.
DCP01.8.5 Invest in enhancement of market square in Bicester	<b>G</b>	<b>G</b>	The outcome of the public consultation is being analysed, and will be considered by the project board in January.
DCP01.8.6 Implement the Banbury Visitor Management Plan	<b>G</b>	<b>G</b>	
DCP01.8.7 Prepare a Banbury Residents Parking Scheme	<b>R</b>	<b>R</b>	<b>CMT Exception</b> Reporting to 11 January 2010 Executive.
DCP01.9.3 Complete review of planning policy framework for villages through LDF	<b>G</b>	<b>G</b>	



**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI154 Net additional homes provided	291	188	<b>G</b>		282		
NI155 Number of affordable homes delivered (gross)	77	50	<b>G</b>	159	80	<b>G</b>	
NI156 Number of households living in Temporary Accommodation	49	49	<b>G</b>	37	41	<b>G</b>	

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	<b>Corporate Plan Actions</b>	<b>National Indicators</b>
Number Green and Amber	17	2
Percentage	94.44%	100.00%
<b>Status</b>	<b>Amber</b>	<b>Green</b>

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>A Safe and Healthy Cherwell</b>			
DCP02.1.6 Ensure at least 79% of residents say they feel safe at home and in the community	<b>G</b>	<b>G</b>	
DCP02.1.7 Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents	<b>G</b>		Awaiting December data from TVP
DCP02.1.8 30% of CCTV recorded incidents to result in arrests (est target 1,400)			Awaiting December data from TVP
DCP02.1.9 Invest in the digital upgrade of CCTV network and the use of fibre optic cables	<b>G</b>	<b>G</b>	CCTV upgrade project commences w/c 5 January 2010
DCP02.2.3 Support 4 voluntary neighbourhood initiatives to reduce anti-social behaviour	<b>G</b>	<b>G</b>	
DCP02.2.4 Invite the public to a minimum of 3 public NAG meetings to develop local priorities	<b>A</b>	<b>A</b>	Trialling public meeting with Kidlington NAG in January
DCP02.3.1 Support the provision of the best possible services at the Horton Hospital	<b>A</b>	<b>A</b>	PCT have determined that the future requirement should be consultant delivered obstetric and paediatric services with other primary/secondary care integration. Concern still exists about deliverability and affordability of the required model which the Oxford Radcliffe Hospitals Trust is considering by March 2010 in conjunction with the PCT.
DCP02.3.2 Support new and improved health care services for Bicester and surrounding areas	<b>A</b>	<b>A</b>	Long list of potential bidders drawn up by PCT for three procurement options. Preparation of Invitation to Participate Document well underway for issue in early 2010. Location of new hospital not yet determined. Community Forum set up.
DCP02.3.4 Work with Primary Care Trust to deliver new GP-led health centre in Banbury	<b>G</b>	<b>G</b>	Project completed successfully and new service commenced September 2009.
DCP02.3.5 Establish a programme to address health inequalities in the District	<b>G</b>	<b>G</b>	Continuing to address issues that have been identified.

DCP02.4.1 Help increase participation in active recreation by 1%	<b>G</b>	<b>G</b>	Good progress to date.Awaiting results from Active People Survey.				
DCP02.4.3 Increase number of new walkers participating annually in local health walks by 10%	<b>G</b>	<b>G</b>	Target exceeded				
DCP02.4.4 Secure funding to deliver the Bicester Multi-Sports Village project	<b>A</b>	<b>A</b>	Progressing Sport England grant application which will be submitted by the end of January 2010				
DCP02.5.2 Open new Spiceball and improved Bicester & Kidlington leisure centres	<b>G</b>	<b>G</b>	<b>CMT Success</b> New Spiceball Leisure Centre opened to the public on budget and ahead of published completion date. BLC and KGLC continue to be well received by customers.				
DCP02.5.3 Re-open Woodgreen Open Air Pool	<b>G</b>	<b>G</b>	Woodgreen open air pool opened to the public 2 August 2009. Pool has been very well received by customers although weather has been mixed. Pool closed at the end of September, snagging works largely complete.				
DCP02.5.4 Replace synthetic pitch surfaces at Coopers School and North Oxon Academy	<b>G</b>	<b>G</b>	Replacement STP's completed and opened in September, on time and on budget.				
DCP02.6.4 Support and improve 19 community recreation venues through grant aid funding	<b>G</b>	<b>G</b>	Target achieved.				
DCP02.6.5 increase numbers of new older people participating in group activities by 300	<b>G</b>	<b>G</b>					
DCP02.6.6 Increase participation by young people in positive activities by 1%	<b>G</b>	<b>G</b>	More opportunities to participate have been provided. Awaiting results from Tell Us Survey.				
DCP02.6.7 Support Banbury Town Council in preparing football development plan for town	<b>G</b>	<b>G</b>	Progressing Football Development Plan with Banbury Town Council.				
National Indicators							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI08 Adult participation in sport and active recreation (%)							Next report due March 2010.
NI015 Serious violent crime rate (per 1,000 population)	0.25	0.19	<b>R</b>		27.30		
NI016 Serious acquisitive crime rate (per 1,000 population)	4.06	3.88	<b>A</b>		0.28		

NI020 Assault with injury crime rate (per 1,000 population)	3.15	3.18	<b>G</b>		5.82		
NI110 Young people's participation in positive activities (%)					80.50		Next report due March 2010.

**Corporate Plan Actions**

**National Indicators**

Number Green and Amber  
Percentage

18  
100.00%

0  
#DIV/0!

**Status**

**Green**

**#DIV/0!**

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment				
<b>A Cleaner, Greener Cherwell</b>							
DCP03.1.3 Increase residents' satisfaction with street & environmental cleanliness from 66% to 70%	<b>A</b>	<b>A</b>	Customer satisfaction has risen to 67% but the 70% target has been missed				
DCP03.1.4 Remove 90% of fly tipping within 48 hours of reporting	<b>G</b>	<b>G</b>	Good annual performance - as well as speed of removal the number of fly tips has reduced and the number of successful prosecutions has increased				
DCP03.1.5 Achieve 94% of land inspected at an acceptable litter standard.	<b>G</b>	<b>G</b>	End of year performance expected to be 96-97%				
DCP03.2.3 Increase the household recycling rate to 50% by 31 March 2010	<b>G</b>	<b>G</b>	End of year recycling rate expected to be 51- 51.5%				
DCP03.2.4 Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010	<b>G</b>	<b>G</b>	Almost 1000 tonnes reduction achieved by the end of Dec09. 1500 - 1900 tonnes reduction by year end expected - dependent on the performance of food waste recycling				
DCP03.2.5 Introduce a food waste recycling service	<b>G</b>	<b>G</b>	Food waste recycling service rolled out to 17000 properties in Kidlington and the villages around Banbury. Rest of district being rolled out from Jan- March				
DCP03.3.1 Undertake 10 county wildlife site surveys	<b>G</b>	<b>G</b>	Completed				
DCP03.4.2 Reduce the Council's vehicle emissions by 10%	<b>G</b>	<b>G</b>	On track - four new Euro V vehicles arrived in December to replace four Euro III vehicles				
DCP03.5.2 Inform all businesses on actions they can take to reduce carbon emissions	<b>G</b>	<b>A</b>	Running late since climate change resources have been utilised on DECC bid for Bicester - hopefully work should start in Feb 10				
DCP03.6.2 Achieve at least 72% resident satisfaction with green spaces and public areas	<b>G</b>	<b>G</b>	Completed				
<b>National Indicators</b>							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI191 Residual household waste per household (kg)	242.60	245.00	<b>G</b>	359.42	367.40	<b>G</b>	Should finish around 470 -490kg/household. Exact performance difficult to predict as it depends on food waste
NI192 Percentage of household waste sent for reuse, recycling and composting	55.07	50.00	<b>G</b>	53.11	50.00	<b>G</b>	Recycling rate should finish the year in the range 51- 51.5%

	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI194i Emissions of NOx							Next report due March 2010.
NI194ii Percentage reduction in NOx emissions							Next report due March 2010.
NI194iii Emissions of PM10							Next report due March 2010.
NI194iv Percentage reduction in PM10 emissions							Next report due March 2010.
NI195a Improved street and environmental cleanliness (litter) (%)	4.00	4.00	G	3.00	4.00	G	Litter performance on track
NI195b Improved street and environmental cleanliness (detritus) (%)	10.00	9.00	R	11.00	9.00	R	Detritus levels still expected at 9 by year end
NI195c Improved street and environmental cleanliness (graffiti) (%)	0.00	1.00	G	0.00	1.00	G	
NI195d Improved street and environmental cleanliness (fly posting) (%)	0.00	1.00	G	0.00	1.00	G	
NI 196: Improved street and environmental cleanliness - fly tipping							Next report due March 2010.

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**Corporate Plan Actions**

**National Indicators**

Number Green and Amber Percentage

10  
100.00%

5  
83.33%

**Status**

**Green**

**Red**

**Corporate Plan  
2009/2010 Action Plan  
April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Cherwell: An Accessible, Value for Money Council</b>			
DCP04.01.2 Ensure that at least 90% of our customers are satisfied with our customer service	<b>G</b>	<b>G</b>	97% of phone callers and 94% of face to face visitors were satisfied - a composite total 96% satisfied.
DCP04.01.4 Provide customers with a simple choice of numbers to access Council services	<b>G</b>	<b>G</b>	Options will be presented for consideration by Executive in March 2010.
DCP04.02.2 Work towards achieving excellent status in the Equality Standard for Local Government	<b>A</b>	<b>G</b>	Corporate Equalities Action Plan for 2010-2013 drafted, new Equalities Impact Assessment rolling plan in place. On track for peer assessment in November 2010.
DCP04.03.2 90% of complaints received are resolved within Stage One	<b>G</b>	<b>G</b>	All complaints recorded by and dealt with by customer service are resolved in stage one.
DCP04.03.3 95% of all complaints that are escalated to Stage Two are resolved	<b>G</b>	<b>G</b>	No complaints received by customer service have been escalated.
DCP04.03.4 No complaints escalated from Stage Three to the Ombudsman	<b>G</b>	<b>G</b>	No complaints recorded by customer service have been escalated to stage 3.
DCP04.04.4 Retain overall score of 3 in UoR Assessment and secure score of 4 for at least 1 KLoE	<b>A</b>	<b>G</b>	We achieved an overall 3 in UoR obtaining a score of 3 in all disciplines despite the regime being a harder test. We are hoping to achieve a score of 4 in KLOE 1 in our 2009/10 assessment.
DCP04.04.5 Secure £600,000 efficiency savings of which £200,000 procurement savings	<b>G</b>	<b>G</b>	We are projecting to deliver £693K efficiencies against a target of £600K. A number of efficiencies included within the £1M action plan are being considered for inclusion.
DCP04.04.6 Make it easier for local businesses to trade with us	<b>G</b>	<b>G</b>	Continuing to encourage officers to break down contracts into lots to allow smaller local companies to tender even when entering into collaborative procurement with other authorities - e.g. public toilet cleansing.
DCP04.05.2 Take steps to reduce our costs by further £m by 2010/11	<b>A</b>	<b>G</b>	As at 31st December 2009 we have secured £924K of the £1M (92%). The remaining £76,000 may not be achieved from specific actions but will be achieved from other efficiencies. This action plan is being reviewed regularly by CMT and forms part of our monthly budget monitoring Dashboard.
DCP04.06.2 Produce a combined annual report of performance and finance	<b>A</b>	<b>G</b>	
DCP04.07.4 Promote the web based Positive Activities Offer to young people	<b>G</b>	<b>G</b>	Continuing to develop the web site through consultation with the youth forums.

DCP04.07.5 Place 10 new 'Link Points' in rural areas	<b>G</b>	<b>G</b>	We are on target to deliver 6 kiosks, 3 PCs and 6 rural paypoints by the end of the year.				
	Quarter Two	Quarter Three	Comment				
DCP04.07.6 Enable access to a limited number of our partners' services through our access points	<b>G</b>	<b>G</b>	Surgeries by Sanctuary, PCSOs and CAB have developed this quarter. We continue as alternative office for the Pensions' Service and to deliver information and some services for the County Council. Talks are ongoing with JobCentre Plus about delivery of jobseeker sign-on from Bicester, and the CAB will start a new surgery in our Castle Quay link Point in January.				
DCP04.07.7 Promote local events through the North Oxfordshire.com website	<b>G</b>	<b>G</b>	visitnorthoxfordshire.com now has an extensive events section and replaces the printed what's on publication.				
DCP04.08.2 Increase the number of public Council meetings which are webcast	<b>G</b>	<b>G</b>	No new meetings were webcast in December; the Planning meeting of December 10 was the most popular webcast. In the past quarter we have trialled a "talking head" webcast and added the Parish Liaison meeting to the schedule. The Better Healthcare meeting in November was the second most popular webcast of the quarter with 100 viewers, just behind the November Planning Committee.				
DCP04.09.2 Ensure that 72% of our customers when asked feel well informed about the Council	<b>A</b>	<b>A</b>	Actions from the management conference will help address this. Implementation to be discussed when communications team moves to its new home. Likely candidate for task and finish group.				
DCP04.10.2 We will increase the percentage of transactions completed electronically to 50%	<b>G</b>	<b>G</b>	At 65% we have exceeded this target.				
<b>National Indicators</b>							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI14 Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer (%)	6.99	15.00	<b>G</b>	6.38	15.00	<b>G</b>	Phones - value 2946, avoidable 452, face to face - value 6893, avoidable 60. Refresher training arranged for staff.
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (£)	305,000	300,000	<b>G</b>	450,000	450,000	<b>G</b>	We are projecting to deliver £693,000 efficiencies against a target of £600,000. A number of the £1m action plan savings may be allowable and will be reported in the Q4 report.

**Corporate Plan Actions**

Number Green and Amber

18

**National Indicators**

2



Percentage	100.00%	100.00%
<b>Status</b>	<b>Green</b>	<b>Green</b>

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Priority Service Indicators 2009/2010 April - December 2009							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
<b>Building Control and Engineering Services</b>							
BUS 006 % of buildings accessible to people with a disability	100.00	100.00	G	100.00	100.00	G	
<b>Development Control &amp; Major Developments</b>							
NI 157 Processing of "major" planning applications (%)	30.00	60.00	R	50.00	60.00	R	<b>CMT Exception</b> Performance is improving with regard to major applications. We are still hampered by the smaller number coming through, although the service is positive that it will meet the target by year end.
NI 157 Processing of "minor" application types (%)	82.27	65.00	G	84.19	65.00	G	<b>CMT Success</b> Performance has been maintained at a high level. Further process improvements are now being rolled out with DCMD and PHE admin. These improvements are critical in ensuring that the significant progress made so far is sustainable in variable market conditions.
NI 157 Processing of "other" planning applications (%)	88.99	80.00	G	91.14	80.00	G	<b>CMT Success</b> Performance has been maintained at a high level. Further process improvements are now being rolled out with DCMD and PHE admin. These improvements are critical in ensuring that the significant progress made so far is sustainable in variable market conditions.
DCMD 001 % of appeals against refusal upheld	38.89	30.00	R	33.33	30.00	R	<b>CMT Exception</b> The overall the performance is improving , this is due to careful examination of reasons for refusal, this has ensured our decisions are sustainable at appeal. It is considered that the overall target will be met at year end. In December all appeals were won by the Council.
<b>Environmental Services</b>							
NI 185 CO2 reductions from local authority operations (%)							Next report due March 2010.
NI 186 Per capita reduction in CO2 emissions in the LA area							Next report due March 2010.

Priority Service Indicators 2009/2010 April - December 2009							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
NI 188 Planning to adapt to climate change (score)							Next report due March 2010.
ES 001 % of abandoned vehicles investigated in 24 hours	97.52	97.00	G	98.20	97.00	G	
ES 002% of abandoned vehicles removed within 24 hours	90.32	86.00	G	92.31	86.00	G	
Exchequer							
NI 180 The number of changes of circumstances which affect customers' HB/CTB entitlement within the year	7104	6571	G		8521		
NI 181 Time taken to process Housing Benefit / Council Tax Benefit new claims and change events (days)	18.26	15.00	R	14.83	15.00	G	<b>CMT Success</b> Now within target and will continue to improve with the expected rent increases which will be processed on time.
EXCH 001 % of Council Tax collected	58.52	49.26	G	86.67	73.89	G	
EXCH 002 % of NDR collected	59.20	49.50	G	86.83	74.25	G	
EXCH 003 Average time to process new HB/CTB claims	42.31	31.00	R	34.88	20.00	R	<b>CMT Emerging Issue</b> The performance, whilst still below local target, continues to show a Year To Date improvement. Performance for the month of December (rather than YTD) was 19.87 for new claims and 7.53 for changes. This is slightly down on November but within target. Claims are continuing to come in at the same rate and in addition we have had the Christmas/New Year break which will affect January as well as the weather conditions which prevented some Capita staff from getting to work. They have no home working solution so this may impact on the processing of work. We will continue to monitor performance and will take action claims as soon as possible.

Priority Service Indicators 2009/2010 April - December 2009							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
EXCH 004 Average time to process change in circumstances	14.74	13.00	R	11.99	13.00	G	<b>CMT Success</b> Within target and will continue to improve as we will have a lot of rent increases to go in which will be processed on time. Figure for the actual month was 7.53.
EXCH 005 % of HB overpayments recovered	60.46	77.50	R	67.32	77.50	R	<b>CMT Emerging Issue</b> Overpayments raised fluctuate dramatically. The target is an annual one rather than a profiled one but it may still be difficult to meet the recovery rate with the backlog of work that we have had this year which resulted in additional overpayments and therefore more monies to recover.
EXCH 006 % of HB overpayments recovered including outstanding	21.53	18.00	G	28.10	27.00	G	
EXCH 007 % of HB overpayments written off	3.35	2.00	R	3.53	3.00	R	<b>CMT Exception</b> This is a difficult target to comply with as one or two cases can throw the target out. The Figure at the end of the first quarter was 0.67 on a target of 1.00, and was 3.35 on a target of 2.00 at the end of quarter 2 The actual having gone up by 2.68. The actual has only gone up by 0.18 from quarter 2 to quarter 3 so it will hopefully be about on target at the end of the year.
<b>Finance</b>							
FIN 001 % of invoices paid on time	98.58	99.00	A	98.34	99.00	A	
<b>Human Resources</b>							
HR 012 Work days lost due to sickness	3.13	4.02	G	4.94	6.03	G	Well within target due to successful management of Sickness Absence policy and procedures.

Priority Service Indicators 2009/2010 April - December 2009							
	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
<b>Housing Services</b>							
NI 187 Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating: (a) Percentage dwellings occupied with a low energy efficiency rating;							Next report due March 2010.
(b) Percentage dwellings occupied with a high energy efficiency rating							Next report due March 2010.
HS 001 Housing advice: repeat homelessness cases	1.00	5.00	G	1.00	5.00	G	
<b>Planning &amp; Affordable Housing Policy</b>							
NI 159 Supply of ready to develop housing sites (%)							Next report due March 2010.
NI 170 Previously developed land that has been vacant or derelict for more than 5 years (%)							Next report due March 2010.
PAHP 001 Number of conservation area in LA area	58.00	58.00	G	58.00	58.00	G	
PAHP 002 % of 219a with up-to-date character appraisals	43.10	46.55	A	41.38	44.83	A	
PAHP 003 % of 219a with published management proposals	82.76	82.76	G	82.76	82.76	G	
<b>Recreation &amp; Health</b>							
NI 56 Obesity among primary school age children in Year 6							Next report due March 2010.
RH 001 Number of visits/usage's to museums in person per 1,000 population	884.17	892.00	A	1263.28	1351.00	A	<b>CMT Exception</b> The marginal under performance here may result from incorrect assumptions made regarding Sunday closure, which began 13th September. Will monitor.
RH 002 Number of pupils visiting museums	1441.00	1400.00	G	2602.00	2300.00	G	<b>CMT Success</b> The Museum's education programme is proving very successful. For the period September - December we have welcomed 1526 school children in organised school groups from 31 different schools. Most of these schools are Cherwell schools. This service is purchased and is therefore cost neutral.

**Priority Service Indicators 2009/2010  
April - December 2009**

	Quarter Two Actual	Quarter Two Target	Quarter Two Performance	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Comment
<b>Safer Communities &amp; Community Development</b>							
NI 32 Repeat incidents of domestic violence							Thames Valley Police indicator. No data available yet.
NI 35 Building resilience to violent extremism:							
(a) Understanding of, and engagement with, Muslim communities;							Next report due March 2010.
(b) Knowledge and understanding of the drivers and causes of violent extremism;							Next report due March 2010.
(c) Development of a risk-based preventing violent extremism action plan;							Next report due March 2010.
(d) Effective oversight, delivery and evaluation of projects and actions.							Next report due March 2010.
NI 184 Food establishments in the area which are broadly compliant with food hygiene law (%)							Next report due March 2010.
<b>Cross-Service Indicator</b>							
NI 182 Satisfaction of business with local authority regulation services (%)	91	91	G	91	91	G	

Number Green and Amber  
Percentage

19  
79.17%

**Overall Status**

**Red**

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Strategic Service Projects 2009/2010 April - December 2009			
	Quarter Two	Quarter Three	Comment
Banbury Canalside	G	G	Project proceeding generally as planned. The principal concerns are remaining uncertainty of the FAS, and the outstanding objections of the Environment Agency.
Banbury Cultural Quarter	A	A	Council Executive agreed support of Cultural Quarter concept and master plan. Awaiting OCC confirmation of funding for new library and refurbished Mill prior to further progress. Good cooperation and support from Environment Agency.
Banbury Pedestrianisation	G	G	The scheme is scheduled to complete at the end of March, ahead of programme and well within budget.
Bicester Town Centre Redevelopment	A	A	A great deal of work has been undertaken for all involved to make a start on the infrastructure early in the new year. Meanwhile a revised planning application is being processed. One point of principle on the financial terms remains to be settled.
Flood Alleviation	A	A	Planning application for Flood Alleviation Scheme proposals approved on 10 December 2009. Awaiting confirmation of CPO Inquiry date. Construction works may be delayed as a result.
RAF Upper Heyford	A	A	<b>CMT Emerging Issue</b> The result of Heyford 1 has been delayed until the January 2010 due to illness on the part of the planning inspector. This has significant implications for Heyford 2 Inquiry (enforcement/temporary consents). With regard to preparing and defending the Councils position. A request to postpone the 2nd Inquiry will be made, a new date is currently being arranged.
SW Bicester Development	A	A	A proposal for a revised planning agreement is emerging which should allow a start to the development.
Eco Town	G	G	NW Bicester proposals presented at Bicester summit on 9 December 2009 where Regional Minister also confirmed decision on funding was imminent. Pre-application discussions with P3 Eco ongoing.

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Corporate Improvement Plan 2009/2010 April - December 2009			
	Quarter Two	Quarter Three	Comment
<b>Be Recognised as an Excellent Authority</b>			
CIP01.1.3 Respond to the Place Survey findings.	G	G	Issues addressed in service plans and in the corporate plan for 2010/11. Community Cohesion part of corporate improvement Plan to focus on improving performance.
CIP01.1.4 Achieve improvement in satisfaction with the performance of Council	A	R	Satisfaction measured annually. The results for 2009 show stable satisfaction (67%).
CIP01.1.5 Achieve improvement in satisfaction with the performance of individual services	G	G	Measured through the annual survey, good underlying improvement in most services.
CIP01.2.3 Achieve a 'Performs Excellently' rating under CAA		A	Achieved an overall score of 3 out of 4 with many positive comments about overall performance.
CIP01.2.4 Retain an overall score of 3 in the Use of Resources assessment	G	G	The Council has achieved a score of 3 for each of the components inspected for Use of Resources. We are currently preparing for an update for 2009/10.
CIP01.2.5 Secure a score of 4 for at least one of the 3 lines of enquiry	A	A	Preparations for the 2009/10 Use of Resources update are underway.
CIP01.2.6 Develop strategic approach to procurement by linking with current and future partners	G	G	Working with other Oxfordshire local authorities on property and cleansing contracts.
CIP01.2.7 Monitor and review Member T&D plans to ensure individual actions achieved	A	A	Initial work has taken place to monitor and review member training and development plans and in light of this a new member development strategy has been drafted and agreed by Executive. Officers responsible for member training are meeting monthly with the portfolio holder and in addition group leaders and secretaries are being provided with a list of members who have booked but not attended training. The member training and development programme will be reviewed and updated in light of member training and development plans. Additionally, it is the intention to take quarterly reports to Executive to update them on member training and development achievements and attendances, and to adopt a RAG system as an ongoing monitor of performance with regard to member training and development. The first report will be presented to Executive in February.
<b>Deliver Value for Money</b>			
CIP02.1.2 Deliver the first year actions in the Management Information Strategy	G	G	The majority of actions for year one of the strategy have either been achieved or are on target. This was reported to CMT on 2 December 09
CIP02.2.2 Deliver the 2009/10 VFM Programme	G	G	Reviews progressing to plan and will be reported to the Executive as scheduled.

**Corporate Improvement Plan 2009/2010**  
**April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>A Culture of Continuous Improvement and Innovation Across the Council</b>			
CIP03.1.4 Achieve performance targets for each National Indicator	A	A	Measured at year end.
CIP03.1.5 Deliver the LAA targets	A	A	Although we are predicting to be on track for the end of year, some indicators are currently off track. Work collating District information continues to go well with monthly reporting to the District Chief Executives.
CIP03.1.6 Achieve a further 10% overall improvement in the performance of National Indicators			This will be reported at the end of the year.
CIP03.1.7 Achieve a further 10% overall improvement in the performance of retained BVPIs			This will be reported at the end of the year.
g	G	G	Publicity campaign launched on Heart FM
CIP03.2.3 Continue to identify and implement best practice as part of VFM reviews	G	G	Research into best practice will be continued as part of the review of Finance which has commenced and Fear of Crime and ASB which will start in early 2010.
CIP03.2.4 Continue to identify and implement best practice as part of continuous service improvement	G	G	Best practice identified through Value for Money reviews and service planning.
CIP03.3.3 External recognition of our achievements and innovation	G	G	Nothing to add this month.
<b>Working in Partnership</b>			
CIP04.1.3 Increase the number of significant partnerships rated 'Good' from 4 to 10	A	A	Awaiting the outcome of the end of year audit.
CIP04.1.4 Monitor the significant partnerships through PMF and report quarterly to Executive	G	G	Underway, will be strengthen for 2010.11.
CIP04.2.2 Improve partnership working and seek new opportunities through S&FP and best practice	G	G	Ongoing, example of developing partnership is the deprivation working group.
CIP04.2.3 Introduce performance management & information sharing with Oxon significant partnerships	A	A	Work is still ongoing.
CIP04.2.4 Introduce training for Members involved in partnerships through Member T&D Programme	A	A	Issue to be discussed and developed with Democratic Services.
CIP04.3.4 Complete shared service assessment for Revenues & Benefits	G	G	This is completed and the contract will go live on February 1st 2010.
CIP04.3.5 Complete shared service assessment for Property Services	G	G	Liaising with other Oxfordshire local authorities over collaborative procurement opportunities. Have signed up to building materials contract let by Oxford City Council.
CIP04.3.6 Explore other options for shared service delivery	G	G	Opportunities for shared service delivery were identified as an outcome of the Vfm review of Legal Services.

Corporate Improvement Plan 2009/2010 April - December 2009			
	Quarter Two	Quarter Three	Comment
<b>Recognise the Diverse Needs of the Community</b>			
CIP05.1.5 Complete research into needs of communities (including BME groups, deprivation, etc)	G	G	Equalities profile completed, Equalities Panel ongoing, BME booster samples for satisfaction survey.
CIP05.1.6 2009/10 Service Plans directly informed by Equality Impact Assessments 3 year action plan	G	G	Achieved for current round of service plans. New three year programme of EIAs agreed.
CIP05.2.3 Complete roll out of service standards for all services	G	A	Template has yet to be presented to EMT by Comms as a result of changed meeting arrangements and agenda during December. It is, however, ready for completion by services.
CIP05.3.2 Continue to develop role of Equalities & Access Advisory Panel	A	G	Panel meets quarterly, in Q3 the membership of the panel expanded to include HALT.
CIP05.3.3 Implement actions outlined in Consultation Strategy	G	G	On track. Refresh for 2010.1 underway.
CIP05.3.4 Ensure that the corporate consultation programme engages harder to reach groups	G	G	Booster and quota samples used to ensure representation in 2009. Same approach will be adopted in 2010.
<b>Ensure Decision Making is Based on High Quality Management and Demographic Information</b>			
CIP06.1.4 Implement a Community Information Hub for community safety incidents	G	G	
CIP06.1.5 Make performance information available on the Intranet	A	G	Performance Information will be published on the intranet from Q4 (January) onwards.
CIP06.2.4 Work with our LAA partners to introduce an Oxfordshire Local Intelligence System	G	G	Project on track.
CIP06.2.5 Arrange to regularly update our demographic profile through Oxfordshire Data Observatory	G	G	Annual update ongoing.
CIP06.2.6 Develop and implement a strategic risk based approach to improving data quality	G	G	Improvements in the council's data quality have been recognised by the Audit Commission in its 2008/9 Use of Resources score, which has improved from a 2 to 3. Internal Audit inspections on our overall approach have been positive, and detailed testing of indicators was given a 'high assurance'. Actions arising from audits are progressing well and were considered by CMT on 25 Nov 09.
CIP06.3.4 Compare performance and research best practice as part of S&FP process	G	G	Ongoing.

**Corporate Improvement Plan 2009/2010**  
**April - December 2009**

	Quarter Two	Quarter Three	Comment
<b>Deliver our service promises and new developments and be efficient in the way we do this</b>			
CIP07.1.2 Refresh the corporate scorecard to reflect new priorities including partnership working	G	G	Completed for 2009. Refresh will be undertaken in February 2010 for the coming year.
CIP07.1.3 Monitor performance against Service Plans using PerformancePlus	A	A	Most service plans on P+. Work for current year is completed, EMT changes will be reflected in 2010.11.
CIP07.1.4 Achieve regular monitoring of performance at service and directorate level	G	G	Monthly monitoring at DMT level, Strategic Directors reports included in CMT briefings.
CIP07.1.5 Combine reporting of performance management framework and risk management	G	G	The Council's performance on managing its strategic risks are included in the quarterly performance report to the Executive. Project to transfer reporting of all risks through Performance Plus from 01/04/10 is on schedule.
CIP07.1.6 Regular Scrutiny review of Executive performance reports	G	G	Ongoing. Scrutiny receive quarterly performance reports at their meetings and the portfolio holder also attends as requested.
CIP07.2.2 Introduce an equal pay structure	A	A	<b>CMT Exception</b> Project still on track. Scores to be released 2 February which could result in demotivation and potentially increase in staff turnover in the short term. However in the longer term total benefits package would be seen as attractive to new recruits. National Unison signoff anticipated February.
CIP07.2.3 Introduce a Total Reward Approach to pay	A	A	<b>CMT Exception</b> Project still on track. Scores to be released 2 February which could result in demotivation and potentially increase in staff turnover in the short term. However in the longer term total benefits package would be seen as attractive to new recruits. National Unison signoff anticipated February.
<b>Recognise our Staff are our Greatest Asset</b>			
CIP08.1.2 All services to engage staff in the 2010/11 S&FP Process	G	G	Completed for 2010.11 planning round.
CIP08.2.2 Continue the Staff Cascade	G	G	Cascade continues to be delivered every fortnight
CIP08.2.3 Continue CEX Staff Briefings	G	G	Next round of Chief Executive's Briefings arranged for January 2010.
CIP08.2.5 Ensure effective communication with staff around individual events as they occur	G	G	December's Inside Cherwell contained features on job evaluation and IT.
CIP08.2.6 Work with managers to improve communication within individual services	G	G	
CIP08.3.3 Continue to develop the programme to enhance staff skills to meet our objectives	G	G	Jan to March schedule being delivered

Number Green and Amber  
Percentage

48  
97.96%

**Status**

**Amber**

Significant Partnerships 2009/2010 April - December 2009			
	Quarter Two	Quarter Three	Comment
<b>Oxfordshire-wide Partnerships</b>			
Supporting People	<b>G</b>	<b>G</b>	Representatives of housing services are currently involved in two major pieces of work as part of the Supporting People Partnership. Firstly the support service for older residents, previously known as the warden service is being replaced by a service known as the alert contract. CDC will be involved in the quality assurance of this new contract as it is commissioned to assure that the best interests of Cherwell residents are kept at the forefront. Secondly the Supporting People Partnership have recently published the draft Oxfordshire Mental Health and Housing Support Strategy - From Supported to Independent Living. CDC will have an opportunity to comment on this strategy before it is approved. This will be the subject of a portfolio holder report in due course.
Children and Young People's Partnership	<b>G</b>	<b>G</b>	Children and Young People Plan's new action plan being developed by partners on an area trust basis.
Oxfordshire Housing Partnership	<b>G</b>	<b>G</b>	OHP now reports into the Spatial Planning and Infrastructure Partnership. In December it convened a successful Housing Forum on the HCA "single conversation". This is influencing current SPIP work.
Oxfordshire Waste Partnership	<b>G</b>	<b>G</b>	All key performance measures on track.
Oxfordshire Economic Partnership	<b>A</b>	<b>G</b>	<b>CMT Success</b> Since the last report Councillor Bolster has become a member of the revised OEP Board as one of two District Council representatives, and the new Board has been confirmed. Also, a revised bid for the LAA reward Grant has been approved by the public service board, which matches much more closely District Council priorities.
Oxfordshire Safer Communities Partnership	<b>G</b>	<b>G</b>	
Oxfordshire Voluntary Sector Development Partnership (OVSDP)	<b>G</b>	<b>G</b>	New Compact produced together with equality & diversity policy.

**Significant Partnerships 2009/2010**  
**April - December 2009**

	Quarter Two	Quarter Three	Comment
Health and Well Being Partnership Board	<b>G</b>	<b>G</b>	Ongoing work associated with a county Ageing Successfully Strategy and tackling obesity. Ongoing concern about the change necessary and service effect of future PCT funding difficulties.
<b>Cherwell-specific Partnerships</b>			
Cherwell Local Strategic Partnership	<b>G</b>	<b>G</b>	<b>CMT Success</b> The new Cherwell Sustainable Community Strategy, Our District, Our Future has been agreed and will be launched in February. The new Cherwell Local Strategic Partnership governance arrangements have been agreed and the Board has met once. The Management Group meets in January for the first time and the Reference Group in February.
Cherwell Safer Community Partnership	<b>G</b>	<b>G</b>	New scrutiny arrangements finalised
Homelessness Strategy Partnership	<b>G</b>	<b>G</b>	<b>CMT Success</b> In the 3rd quarter of 2009 the number of households living in temporary accommodation fell to 37. In April 2006 this number was at 388.
Cherwell Registered Social Landlords Partnership and Sanctuary Housing Group	<b>G</b>	<b>G</b>	<b>CMT Success</b> During the previous quarter Sanctuary Housing Group delivered 36 affordable homes at Gosford Farm Kidlington, and a further 6 at Appleby Close Banbury.
Cherwell M40 Investment Partnership	<b>G</b>	<b>G</b>	No meetings were held during the quarter due to staff absences. Promotional and similar activity has been reduced due to market conditions. However intelligence sharing continues, and general cooperation in handling any enquiries, and the partnership will meet in January.
Kidlington Village Centre Management Board	<b>G</b>	<b>G</b>	Attendance at Board meetings. Completion of Street furniture project. Establishment of Pedestrianisation Project to consider options for the High Street. Discussions planned on parking in Kidlington. Consultation on possible taxi rank provision. Discussions on Xmas lights funding.
Banbury Town Centre Partnership	<b>G</b>	<b>G</b>	Attendance at Partnership meetings. Progress on Town Centre Guide. Updates provided on Parson Street, car parking, arts projects. Investigation of use of vacant shop premises.
Bicester Vision	<b>G</b>	<b>G</b>	The partnership has continued to operate effectively, and has held a number of well attended meetings and events. They worked with the Council to make a success of the Bicester Summit in December.



Significant Partnerships 2009/2010 April - December 2009			
	Quarter Two	Quarter Three	Comment
Spatial Planning and Infrastructure Partnership		G	The Partnership is being led by Cherwell District Council in its first year. Two meetings have been held to date. Current business involves: agreement with HCA on Local Investment Plan for Oxfordshire local authorities under "single conversation"; Economic Assessment for County; Local Transport Plan 3; Review of South East Plan (single Regional Strategy)

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**Risk Management 2009/2010  
October - December 2009**

Risk Heading	Description	Net Risk Rating	Net Risk Rating or Changes since last Quarter	Risk Mitigation this Quarter /Comments
<b>Strategic Risks</b>				
RM001 Council fails to deliver its community leadership role	Changes resulting from Local Government White Paper and new emphasis on improved 2 tier working fail to deliver the best outcome for local residents and other stakeholders in terms of improved service and/or increased efficiencies.	Medium	No Change	No issues arising.
RM002 Failure to deliver fair and equitable access to services to everyone	Failure to deliver fair and equitable access to services to everyone and meet legislative requirements and CPA expectations re equality and accessibility	Medium	No change	No issues arising. Very successful Banbury event held with many nationalities and cultures attending. Good progress on the new Equity Diversity Plan.
RM003 Failure to demonstrate continuous improvement/meet public expectations for a cleaner District	Failure to demonstrate continuous improvement and to meet public expectations for a cleaner District.	Medium	No change	No issues arising. Continued high standard of cleanliness. Further improvement in detritus levels required. 1% improvement to 67% customer satisfaction with local cleanliness.
RM004 Failure to have robust financial arrangements in place to deliver the Council's Strategic Agenda	As the Council's available capital reduces with investment so must our dependency on interest to support revenue expenditure and our capital assets will need to be rebuilt to fund future infrastructure investments.	Medium	No Change	Not reported on.

**Risk Management 2009/2010  
October - December 2009**

Risk Heading	Description	Net Risk Rating	Net Risk Rating or Changes since last Quarter	Risk Mitigation this Quarter /Comments
RM005 (Partnership) Failure to adapt to the economic issues and pressures in the District	General economic conditions create a more or less favourable backdrop to Council activities.	High Medium	No Change	Not reported on.
RM006 Failure to adapt to social issues and pressures in the District	Failure to understand the needs and issues facing the Council's diverse communities and lack of effective engagement with hard-to-reach groups. Failure to fulfil the community leadership role in the event of a significant social issue (eg closure of large employer in the district,	Medium	No Change	No issues arising. Ongoing work implementing community cohesion plan. Good proactive Council response to the recession and the effect it is having on a greater number of vulnerable people.

**Risk Management 2009/2010  
October - December 2009**

Risk Heading	Description	Net Risk Rating	Net Risk Rating or Changes since last Quarter	Risk Mitigation this Quarter /Comments
<b>'High' Rated Risks</b>				

**Indicated by:-**

High
High Medium
Medium
Low

**How the risk should be managed**

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

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## Executive

2009/10 Projected Revenue & Capital Outturn at  
31 December 2009

1 February 2010

Report of Head of Finance

### PURPOSE OF REPORT

This report summarises the Council's Revenue and Capital performance for the first 9 months of the financial year 09/10 and projections for the full 09/10 period. These are measured by the budget monitoring function and reported via the Performance Management Framework (PMF) informing the 09/10 budget process currently underway.

This report also considers progress against the 2009/10 Procurement Action plan which contributes to our annual efficiency target.

This report is public
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### Recommendations

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The Executive is recommended:

- (1) To note the projected revenue & capital position at December 2009.
- (2) To approve the changes in the 2009/10 capital programme as follows:
- (3) Slip £2,734K of project funding into the 2010/11 capital programme (detailed in Appendix 1) and consider this as part of the 2010/11 budget process
- (4) To note the contents and the progress against the procurement action plan (detailed in Appendix 2).

### Executive Summary

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#### Introduction

- 1.1 In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue and capital position is reported monthly to the Corporate Management Team and formally to the Executive on a quarterly basis. This reports includes the position at Q3.
- 1.2 The revenue and capital expenditure in Q3 has been subject to a detailed review by Officers and reported monthly to management as part of the corporate dashboard. An additional benchmark has been included this year to

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

- 1.3 The Qtr 3 Treasury Management Performance Report is attached as an Appendix to this report.

### Conclusion

- 1.4 Due to the downturn in the economy, impact of the credit crunch on Council services and the volatility of the financial markets, the Council is keeping a watching brief on any challenges that they may need to face which may result in a redirection of budgets.
- 1.5 The variances on the revenue and capital projections are within the Council's stated tolerances of +2% / -5%.
- 1.6 The Council has a General Fund Revenue reserve to meet any budgetary surplus or deficit.

### Background Information

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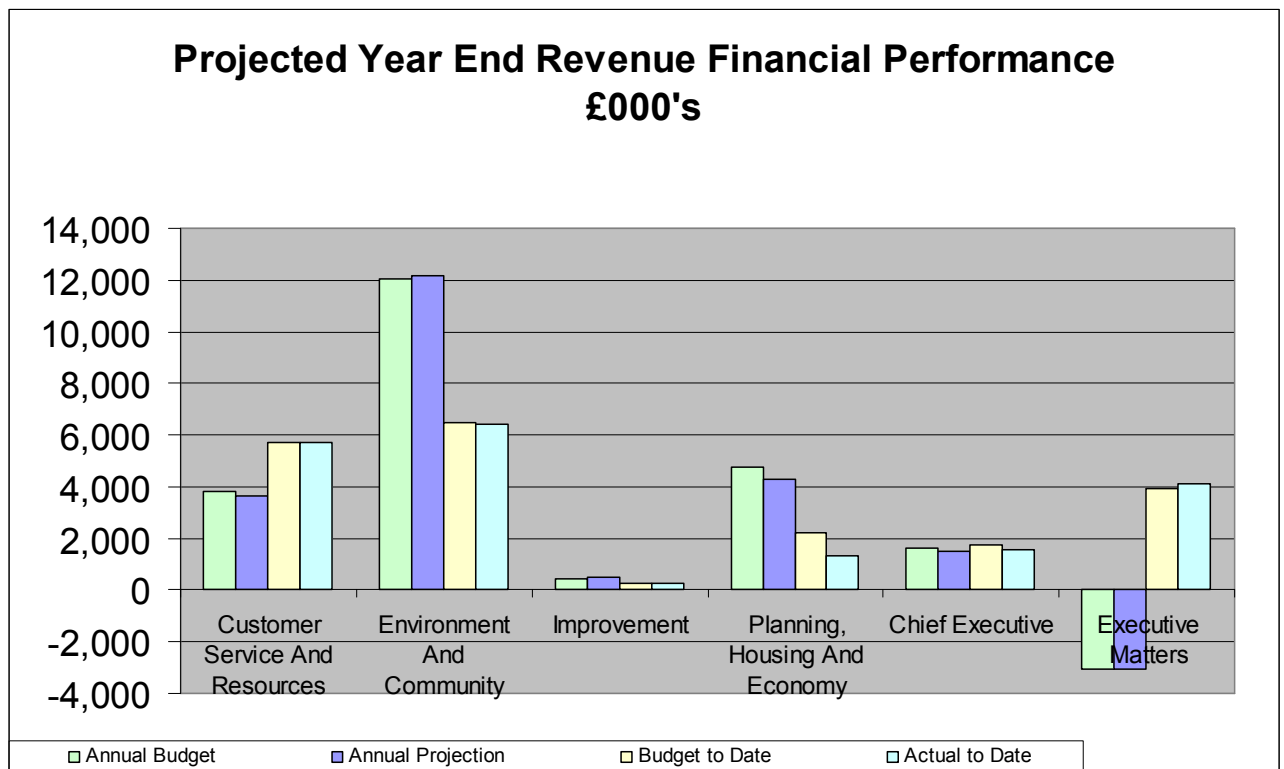
#### Revenue and Capital Position at 31<sup>st</sup> December 2009

- 2.1 The Dashboard Revenue Report for Dec 2009 shows an underspend against budget of (£741k). This can be split between underspends in services to date of (£0.98m -- £306k as a result of NNDR profiling) offset by reduced investment income of £470k.
- 2.2 Total capital spend to December 2009, including commitments, amounts to £15.5M. This represents 57% of the total annual budget and 77% of the periodic budget.

#### Revenue Projected Outturn 2009/10

DECEMBER 2009 PROJECTIONS	Full-Year Budget 2009/10 £000's	Projected Out-turn 2009/10 £000's	Projection Variance 2009/10 £000's
<b>DIRECTORATES</b>			
Customer Service & Resources	3,801	3,621	(180)
Environment & Community Improvement	12,059	12,174	115
Planning Housing & Economy	463	475	12
Chief Executive	4,787	4,316	(471)
	1,600	1,530	(70)
<b>Net Expenditure Services</b>	<b>22,710</b>	<b>22,116</b>	<b>(594)</b>
<b>Reduction in Investment Income</b>		<b>600</b>	<b>600</b>
<b>Offset by Risk reserve</b>		<b>(600)</b>	<b>(600)</b>
<b>Review of Reserves</b>		<b>594</b>	<b>594</b>
	<b>22,710</b>	<b>22,710</b>	<b>0</b>





- 2.3 We are currently projecting to be on track to budget at the year end. This assumes that the reduction in investment income will be met from the earmarked interest rate reserve and the underspends at Q3 within the CSR and PHE Directorates remain to offset income reductions in EAC.
- 2.4 The overspend in Environment and Community primarily relates to income shortfalls in market rents (£110k). Car park income is also reduced as a result of recent weather conditions and closure of car parks during sports centre modernisation works however this is offset in part by increased excess charge income and reduced costs elsewhere. Additional savings of £29K have also been made within Safer Communities in respect of CCTV maintenance and Data Communications. The recent weather has also increased staff and agency costs within Environmental Services by approximately another £30K to clear the backlog of bin collections due to snow.
- 2.5 The underspend in Customer Service and Resources primarily relates to increased income within Land Charges (£62K) and reduced Legal Fees of £40K . Savings within Business Services equate to £51K being a combination of reduced accommodation costs and savings on energy (£31K) and security (£14K)
- 2.6 The underspend in Planning, Housing and Economy primarily relates to increased Planning Fee Income (£131K) , due to an unprecedented (£162K) being received in November and (£90K) in December. Additional savings have been made in salary costs and other operational costs across the directorate. There is also a projected saving of £60K on the costs of the rent deposit scheme within Housing.

- 2.7 The underspend in Chief Executives primarily relates to projected underspends in training (£50K) and savings within Community Planning through projects coming in under budget.

### Treasury Performance Quarter 3 2009/10

- 2.8 The actual return on investments for the quarter to September 2009 was £1,664k compared with a budget of £2,119 a variance of £456k. The primary reason for the variance is the current base rate of 0.5%. At the time of setting the 2009/10 budget, the assumption was that a minimum level of 2% would be achieved for all new loans entered into during 2009/10.

- 2.9 The budget was split as follows:

#### 2009/10 Budget by Fund Manager

Fund	Amount Managed	Average % rate	Interest Receivable	Monthly equivalent
TUK	29,000,000	4.93%	1,429,153	119,096
Investec	26,230,000	2.81%	736,038	61,336
In House (avg)	29,000,000	2.28%	660,388	55,032
<b>Total</b>	<b>84,230,000</b>	<b>3.35%</b>	<b>2,825,579</b>	<b>235,464</b>

- 2.10 The actual return for the 9 months ended December 2009 is:

Fund	Amount at 31 Dec 2009	Q3 Interest Budget	Q3 Actual Interest	Variance	Rate of return %
TUK	29,000,000	1,071,864	1,022,730	(49,134)	4.83
Investec	26,230,000	552,028	307,485	(244,543)	1.62
In House	19,100,383	495,291	333,315	(161,976)	1.90
<b>Total</b>	<b>74,330,383</b>	<b>2,119,184</b>	<b>1,663,530</b>	<b>(455,651)</b>	<b>2.83</b>

- 2.11 The variance is expected to be in the region of £600,000 by the end of this financial period and results in a variance to 2008/09 of circa £1m.
- 2.12 The interest rate decline has been continually monitored and as a result an interest rate risk reserve was created as part of the review of reserves in conjunction with the preparation of the 2008/09 statutory accounts. The reserve balance is £600k and latest projections show that this is will meet the budgeted shortfall. The net result is that the shortfall will be covered form this specific reserve.
- 2.13 Compliance with the investment strategy has been monitored regularly by the Accounts, Audit and Risk Committee. The Q3 full review was taken to this committee on 20 January 2010.

### **Icelandic Investments**

- 2.9 We produced our claim in relation to our investments with the failed Icelandic Bank Glitnir and this has been considered by the winding up board.
- 2.10 The winding up board of the bank has not accepted the claim as a priority creditor and as such any unsecured claim might only return 31% of the principle.

- 2.11 The LGA represented by Stephen Jones, Director of Finance and Performance, attended the Glitnir creditors meeting in Iceland. At the meeting, which was constructive, the Glitnir winding up board acknowledged the objections lodged on behalf of local authorities to the decision to refuse priority status.
- 2.12 Local authorities' objections will now be considered under the processes followed under Icelandic insolvency law, and court action will be taken as necessary.

The LGA is confident that local authorities' priority status as depositors will in due course be secured.

### Capital Projection 2009/10

- 2.13 The projected spend for capital schemes as at December 2009, taking into consideration the observations detailed below, is £19.3 m of which £9.3m relates to the Sports Centre Modernisation Project.

<b>DECEMBER 2009 PROJECTIONS</b>	<b>Full- Year Budget 2009/10 £000's</b>	<b>Projection 2009/10 £000's</b>	<b>Projection Variance 2009/10 £000's</b>
<b>DIRECTORATES</b>			
Customer Service & Resources	1,499	948	<b>551</b>
Environment & Community	4,039	3,460	<b>579</b>
Sports Centre Modernisation	12,140	9,325	<b>2,815</b>
Planning Housing & Economy	9,059	5,512	<b>3,487</b>
Chief Executive	38	38	<b>0</b>
	<b>26,775</b>	<b>19,343</b>	<b>6,937</b>

#### **SUMMARY:**

Annual Budget	26,775
Less slippage agreed at Nov Exec	(2,281)
Less slippage to be agreed at Feb Exec	(2,734)
SCM reconciliation – slippage at 2008/09 over estimated	(1,722)
Net Savings on plan	(696)

<b>Projected spend at end of 09/10</b>	<b><u>19,343</u></b>
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- 2.14 Assurance has been sought from Service Heads to ensure that schemes are started according to budgeted profile and will be monitored monthly through budget monitoring, the Finance Management Panel and Capital Investment Delivery Group.

- 2.15 A detailed review of the Capital programme was conducted for Quarter 3 and approval from Executive is sought for the slippage of 09/10 projects into the 10/11 programme as detailed in the attached Appendix 1

### **Procurement Action Plan 2009/10**

- 2.16 The update report attached in Appendix 2 demonstrates that the 2009/10 Corporate Procurement Programme targets are on track to be delivered although due to the work required on the Banbury Health Centre project, outsourcing of the back office functions of the revenues and benefits service and VFM projects we have made amendments to the milestone dates.
- 2.17 In terms of cashable savings the target of £200,000 has been exceeded, non cashable savings of £35,000 achieved and the impact of the procurement process on our capital programme has reduced Council expenditure by circa £300,000.

### **Efficiencies**

- 2.18 The final efficiencies for 2008/09 have been calculated and NI179 was returned by the due date. The reported efficiency savings for 2008/09 were £1,634,872 (this is calculated as gains b/f of £736,631 plus new gains in 08/09 of £898,241)

### **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 This report illustrates the Council's performance against the 2009/10 Revenue and Capital Budget and includes the latest update against the 2009/10 action plan.

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

- |                   |   |
|-------------------|---|
| <b>Option One</b> | To review current performance levels and consider any actions arising.                                  |
| <b>Option Two</b> | To approve or reject the recommendations above or request that Officers provide additional information. |

### **Consultations**

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The revenue and capital position has been subject to regular review by the Corporate Management Team and as part of the PMF framework.

Compliance with our investment strategy and monitoring of our returns was reported to the Accounts, Audit and Risk Committee on 20<sup>th</sup> January 2010.

### **Implications**

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- |                   |  |
|-------------------|--|
| <b>Financial:</b> | Financial Effects – The financial effects are as outlined in the report.<br>Efficiency Savings – There are no efficiency savings |
|-------------------|--|

arising from this report however the budget 2009/10 was based on a number of efficiencies carrying forward from Gershon and achieving our targets for 2008/09. In addition to our own internal efficiency targets we also have to meet the Governments 3% efficiency target – National Indicator 179. Not all of our efficiencies can be counted towards this target and the latest position is that we will achieve £693,000 compared to a target of £600,000.

Comments checked by Karen Muir, Corporate System Accountant 01295 221559

**Legal:**

Presentation of this report is in line with the CIPFA Code of Practice.

Comments checked by Liz Howlett, Head of Legal and Democratic Services 01295 221686

**Risk Management:**

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

Comments checked by Rosemary Watts, Insurance and Risk Manager, 01295 221566.

**Wards Affected**

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All

**Corporate Plan Themes**

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An Accessible and Value for Money Council

**Executive Portfolio**

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**Councillor James Macnamara**

**Portfolio Holder for Resources and Organisational Development**

**Document Information**

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Appendix No	Title
Appendix 1	Capital Programme 2009/10 Update
Appendix 2	Procurement Action Plan 2009/10
<b>Background Papers</b>	
2009/10 Budget Booklet 2009/10 Capital Asset Strategy Medium Term Financial Strategy 2009/10 Investment Strategy CIPFA Treasury Management Code of Practice	
<b>Report Author</b>	Karen Curtin, Head of Finance Karen Muir, Corporate System Accountant
<b>Contact Information</b>	01295 221551 <a href="mailto:karen.curtin@cherwell-dc.gov.uk">karen.curtin@cherwell-dc.gov.uk</a>

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CODE	DESCRIPTION	Slippage agreed at Nov Exec	Slippage to be agreed at Feb Exec
CSRB002	Access to Highfield Depot	(22)	
CSRB010	Local Land Charges		(6)
<b>Business Services Total</b>		<b>(22)</b>	<b>(6)</b>
CSRF002	Financial Ledger - Agresso 5.5		(50)
CSRF003	Budget Module		(15)
<b>Finance Total</b>		<b>0</b>	<b>(65)</b>
ICTO026	100mbs Weblink Bodicote House		(32)
ICTO028	TLD Business Continuity ISDN30 phone line & 10mbs		(20)
ICTO030	Virtualisation		(92)
<b>ICT - Operational Total</b>		<b>0</b>	<b>(144)</b>
ICTS008	Self Service Terminals		(39)
ICTS010	Online Service Provision via Forms		(43)
ICTS011	Scanning at the point of entry		(20)
<b>ICT - Information Services Total</b>		<b>0</b>	<b>(102)</b>
<b>Customer Service &amp; Resources Total</b>		<b>(22)</b>	<b>(317)</b>
EACC006	Replacement Cabling Infrastructure for CCTV	(95)	
<b>Safer Community &amp; Community Development Total</b>		<b>(95)</b>	<b>0</b>
EACE003	Climate Change Initiatives Fund		(71)
<b>Environmental Services Total</b>		<b>0</b>	<b>(71)</b>
EACH006	Football Development Plan in Banbury		(20)
EACH021	South West Bicester Sports Village	(170)	
<b>Health &amp; Recreation Total</b>		<b>(170)</b>	<b>(20)</b>
EACU002	Off Road Parking Facilities		(135)
EACU003	Circular Walks DDA Works		(5)
EACU006	Christmas Illuminations		(51)
EACU009	Implementation of Banbury Residents Parking - Sign	(25)	
EACU011	Urban Centres Improvements		(27)
<b>Urban &amp; Rural Total</b>		<b>(25)</b>	<b>(218)</b>
<b>Environment &amp; Community Total</b>		<b>(290)</b>	<b>(309)</b>
PHEE002	Banbury Pedestrianisation	(985)	750
PHEE003	Bicester Cattle Market Car Park Phase 2		(334)
PHEE004	Bicester Pedestrianisation	(25)	
PHEE012	Thorpe Lane Depot Refurbishment Scheme	(834)	(250)
<b>Economic Development &amp; Estates Total</b>		<b>(1,844)</b>	<b>166</b>
PHEH002	LASHG - London Road Bicester		
PHEH004	Choice Based Lettings		(24)
PHEH014	Acquisitions Scheme - to extend RSL Housing		(500)
PHEH015	Discretionary Grants for Domestic Properties		(50)
PHEH016	Housing Overcrowding Pilot scheme		(30)
PHEH020	Young Persons Acquisition Scheme		(390)
PHEH021	Land at Claypits Lane Bicester		(187)
<b>Housing Services Total</b>		<b>0</b>	<b>(1,181)</b>
<b>Planning, Housing &amp; Economy Total</b>		<b>(1,844)</b>	<b>(1,015)</b>
SCMP001	Sports Centre Modernisation Programme		(1,093)
<b>Sports Centre Modernisation Total</b>		<b>0</b>	<b>(1,093)</b>
ICT Slippage		(125)	
<b>TOTAL SLIPPAGE</b>		<b>(2,281)</b>	<b>(2,734)</b>

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## APPENDIX 2

### Corporate Procurement Action Plan Update Q3 2009/10

What we want to achieve	Action	SMART Targets	Dates / Milestones	Outcome – how will customers know we have achieved this?																																																																																																																
Page 211	<ul style="list-style-type: none"> <li>• Benchmark current costs against comparables and agree savings targets for all projects.</li> <li>• Record all savings secured via tenders, monitoring actual savings for the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet savings targets based on analysis of Procurement Forward Plan</li> </ul>	Ongoing	Measurement of previous against current expenditure.																																																																																																																
				<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;">Contract Description</th> <th style="width: 10%;">Cashable</th> <th style="width: 10%;">Non-cashable</th> <th style="width: 10%;">Capital</th> </tr> </thead> <tbody> <tr><td>Community Planning Consultation</td><td style="text-align: right;">£15,000</td><td></td><td></td></tr> <tr><td>Print</td><td style="text-align: right;">£25,000</td><td></td><td></td></tr> <tr><td>North Oxfordshire Guide</td><td style="text-align: right;">£4,000</td><td></td><td></td></tr> <tr><td>Cleaning Services Museum &amp; TIC</td><td style="text-align: right;">£10,000</td><td></td><td></td></tr> <tr><td>Stationery</td><td style="text-align: right;">£4,000</td><td></td><td></td></tr> <tr><td>Study and Toolkit</td><td style="text-align: right;">£4,000</td><td></td><td></td></tr> <tr><td>Bridge Street Health Centre</td><td style="text-align: right;">£25,000</td><td></td><td></td></tr> <tr><td>Energy</td><td style="text-align: right;">£35,000</td><td></td><td></td></tr> <tr><td>Installation of Christmas Lights</td><td style="text-align: right;">£12,000</td><td></td><td></td></tr> <tr><td>OGC Buying Solutions</td><td style="text-align: right;">£15,000</td><td></td><td></td></tr> <tr><td>Purchase Cards</td><td></td><td style="text-align: right;">£34,669</td><td></td></tr> <tr><td>Artificial Pitches</td><td style="text-align: right;">£780</td><td></td><td style="text-align: right;">£39,000</td></tr> <tr><td>Parson's Street Improvements</td><td style="text-align: right;">£4,000</td><td></td><td style="text-align: right;">£200,000</td></tr> <tr><td>Bridge Street Health Centre</td><td style="text-align: right;">£25,000</td><td></td><td></td></tr> <tr><td>Waste Management software</td><td style="text-align: right;">£600</td><td></td><td style="text-align: right;">£30,000</td></tr> <tr><td>Purchase of 4 RCV Vehicles</td><td style="text-align: right;">£595</td><td></td><td style="text-align: right;">£29,764</td></tr> <tr><td>Early Payment Discounts</td><td style="text-align: right;">£3,000</td><td></td><td></td></tr> <tr><td>Confidential shredding</td><td style="text-align: right;">£10,000</td><td></td><td></td></tr> <tr><td>Coffee machines</td><td style="text-align: right;">£700</td><td></td><td></td></tr> <tr><td>Building materials</td><td style="text-align: right;">£1,500</td><td></td><td></td></tr> <tr><td>Cleaning supplies</td><td style="text-align: right;">£1,000</td><td></td><td></td></tr> <tr><td>Uniforms</td><td style="text-align: right;">£750</td><td></td><td></td></tr> <tr><td>Wheelie Bins</td><td style="text-align: right;">£9,000</td><td></td><td></td></tr> <tr><td>Recycling boxes</td><td style="text-align: right;">£1,000</td><td></td><td></td></tr> <tr><td>Protective Clothing</td><td style="text-align: right;">£3,000</td><td></td><td></td></tr> <tr><td>Washroom Facilities</td><td style="text-align: right;">£350</td><td></td><td></td></tr> <tr> <td style="text-align: right;"><b>Total:</b></td> <td style="text-align: right;"><b>£210,275</b></td> <td style="text-align: right;"><b>£34,669</b></td> <td style="text-align: right;"><b>£298,764</b></td> </tr> </tbody> </table>	Contract Description	Cashable	Non-cashable	Capital	Community Planning Consultation	£15,000			Print	£25,000			North Oxfordshire Guide	£4,000			Cleaning Services Museum & TIC	£10,000			Stationery	£4,000			Study and Toolkit	£4,000			Bridge Street Health Centre	£25,000			Energy	£35,000			Installation of Christmas Lights	£12,000			OGC Buying Solutions	£15,000			Purchase Cards		£34,669		Artificial Pitches	£780		£39,000	Parson's Street Improvements	£4,000		£200,000	Bridge Street Health Centre	£25,000			Waste Management software	£600		£30,000	Purchase of 4 RCV Vehicles	£595		£29,764	Early Payment Discounts	£3,000			Confidential shredding	£10,000			Coffee machines	£700			Building materials	£1,500			Cleaning supplies	£1,000			Uniforms	£750			Wheelie Bins	£9,000			Recycling boxes	£1,000			Protective Clothing	£3,000			Washroom Facilities	£350			<b>Total:</b>	<b>£210,275</b>	<b>£34,669</b>	<b>£298,764</b>
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				*Actual savings against budget were £500,000 with estimate that																																																																																																																

## APPENDIX 2

### Corporate Procurement Action Plan Update Q3 2009/10

				£100k savings as a result of recession and competitive pricing, £200k due to tender process & £200k as a result of overestimating the budget (highest price still £200k under budget).
<p>All new/re-tendered contracts to be subject to options appraisal and planning to ensure they are let to the Most Economically Advantageous Tender</p>	<p>All contracts to be subjected to 4Cs:</p> <ul style="list-style-type: none"> <li>• Challenge current perceptions of service requirement and methods of delivery.</li> <li>• Consult with service areas as to how services can be delivered and improved.</li> <li>• Compare the Council with peer groups to further develop best practice and benchmark cost.</li> <li>• Competition that follows best practice guidelines and provides evidenced value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Heads to supply bi-monthly updates to the procurement forward plan for 2009/10</li> <li>• Procurement to carry out options appraisals for each proposed contract - ensuring more effective planning -by ensuring service areas complete stakeholder questionnaires at the outset of a project.</li> </ul>	Ongoing	Provision of documented stakeholder questionnaires and evaluation score sheets for all tenders.
			Ongoing	Services have been proactive in contacting Procurement and using stakeholder questionnaires. The Procurement team have worked on 30 projects year to date with an increase in collaborative procurement projects – such as the property and toilet cleansing tenders.
			Ongoing	There is a greater focus on output specifications, moving away from telling the contractors every detail of how we would like the service carried out to put the onus on suppliers demonstrating their methodologies and innovation.
			Ongoing	Officers are being encouraged to look more closely at the total lifetime costs and to enter into longer term contracts which lever better service levels/commitment and value for money.



Corporate Procurement Action Plan Update Q3 2009/10

<p>All areas of spend between £10,000 p.a. and £100,000 to be incorporated within a formal contract – ideally of a minimum of 3 years</p>	<ul style="list-style-type: none"> <li>• Spikes Cavell analysis to identify areas of expenditure £10,000 to £100,000</li> <li>• All fields to be cross-referenced with Contracts Register.</li> <li>• Service Areas approached to arrange quoting for contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports run bi-monthly.</li> <li>• Meetings held with Service Heads as and when contract needs identified.</li> <li>• Contracts scheduled within 2 weeks of identification of contract need.</li> </ul>	<p>Ongoing</p>	<p>Further contracts identified:</p> <ul style="list-style-type: none"> <li>• Uniforms</li> <li>• Protective Clothing</li> <li>• Cleaning supplies</li> <li>• Washroom facilities</li> </ul> <p>Spikes Cavell has helped cross-reference information held by Agresso – particularly with the property services project – but is no longer required moving forward.</p>
<p>Reduce number of suppliers with whom we spend &gt; £10,000 p.a. by a minimum of 20%</p>	<ul style="list-style-type: none"> <li>• Letting of contracts for all levels of expenditure as per above target – being careful to not exclude SME’s from opportunities.</li> </ul>		<p>Ongoing</p>	<p>Monthly report on consolidation of suppliers as a result of letting contracts.</p> <p>Contracts being put in place for uniforms, protective clothing, cleaning supplies and washroom facilities will see further consolidation of supplier base.</p>
<p>Rollout of Corporate Procurement Guide</p>	<ul style="list-style-type: none"> <li>• Static version to be rolled out in stages from June 2009.</li> <li>• Interactive version to be</li> </ul>		<p>June 2009 onwards</p> <p>September 2009</p>	<p>Draft guide is ready for presentation to EMT in January 2010 will rollout planned for February 2010.</p> <p>Interactive version to follow by March 2010.</p>

## APPENDIX 2

### Corporate Procurement Action Plan Update Q3 2009/10

	implemented and tested from September 2009.		onwards	
Rollout Contract Management Manual across Service Areas	<ul style="list-style-type: none"> <li>Procurement to devise manual</li> <li>Training workshops to be held at quarterly intervals from July onwards, sourcing external provider to assist.</li> </ul>		July onwards	The volume of procurement projects which were not originally within the 09/10 work plan – such as the Banbury Health Centre and the Revenues & Benefits transactional outsourcing – has meant that this project has been put back to the next financial year with work being undertaken with other authorities within the MKOB partnership to pool knowledge and resources.
Actively engage with local suppliers and seek feedback on how we can improve our contracting processes	<ul style="list-style-type: none"> <li>Develop role of the Local Business Liaison Group</li> <li>Create existing suppliers and potential suppliers databases using Spikes Cavell</li> </ul>	<ul style="list-style-type: none"> <li>Email circular sent out with questionnaire by June 2009.</li> <li>Host Meet the Buyer event July 2009 with two more events by 31<sup>st</sup> March 2010.</li> <li>Procurement newsletter emailed out quarterly from September 2009</li> <li>Supplier</li> </ul>	<p>June 2009</p> <p>July 2009</p> <p>September 2009</p> <p>Ongoing</p>	<p>After the success of the Oxford Meet the Buyer event in April – where the Cherwell team saw more than 100 suppliers on the day and engaged a large number of local printers for the follow-up print workshop ahead of the print framework tender – it was decided that the district's first Meet the Buyer event would provide more effective support for local businesses if it was held in September.</p> <p>Over 60 companies booked consultations with the 7 buyers present at the event and attended working with the public sector workshops. Details of all companies attending have been passed to relevant officers and held on file for forthcoming opportunities.</p> <p>An online questionnaire is being developed in February to determine how businesses would most prefer to receive communications from the Council.</p> <p>Supplier workshops continue to be offered for all relevant tenders and</p>

**Corporate Procurement Action Plan Update Q3 2009/10**

		Workshops held for all relevant major contracts		a prompt to consider a supplier workshop for local businesses forms part of the service consultation questionnaire used for all procurement exercises.
Rollout Sustainable Procurement Guide for use by all Officers  Page 216	<ul style="list-style-type: none"> <li>• Convene Sustainable Procurement Working Group &amp; agree minimum requirements</li> <li>• Procurement draft Guide</li> <li>• Launch Guide via workshops and as part of stakeholder consultation process for larger contracts</li> </ul>		September 2009  October November onwards	<p>Draft sustainable procurement policy is being finalised for presentation to the Executive in February.</p> <p>The policy with accompanying guide is scheduled to be rolled out with the procurement guide in February 2010.</p>
Review of Corporate Procurement Strategy	<ul style="list-style-type: none"> <li>• Need to review our procurement strategy to reflect our now established strategic approach</li> </ul>		Q3 2009	Executive Report due March 2010.

## Executive

### Draft Budget 2010-11

1 February 2010

### Report of the Head of Finance

#### PURPOSE OF REPORT

The Council is required to produce a balanced budget for 2010/11 as the basis for calculating its level of Council Tax. It has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years. The first draft was reported to the December 7 2009 Executive meeting and a second draft to the January 11 2010 Executive meeting. The information has now been updated to reflect changes since then and, subject to any further changes Members may wish to include tonight, this final draft will be used to prepare a final budget proposal to be presented to full Council on 22 February 2010.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) to approve the changes to the draft budget since 11th January 2010 and consider the draft revenue budget (detailed in Appendix 1) in the context of the Council's service objectives and strategic priorities;
- (2) to agree the approach to the overall capital programme and 10/11 new scheme bids (detailed in Appendix 2);
- (3) to approve the treasury management strategy for 2010/11 (detailed in Appendix 3)
- (4) to approve the election fees payable for 2010/11 (detailed in Appendix 4)
- (5) recommend that the draft corporate plan be endorsed. (detailed in Appendix 5)
- (6) to note the latest MTFS financial forecast is currently being refreshed and will be part of the budget book.
- (7) request officers to produce the formal 10/11 budget book on the basis of Appendices 1-5:
- (8) recommend ,subject to any further changes Members may wish to include tonight, the updated draft budget and treasury management strategy for adoption by the Council on 22 February 2010 (as a key decision);

#### Executive Summary

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- 1.1 The budget will form the financial expression of the Council's service delivery plans for 2010/11; the allocation of resources against agreed service priorities is

necessary in order to achieve its strategic priorities.

- 1.2 There is a statutory requirement for the Council to set a balanced budget by 11 March 2010 and this draft budget is the penultimate part of that process.
- 1.3 The current economic climate presents unprecedented challenges in meeting spending priorities without placing undue burden on local taxpayers. The Council's successful approach to improving value for money and securing efficiencies on an ongoing basis provides the foundation for further cost reductions in the forthcoming year. The value of cost reductions included in the 2010/11 budget amounts to £2.8million as in detailed in Appendix 1.
- 1.4 As a result the draft budget presented illustrates further progress in securing additional budget savings to reduce the funding gap identified in the previous draft from £32k to a balanced budget.
- 1.5 The balanced budget has been achieved on the assumption that the pay award for 2010/11 is 0%. This is currently subject to a union ballot and a decision is expected by 1<sup>ST</sup> February 2010.
- 1.6 The Council has reviewed the composition of the Corporate Management Team and Extended Management Team. This has resulted in a restructure which will change the composition from 4 directorates and improvement to 2 directorates and a corporate centre. This has contributed to the savings in the 2010/11 revenue budget. The budget has been based on the current structure so will need to be rebuilt based on the new structure. This will not have any impact on the budget requirement but will change presentation. The 2009/10 outturn will also need to be rebuilt reflecting the new structure so comparison can be made.
- 1.7 The budget includes the additional costs associated with job evaluation which is due to be implemented in April 2010. This process has involved redesigning the pay structure from a spot structure to an incremental scheme. This process is again subject to a Union vote and as a result the additional costs related to this scheme have not yet been allocated by individual services (or staff) as indicative grades are not due for release until February 2<sup>nd</sup> 2010.
- 1.8 As a result of 1.6 and 1.7 the support costs of the Council have not yet been allocated against all services in the proposed new organisation structure. This has no impact on the budget requirement as it will only result in the re-allocation of cost between directorates. The process for this exercise will be detailed in the budget book.
- 1.9 The level of council tax being proposed by Cherwell District Council is analysed in Appendix 1. The band D council tax for 2010/11 is unchanged from the current year figure of £123.50 as the Executive specified a 0% increase in the Budget Guidelines. This compares to a CPI rate at December 2009 of 2.9% and RPI of 2.4%.
- 1.10 As a precepting authority Cherwell District Council collects council tax and parish precepts on behalf of Oxfordshire County, Thames Valley Police and local parishes. This information will be received in time for us to prepare the council tax report for Full Council on 22 February 2010.



## **Background Information**

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### **2.1 Process**

The delivery of a balanced budget representing value for money to local residents is the fundamental objective of the service and financial planning process. This centres on the preparation of service plans, which are developed not only to deliver the Council's corporate objectives and priorities, but also to demonstrate how the published service targets, representing the Council's commitment for delivery in priority areas, are to be achieved. The budget is the financial expression of these plans, within the context of the Council's Medium Term Financial Strategy.

The programme involves elected Members, the Council's senior managers and, in many service teams, operational staff. The views of the public, our community partners, the voluntary sector and the local business community are all actively sought through structured channels during the programme, and these views are reflected in the process of service prioritisation and resource allocation.

The draft budget is based on the latest forecast out-turn position, rather than the current year budget, and managers have had to justify their service and budget proposals through a robust challenge process from senior managers and elected Members.

The entire capital programme has been subject to review and re-profiling and has emerged with a clearer focus on service priority; although it is still felt that there is further work to be undertaken in this area.

### **2.2 Changes in the Revenue Budget Since 11 January 2010**

The draft budget presented in December 2009 presented a funding gap of £0.3million. As a result of internal efficiencies and other budgetary adjustments this gap was reduced to £32k. The budget presented in this report benefits from further efficiencies and movements and is balanced. All changes since 11 January 2010 are analysed in Appendix 1.

The Council has successfully managed the budget challenges, previously forecast for 2010/11. The Medium Term Financial forecast presented with the 09/10 budget indicated a potential gap of £2.6m over a 3 year period. The low interest rate of 0.5% has also increased this challenge as despite agreeing a 3 year plan to reduce dependency on investment income it was expected that rates would be circa 2%.

As a result of this the Council established a robust action plan to reduce costs. The public promise of the £1m action plan (£0.8m cashable) has been achieved (subject to pay award) together with further cost reductions of circa £2.0m. (analysed in Appendix 1)

### **2.3 2010/11 Capital Programme**

The proposed capital programme equates for 2010/11 to £14.4m which represents new schemes of £8.5m, slippage from the 09/10 programme of £5.0m and recent supplementary estimates of £0.9m. The capital programme is analysed in Appendix 2 and includes a reconciliation of the movements since December 7 2009 and a financing statement.

### **2.4 2010/11 Treasury Management Strategy**

The highest standard of stewardship of public funds remains of the utmost importance to the Council. The combined effects of the turbulence in the financial markets associated with the banking crises and the unprecedented fall in interest rates impact directly on the

Council's investment strategy: The former driving a re-iteration of the Council's main priority to protect the security of funds. The latter driving a change in the Council's medium term financial strategy to reduce vulnerability to movements in interest rates by eliminating dependency on investment income to support revenue funding.

The strategy is attached in Appendix 3 and sets out the strategy for 2010/11 and has been formulated with due regard to The CIPFA Treasury Management Code of Practice, the CIPFA Prudential Code and CLG Investment Guidance.

The strategy fulfils the Council's requirement under the Local Government Act 2003 and guidance subsequently issued by the Office of the Deputy Prime Minister (now CLG) in March 2004, to prepare an annual investment strategy and the Executive is asked to recommend the strategy to Full Council for adoption.

## 2.5 Election Fees – Review of Charges

The schedule of election fees and charges has not been revised since 4 April 2004. Since this time the electoral process has been further complicated through the introduction of postal vote identifiers, the reliance on external suppliers for external printing, the complexity of multi member wards, the increased focus on fraud prevention and detection and the increased risk in running elections.

During this period there has also been a significant increase in the cost of election goods and services. Therefore the revised schedule of fees and charges in Appendix 4 take account of these changes whilst bringing Cherwell in to line with the fees paid by other Oxfordshire Councils and the amounts paid for other elections such as parliamentary and County Council elections.

Additionally, a review of the parish schedule of fees will take place during 2010/2011, which will involve consultation and a review of the contribution that Cherwell District Council makes to Parish Council election costs, currently £1.05 per elector.

## 2.6 Service Plans and Corporate Plan

Copies of the Service Plans for 2010/11 are available on the Council's intranet site <http://intranet/improvement/draftserviceplans.cfm>.

The corporate plan (attached in Appendix 5) is a five year strategy that sets out the key priorities for Cherwell District Council. It is refreshed annually on the basis of our performance, local priorities and in line with the medium term financial strategy. This is the penultimate year of the current corporate plan 2008-2012. All targets have been refreshed and a number of additions made. The most significant of these additions are two new cross cutting strategic priorities to support the development of the eco town and address the cycle of deprivation. Other additions include steps to help support local residents and business in the recession.

## 2.7 The Future

The coming years will present even further challenges which in the main will relate to the uncertainty around the level of cuts on government grants, impact of General Election and expected spending review, inflation and interest rates.

The Medium Term Financial Strategy will be modelled on a number of scenarios and be updated. The Council's has a strong track record and commitment to delivering efficiencies resulting in a 21% reduction in net expenditure of services since 2007/08. This strengthens its position to meet the forecast challenges of future years.

### **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 This report presents a final analysis of the Council's draft 2010/11 Revenue and Capital Budget. The details in Appendix 1-5 will form the basis of the budget book to be presented to Council on 22<sup>rd</sup> February to support the setting of Council Tax.

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

- Option One** To review draft revenue and capital budget to date and consider actions arising.
- Option Two** To approve or reject the recommendations above or request that Officers provide additional information.

### **Consultations**

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Executive 11/01/10  
Corporate Management Team 20/01/10  
Scrutiny 12/01/10

### **Implications**

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**Financial:** Financial Effects – the significant financial effects of the budget are identified in Appendix 1. Any decisions made in relation to ongoing expenditure or income in the budget for 2010/11 will have repercussions in future years when current forecasts indicate the financial environment is likely to become increasingly difficult. The Council has a statutory duty to set a balanced budget and could incur the intervention of the Secretary of State if it failed to do so.

Consideration of this item will fall within the provisions of Section 106 of the Local Government Finance Act 1992, and Members affected by those provisions should declare accordingly and refrain from voting on the matter.

Efficiency Savings – Our Medium Term Financial Strategy requires efficiency savings and we have a NI target of 3.1% in 2010/11. The draft budget presented includes a significant level of qualifying efficiencies which will enable the Council to meet its target.

Comments checked by Phil O'Dell, Interim Chief Financial Officer, 01295 227098.

**Legal:** There is a statutory requirement for the Council to set a balanced budget by 11 March 2010 and the draft budget is part of that process.

Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686

**Risk Management:** The significant risks and assumptions associated with the draft budget are outlined in Appendix 1 and a risk provision has been calculated. On a broader front, if due consideration is not given to matching scarce financial resources carefully against properly assessed service priorities, the Council may fail in achieving its strategic priorities and in its duty to demonstrate value for money.

Comments checked by Phil O'Dell, Interim Chief Financial Officer, 01295 227098.

### **Wards Affected**

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All

### **Corporate Plan Themes**

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An Accessible and Value for Money Council

### **Executive Portfolio**

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**Councillor James Macnamara**

**Portfolio Holder for Resources and Organisational Development**

### **Document Information –**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Draft Revenue 2009/10 Budget and Analysis 3
Appendix 2	Draft 2009/10 Capital Programme
Appendix 3	Draft Treasury Management Strategy 2010/11 – <b>TO FOLLOW</b>
Appendix 4	Election Fees
Appendix 5	Corporate Plan
<b>Background Papers</b>	
2009/10 Budget Booklet 2009/10 Capital Programme Medium Term Financial Strategy Budget Guidelines 2010/11 Budget Booklet – to be presented at Council 22 February 2010	
<b>Report Author</b>	Karen Curtin, Head of Finance Karen Muir, Corporate Accountant
<b>Contact Information</b>	01295 221551 <a href="mailto:karen.curtin@cherwell-dc.gov.uk">karen.curtin@cherwell-dc.gov.uk</a>

## Revenue 2010/11 Budget Proposal and Analysis

### The Status of the Budget

- 1.1 This third draft of the budget presented to the Executive has been subject to further validation of revenue, capital bids and efficiency savings.
- 1.2 The final allocation of central Government Grant has been confirmed and has remained as per the three year settlement.
- 1.3 The amount available for distribution from the Collection Fund was prepared by the statutory deadline of 15<sup>th</sup> January 2010 has been confirmed that our share of the surplus equates to £84,447.
- 1.4 Since the last report on January 11<sup>th</sup> 2010 the Bank of England's has maintained interest rates at 0.5%.
- 1.5 Consumer Prices Index (CPI) annual inflation – the Government's target measure was 2.9 per cent in December, up from 1.9 per cent in November.
- 1.6 Overall the reversal of the VAT rate change back to 17.5% and the price of oil made the largest contribution to increase in the CPI annual rate.
- 1.7 The balanced budget has been achieved on the assumption that the pay award for 2010/11 is 0%. This is currently subject to a union ballot which closes on 1st February and a result is expected on 2nd February 2010.
- 1.8 The draft budget, in line with budget guidelines and has provided for all other expenditure and income inflation at 0% unless other contractual arrangements are in place.
- 1.9 The budget includes the additional costs associated with job evaluation which is due to be implemented in April 2010. This process has involved redesigning the pay structure from a spot structure to an incremental scheme. This process is again subject to a Union vote and as a result the additional costs related to this scheme have not yet been allocated by individual services (or staff) as indicative grades are not due for release until February 2<sup>nd</sup> 2010.
- 1.10 The Council has reviewed the composition of the Corporate Management Team and Extended Management Team. This has resulted in a restructure which will change the composition from 4 directorates and improvement to 2 directorates and a corporate centre. This has contributed to the savings in the 2010/11 revenue budget.
- 1.11 The budget has been based on the current structure so will need to be rebuilt based on the new structure. This will not have any impact on the budget requirement but will change presentation. The 2009/10 outturn will also need to be rebuilt reflecting the new structure so comparison can be made.
- 1.12 As a result of 1.9 and 1.10 the support costs of the Council have not yet been allocated against all services in the proposed new organisation structure. This has no impact on the budget requirement as it will only result in the re-

allocation of cost between directorates. The process for this exercise will be detailed in the budget book.

### General Fund Revenue Budget

1.13 The General Fund Revenue budget is shown below in Table 1.

<b>SERVICE EXPENDITURE - excluding support allocation</b>	<b>Outturn 2008/09</b>	<b>Budget 2009/10</b>	<b>Projection 2009/10</b>	<b>Budget Draft 1 2010/11</b>	<b>Budget Draft 2 2010/11</b>	<b>Budget Proposal 2010/11</b>
<b>Services Sub-Total</b>	<b>£23,450,526</b>	<b>£22,972,430</b>	<b>£22,571,539</b>	<b>£20,955,445</b>	<b>£20,520,532</b>	<b>£20,318,280</b>
Capital Charges Reversed	-£2,504,576	-£2,491,010	-£2,491,010	-£2,491,010	-£2,491,010	-£2,850,060
<b>Sub Total (% decrease)</b>	<b>£20,945,950</b>	<b>£20,481,420</b>	<b>£20,080,529</b>	<b>£18,464,435</b>	<b>£18,029,522</b>	<b>£17,468,220</b>
		2%	2%	8%	11%	6%
<b>Reserves &amp; Provisions</b>	<b>£1,453,387</b>	<b>-£654,556</b>	<b>-£853,665</b>	<b>£811,615</b>	<b>£788,408</b>	<b>£1,084,909</b>
<b>Net Expenditure Services Funding</b>	<b>£22,399,337</b>	<b>£19,826,864</b>	<b>£19,226,864</b>	<b>£19,276,050</b>	<b>£18,817,930</b>	<b>£18,553,129</b>
Investment Income	£5,977,100	£2,915,931	£2,315,931	£1,655,742	£1,582,662	£1,374,356
Government Grant	£10,359,016	£10,637,129	£10,637,129	£10,996,881	£10,905,340	£10,905,340
Collection Fund	£101,591	£108,313	£108,313	£108,313	£108,313	£84,477
Council Tax	£5,961,630	£6,165,491	£6,165,491	£6,165,491	£6,188,956	£6,188,956
	<b>£22,399,337</b>	<b>£19,826,864</b>	<b>£19,226,864</b>	<b>£18,926,427</b>	<b>£18,785,271</b>	<b>£18,553,129</b>
<b>Potential Shortfall</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£349,623</b>	<b>£32,659</b>	<b>£0</b>
<b>COUNCIL TAX</b>						
Relevant Tax Base	49,678	49,923	49,923	49,923	50,113	50,113
Council Tax Rate for Band "D"	£120.00	£123.50	£123.50	£123.50	£123.50	£123.50
<b>Council Tax Collection</b>	<b>£5,961,630</b>	<b>£6,165,491</b>	<b>£6,165,491</b>	<b>£6,165,491</b>	<b>£6,188,956</b>	<b>£6,188,956</b>

1.14 In order to balance the budget and secure the £32,659 further reductions in costs and increases in income were taken into account. The main driver for the reduction related to a further review of discretionary spend and this contributed £44,000.

1.15 The impact of job evaluation and the proposed pay structure has also been updated in this final draft.

1.16 The table below includes a walk from the 2009/10 budget to the proposed 2010/11 budget highlighting the main drivers of cost pressures, impact of service income and cost reductions.

<b>Walk from 2009/10 Budget to Draft 2010/11 Budget</b>	
2010/11	£18,553,129
2009/10	£19,826,864
<b>NET REDUCTION</b>	<b>-£1,273,735</b>
<b>Cost Increases - main drivers</b>	
Job Evaluation - impact	£538,000
Reduced Balances & Interest Rates	£1,541,575
<b>Unavoidable Growth :</b>	
Concessionary Fares	£150,000
SCM - Unitary Fee	£174,153
District Elections	£53,342
Inflation - Sports Centre Modernisation	£56,000
<b>Cost Increase</b>	<b>£2,513,070</b>
<b>Increased Income - main drivers</b>	
Increase in Revenue Support Grant	-£268,211
Additional Subsidy Income	-£147,000
<b>Increased Income</b>	<b>-£415,211</b>
<b>Cost Reductions - main drivers (Analysed in Detail Below)</b>	
£1m Action Plan (excluding non cashable pay award reduction)	-£793,111
VFM	-£650,000
FYE 2009/10	-£478,794
Efficiencies	-£834,271
<b>Cost Reductions</b> (See 1.13 Below for detailed analysis)	<b>-£2,756,176</b>
<b>Budget Adjustments - main drivers</b>	
Asbestos - use of reserves	-£73,440
Pension Compensation - reserve	-£138,000
Engineering Services S38 - reserve	-£94,000
Support Adjustment (Incorrect Support 08/09)	-£74,790
Use of LABGI reserve (Local Authority Business Growth Incentive)	-£35,000
08/09 Virement	-£132,000
Various	-£68,188
<b>Budget Adjustment</b>	<b>-£615,418</b>
<b>NET REDUCTION (as above)</b>	<b>-£1,273,735</b>

- 1.17 As detailed above the total value of reductions included in this budget now totals £2,756,176. These are detailed below and show the impact both by directorate and impact on services.

<b>Review of Savings</b>	<b>2009/10 FYE Effects</b>	<b>VFM &amp; MTFS Savings</b>	<b>£1m Action Plan</b>	<b>Efficiencies</b>	<b>Total</b>	<b>CSR</b>	<b>IMP</b>	<b>CEX</b>	<b>EAC</b>	<b>PHE</b>	<b>Total</b>
<b>DRAFT 1</b>											
<b>Training</b> - reduction in staff (10%) - reduce training budget			£51,000		<b>£51,000</b>	£51,000					£51,000
<b>Cleaning</b> - reduce agency to formal external contract			£10,000		<b>£10,000</b>			£10,000			£10,000
<b>Rev's &amp; Bens</b> - support reduction			£124,000		<b>£124,000</b>	£124,000					£124,000
<b>ICT</b> - arising from review of operations area			£50,000		<b>£50,000</b>	£50,000					£50,000
<b>EAC</b> - review of expenditure			£100,000		<b>£100,000</b>				£100,000		£100,000
<b>Engineering / Bldg Control</b> - service transfer to County			£50,000		<b>£50,000</b>					£50,000	£50,000
<b>Planning Policy</b> - Post Deletion			£50,000		<b>£50,000</b>					£50,000	£50,000
<b>Legal</b> -Retirements / 85 year rule			£75,000		<b>£75,000</b>	£75,000					£75,000
Centralised <b>Corporate Recovery</b>			£51,000		<b>£51,000</b>	£51,000					£51,000
<b>Improvement</b> end fixed term		£100,000			<b>£100,000</b>		£100,000				£100,000
<b>VFM Housing</b> - part of 3 yr plan		£200,000			<b>£200,000</b>					£200,000	£200,000
<b>Rev's and Bens</b>		£250,000			<b>£250,000</b>	£250,000					£250,000
<b>Property VFM</b>		£100,000			<b>£100,000</b>			£100,000			£100,000
<b>Multifunctional Devices</b> - impact on printing	£35,000				<b>£35,000</b>	£35,000					£35,000
<b>Job Evaluation</b> (One off Expenses)	£150,000				<b>£150,000</b>			£150,000			£150,000
<b>Finance</b> - Restructure	£51,000				<b>£51,000</b>	£51,000					£51,000
<b>Head of Business Services</b> - Post Deletion	£70,466				<b>£70,466</b>	£70,466					£70,466
<b>Full Year Effects</b> - EAC budget reductions	£172,328				<b>£172,328</b>				£172,328		£172,328
<b>PHE</b> - Removal of Assist. Conservation officer Post				£33,000	<b>£33,000</b>				£33,000		£33,000
Efficiencies				£671,686	<b>£671,686</b>	£350,938	£31,943	£60,121	£175,398	£53,286	£671,686
<b>DRAFT 2</b>											
<b>Expression of Interest</b>			£94,975		<b>£94,975</b>	£94,975					£94,975
<b>Reduction in Insurance</b>			£77,136		<b>£77,136</b>	£77,136					£77,136
<b>Reduction of Training Budget in lieu of Stables</b>			£60,000		<b>£60,000</b>	£60,000					£60,000
<b>Efficiencies</b>				£85,737	<b>£85,737</b>	£34,169		£1,154	£6,000	£44,414	£85,737
<b>DRAFT 3</b>											
<b>Review of Discretionary Spend</b>				£43,848	<b>£43,848</b>			£11,369	£32,479		£43,848
<b>TOTAL</b>	<b>£478,794</b>	<b>£650,000</b>	<b>£793,111</b>	<b>£834,271</b>	<b>£2,756,176</b>	<b>£1,374,684</b>	<b>£131,943</b>	<b>£332,644</b>	<b>£519,205</b>	<b>£397,700</b>	<b>£2,756,176</b>
						<b>50%</b>	<b>5%</b>	<b>12%</b>	<b>19%</b>	<b>14%</b>	
0% pay award (saving from 1.25% assumption) (subject to ballot)			£228,000		<b>£228,000</b>						
<b>Real Cost reduction</b>	<b>£478,794</b>	<b>£650,000</b>	<b>£1,021,111</b>	<b>£834,271</b>	<b>£2,984,176</b>						



1.18 The following table provides an overview as to how the £2,756,176 budget reduction impacts on service provision and the method of provision. This identifies that 68% of the reductions identified have no current impact on service provision and 15% is in relation to the outsourcing of the revenues and benefits contract

<b>Review of Savings</b>	<b>Service Impact</b>	<b>No Service Impact</b>	<b>Outsourcing</b>
<b>DRAFT 1</b>			
Training - reduction in staff (10%) - reduce training budget		£51,000	
Cleaning - reduce agency to formal external contract		£10,000	
Rev's & Bens - support reduction			£124,000
ICT - arising from review of operations area		£50,000	
EAC - review of expenditure	£31,000	£69,000	
Engineering / Bldg Control - service tfr to County	£50,000		
Planning Policy - Post Deletion	£50,000		
Legal -Retirements / 85 year rule		£75,000	
Centralised Corporate Recovery		£51,000	
Improvement end fixed term		£100,000	
VFM Housing - part of 3 yr plan	£77,262	£122,738	
Revs and Bens			£250,000
Property VFM		£100,000	
Multifunctional Devices - impact on printing		£35,000	
Job Evaluation (One off Expenses)		£150,000	
Finance - Restructure		£51,000	
Head of Business Services - Post Deletion		£70,466	
Full Year Effects - EAC 09/10 budget reductions	£172,328		
<b>PHE- Removal of Assistant Conservation officer Post</b>	£33,000		
Efficiencies	£81,286	£543,450	£46,950
<b>DRAFT 2</b>			
Expression of Interest		£94,975	
Reduction in Insurance		£77,136	
Reduction of Training Budget in lieu of Stables		£60,000	
Efficiencies - Review of Discretionary Spend		£85,737	
<b>DRAFT 3</b>			
Efficiencies - Review of Discretionary Spend		£43,848	
<b>TOTAL</b>	<b>£494,876</b>	<b>£1,840,350</b>	<b>£420,950</b>
	<b>17%</b>	<b>68%</b>	<b>15%</b>

### **Council Tax**

1.19 The level of council tax being proposed is £123.50pa at Band D this is in line with Council commitment of a zero increase.

### **Medium Term Financial Strategy 2010/11 – 2014/15**

1.20 The coming years will present even further challenges which in the main will relate to the uncertainty around the level of cuts on government grants, impact of the forthcoming General Election and expected spending review, inflation and interest rates.

- 1.21 The Medium Term Financial Strategy will be modelled on a number of scenarios and be updated. The Council's has a strong track record and commitment to delivering efficiencies resulting in a 21% reduction in net expenditure of services since 2007/08. This strengthens its position to meet the forecast challenges of future years.

### **Summary**

- 1.22 This budget will be presented to the Executive on February 1st 2010 with a recommendation to produce the 2010/11 budget book on the basis of Appendices 1-5 and a recommendation to Council on 22<sup>nd</sup> February 2010 to adopt the 2010/11 budget (as a key decision) and set council tax accordingly.

### Draft Capital Programme 2010/11

- 1.1 A total of 57 bids were received of which 7 were later withdrawn. In line with the Executive recommendation and that of the Resources Performance and Scrutiny Board, the programme has been reviewed and 25 bids have been removed. A total of 25 bids remain for approval.
- 1.2 The draft capital proposals to date for 2010/11 are shown in Appendix 2a. These bids total £16,650,984. Each scheme is supported by an appraisal and these have been scored according to priority by the Capital Investment Delivery Group.

#### **CAPITAL PROGRAMME AND FINANCING STATEMENT - SUMMARY**

	<b>Scheme Cost</b>	<b>2010/11 Profile</b>
	£	£
Proposed Capital Schemes for consideration in 2010/11 Budget	£6,650,984	£3,482,800
Bicester Town Centre Project	£10,000,000	£5,000,000
Detailed in Appendix 2a		
	<b>£16,650,984</b>	<b>£8,482,800</b>
<b>Proposed Financing:</b>		
Capital Receipts	£10,243,984	£6,075,800
Government Grants	£1,875,000	£375,000
Direct Revenue Financing/Use of Reserves	£4,532,000	£2,032,000
	<b>£16,650,984</b>	<b>£8,482,800</b>

- 1.3 The bids have been further reviewed by the Capital Investment Delivery Group on 19<sup>th</sup> January 2010 in order to propose a capital programme for 2010/11.

	<b>CAPITAL</b>	
<b>Capital Scheme</b>	<b>2010/11</b>	<b>Scheme Total</b>
<b>Draft 2</b>	<b>£8,347,800</b>	<b>£16,625,984</b>
<b>Proposed new total</b>	<b>£8,482,800</b>	<b>£16,650,984</b>
<b>Increase from Draft 1</b>	<b>£135,000</b>	<b>£25,000</b>

- 1.4 There is one change to profiling amounting to £110,000 concerning Microsoft licenses and a recommendation to include Bid 56 detailed below.

#### **Bid 56 – late bid**

- 1.5 Cherwell has 75 recycling bank sites with 300-350 bring banks, in addition another 50-75 sites exists for flats recycling and layby recycling and around 70 sites exist for on street recycling. These banks account for around 8% of the current 50% recycling rate and are a very cost effective method of recycling. Although many of these banks are new there are still a lot of old banks which have been in operation for 15 years plus. All banks receive an

annual inspection (which is a legal requirement for many banks) and around 3-5% percentage fail (usually because the lifting mechanism has corroded) and need replacement. In addition 3-4 new sites do become available which require bring banks and these new sites contribute towards the growing recycling rate and the fall in waste to landfill.

Originally there was a project approved for £100k over two years, the first year was for £65k (this year) and £35k for 2010/11. This project at £25k is a reduction on the original project approved in 2009/10

- 1.6 The total draft programme for 2010/11 including recent capital supplementary estimates for Old Bodicote House and the total of 2010/11 slippage requests equates to £14,368,800.

#### Financing Requirement 2010/11

<b>Supplementary Estimates - Dec Exec</b>	<b>2010/11</b>	<b>TOTAL</b>
Old Bodicote House - serviced accommodation	£826,000	
New Bodicote House	£45,000	
<b>Supplementary Estimate Impact</b>	<b>£871,000</b>	<b>£0</b>
<b>New Bids</b>	<b>£8,482,800</b>	<b>£16,650,984</b>
<b>Revised Total Capital Programme 2010/11</b>	<b>£9,353,800</b>	<b>£16,650,984</b>
Slippage from 09/10 – Nov Exec	£2,281,000	
Slippage to be agreed at Feb Exec	£2,734,000	
<b>Total Capital Programme</b>	<b>£14,368,800</b>	<b>£16,650,984</b>

- 1.7 Bids that have been included for consideration in 2010/11 were detailed in the draft 2 budget report.
- 1.8 The number of capital supplementary budgets has been increasing over the last 12 months and this will need to be monitored strictly in terms of capital resources and cashflow projections.
- 1.9 The Capital programme will be analysed in detail in the budget book and a projection of future capital financing will be included. It is estimated that capital receipts will have fallen to £23m so a review of earmarked capital funds will need to be explored.

#### Further Document Information

<b>Appendix No</b>	<b>Title</b>
Appendix 2a	New Capital Bid Proposals

## Appendix 2a

### New Bids

Bid No.	Capital Scheme	Bid Score	CAPITAL	
			2010/11	Scheme Total
2	Encrypted USB keys	48	£317,400	£17,400
11	Gov Connect 4.1	48	£25,000	£25,000
12	APACS module for PARIS	48	£20,000	£20,000
30	Mandatory Disabled Facilities Grants (DFG's)	48	£575,000	£575,000
54	Asset Register	48	£15,000	£15,000
55	Microsoft Licensing Agreement	48	£110,000	£220,184
18	In Cab Technology	35	£38,000	£38,000
32	Banbury Foyer & Banbury Youth Hub	33	£169,000	£169,000
45	Bicester Town Centre Redevelopment	33	£5,000,000	£10,000,000
36	Purchase of Temporary Accommodation Bryan House Bicester & Edward Street Banbury	31	£660,000	£660,000
5	PC Replacement - Extended Use of Thin Clients	30	£150,000	£150,000
34	Funding for Mollington & Horton Rural Exception Sites	30	£120,000	£120,000
24	Vehicle Replacement Plan	28	£421,000	£2,344,000
28	Discretionary Housing Grants	28	£325,000	£325,000
27	Fleet Management System	27	£28,000	£28,000
51	Car Park Refurbishments	26	£25,000	£30,000
33	Units 1-7 Thorpe Way Repairs	25	£15,000	£15,000
25	Willy Freund Youth and Community Centre Phase Two Works	24	£34,400	£34,400
41	Bicester Town Centre Redevelopment - Consultancy	21	£40,000	£40,000
38	Highfield Depot Repairs	19	£15,000	£15,000
43	Bicester Pedestrianisation	19	£225,000	£225,000
56	Recycling – Bottle Banks	??	£25,000	£25,000
44	South West Bicester Sports Village	18	£200,000	£1,330,000
39	Fees for Future Regeneration Schemes	17	£50,000	£50,000
52	Athletics Track Refurbishment - North Oxfordshire Academy	11	£30,000	£30,000
			<b>£8,332,800</b>	<b>£16,500,984</b>
New ICT bids Fund			£150,000	£150,000
Revised Total Capital Programme			<b>£8,482,800</b>	<b>£16,650,984</b>

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## APPENDIX 4

### SCALES OF FEES AND CHARGES FOR ELECTIONS FOR 2009/10 REPRESENTATION OF THE PEOPLE ACT 1983 (SECTION 36(4))

#### SCALE 1 – SCALE OF EXPENDITURE FOR ELECTIONS OF DISTRICT COUNCILLORS

Only the fees and disbursements specified below shall be chargeable, and in particular, the fees payable to the Returning Officer or his duly appointed Deputy Returning Officer shall include all payments which he makes from his fees to other persons by way of remuneration for services undertaken on his behalf.

In no case shall a charge exceed the sum actually and necessarily paid or payable by the Returning Officer. Subject to this, the maximum charges are set out in the scale.

#### PART 1 – UNCONTESTED ELECTIONS

##### A - FEES

	Current £	Recommended £
1. To a Returning Officer, or where appropriate a Deputy Returning Officer for carrying out all the duties assigned to him by the Returning Officer, for conducting the election and generally performing the duties required by any enactments relating to the election, other than any duties for which separate fees are provided. For each Ward .....	39.75	1 member 43.75 2 member 87.50 3 member 131.25
2. To a Returning Officer for services in connection with the preparation of the official poll cards. For each Ward .....	16.80	1 member 29.00 2 member 58.00 3 member 87.00

##### B – DISBURSEMENTS

3. For services in connection with official poll cards:	16.80	
(a) For supervising the preparation and issue of official poll cards For each Ward, a fee of.....		1 member 18.30 2 member 36.60 3 member 54.90
(b) For the employment of persons in connection with the preparation of official poll cards		
(i) For every 100 cards or fraction thereof for each ward	2.05	2.30
4. For the employment of persons for clerical and other assistance For each Ward .....	19.40	1 member 21.40 2 member 42.80 3 member 64.20

	<b>Current £</b>	<b>Recommended £</b>
5. Travelling expenses of the Returning Officer, or where appropriate a Deputy Returning Officer, and Assistants.	A sum in accordance with the Council's scheme for the Officer subject to a maximum of 42p per mile	40p per mile
6. For printing and providing forms, notices and other documents required for the election, including the printing costs, computer charges and all associated costs of producing official poll cards, together with advertising expenses, postages, telephone calls and miscellaneous expenses .....	Actual and necessary cost	Actual and necessary cost

## **PART 2 – CONTESTED ELECTIONS**

### **A – FEES**

	<b>Current £</b>	<b>Recommended £</b>
7. To a Returning Officer, or where appropriate a Deputy Returning Officer for carrying out all the duties assigned to him by the Returning Officer, for conducting the election and generally performing the duties required by any enactments relating to the election, other than any duties for which separate fees are provided. For each Ward .....	82.60	1 Member 90.90 2 Member 181.80 3 member 272.70
8. To a Deputy Returning Officer appointed for the purposes of conducting and generally performing the duties assigned by the Returning Officer, other than duties for which separate fees are provided. (If a duly appointed Deputy Returning Officer also carries out the functions specified under item 9 of this scale, they will be entitled to claim the fees payable under both item 8 and item 9 of the scale). For each Ward		1 Member 86.50 2 Member 173.00 3 Member 259.50



	<b>Current £</b>	<b>Recommended £</b>
9.	To a Returning Officer, or a Deputy Returning Officer appointed for the purposes of rules 25(b), and 38 to 44(1) of the Local Elections (Principal Areas) Rules 1986 (or such legislation as may subsequently be enacted), for the purposes of notification or requirement of secrecy, making arrangements for counting the votes and declaring the result of the Poll.	1 Member –electorate does not exceed 1200 is 35.00
	For each Ward	<ul style="list-style-type: none"> <li>• Where the electorate is greater than 1200 but not more than 2000 is 38.00</li> <li>• Where the electorate is in excess of 2000 is 41.00</li> </ul>
	(A Deputy Returning Officer appointed under this item cannot claim the fee payable under item 13 of this scale).	1 Member 58.00 2 Member 116.00 3 Member 174.00
		2 Member 48.00 3 Member 53.00
9A.	For each re-count	14.00

## **B – DISBURSEMENTS**

	<b>Current £</b>	<b>Recommended £</b>
10.	Presiding Officer, a fee of.....	175.00
	Or where a poll is combined with another, a fee of.....	196.00
13.	Poll Clerk, a fee of.....	105.00
	Or where a poll is combined with another, a fee of.....	130.00
	Part-time (7am-2pm or 2pm-10pm), a fee of	57.00
	Or where a poll is combined with another, a fee of.....	65.00
	(The fees for presiding officers and poll clerks include all expenses other than travelling expenses specified in item 21).	
14.	An additional poll clerk may be employed full-time at a polling station to which more than 1,000 electors are assigned, or part-time at the discretion of the Returning Officer or his duly appointed Deputy, and may be paid an appropriate amount with the fee payable under item 12 of this scale.	

	<b>Current £</b>	<b>Recommended £</b>
15. Counting Supervisor, a fee of (a) for the first hour	25.00	25.00
(b) for each half hour thereafter or part thereof	12.50	12.50
16. Counting Assistant, a fee of (a) for the first hour	15.00	15.00
(b) for each half hour thereafter or part thereof	7.50	7.50
17. For the employment of persons for clerical and all other assistance other than where separate fees are provided. For each Ward	45.00	1 Member 108.00 2 Member 216.00 3 Member 324.00
18. Preparation and issue of poll cards and postal vote cards. (a) For supervising the preparation and issue of official poll cards For each Ward, a fee of	12.00	1 Member 18.35 2 Member 36.70 3 Member 55.05
19. (b) For the employment of persons in connection with the preparation and issue of official cards. For every 100 cards or fraction thereof for each Ward, a fee of	2.05	2.30
20. For preparation of ballot boxes. For each polling station, a fee of		3.65
21. For receipt of postal ballot papers for each Ward per hour		6.00
22. To an officer designated by the Returning Officer or a duly appointed Deputy, for inspection and supervision of polling stations For each building, a fee of.....	7.00	7.75
23. For travelling expenses of the Returning Officer, the Deputy Returning Officer, Assistants, Presiding Officers, Poll Clerks and Counting Assistants and for posting Notices of Elections and Notices of Poll	A sum in accordance with the Council's scheme for the Officer subject to a maximum of 42p per mile	A sum in accordance with the Council's scheme for the Officer subject to a maximum of 40p per mile
24. Hire of rooms .....	Actual and necessary cost	Actual and necessary cost
25. For preparing a room for the purposes of a poll and/or count, and cleaning and reinstating the room (per station)	Actual and necessary cost	Actual and necessary cost

		<b>Current £</b>	<b>Recommended £</b>
26.	(a) In a School maintained by a local authority which may be used free of charge (NJC Scheme of Conditions of Service for Manual Workers apply to caretaker's fees).....	Actual and necessary cost	Actual and necessary cost
27.	(b) In any other building.....	Actual and necessary cost	Actual and necessary cost
28.	Heating and lighting (per station) .....	Actual and necessary cost	Actual and necessary cost
29.	Conveyance of ballot boxes and voting screens	Actual and necessary cost	Actual and necessary cost
30.	Compensation payable in consequence of the cancellation of functions in order to make suitable premises available for Polling Stations or place of Count	Actual and necessary cost	Actual and necessary cost
31.	For provision and maintenance of ballot boxes and voting screens, for alterations to stamping instruments, for printing notices, ballot papers and other forms and documents required, including the printing costs, computer charges and all associated costs of producing the official poll cards, and for stationery, advertising, postages, telephone calls, bank charges and miscellaneous expenses	Actual and necessary cost	Actual and necessary cost

**NOTE:** At a combined election of District and Parish Councillors, wherever appropriate the costs are to be shared on an equal basis between the relevant Authorities, unless a particular expense can actually be allocated to a specific authority.

RETURNING OFFICER  
JANUARY 2010

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# Corporate Plan 2008/9-2011/12

## Refresh for 2010/11

**DRAFT**

### Cross Cutting Strategic Priorities

Corporate Plan Aim	5 Year Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
Break the Cycle of Deprivation and Address Inequalities across the District	Bring together partners in Cherwell to establish a long term and sustainable approach to breaking the cycle of deprivation; improving opportunities, access to services, health and educational outcomes.	<ul style="list-style-type: none"> <li>Set and commence the delivery of a multi-agency programme to address inequalities in targeted areas in Banbury</li> <li>Undertake a community engagement activity in Banbury to ensure local people's views are included in the development of the pilot programme.</li> </ul>	Continue the delivery of a programme of support measures for key areas in Banbury.
Work to support the development of the Northwest Bicester Eco-Town, using the Eco-Town as an opportunity to develop a centre of excellence in terms of sustainable living.		<ul style="list-style-type: none"> <li>Consultation on masterplan for the site</li> <li>Submission of LDF Core Strategy including NW Bicester</li> <li>Committee approval of masterplan</li> <li>Approval of detailed planning application for demonstration project</li> <li>Start on-site demonstration projects</li> <li>Submission of outline planning application for whole site based on the approved masterplan</li> </ul>	Start on-site for phased development including infrastructure investment and related whole of Bicester community initiatives

# A District of Opportunity

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
1. Balance employment and housing growth by developing businesses and homes that meet local need within an overall robust planning policy framework.	<ul style="list-style-type: none"> <li>Have a new Local Development Framework in place by 2009</li> </ul>	<ul style="list-style-type: none"> <li>Present and consult on choices about major development locations in the District (taking into account the Government's Eco Towns Programme)</li> </ul>	<ul style="list-style-type: none"> <li>Submit Local Development Framework Core Strategy (Note: delayed due to Eco Town decision process)</li> <li>Complete Canalside Regeneration Area Supplementary Planning Document (SPD) draft</li> </ul>	<ul style="list-style-type: none"> <li>Submit the Local Development Framework Core Strategy incorporating the North West Bicester Eco Town designation</li> <li>Start Bicester Eco Town Demonstration Projects</li> <li>Approval of Canal side Regeneration Area SPD</li> </ul>	<ul style="list-style-type: none"> <li>Public examination and adoption of LDF Core Strategy</li> <li>Submission and public examination of LDF Delivery Planning Document (DPD)</li> <li>Adopt the Planning Obligations and Building in Harmony with the Environment SPDs</li> </ul>
2. Provide business land and premises opportunities to support local economic development	<ul style="list-style-type: none"> <li>Complete an employment land assessment and include provision of at least 2 major new business sites in the Local Development Framework</li> <li>Start construction on Bicester Town Centre Development</li> </ul>	<ul style="list-style-type: none"> <li>Complete land assessments for business sites in the Local Development Framework</li> </ul>	<ul style="list-style-type: none"> <li><b>Work with partners to start the Bicester town centre development.</b> (Note: main development start likely to be delayed to 2010/11 due to economic climate and essential revisions to scheme)</li> <li>LDF Core strategy submission to include justification for new employment land provision</li> </ul>	<ul style="list-style-type: none"> <li>Significant construction progress on Bicester town centre development</li> <li>LDF draft to include proposals for at least two major new business sites</li> </ul>	<ul style="list-style-type: none"> <li>Bicester town centre scheme completed</li> <li>Land provision for at least two major new business sites secured</li> </ul>
3. Support business success by fostering innovation and helping businesses to recruit and retain skilled employees	<ul style="list-style-type: none"> <li>Contribute to creating 1100 new jobs in the District within the overall Economic Development Strategy target of 6200</li> </ul>	<ul style="list-style-type: none"> <li><b>Contribute to the creation of 200 new jobs</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Contribute to the creation of 200 new jobs</b></li> <li><b>Help and support Cherwell's residents and businesses through uncertain times</b></li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the creation of 300 new jobs</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the creation of 400 new jobs</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
	additional jobs by 2011				
4. Help and support Cherwell's residents through uncertain times	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Maintain the partnership delivering job clubs in Banbury and Bicester</li> <li>Initiate direct local job creation and skill development scheme</li> <li>Focus economic development and housing service support for disadvantaged individuals in Banbury (financial literacy, employment search, skills and training advice)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the partnership delivering job clubs in Banbury and Bicester</li> <li>Develop and extend job creation initiatives through partnership funding and working</li> </ul>
5. Make it easier for you to get where you need to go	<ul style="list-style-type: none"> <li>Complete transport studies and infrastructure needs assessment of the main urban areas and incorporate the results in the new LDF.</li> <li>Deliver £1 million of developer funding toward transport infrastructure improvements</li> </ul>	<ul style="list-style-type: none"> <li>Complete transport studies and infrastructure needs assessment for Banbury and Bicester</li> <li>Deliver £200,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £200,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £300,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £300,000 funding for transport infrastructure improvements through developer contributions</li> </ul>
6. Secure housing growth that meets Government	<ul style="list-style-type: none"> <li>Achieve an annual average rate of new</li> </ul>	<ul style="list-style-type: none"> <li><b>Achieve 400 new homes including a minimum of 100</b></li> </ul>	<ul style="list-style-type: none"> <li>Achieve 300 new homes</li> <li><b>Deliver 100 affordable</b></li> </ul>	<ul style="list-style-type: none"> <li>Achieve 300 new homes (Note: this assumes a contribution</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 700 new homes</li> <li>Deliver 200 affordable</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
targets and the needs of the District through an appropriate mix of market and affordable housing	homes constructed of 600, of which 100 are affordable	<b>affordable homes</b>	<b>homes</b>	from the SW Bicester project) <ul style="list-style-type: none"> <li>Deliver 100 affordable homes</li> </ul>	homes
7. Give you advice and support to find a home if you are without one	<ul style="list-style-type: none"> <li>Develop the housing service to provide information on the full range of housing opportunities within the District and including information on all housing tenures</li> <li>Develop a range of information to help people understand their housing options, and the range of support that is available to them</li> </ul>	<ul style="list-style-type: none"> <li>Expand Choice Based Letting to be a countywide scheme</li> <li>Temporary Accommodation Strategy approved</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated Choice Based Letting scheme and housing advice available through the Customer Contact Centre</li> <li>Temporary Accommodation Strategy operational</li> </ul>	<ul style="list-style-type: none"> <li>85% customer satisfaction with Choice Based Letting Scheme</li> <li>Produce a revised Cherwell Housing Strategy responding to the recession</li> <li>Temporary Accommodation Strategy outcomes achieved</li> </ul>	<ul style="list-style-type: none"> <li>90% customer satisfaction with Choice Based Letting Scheme</li> <li>Temporary Accommodation Strategy outcomes achieved</li> </ul>
8. Improve the standard of housing particularly for vulnerable people	<ul style="list-style-type: none"> <li>Provide and facilitate assistance, through both CDC grants and insulation and heating discounts in the private sector delivered by partners, to achieve the Decent Homes</li> </ul>	<ul style="list-style-type: none"> <li>Spend £300,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £400,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £420,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £440,000 on investing in better quality housing for vulnerable people</li> </ul>



Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
	Standard for vulnerable households				
9. Develop safe and pleasant urban centres which provide you with good facilities	<ul style="list-style-type: none"> <li>Complete environmental enhancement schemes for Watts Way, Kidlington and Parsons Street, Banbury</li> </ul>	<ul style="list-style-type: none"> <li>Complete the design of the environmental enhancement scheme for Parson's Street, Banbury</li> <li><b>Enhance the village centre environment of Kidlington through the replacement of the street furniture</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Make major improvements to Parsons Street, Banbury</b></li> <li>Undertake improvements to open markets</li> <li>Invest in enhancement of market square in Bicester (Note: delayed scheme)</li> <li>Implement the Banbury Visitor Management Plan</li> <li>Prepare a Banbury Residents Parking Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Strategy in place for Canalside Banbury</li> <li>Start Banbury Flood Alleviation Scheme</li> <li>Prepare outline strategy for the future development of Banbury Town Centre (to include a Cultural Quarter, Canalside areas and development of the Bolton Road Regeneration Area)</li> <li>Start scheme for enhancement of Market Square in Bicester (Note: scheme, timetable extended as the scope of the work is expanded, and additional funding obtained from OCC.</li> <li>Develop implementation plans for Civil Parking Enforcement</li> <li>Decide on a Banbury Residents Parking Scheme</li> <li>Implement revised Bicester Residents Parking Scheme</li> <li>Implement a new Banbury Market operation</li> </ul>	<ul style="list-style-type: none"> <li>Further programme of environmental enhancement and regeneration projects for urban centres agreed</li> <li>Banbury Flood Alleviation Scheme in place</li> <li>Implement an Integrated Parking Strategy in urban areas</li> <li>With partners improve the quality of civic and performance facilities in Bicester alongside the ecotown development</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
10. Improve local services and opportunities in rural areas	<ul style="list-style-type: none"> <li>Complete a review of planning policy framework for villages through the new Local Development Framework – to support sustainable levels of development in rural areas</li> <li>Establish improved support initiatives for existing rural services to assist viability</li> <li>Encourage creation of new services to rural areas to meet established demand and gaps in provision</li> </ul>	<ul style="list-style-type: none"> <li>Launch and implement a new Cherwell Rural Strategy</li> <li>Deliver improved community information to rural communities through the development of online services</li> </ul>	<ul style="list-style-type: none"> <li>Complete a review of planning policy framework for villages through the new LDF (Note substantial progress evident in year but completion delayed – see above)</li> <li>Carry out web-based consultation with parishes on the forward plan</li> </ul>	<ul style="list-style-type: none"> <li>Support rural communities in implementing improved ICT access for older people and disadvantaged people</li> <li>Planning policy framework for villages through the new LDF (Core Strategy) published</li> <li>Rural Affordable Housing Action Plan embedded</li> <li>Working with arts partners improve the creative offer in village halls and rural schools</li> <li>Implements actions in the Rural Strategy Delivery Plan</li> </ul>	<ul style="list-style-type: none"> <li>Extend the number of villages benefitting from rural arts schemes</li> <li>Implements actions in the Rural Strategy Delivery Plan</li> </ul>

# A Safe and Healthy Cherwell

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
11. Help you feel safe in your home and community, working to reduce further our very low level of crime	<ul style="list-style-type: none"> <li>Reduce crime by 5% and achieve a perception of feeling safe in Cherwell in 80% of residents</li> <li>Increase partnership working across the public sector and ensure that there are information sharing protocols</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure at least 78% of residents when asked say they feel safe at home and in the community</b></li> <li><b>Work with Thames Valley Police to reduce crime involving theft from vehicles, robbery and household burglary by 5%</b></li> <li>Invest significantly in technology (CCTV) to improve crime detection rates and deter crime</li> <li>Introduce the Nightsafe initiative in Bicester</li> <li>Implement a new Cherwell Community Safety strategy</li> </ul>	<ul style="list-style-type: none"> <li>Ensure at least 79% of residents when asked say they feel safe at home and in the community</li> <li><b>Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2008/09</b></li> <li>30% of CCTV recorded incidents to result in arrests (estimated target of 1400)</li> <li>Invest in the digital upgrade of the CCTV network and the use of fibre optic cables</li> </ul>	<ul style="list-style-type: none"> <li>Ensure at least 83% of residents when asked say they feel safe at home and in the community</li> <li>Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>Ensure at least 84% of residents when asked say they feel safe at home and in the community</li> <li>Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2010/11</li> </ul>
12. Involve you in making your community stronger through building cohesive communities and Neighbourhood Management	<ul style="list-style-type: none"> <li>Establish 6 Neighbourhood Action Groups (NAGs) with representation from local communities</li> <li>Ensure community engagement during preparation of strategic assessments</li> </ul>	<ul style="list-style-type: none"> <li>Complete the District-wide coverage of neighbourhood management with representatives from local communities</li> <li>Local community survey carried out by NAGs to identify current local concerns</li> </ul>	<ul style="list-style-type: none"> <li>Support 4 voluntary neighbourhood management initiatives to reduce anti-social behaviour</li> <li>Invite the public to a minimum of 3 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>	<ul style="list-style-type: none"> <li>Provide information and support to enable understanding and awareness between different cultures and minority groups</li> <li>Invite the public to a minimum of 4 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Banbury Community Cohesion Group to take on a district wide approach</li> <li>Invite the public to a minimum of 5 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p><b>13.</b> Help to deliver improved healthcare for Bicester and Banbury</p>	<ul style="list-style-type: none"> <li>Support the Oxfordshire Primary Care Trust in delivering improved local and responsive healthcare services to meet current and future needs of residents.</li> <li>Reduce the levels of increasing obesity and reduce coronary illness in under 75 year olds by 25% through joint healthy lifestyle promotion initiatives with the Oxfordshire Primary Care Trust</li> </ul>	<ul style="list-style-type: none"> <li><b>Support the provision of the best possible services at the Horton Hospital</b></li> <li><b>Support new and improved health care services for Bicester and surrounding areas</b></li> <li>Implement a new Cherwell Public Health Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Primary Care Trust to deliver the new GP-led health centre in Banbury</li> <li><b>Continue to support the provision of the best possible services at the Horton Hospital</b></li> <li><b>Continue to support new and improved health care services for Bicester and surrounding areas</b></li> <li>Establish a programme to address health inequalities in the District.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the programme to address health inequalities in the District</li> <li>To support the local health sector in retaining and developing services at the Horton General Hospital.</li> <li>To support the PCT in developing new and improved Bicester Hospital services</li> <li>Deliver 3 new health improvement initiatives across the district.</li> <li>Work with the PCT to lead the programme to address health inequalities and deprivation in the district</li> </ul>	<ul style="list-style-type: none"> <li>Review the health improvement programmes and identify any gaps in services.</li> </ul>
<p><b>14.</b> Make it easy for you to lead a healthy and active life through our countryside, leisure facilities and tourist attractions</p>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1% a year</li> </ul>	<ul style="list-style-type: none"> <li>Help increase participation in active recreation by 1%</li> <li>Prepare a funding and delivery plan for a Bicester multi-sports village</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1%</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (Baseline 450 to 578)</li> <li>Secure funding to deliver the Bicester Multi-Sports Village project</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in regular active recreation by 1% (26.3%)</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (635)</li> <li>Increase participation at joint use sports sites by 2.5%</li> <li>Promote the events section of <a href="http://www.visitnorthoxfordshire.com">www.visitnorthoxfordshire.com</a> as the</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1% (27.3)</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (698)</li> <li>Increase participation at joint use sports sites by 2.5%</li> <li>Support the voluntary sports sector (with the 2012 Olympics effect) to deliver improved sports</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
				information source for local residents and media	participation opportunities for young people
15. Make big improvements to our sports centres	<ul style="list-style-type: none"> <li>Complete the modernisation of sports centres at Bicester and Kidlington and construct a new sports centre in Banbury</li> </ul>	<ul style="list-style-type: none"> <li><b>Invest £15m in rebuilding or refurbishing our sports centres to deliver better future services in Banbury, Bicester and Kidlington</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Open our new Spiceball leisure centre and improved Bicester and Kidlington leisure centres and re-open the Woodgreen Open Air Pool</b></li> <li>Replace the synthetic pitch surfaces at Coopers School and North Oxon Academy</li> </ul>	PROJECT COMPLETED	PROJECT COMPLETED
16. Provide community facilities and activities to meet local need	<ul style="list-style-type: none"> <li>Support and improve 10 existing community centres/village halls and build new centres at Banbury and Bicester where significant new housing development takes place.</li> <li>Provide 30 formal and informal recreation opportunities for young people</li> <li>Support 160 older people groups and increase the numbers of older people participating in</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 12 existing community centres/organisations and 17 village halls through grant aid funding</li> <li>Provide 820 formal and informal recreation opportunities for young people</li> <li>Increase the numbers of older people participating in group activities by 3%</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 300</li> <li>Increase participation by young people in positive activities by 1%</li> <li>Support Banbury Town Council in preparing a football development plan for the town</li> <li>Provide 850 formal and informal recreation opportunities for young people</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 500</li> <li>Increase participation by young people in positive activities by 1% (baseline figure tbc)</li> <li>Develop and implement a new Older Persons strategy with particular regard to the impact of the ageing population within the district and supporting wellbeing as we age.</li> <li>Develop and deliver, with town/village centre</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 600</li> <li>Increase participation by young people in positive activities by 1% (baseline figure tbc)</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
	group activities by 10%			partnerships, programmes of events/activities in our urban centres	

# A Cleaner, Greener Cherwell

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
17. Keep streets and open spaces clean and free from litter, graffiti and abandoned vehicles and well maintained	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with street and environmental cleanliness as measured by the annual satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure at least 90% of our streets and parks are clean at any one time</b></li> <li>Extend the cleaning times of all urban centres</li> </ul>	<ul style="list-style-type: none"> <li><b>Increase residents' satisfaction with street and environmental cleanliness from 66% to 70% by improving the removal of dog mess and abandoned vehicles</b></li> <li><b>Remove 90% of fly tipping within 48 hours of reporting</b></li> <li>Achieve 94% of land inspected at an acceptable litter standard</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 68% resident satisfaction with street and environmental cleanliness</li> <li>Reduce the amount of fly tipping by 5% on 2009/10 levels</li> <li>Remove 92% of fly tipping within 48 hours</li> <li>Achieve 95% of land inspected at an acceptable detritus standard</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with street and environmental cleanliness</li> <li>Reduce the amount of fly tipping by 10% on 2009/10 levels</li> <li>Achieve 96% of land inspected at an acceptable detritus standard</li> </ul>
18. Help you recycle so we can reduce the amount of landfill waste	<ul style="list-style-type: none"> <li>Recycle 55% of household waste</li> <li>Reduce the amount of waste sent to landfill by 5000 tons</li> </ul>	<ul style="list-style-type: none"> <li><b>Increase the household recycling rate to 49% by 31 March 2009</b></li> <li><b>Reduce the amount of waste sent to landfill by 1500 tonnes by 31 March 2009</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Increase the household recycling rate to 50% by 31 March 2010</b></li> <li>Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010</li> <li>Introduce a food waste recycling service</li> </ul>	<ul style="list-style-type: none"> <li>Increase the household recycling rate to 56% by 31 March 2011</li> <li>Reduce the amount of waste sent to landfill by 4000 tonnes by 31 March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Increase the household recycling rate to 58% by 31 March 2011</li> <li>Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2012</li> </ul>
19. Protect our environment, wildlife habitats and the country side, by working with others	<ul style="list-style-type: none"> <li>Achieve a measurable improvement to biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Undertake 10 county wildlife site surveys</li> </ul>	<ul style="list-style-type: none"> <li>Undertake 10 county wildlife site surveys</li> </ul>	<ul style="list-style-type: none"> <li>Produce a Biodiversity Statement and Delivery Plan and implement first year requirements</li> <li>Commission 6 farm advisory visits</li> </ul>	<ul style="list-style-type: none"> <li>Establish an accessible community woodland on the edge of Bicester</li> <li>Implement the Year 2 Biodiversity statement Delivery Plan actions</li> <li>Commission 6 farm advisory visits</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
20. Maximise energy efficiency and minimise carbon emissions in our own buildings, and developments	<ul style="list-style-type: none"> <li>Reduce the Council's carbon emissions by 22% - excluding sports centres</li> <li>Require developers to follow best practice in the design of low carbon and sustainable development</li> </ul>	<ul style="list-style-type: none"> <li><b>Reduce the Council's carbon dioxide emissions by 4% against the 2007/08 figure</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Reduce the Council's vehicle emissions by 10% against the 2007/08 figure</b></li> </ul>	<ul style="list-style-type: none"> <li>Reduce the Council's carbon emissions by a further 5% against the 2007/08 base position excluding sports centres</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the Council's carbon emissions by a further 5% against the 2007/08 base position excluding sports centres</li> <li>Reduce carbon emissions in our recreation facilities by x% (target to be agreed using 2010 baseline)</li> </ul>
21. Keep you informed about climate change and what we can all do to help	<ul style="list-style-type: none"> <li>Inform all residents annually on actions individual households can take to reduce emissions</li> <li>Establish a local climate change partnership group and develop 10 joint initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Inform all residents on actions individual households can take to reduce carbon emissions (by a special issue of Cherwell Link)</li> </ul>	<ul style="list-style-type: none"> <li>Inform all businesses on the actions they can take to reduce carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Inform all residents on the actions individual households can take to reduce carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Inform all businesses on the actions they can take to reduce carbon emissions</li> </ul>
22. Significantly improve green spaces and public places so that you really notice the difference where you live and work	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 71% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 72% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 73% resident satisfaction with green spaces and public areas</li> <li>Negotiate significant green spaces in developments through S106</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 74% resident satisfaction with green spaces and public areas</li> <li>Deliver a new piece of public art in the redeveloped Bicester Town Centre</li> </ul>



# An Accessible, Value for Money Council

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
23. Be easy to contact, approachable and responsive	<ul style="list-style-type: none"> <li>Publish our customer service standards and monitor our performance against national standards with the aim to be among the best</li> </ul>	<ul style="list-style-type: none"> <li>Introduce a single, centralised customer complaints process</li> <li><b>Ensure that at least 90% of our customers when asked are satisfied with our customer service when they contact the Council</b></li> <li>Increase Cherwell Link to four editions per year</li> </ul>	<ul style="list-style-type: none"> <li>Provide customers with a simple choice of numbers to access Council services</li> <li>Ensure that at least 90% of our customers when asked are satisfied with our customer service when they contact the Council</li> </ul>	<ul style="list-style-type: none"> <li>Seek accreditation for customer service under the customer service excellence award</li> <li>Support for parishes and community groups to have a website separate from ours but using our content management system</li> <li>Carry out website testing to make sure it is user friendly.</li> <li>Retain the Crystal Mark for our website.</li> </ul>	
24. Always treat everyone with dignity and respect and meet the specific needs of young people, older people, disabled people and ethnic minorities	<ul style="list-style-type: none"> <li>Secure and retain level 3 status of the national equality standard</li> </ul>	<ul style="list-style-type: none"> <li>Secure level 3 and work towards level 4 status of the national equality standard</li> </ul>	<ul style="list-style-type: none"> <li>Work towards the achieving excellent status in the Equality Standard for Local Government</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a peer review of our performance in terms of equality, with the aim of reaching the achieving status under the local government assessment framework</li> <li>Develop a 'hardest to reach' action plan, including outreach working to improve access and take up of our services.</li> </ul>	<ul style="list-style-type: none"> <li>Work towards achieving excellent status in the Equality Standard for Local Government</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
25. Put things right quickly if they go wrong	<ul style="list-style-type: none"> <li>Resolve 95% of complaints across all three stages of the complaints process within 14 days</li> </ul>	<ul style="list-style-type: none"> <li>Baseline our existing complaints resolution performance</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>
26. Deliver value for money by achieving the optimum balance between cost, quality and customer satisfaction for all services	<ul style="list-style-type: none"> <li>Seek the views of our customers annually through our own customer satisfaction survey and public consultation on budget priorities</li> <li>Achieve the top rating for the Use of Resources assessment and recognition as a value for money council</li> <li>Meet government targets for efficiency improvements and maximise efficiency gains across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a score of 3 against the Key Lines of Enquiry for value for money in the Use of Resources assessment</li> <li>Secure £210,000 in efficiency savings of which £160,000 are savings in the way the Council procures goods and services</li> <li>Deliver a balanced, revenue-based budget without calling on reserves</li> </ul>	<ul style="list-style-type: none"> <li>Retain an overall score of 3 in the Use of Resources Assessment and secure a score of 4 for at least 1 of the 3 Key Lines of Enquiry</li> <li>Secure £600,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> <li><b>Make it easier for local businesses to trade with us</b></li> </ul>	<ul style="list-style-type: none"> <li>Maintain our score of 3 in the Use of Resources Assessment and improve our performance by achieving a score of 4 in at least one of the Key Lines of Enquiry.</li> <li>Secure £630,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> </ul>	<ul style="list-style-type: none"> <li>Retain a score of 4 score in the Use of Resources assessment and a score of 4 for all the Key Lines of Enquiry</li> <li>Secure £645,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
27. Reduce financial burden to local taxpayers	<ul style="list-style-type: none"> <li>Maintain council tax rises at or below the rate of inflation (subject to amount of Government grant received)</li> </ul>	<ul style="list-style-type: none"> <li><b>Keep our council tax rise for 2009/10 to below the rate of inflation</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Take the steps needed to reduce our costs by a further £1m by the beginning of 2010/11</b></li> </ul>	<ul style="list-style-type: none"> <li>No increase in Council Tax for Cherwell District Council Services</li> <li>Take the steps needed to address the MTFS future deficit by developing a clear action plan which will reduce Council expenditure by the beginning of 2011/12</li> </ul>	<ul style="list-style-type: none"> <li>Keep our council tax rise to below the rate of inflation</li> </ul>
28. Explain how your council tax is spent and why	<ul style="list-style-type: none"> <li>Publish a comprehensive annual report</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>	<ul style="list-style-type: none"> <li>Bring forward the publication of our combined annual report of performance and finance for publication in June 2010</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
29. Work with others to provide you with local services and access to information about them	<ul style="list-style-type: none"> <li>• Adopt a customer access strategy setting out how services can be delivered to all sectors of the Cherwell population</li> <li>• Provide opportunities through our one stop shop to access services delivered by other providers</li> <li>• Provide direct access through our website to information about services provided by others</li> </ul>	<ul style="list-style-type: none"> <li>• Review the outcome of the One Stop Shop pilot at Bodicote House</li> <li>• Re-launch town centre offices in Banbury and Kidlington</li> <li>• <b>Provide rural customers with more ways to access our services, including 10 new access points in local communities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Promote the web based Positive Activities Offer to young people</li> <li>• <b>Place 10 new 'Link Points' in our rural areas to provide residents and businesses with a greater choice of access to our services</b></li> <li>• Enable access to a limited number of services provided by our partners through Council access points</li> <li>• Promote local events through the North Oxfordshire.com website</li> </ul>	<ul style="list-style-type: none"> <li>• Expand access to services provided by our partners through Council access points</li> <li>• Improve access to our services by delivering a 'link points-on-legs' service that involves outreach workers attendance at least 10 community events to promote service accessibility.</li> <li>• Promote access to cultural and sporting facilities to children in the looked after sector with West Oxfordshire District Council and Oxfordshire County Council</li> </ul>	<ul style="list-style-type: none"> <li>• Re-launch the Bicester Town Centre Office</li> <li>• Expand access to services provided by our partners through Council access points</li> </ul>
30 Demonstrate that we can be trusted to act properly for you	<ul style="list-style-type: none"> <li>• Maintain transparent and public decision-making processes, web-casting meetings wherever possible</li> </ul>	<ul style="list-style-type: none"> <li>• Review the 6 month Webcasting pilot extension</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of public Council meetings which are webcast</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a procedure for members of the public to submit petitions to the council in both electronic and paper format.</li> <li>• Provide more information to local people about how to become a councillor.</li> </ul>	

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p>31. Improve the way we communicate with the public, partners and other stakeholders in order to explain what the Council is doing and why</p>	<ul style="list-style-type: none"> <li>Improve the percentage of customers who say they feel well-informed year on year</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure that 70% of our customers when asked feel well informed about the Council</b></li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 72% of our customers when asked feel well informed about the Council</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 66% of our customers when asked feel well informed about the Council</li> <li>Possible increase in the number of Cherwell Links produced</li> <li>Increase the readership of Cherwell Link</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 69% of our customers when asked feel well informed about the Council</li> </ul>
<p>32. Listen to your views and comments, however you want to make them</p>	<ul style="list-style-type: none"> <li>Provide a choice of two-way communication channels: electronic, in person, in writing and over the telephone</li> </ul>	<ul style="list-style-type: none"> <li>Increase the proportion of customer interactions that are handled online to 14%</li> </ul>	<ul style="list-style-type: none"> <li>We will increase the percentage of transactions completed electronically to 50%</li> </ul>	<ul style="list-style-type: none"> <li>Ensure 100 of our services are available at time convenient to customers (online 24/7), with the ability to book and pay with no need to contact the council further.</li> <li>Extend opportunities for customers to feed back their experiences of our services.</li> <li>Ensure we use customer information to develop and improve our services.</li> <li>Make our annual satisfaction survey available to all residents by developing an online version.</li> </ul>	

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