

**Committee:** Executive  
**Date:** Monday 2 July 2012  
**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 John Donaldson</b>	<b>Councillor Michael Gibbard</b>
<b>Councillor Tony Ilott</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 - 12)

To confirm as a correct record the Minutes of the meeting held on 18 June 2012.

## **Strategy and Policy**

6. **Low Carbon Energy Strategy 2012 and Use of Natural Resources** 6.35pm  
(Pages 13 - 56)

Report of Head of Environmental Services

### **Summary**

This report considers the newly drafted Low Carbon Environmental Strategy 2012 as well as the progress of the Use of Natural Resources Group in delivering the Council's Low Carbon Management Plan.

### **Recommendations**

The Executive is recommended:

- (1) To approve the Low Carbon Environmental Strategy 2012 and its action plan.
- (2) To note the achievements of the Use of Natural Resources Group in delivering the Carbon Management Plan in 2011/12.
- (3) To note future initiatives of the Use of Natural Resources Group in delivering the Carbon Management Plan in 2012/13.

## **Service Delivery and Innovation**

7. **Banbury Brighter Futures** (Pages 57 - 100) 6.45pm

Report of Director of Environment and Community

### **Summary**

To consider a review of the second full year of the Brighter Futures Programme in Banbury and the proposed emphasis in the third and subsequent years.

### **Recommendations**

The Executive is recommended:

- (1) To note the good progress made in the second year of the Brighter Futures Programme.
- (2) To support the areas of emphasis and proposed activity in 2012/13.
- (3) To receive further reports as appropriate on progress.

## **Value for Money and Performance**

8. **Local Government Resources Review and Welfare Reform Overview** 7.00 pm  
(Pages 101 - 116)

Report of Head of Finance and Procurement

### **Summary**

This report summarises the Local Government Resources Review project and provides a welfare reform overview

### **Recommendations**

The Executive is recommended:

- (1) To note the contents of this report and the initial indications of the impact for the Council.
- (2) To approve the suggested consultation and timetable for Council Tax support.
- (3) To approve in principle an application for pooling with Oxfordshire councils for Business Rates localisation.
- (4) To note that a further report will be presented in September 2012 outlining progress and the impact on the Medium Term Financial Strategy.

## **Urgent Business**

9. **Urgent Business**

Any other items which the Chairman has decided is urgent.

**(Meeting scheduled to close at 7.15pm)**

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to

[democracy@cherwellandsouthnorthants.gov.uk](mailto:democracy@cherwellandsouthnorthants.gov.uk) or 01295 221589 prior to the start of the meeting.

### **Declarations of Interest**

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

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

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

### **Evacuation Procedure**

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### **Access to Meetings**

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

### **Mobile Phones**

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

### **Queries Regarding this Agenda**

Please contact Natasha Clark, Democratic and Elections  
[natasha.clark@cherwellandsouthnorthants.gov.uk](mailto:natasha.clark@cherwellandsouthnorthants.gov.uk), 01295 221589

**Sue Smith**  
**Chief Executive**

Published on Friday 22 June 2012

# Agenda Item 5

## Cherwell District Council

### Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 18 June 2012 at 6.30 pm

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

Councillor Ken Atack, Lead Member for Financial Management  
Councillor Norman Bolster, Lead Member for Estates and the Economy  
Councillor John Donaldson, Lead Member for Banbury Brighter Futures  
Councillor Michael Gibbard, Lead Member for Planning  
Councillor Tony Ilott, Lead Member for Public Protection  
Councillor D M Pickford, Lead Member for Housing  
Councillor Nicholas Turner, Lead Member for Performance and Customers

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

Officers: Sue Smith, Chief Executive  
Ian Davies, Director of Community and Environment  
Martin Henry, Director of Resources / Section 151 Officer  
Kevin Lane, Head of Law and Governance / Monitoring Officer  
Jo Pitman, Head of Transformation  
Claire Taylor, Corporate Performance Manager  
Martyn Swann, Strategic Housing Manager  
Kate Winstanley, Strategic Housing Officer  
Natasha Clark, Team Leader, Democratic and Elections

#### 14 **Declarations of Interest**

Members declared interests in the following agenda items:

##### **6. Tenancy Strategy.**

Councillor G A Reynolds, Personal, as a Landlord.

Councillor Nicholas Turner, Personal, as a Landlord.

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

There were no petitions or requests to address the meeting.

16 **Urgent Business**

There were no items of urgent business.

17 **Minutes**

The minutes of the meeting held on 28 May 2012 were agreed as a correct record and signed by the Chairman, subject to the following amendment:

**Minute 6 – Local Plan 2012**

Add sentence: "Councillor Turner left the meeting for the duration of this item."

18 **Tenancy Strategy**

The Head of Regeneration and Housing submitted a report which provided Executive with a Tenancy Strategy for approval.

In introducing the report, the Lead Member for Housing explained that the Tenancy Strategy would provide guidance for Registered Providers (RPs) operating in the Cherwell District Council area. It sets out the Council's position on the provision of affordable housing including the use of Flexible Tenancies, Affordable Rents and the use of private sector tenancies for homeless households. This policy supports the Government's aim to make best use of housing stock, focussing support on the most vulnerable people in society and ensure the Council complies with the Localism Act 2011 duty for Local Authorities to produce a Tenancy Strategy by November 2012.

In response to questions from Councillor Cartledge, Leader of the Labour Group, the Strategic Housing Officer provided clarification on a number of points. Members were advised that the Tenancy Strategy recommended an absolute minimum term of two years in exceptional cases, with a tenancy term of at least five years being the norm. The Housing Team has a good partnership with Registered Providers and is confident that any increased risk of homelessness would be well managed and monitored through these relationships. Should tenancies not be renewed, it was anticipated that the reason would be that the individual's circumstances had changed for the good. In terms of consultation, the Strategic Housing Officer reported that consultation responses had not been received from all parties who had been contacted as part of the process, however, positive responses had been received from Registered Providers and members of the public.

Members agreed that it was important that a review period was built into the Tenancy Strategy to allow for further Government policy changes to be taken account of and the effectiveness of the Strategy to be reviewed.

**Resolved**

- (1) That the Tenancy Strategy be adopted.
- (2) That a six month review period for the Tenancy Strategy be agreed.

## **Reasons**

An early policy statement in the form of the Tenancy Strategy is required to give guidance to Registered Provider partners and customers/other partners and to allow the Council to move forward with strategic planning for the delivery of Affordable Housing in an environment where the Council's position is understood.

The Policy environment is fast changing and the effect of the introduction of Affordable Rent and Flexible Tenancies must be monitored to judge their effects. A review of this policy after six months is recommended.

## **Options**

**Option One**                      To adopt the proposed Tenancy Strategy with a six month review period

**Option Two**                     To adopt the proposed Tenancy Strategy with amendments

**Option Three**                 Not to accept the proposed Tenancy Strategy

## 19 **Health Sector Changes and a Response to the draft Oxfordshire Health and Wellbeing Strategy**

The Director of Community and Environment submitted a report which provided an update on local progress with the health sector reforms, asked the Executive to respond to the Draft Oxfordshire Health and Wellbeing Strategy which is out to consultation and provided the latest position on the Community Partnership Network (CPN) and in particular, its potential role supporting Oxfordshire HealthWatch.

In considering the proposed response to the Draft Oxfordshire Health and Wellbeing Strategy, Members commented that greater reference should be made to the Banbury Brighter Futures project. In response to Members' comments regarding Supporting People, Officers provided assurance that appropriate dialogue would take place.

At the discretion of the Chairman, Councillor Les Sibley addressed Executive. Councillor Sibley noted that there had been several county wide consultation processes run by Oxfordshire County Council or Oxfordshire NHS associated with the new clinical commissioning arrangements, Healthwatch and the Public Involvement Board but raised concerns about the lack of consultation with individuals who would be affected by the proposals. The need to provide easy access to care for people in the community was also highlighted.

## **Resolved**

- (1) That the progress on the local health sector reforms be noted.

- (2) That the Community Partnership Network engaging directly with a formative Oxfordshire HealthWatch body be endorsed.
- (3) That the proposed response to the Draft Oxfordshire Health and Wellbeing Strategy be considered and that authority be delegated to the Director of Community and Environment, in consultation with the Deputy leader, to amend the response to incorporate the comments of Executive, Members and officers, prior to submission.

### **Reasons**

The Council has for many years been engaged with the health and social care sector on many issues. This report outlines the ongoing changes in that sector and the way in which the Council can and should continue to be involved to influence key service provision, more often than not by others.

HealthWatch is set to become the new independent voice and consumer champion for patients, service users and the public in health and social care, replacing the Oxfordshire Local Involvement Networks (LINKs).

### **Options**

- |                     |  |
|---------------------|--|
| <b>Option One</b>   | To fully engage with this change process and with partners, to influence future service provision as much as possible. This option is the basis of the report recommendations. |
| <b>Option Two</b>   | To withdraw from health and social care sector matters and not become involved. Given the good work associated with the Horton General Hospital, this option is not proposed.  |
| <b>Option Three</b> | To engage only on an invited basis. Again, a passive approach such as this is not recommended as it is likely to result in only limited benefit.                               |

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### **The Future of RAF Bicester**

The Chief Executive submitted a report which highlighted the opportunities presented by the marketing of RAF Bicester in relation to Heritage and economic growth and sought approval for Cherwell District Council's involvement in the project.

### **Resolved**

- (1) That the establishment of a strategic partnership (Cherwell District Council, Bomber Command Heritage and other key agencies and interested parties) to investigate the potential of securing the site for heritage purposes and to enable the provision of an education centre and museum be approved.



## Reasons

The development of an education centre and museum on the current RAF Bicester technical site would provide employment opportunities to local people and a visitor attraction that would appeal on a local, national and potentially international scale. Bomber Command Heritage believe that the contribution that this council can bring to the project will be critical in determining the way forward

## Options

**Option One** Support the proposals as set out and approve the establishment of a Strategic Partnership

**Option Two** No to support the proposal

## 21 Performance Management Framework 2011/2012 Annual Performance Review

The Head of Transformation submitted a report which presented the Council's annual performance review for 2011/12 as measured through the Corporate Performance Management Framework.

In introducing the report, the Lead Member for Customers and Performance thanked the former Lead Member for Change (Councillor Morris), whose areas of responsibility during 2011/12 had included performance management, for his hard work.

In considering the report, Executive thanked the Corporate Performance Manager and the Performance Team for producing a comprehensive performance report and the draft Annual Report. Members agreed that it was commendable that whilst there had been significant organisational change, the authority continued to deliver. Members commended officers who worked hard to ensure that targets were met. The Lead Member for Housing extended her gratitude to the Housing Team for achieving record affordable housing delivery, being the best in the county for extra care delivery and winning the Local Government Chronicle's Innovation Award 2012 for Cherwell District Council.

Councillor Cartledge, Leader of the Labour Group also commended the Annual Performance Review and good performance of the Council in difficult times. In response to the Labour Group Leader's comments regarding customer dissatisfaction and lesson learnt in relation to the changes to car parking charges, the Leader explained that it was important for the Council to remain flexible and amend policies if and as necessary.

Members commented on the value and importance of performance management and monitoring as it enabled monitoring across the breadth of the Council, enabled achievements to be highlighted and areas performing

below target or issues emerging to be identified and addressed in a timely manner.

## Resolved

- (1) That it be noted that, despite tough performance targets, a challenging economic environment, and a year of unprecedented organisational change with the implementation of a joint management team shared with South Northamptonshire Council, Cherwell District Council has met or made satisfactory progress on 95.5% of the performance targets outlined in its performance management framework.
- (2) That it be noted that, the Council has delivered a challenging value for money programme. This has ensured that the pledge to reduce the Council's budget by £1 million has been met.
- (3) That the following progress in delivering the Council's strategic objectives and the summary of performance be noted:
  - The Council has met or made satisfactory progress on 95.5% of all the performance targets set out in the Corporate Performance Management Framework.
  - With regards to the Council's Corporate Plan, 97.5% of the performance targets have been met or made satisfactory progress.
  - The Council has delivered a challenging value for money programme through both service efficiencies and implementing shared management arrangements with South Northamptonshire Council. This approach has ensured that the pledge to reduce costs by £1 million during 2011/12 has been met and that plans are well underway to ensure that the 12/13 budget is also balanced.
  - In the Council Tax Leaflet (published in February 2011) the Council outlined its performance promises for 2011/12. Of the 14 promises all but one have been met have been met with strong performance in most areas and minor issues arising in two.
  - Summary of performance against each of our scorecards:

Performance Framework	Performance % Red, Amber Green				Targets set
	Red	Amber	Green	No Data	
Corporate Plan : Pledges	7.1% (1)	14.3% (2)	78.6% (11)	0% (0)	14
Corporate Plan	2.5% (1)	5.0% (2)	92.5% (37)	0% (0)	40 *
Customer/Finance/HR Measures	12.5% (1)	25.0% (2)	62.5% (5)	0% (0)	8
Priority Service Indicators	9.5% (4)	16.7% (7)	73.8% (31)	0% (0)	42

Brighter Futures in Banbury	0% (0)	18.2% (2)	81.8% (9)	0% (0)	11
Corporate Equalities Plan	0% (0)	0% (0)	100% (13)	0% (0)	13
Major Programmes	0% (0)	22.2% (2)	77.8% (7)	0% (0)	9
Significant Partnerships	0% (0)	5.6% (1)	94.4% (17)	0% (0)	18
<b>TOTALS</b>	<b>4.5%</b> <b>(7)</b>	<b>11.6%</b> <b>(18)</b>	<b>83.9%</b> <b>(130)</b>	<b>0%</b> <b>(0)</b>	<b>155</b>

\* Note this excludes DCP2 2.3 Prepare a new Community Development Strategy which was closed in December 2011 and deferred to 2012/13

(4) That officers be requested to report in the first quarter report of 2012/13 on the following items where performance was below target or there are emerging issues or risks:

- **Customer Satisfaction:** a number of satisfaction measures are off track at year end. These include general satisfaction and satisfaction with street cleanliness. In addition complaints are slightly higher at year end. As such a review will be undertaken with regards to customer satisfaction to ensure there are no trends or underlying issues and this will be reported in the first quarter.
- **Reduce the number of fly tips:** At year end this measure is reporting red with a rise of 20 additional fly tips recorded this year (440) in comparison to 420 recorded in 2010/11. Proactive enforcement continues with 5 successful prosecutions during 2011/12. During 2012/13 figures will continue to be monitored, especially to ascertain whether the rise is a result of a one of change or part of an underlying change. Likewise proactive enforcement and publicity will continue in order to inform residents about how to dispose of their waste and the consequences of not doing so lawfully.

(5) That the draft Annual Performance Report be agreed and authority be delegated to the Head of Transformation, in consultation with the Lead Member for Performance and Customers, to make any minor changes to the document as required before publication.

## Reasons

The report shows the Council's performance against the Corporate Scorecard and Performance Management Framework in 2011/2012. From this information the Executive can make a judgement about the progress the Council is making in meeting its objectives, identify the achievements it wishes to celebrate and the areas where action is required to improve performance.

## Options

**Option One** To review current performance levels and consider any actions arising.

**Option Two** To approve or reject the recommendations above.

22 **2011/2012 End of Year Finance Report**

The Head of Finance and Procurement submitted a report which summarised the Council's provisional Revenue and Capital performance for the financial year 2011/2012 and reported on performance against the procurement action plan. The figures were still subject to further validation work to ensure compliance with statutory requirements and proper accounting practices.

**Resolved**

- (1) That the provisional revenue out-turn position for 2011/2012 be noted.
- (2) That the carry forward of budget underspends within 2011/2012 to 2012/13 be agreed.
- (3) That transfer to general fund balances as detailed be noted.
- (4) That the continued improvement in accuracy and reliability that the Council has made in projecting the year end position through the embedding of the Corporate Dashboard be noted.
- (5) That provisional capital out-turn position for 2011/2012 detailed in be noted.
- (6) That it be agreed that the balances on capital schemes which have slipped in 2011/2012 be carried forward into the 2012/2013 capital programme.
- (7) That progress against the Councils Procurement Action plan and savings achieved be noted.
- (8) That the review of reserves undertaken by the Head of Finance & Procurement and the Lead Member for Financial Management be noted.
- (9) That authority be delegated to the Head of Finance and Procurement, in consultation with the Lead Member for Financial Management, to consider and implement further changes relating to all aspects of the closedown of the accounts for 2011-12 including the transfer of costs from revenue to capital, amendments of the revenue and capital budgets and implementation of a minimum revenue provision accordingly.

**Reasons**

This report illustrates the Council's provisional performance against the 2011/2012 Revenue and Capital Budget and progress achieved against our Procurement action plan and targets.

## **Options**

**Option One** To review current performance levels and considers any actions arising.

**Option Two** To approve or reject the recommendations above.

## 23 **Exclusion of the Press and Public**

### **Resolved**

That, in accordance with Section 100A(4) of the 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 and 4 of Schedule 12A of that Act.

## 24 **Performance and Research Business Case**

The Head of Transformation submitted an exempt report which This report sought approval of the business case to implement a joint performance and research team across Cherwell District Council (CDC) and South Northamptonshire Council (SNC) in order to deliver cost reductions, increased organisational resilience and business systems harmonisation.

### **Resolved**

That, subject to approval of the staffing implications by Appointments and Personnel Committee and similar approval by the respective Cherwell District Council decision making bodies:

- (1) The consultation comments and responses contained in the log be noted.
- (2) The business case to implement a joint performance and research team across South Northamptonshire and Cherwell District Councils be endorsed.
- (3) (If Cherwell District Council approve in similar terms) Authority be delegated to the Head of Transformation to take all necessary steps to implement the team in compliance with the Organisational Change Policy and in consultation with the Human Resources Managers at both Councils.
- (4) Authority be delegated to the Head of Finance and Procurement in consultation with the Resources and Change Management Portfolio Holder to fund the implementation costs from earmarked reserves.

## **Reasons**

There are clear benefits to be gained from a joint performance and research team by both organisations in terms of increased resilience, consistent policies and procedures, best practice across the two authorities, efficiency and effectiveness.

## **Options**

**Option One** No joined up functions – each council's performance and research functions to run independently under a shared manager.

**Option Two** Endorse the Business Case to implement a joint performance and research team across CDC and SNC together with the granting of delegated authority to the Head of Transformation to take all necessary steps to implement the team in compliance with the Organisation Change Policy and in consultation with the Human Resource Managers at both Councils.

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## **Joint JMT (Joint Management Team) Support Service**

The Director of Resources submitted an exempt report which sought approval of the final business case for the Joint Management Team (JMT) support arrangements.

## **Resolved**

That, subject to similar approval by the respective SNC decision making bodies:

- (1) The consultation comments and responses contained in the log be noted.
- (2) The business case to implement a Joint Management Team support service across Cherwell District Council and South Northamptonshire Council and be approved.
- (3) (If South Northamptonshire Council approve in similar terms) Authority be delegated to the to the Head of Transformation to take all necessary steps to implement the non staffing aspects of the business case in compliance with the Organisational Change Policy and in consultation with the HR Managers at both Councils.
- (4) Authority be delegated to the Head of Finance and Procurement, in consultation with the Lead Member for Financial Management, to fund the implementation costs from earmarked reserves.

**Reasons**

The business case sets out in detail the proposal for a JMT support team to ensure JMT can operate as effectively as possible. The final business case incorporates changes since the original draft business case was considered by the Joint Arrangements Steering Group on the 22 March 2012.

The meeting ended at 8.15 pm

Chairman:

Date:

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## Executive

### Low Carbon Environmental Strategy 2012 and Use of Natural Resources Project

2 July 2012

### Report of Head of Environmental Services

#### PURPOSE OF REPORT

This report considers the newly drafted Low Carbon Environmental Strategy 2012 as well as the progress of the Use of Natural Resources Group in delivering the Council's Low Carbon Management Plan.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) To approve the Low Carbon Environmental Strategy 2012 and its action plan
- (2) To note the achievements of the Use of Natural Resources Group in delivering the Carbon Management Plan in 2011/12
- (3) To note future initiatives of the Use of Natural Resources Group in delivering the Carbon Management Plan in 2012/13

#### Executive Summary

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##### Introduction

- 1.1 The former Environmental Strategy for a Changing Climate expired in May 2012. A "cleaner, greener Cherwell" is a strategic priority in the Council's Corporate Plan, linking back to the Sustainable Community Strategy.
- 1.2 The Sustainable Community Strategy has committed to mitigate and adapt to the impacts of climate change by reducing the overall carbon emissions for the district, aspiring to eventually becoming carbon neutral.
- 1.3 Cherwell's Low Carbon Environmental Strategy is the successor to the Environmental Strategy for a Changing Climate and it ties into the national target to reduce CO<sub>2</sub> emissions by 20% by 2020 and 80% by 2050.
- 1.4 To reflect the importance of local authorities leading change locally on the

climate change agenda, central government continues to require local government to report on an annual basis CO<sub>2</sub> emissions from across our estates and operations.

- 1.5 The draft of the new strategy was developed on the strengths of the former strategy (“Cherwell Environmental Strategy for a Changing Climate”) incorporating the work of the Use of Natural Resources Group as well as Council’s Low Carbon Management Plan.
- 1.6 The Use of Natural Resources Group has involved key staff from across the Council such as Estates, Procurement, Housing, Leisure Services, IT, Fleet Maintenance, Transformation and Environmental Services. It uses multiple work streams to deliver projects to improve energy efficiency and save energy costs, outlined in the Council’s Low Carbon Management Plan.
- 1.7 The Use of Natural Resources Group is internally focused and it delivers part of the Cherwell Low Carbon Environmental Strategy and the Council’s Low Carbon Management Plan.
- 1.8 This report highlights the achievements of the Use of Natural Resources Group which has led to a Carbon reduction of 2.3% 2010/11 and of 6.2% in 2011/12. Its adjusted target for 2012/13 is 4.5%.

**Proposals**

- 1.9 To agree the Low Carbon Environmental Strategy 2012 and its action plan.
- 1.10 To continue building on the successes of the Use of Natural Resources Group by improving the Council’s energy efficiency performance into 2012/13 in line with the Council’s Low Carbon Management Plan.

**Conclusion**

- 1.11 The Low Carbon Environmental Strategy 2012 will help further the success of carbon reduction and energy saving work internally as well as across the district.
- 1.12 A co-ordinated cross-service approach is employed to take action and to drive forward and support the Use of Natural Resources project and Cherwell’s Carbon Management Plan reducing 22% of its carbon emissions by 2014/15.
- 1.13 Annual targets of the Council’s Low Carbon Management Plan are outlined below:

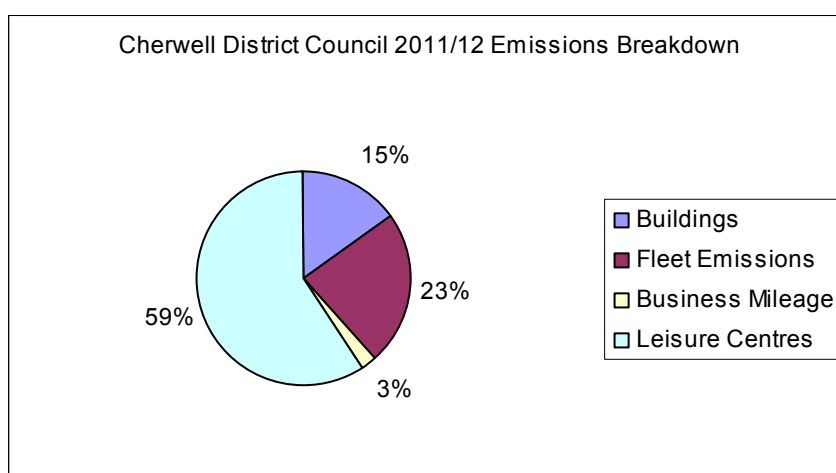
	2010/11	2011/12	2012/13	2013/14	2014/15
Annual Target %	4	6	4	4	4

- 1.14 Due to the underperformance in carbon reduction in 2010/11 (2.3% instead of 4%) and the over performance in 2011/12 (6.2% instead of 6%) Cherwell’s internal targets have been adjusted to 4.5% in 2012/13, 2013/14 and 2014/15 in order to achieve the overall 22% reduction target.

## Background Information

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- 2.1 The former Cherwell Environmental Strategy for a Changing Climate is divided into three sections: “Leading by example”, “Working in Partnership” and “Planning for Sustainable Development”.
- 2.2 As part of the implementation of the strategy the Use of Natural Resources Group was set up to reduce internal emissions as outlined under the section “Leading by example”.
- 2.3 Since 2009 the Use of Natural Resources Group has focused on reducing the Council’s emissions through improving energy efficiency and therefore saving energy costs.
- 2.4 Measurement of the Council’s carbon dioxide (CO<sub>2</sub>) emissions has previously been assessed by National Indicator (NI) 185. In the first NI 185 baseline year (08/09), emissions from Cherwell District Council operations were 5,002 tonnes. Leisure Services is with 59% of the Council’s overall emissions the biggest contributor. The main sources of these emissions today are:



## Low Carbon Environmental Strategy 2012

- 2.5 The new Low Carbon Environmental Strategy 2012 is divided into three main sections “Leading by Example”, “Sustainable Communities – Our district – Our future” and “Working in Partnership and encouraging low carbon initiatives” and an action plan.
- 2.6 “Leading by Example” outlines the Council’s ambitions target to be working towards a low carbon future as outlined in its Corporate Plan 2012/13 as well as its four strategic priorities (“District of Opportunity”, “A Cleaner and Greener Cherwell”, “A Safe, Healthy and Thriving Community” as well as “An Accessible, Value for Money Council”).
- 2.7 The main focus of the “Leading by Example” section is on the Council’s Low Carbon Management Plan and its target to reduce emissions by 22% by 2014/15 from a 2009/10 baseline.
- 2.8 The second main section of the strategy “Sustainable Community – Our District – Our Future” sets out how we aim to support the transition to a low carbon economy. Examples given are Cherwell’s role in a local Community Interest Company delivering the Green Deal, EcoBicester as an example of a whole town approach to

the eco development, as well as an outline of low carbon initiatives in the district.

- 2.9 The third part of the strategy Working in Partnership and encouraging low carbon initiatives outlines how the Council is keen to support 'low carbon' initiatives across Cherwell District, involving the community and working with local partners to raise awareness and encourage CO<sub>2</sub> savings.
- 2.10 The Action plan contains key actions delivered during the lifetime of the strategy regarding the district's carbon footprint as well as the Council's.

### Low Carbon Management Plan

- 2.11 Cherwell District Council participated in the Carbon Trust's Carbon Management Programme to establish a Low Carbon Management Plan which was adopted in May 2011. This plan sets out our path for reducing CO<sub>2</sub> emissions over the next five years until 2014/15.
- 2.12 Our carbon reduction target is to reduce CO<sub>2</sub> emissions from our own operations by 22% from a 2009/10 baseline year by the end of financial year 2014/15 (1,195 tonnes of CO<sub>2</sub>).
- 2.13 With energy costs rising, it is essential that efficiencies are adopted to reduce these costs. With a 22% reduction target in emissions Cherwell District Council energy costs will be significantly reduced to just over a £1,000,000 worth of savings over 5 years.
- 2.14 The Carbon Management Plan projects are identified within specific work streams- and are in line with the work streams for the Use of Natural Resources Delivery Group.
- 2.15 The table below outlines the carbon reduction targets achieved:

<b>Tonnes of CO<sub>2</sub></b>	<b>2011/12</b>	<b>2010/11</b>	<b>2009/10</b>	<b>2011/12 % from 2009/10</b>	<b>2011/12 % from 2010/11</b>
Buildings & ICT	757	879	1042	-27.4%	-14.0%
Fleet Emissions	1149	1164	1207	-4.8%	-1.3%
Business Mileage	128	137	132	-3.0%	-6.6%
Leisure Centres	2949	3131	3053	-3.4%	-5.8%
<b>Total</b>	<b>4982.8</b>	<b>5311.6</b>	<b>5434.1</b>	<b>-8.3%</b>	<b>-6.2%</b>

### Use of Natural Resources Group

- 2.16 In 2009 a project team, the Use of Natural Resources Group, was formed from an existing Energy Efficiency Taskforce. Seven ongoing work streams were identified, and each work stream lead was required to devise a work package specifying the tangible outcomes and delivery dates for their area.

2.17 The seven work streams and their overall objectives were as follows;

- Leisure centre energy use – ongoing partnership work with Parkwood Leisure to make changes to plant and equipment and in house management systems to reduce CO<sub>2</sub> emissions
- Property improvements – addressing any sub-standard energy performance in the Council's buildings and identifying a programme of improvements
- Technology enhancements – addressing the high energy consumption of computers and servers
- Fleet use optimisation – achieving fuel reduction targets
- Sustainable procurement strategy – implementing the strategy and ensuring that sustainability forms a key part of procurement activities
- Workplace travel plan – assessing staff travel patterns and devising a plan aimed at reducing non-sustainable methods of travel
- Culture change and best practice – engaging staff across the Council to embed good practice and share successes
- Communications – engage and inform staff as well as external audiences on main successes of the Use of Natural Resources Delivery Group.

#### **2011/12 Main Achievements of the Use of Natural Resources Group**

- 2.18 In 2011/12 the Use of Natural Resources Group delivered 6.2 % of energy savings in line with the Council's Carbon Management Plan target for 2011/12.
- 2.19 Delivery of the Carbon Trust recommendations; installation of variable speed pump drives, changing and updating lighting schemes, systems for collecting quality utility usage data and installation of motion sensor light regulations (PIRs) in all leisure centres.
- 2.20 Property maintenance completed the refurbishment of the Thorpe Lane Depot which has won a Green Apple Award for the reduction of 30% of emissions. The works completed included the installation of PV solar panels on the roof of the refurbished workshop and the storage warehouse. Size and benefit of Feed in tariff (generating income) and saving energy leads to £6000 savings per year.
- 2.21 Bodicote Old House has also been refurbished to increase energy efficiency. This features increased insulation, low energy lighting and a biomass boiler to replace existing gas boilers.
- 2.22 Bodicote House HQ lighting system has been revamped in meeting rooms and hallways to PIRs (motion sensed). A bid for photovoltaic (PV) panels at Bodicote House has been approved as part of the capital programme 2011/12 and will be completed in May 2012.
- 2.23 Fleet use optimisation continued to reduce its fuel usage having reduced fuel by 4.8% since 2009/10. This has been achieved through the procurement of fuel efficient vehicles, an "Intelligent Driver" training and the rounds review seeking optimum efficiency from the use of vehicles and staff time.

- 2.24 Furthermore, a workplace travel plan has been implemented and an internal Green Champions network has been set up to raise awareness.

### **2012/13 Main work programme of the Use of Natural Resources Group**

- 2.25 In 2012/13 the Use of Natural Resources Group aims to deliver 4.5% of energy savings in line with Council Carbon Management Plan target for 2012/13.
- 2.26 Leisure services main measures will be the delivery of the biomass boiler (Capital programme 2011/12) for the Bicester Leisure Centre, the completion of the solar capital scheme 2011/12 (Kidlington and Gosford, Bicester,,Woodgreen and possibly Spiceball Leisure Centres), installation of LED lighting at the Bicester centre as well as detailed energy audits for Kidlington and Spiceball Leisure Centres that will deliver further energy saving actions.
- 2.27 Property maintenance aims to assess the feasibility of increasing the number of heating zones in Bodicote House to provide more precise control as well as continue with the final phases of installing energy efficient lighting. Furthermore, it aims to investigate the feasibility of refurbishing of inefficient windows at Bodicote House.
- 2.28 With the introduction of a government grant of 25% of the purchase price of electric vehicles fleet use will explore the purchase of electric vehicles / vans and electric charging points.
- 2.29 IT will further deploy energy saving Wyse terminals to replace old PCs and plans to improve conference call capabilities.
- 2.30 A joined procurement policy has been developed that incorporates sustainable procurement as a golden thread. The use of full – life costing has been and will be used to inform decisions on procurement issues such as boiler replacement and electrical maintenance.
- 2.31 A comprehensive communications plan has been developed covering each of the areas. To further promote energy efficiency through behaviour change internally as well as externally articles are planned for In Brief, Cherwell LINK and in some cases press releases will be drafted.

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

- 3.1 Key to the internal and external environmental performance of the Council is the Low Carbon Environmental Strategy
- 3.2 The excellent work already achieved by the Use of Natural Resources Group needs to continue to deliver the Carbon Management Plan
- 3.3 Key to reducing energy costs and emissions is the Low Carbon Environmental Strategy as well as the Carbon Management Plan

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

- Option One** To approve the Low Carbon Strategy 2012 and its action plan as well as the forward plan for the Use of Natural Resources Group

<b>Option Two</b>	To reject
<b>Option Three</b>	To ask officers to modify the proposals by setting lower emissions targets, recognising that this would conflict with public and national government expectations

### **Consultations**

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<b>Use of Natural Resources Group</b>	Continued investment in energy saving projects and promote energy awareness will help to reduce emissions and energy costs
<b>Key Officers Group</b>	Continued investment in Low Carbon Environmental Strategy
<b>Public Consultation</b>	To be carried out over the summer 2012

### **Implications**

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<b>Financial:</b>	<p>There are no financial implications arising directly from this report.</p> <p>Comments checked by Karen Muir, Corporate System Accountant 01295 221559</p>
<b>Legal:</b>	<p>There are no direct legal implications with this report. The actions taken and proposed to be taken all contribute to the Government's targets to reduce carbon emissions pursuant to the Climate Change Act 2008.</p> <p>Comments checked by Kevin Lane, Head of Law and Governance 0300 0030107</p>
<b>Risk Management:</b>	<p>A Cleaner Greener Cherwell is one of the four strategic priorities of the Council and increasing energy efficiency and reducing CO2 emissions is a key component.</p> <p>The main risks associated with the strategy relate to performance against our pledge to reduce the council's carbon footprint by 4% during 12/13. Failure to adopt and deliver the strategy and action plan is likely to have an impact on performance. This will be mitigated through performance management (quarterly reporting).</p> <p>Comments checked by Claire Taylor, Corporate Performance Manager 01295 221563</p>

### **Wards Affected**

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All

### **Corporate Plan Themes**

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A Cleaner Greener Cherwell

**Lead Member**

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**Councillor Nigel Morris**  
**Lead Member for Clean & Green**

**Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Low Carbon Environmental Strategy 2012
<b>Background Papers</b>	
<b>Report Author</b>	Ed Potter, Head of Environmental Services
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# **Low Carbon Environmental Strategy**

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## Foreword

## Executive Summary

The UK Government vision is for a thriving, globally competitive, low carbon economy to be achieved through comprehensive action at a local as well as national level. The UK needs to become less reliant on imported fossil fuels to maintain security of energy supplies and so we are less exposed to higher and increasingly volatile energy prices in the future. The Climate Change Act 2008 established a long-term framework to tackle climate change by encouraging the transition to a low-carbon economy in the UK through unilateral legally binding emissions reduction targets.

The transition to a low carbon economy is essential for the competitiveness of our business community and local economy. It provides an opportunity to reduce operating costs, develop new technology, products and services and create jobs.

The transition needs to be achieved whilst minimising costs to consumers, particularly those in poorer households who are more vulnerable to the risk and consequences of fuel poverty. The latest official fuel poverty figures (defined as those needing to spend more than 10% of household income on energy) released by the Department of Energy and Climate Change (DECC) show 3.54 million households in England in fuel poverty in 2010. In Cherwell in 2010, 5,447 households were considered in fuel poverty (9.70% of overall population). There is much that can be done to address the problem, to improve the thermal efficiency of dwellings and to raise awareness of how people can keep their costs down by using energy wisely.

Cherwell District Council intends to lead by example, we will continue to work to reduce our impact on the natural environment and limit our use of natural resources. Our target is to reduce CO<sub>2</sub> emissions from our own operations by 22% from a 2009/10 baseline year by the end of financial year 2014/15. This equates to a reduction of 1195 tonnes of CO<sub>2</sub> over 5 years.

We will continue working with our partners in the public, private and voluntary sectors to encourage and support others in the district to reduce their own impact on the natural environment and limit their use of natural resources.

The Green Deal will be introduced in late 2012; Minister of State, Greg Barker has described Green Deal as 'the biggest improvement programme since the war' and aims to improve 14 million homes by 2020. The Council is taking a proactive approach, working collaboratively to create a Community Interest Company that will provide a local delivery mechanism for the Green Deal.

This is a strategy of the Cherwell Local Strategic Partnership, it's aim is for Cherwell district to make the transition to a low carbon economy. There is a lot going on across Cherwell already and we showcase just a few examples in this document. We applaud community led initiatives and will provide encouragement and support where needed to enable individuals, businesses and communities to make their own transition.

*"Every step the UK takes towards building a low carbon economy reduces our dependency on fossil fuels, and on volatile global energy prices. The more we can shift to alternative fuels, and use energy efficiently, the more we can ensure that our economy does not become hostage to far-flung events and to the volatility of market forces"*

*Ed Davey, Secretary of State for Energy & Climate Change*

## Introduction

The UK Government vision is for a thriving, globally competitive, low carbon economy; comprehensive action at a local as well as national level will be critical to enabling the achievement of the Government's climate change objectives such as those set in the Climate Change Act.

The Climate Change Act 2008 established a long-term framework to tackle climate change by encouraging the transition to a low-carbon economy in the UK through unilateral legally binding emissions reduction targets. This means a reduction of at least 34% in greenhouse gas emissions by 2020 and at least 80% by 2050. These targets are broken down into carbon budgets each covering a five-year period. By setting out the trajectory to our 2020 and 2050 targets through carbon budgets, the government aims to provide, a clear, credible, long-term framework for the move to a low-carbon UK economy, and give businesses and individuals the direction and certainty they need to play their part.

The Carbon Plan, published in December 2011, sets out how the UK will make the transition to a low carbon economy while maintaining energy security, and minimising costs to consumers, particularly those in poorer households.

The Carbon Plan aims to move us to a much more efficient, low carbon and sustainable economy, through which the UK will become less reliant on imported fossil fuels and less exposed to higher and more volatile energy prices in the future.

We urgently need to make the transition to a low carbon economy to address the global challenges of climate change, diminishing fossil fuel reserves and natural resources. We all need to minimise our impact on the environment as failure to do so will have serious consequences for our economy as well as our physical environment.

Transforming to a competitive low carbon economy is an overarching objective of the Council's economic development strategy ("Economic Development Strategy for Cherwell, North Oxfordshire 2011 – 2016"). This will involve a number of actions including the development of 'green technologies' and 'green knowledge'; working with industry to support innovation in alternative energy sources; as well as maximising opportunities to develop practical solutions to mitigate the impact of climate change and achieve competitive, green business practice.

The UK is heavily dependent on imports of fossil fuels to power our homes and businesses and to move us as well as goods and services around. With reserves being depleted and many challenging to access and often lying in conflict-ridden areas of the world, the security and cost of our supply is a growing concern.

### **This transition to a low carbon Cherwell will be challenging but it also brings opportunity to:**

- **Use resources efficiently minimising wastage**
- **Improve energy and fuel efficiency**
- **Reduce operating costs of our homes and businesses**
- **Serve local needs from local production and services**
- **Harness energy locally from natural, renewable sources**
- **Protect and enhance our local environment**
- **Build resilience to a changing environment**

Approximately 622,000 tonnes of CO<sub>2</sub> emissions originated from road transport sources in the district in 2009. We need to reduce these emissions, reduce local air pollution from traffic sources and reduce congestion.

We have seen domestic energy prices more than double since 2004, with the household energy bill rising from £522 in 2004 to £1252 today. Energy prices are predicted to continue to rise putting increased pressure on household and business budgets, leading to increased costs to consumers for goods and services.

Rising energy prices impacts on us all but is particularly difficult for those who are on low income, or in poor health who may need to spend a higher proportion of their household income on energy to heat and power their homes. In 2010 over 24,000 excess winter deaths in the UK were attributed to cold, we know that for many, adequate warmth within the home wasn't achieved. The latest official fuel poverty figures (defined as those needing to spend more than 10% of household income on energy) released by the Department of Energy and Climate Change (DECC) show 3.54million households in England in fuel poverty in 2010 (17.04% of overall population), a slight decrease compared to 2009 (18.4%) but still well above the figures for 2004 that stood at just above 1.2million. In Cherwell in 2010, 5,447 households were considered in fuel poverty (9.70% of overall population) a slight decrease from 2009 (10.80%) and below the Oxfordshire average (10.92%). While we may be unable to prevent energy price rises, there is much that can be done to improve the thermal efficiency of dwellings and to raise awareness of how people can keep their costs down by using energy wisely. As highlighted in the Council's recently released Housing Strategy (Cherwell Housing Strategy: 2012 – 2017 Enterprise ~ Innovation ~ Opportunity), Cherwell's Private Sector Housing Team has a range of interventions (advice, support and enforcement) to tackle fuel poverty including grants for insulation and central heating, being a member of the board for the Flexible Home Improvement Loans Partnership (and thus brokering this opportunity for local people) and jointly commissioning an Affordable Warmth Network so that local residents can access advice and information on affordable warmth.

Area	All Households (2010)	Fuel Poor Households (2010)	Per cent Fuel Poor (2010)
Cherwell	56,306	5,447	9.70%
Oxfordshire	256,470	28,004	10.92%
England	21,599,926	3,535,932	17.04%

There is more to moving to a low carbon economy than reducing and greening the energy we use to power our homes and businesses and to fuel our mobility. We all need to be mindful of the embedded carbon in what we buy and what we throw away. The Council will continue to promote waste minimisation, to encourage reuse and to improve still further on the high levels of recycling.

We mustn't forget the important role that our natural environment, in particular our woodlands, play in capturing and storing carbon, therefore reducing the amount being added to atmospheric CO<sub>2</sub> concentrations which are causing our climate to change. The Corporate Biodiversity Action Plan (BAP) "Protecting and Enhancing Cherwell's Natural Environment" is reviewed and updated annually and sets out how we will fulfil our biodiversity duty under the Natural Environment and Rural Communities (NERC) Act 2006 and meet other legislation and policy requirements. One of the actions within the Biodiversity Action Plan is to continue to support the Oxfordshire Woodland Project which has "sequestration of carbon" as a key priority alongside promoting the use of wood fuel as a local and



renewable energy source. A social and environmental benefit of woodland is the extent to which it can contribute to reducing CO<sub>2</sub> in the atmosphere by locking up carbon through carbon

*Rural Strategy priority 5.*

*Ensure that policies addressing climate change and the carbon challenge do not treat rural areas unfairly, and indeed recognise and promote the contribution which rural areas can make.*

sequestration. Cherwell has the lowest percentage of woodland in Oxfordshire, which is itself the least wooded county in south-east England.

Cherwell is predominantly rural in character and one third of the district's people live in its 73 rural parishes. The district's rural strategy recognises that the specific needs and challenges for rural communities must be assessed and addressed. This includes looking at the particular challenges and opportunities for rural communities in making the transition to a low carbon future.

## Leading by example

The Councils Corporate Plan 2012/13 sets out an ambitious long term vision for the district. Working with our partners in the public, private and voluntary sectors we are aiming to build a district with a diverse economy. We are working to secure opportunities for all, and to help grow vibrant, thriving communities connected by a sense of pride, place and purpose.

Working towards a low carbon future will contribute to each of these priorities by supporting economic and skills development, contributing to greater efficiency within the council by reducing energy costs. By supporting energy efficiency and encouraging waste management and recycling in homes and businesses across the district and improving health by working to address the needs of those in or at risk from fuel poverty.

We are committed to working to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same.

We will:

- Work to reduce the council's CO<sub>2</sub> emissions by 22% by 2015
- Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills

Overlaying these Corporate and Strategic Themes is our ambition to be amongst the best performing councils in the country. In successive Satisfaction Surveys locally, 80% of our residents believe that the Cherwell District Council has a strong role to play in cutting carbon emissions. The Department for Energy and Climate Change (DECC) continues to require local government to report on an annual basis CO<sub>2</sub> emissions from across their estate and operations in order to improve local accountability. Therefore, Cherwell will continue to closely manage and report on its carbon footprint locally on a regular basis.

In addition, local government has two specific legislative drivers to comply with. Firstly, since 2008 there has been a legal requirement for all public sector buildings with a total useable floor area of over 1000m<sup>2</sup> to show a Display Energy Certificate (DEC) in a prominent place clearly visible to the public. This requirement affects the council's offices and other key buildings such as our leisure centres.

Secondly, the Carbon Reduction Commitment (CRC) is a mandatory emissions trading scheme for organisations whose total electricity consumption is greater than 6000 MWh in the initial reporting period of calendar year

**To help deliver this vision the Council has four strategic priorities. These priorities shape the work we do, our services, plans and major projects.**

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



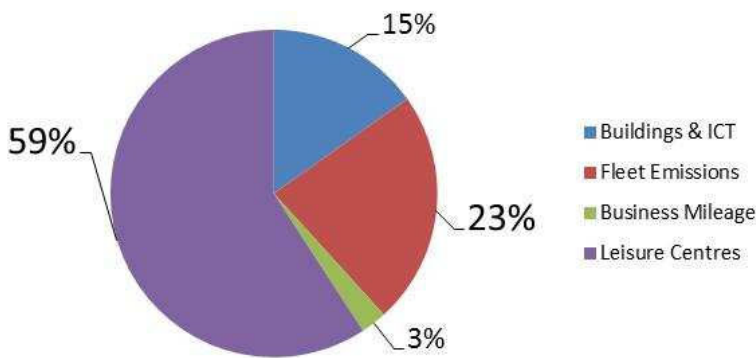
2008. At present Cherwell District Council's electricity consumption is below the threshold and is not required to take part in the trading scheme however it is required to report its electricity consumption.

The global recession has led to a range of public sector funding restrictions. All public sector organisations, including Cherwell District Council, have acted in response to take measures to find efficiencies whilst limiting any reduction in front line services. Reducing CO<sub>2</sub> emissions will directly cut down on energy and fuel costs allowing the Council to retain services. Further, limiting energy consumption will give the Council more resilience to energy price risks.

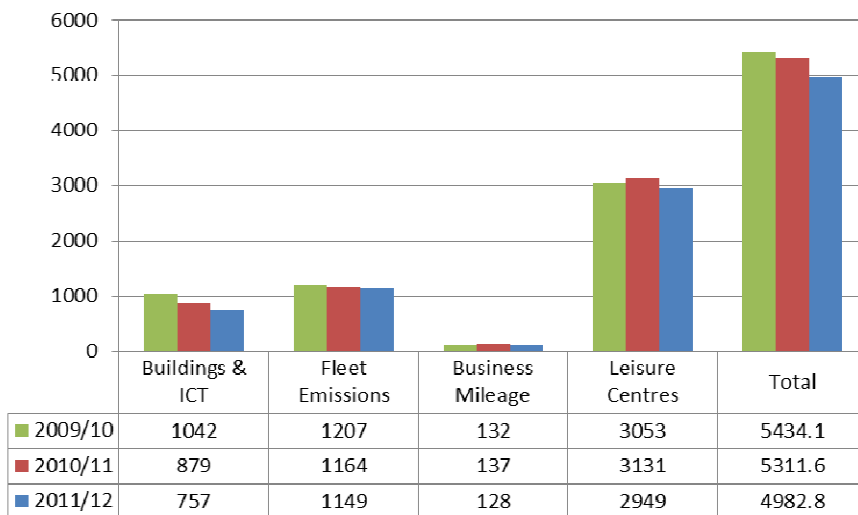
### Carbon Management Plan

Our Carbon reduction target is to reduce CO<sub>2</sub> emissions from our own operations by 22% from a 2009/10 baseline year by the end of financial year 2014/15. This is a reduction of 1195 tonnes of CO<sub>2</sub> over 5 years.

**Cherwell District Council emissions breakdown 2011/12**



**Cherwell District Council Emissions (tonnes of CO<sub>2</sub>)**



The Council has developed its Carbon Management Plan as the tool to reduce its carbon footprint. This is being achieved by procuring an Ofgem certified Green Energy Tariff for our two largest sites and actively working on

reducing our energy consumption by improving energy efficiency and deploying renewable and low carbon technologies when appropriate.

We have worked to reduce energy consumption in our office space. Measures have included: movement activated light sensors in toilets, stairwells and meeting rooms; optimisation of office space; improved IT connection for home working; reduced server capacity and cooling.

We have also worked with our leisure providers Parkwood to review energy use at our leisure centres. Leisure provision currently accounts for 59% of our CO<sub>2</sub> emissions so we have worked in partnership with Parkwood to reduce energy from lighting, heating and cooling.

Fleet is the next largest area of emissions, so drivers across our fleet have taken part in 'Intelligent Driver' training to ensure maximum fuel efficiency. From our fleet we seek a 2.5% saving on CO<sub>2</sub> year on year and other activities have included a review of recycling rounds to seek optimum efficiency from the use of vehicles and staff time that will lead to reduced costs and carbon savings (12tCO<sub>2</sub> reduction per annum).

Our staff are central to our objectives of reducing energy use and CO<sub>2</sub> emissions. We have set up a Green Champions network and used campaigning weeks such as Green Office Week to focus activities. Green issues appear frequently in our staff In Brief.

Business mileage is a small but significant percentage of our emissions. We have implemented a Workplace Travel Plan following a staff travel survey which looked at alternatives to car travel. As a result we have refreshed our pool bike scheme, launched a bicycle purchase scheme and promoted our bike mileage rate.

#### **Using energy efficiently**

Two large refurbishment projects have taken place over the past year. At Thorpe Lane Depot a whole site approach has seen greater efficiencies made by updating the building and facilities. Increased natural daylight has been achieved through roof lights, change to open plan offices and installation of sun pipes. Insulated roof panels, filling roof voids and cavity walls, and upgraded windows will ensure greater energy efficiency. Energy efficient lighting has been installed throughout the site. Bodicote Old House, a Grade II listed building, is being refurbished to increase energy efficiency. This will feature increased insulation and low energy lighting.

#### **Deploying Renewable and Low Carbon technologies**

Two major refurbishment projects of Council buildings, at Thorpe Lane Depot and Bodicote Old House, have deployed renewable energy. At Thorpe Lane Depot heating is provided by a 40kW woodchip boiler. A 14kW solar Photovoltaic (PV) array, along with a second array due to be installed this autumn, will provide an estimated 30% of electricity used on site. Gas consumption will be reduced by 16%; this is a combined carbon reduction of over 36 tCO<sub>2</sub> at the depot per annum. At Bodicote Old House space heating will be provided by two wood pellet boilers reducing gas consumption by up to 45% saving 40 tCO<sub>2</sub> per annum.

Cherwell District Council wants to show leadership in our area and has already worked on using a range of carbon reduction strategies. The Council also has an Energy Policy linked to the Carbon Management Plan, and a Workplace Travel Plan to change travel habits amongst staff. The CO<sub>2</sub> reduction target is embedded in our Corporate Plan and individual annual targets are also set for our Use of Natural Resources project on an annual basis. This also includes implementing our new Sustainable Procurement Policy which has a key objective of; Reducing fossil fuel use to minimise climate change.

The Use of Natural Resources Group was formed in 2009 and has involved key staff from across the Council such as Estates, Procurement, Leisure Services, IT, Fleet Maintenance, Transformation and Environmental Services. It uses multiple work streams to deliver projects to improve energy efficiency and save energy costs, outlined in the Council's Low Carbon Management Plan. The Use of Natural Resources project delivered an overall reduction of energy usage in 2010/11 of 2.3%, in 2011/12 of 6.2% and aims to reduce emissions by 4.5% in 2012/13.

## Sustainable Community - Our district- Our future

This is a strategy for the Cherwell area to make the transition to a low carbon economy. Whilst Cherwell District Council and its strategic partners recognise they have a responsibility to lead by setting a behavioural and strategic example its role will be principally a co-ordinating one as many actions will be taken by or in partnership with others.

There is a lot going on across Cherwell already and we showcase just a few examples in this document. We applaud community led initiatives and will provide encouragement and support where needed to enable individuals, businesses and communities to make their own transition.

According to government statistics published in September 2011, taking into account emissions resulting from energy used in industry and commerce, in homes and in non-motorway road travel, Cherwell District is responsible for 7.8 tonnes of CO<sub>2</sub> emissions per head of population, considerably worse than the 5.9 tonne average for the South East of England. This is also the second highest of the Oxfordshire districts, with Vale of the White Horse at 8.9 t per capita being the highest. As you will see from the table below, Cherwell's high emissions can be attributed in part to its industrial and commercial success. The presence of the A34 (a feature also shared with the Vale) is no doubt a significant factor in the well above average road transport related emissions. On a more positive note the figures have shown a steady improvement and are down from 9.2 tonnes per capita in 2005.

Emission Source	Industry & Commercial	Domestic	Road Transport	Total
Cherwell District CO <sub>2</sub> emissions in tonnes per capita in 2009	<b>3.2</b>	<b>2.2</b>	<b>2.4</b>	<b>7.8</b>
Vale of the White Horse CO <sub>2</sub> emissions in tonnes per capita in 2009	<b>2.9</b>	<b>2.3</b>	<b>3.3</b>	<b>8.5</b>
South East average CO <sub>2</sub> emissions in tonnes per capita in 2009	<b>2.2</b>	<b>2.2</b>	<b>1.6</b>	<b>5.9</b>

## The Green Deal

The Green Deal will be introduced in late 2012 and will be available initially for residential buildings and at a later date for commercial buildings. The Council is taking a proactive approach, working collaboratively with other Local Authorities and the United Sustainable Energy Agency (USEA), to create a Community Interest Company that will provide a local delivery mechanism for the Green Deal.

The Energy Act 2011 created the new legislative and financial frameworks for the scheme to exist which is an innovative finance mechanism which eliminates the need to pay upfront for energy efficiency measures because the cost of the measures is financed via a payback on the electricity bill. The 'Golden Rule' principle states that the savings achieved by the measures must be greater than or equal to the cost of financing the measures within a maximum 25 year time period (or within the lifetime of the product if earlier).

The Energy Company Obligation (ECO) is a new requirement for larger energy

*Minister of State, Greg Barker has described Green Deal as 'the biggest improvement programme since the war' and aims to improve 14 million homes by 2020.*

suppliers and will require those suppliers to make around £1.3bn available per annum to sit alongside the Green Deal, allowing supplier subsidy and Green Deal Finance to come together into one offer to the consumer. ECO funding commences in January 2013 and will be a limited amount of money, to be used to support energy saving measures for fuel poor households as well as to subsidise expensive measures such as solid wall insulation. The proposed gearing of this subsidy is 25% towards fuel poverty support and 75% towards carbon saving. It is estimated that £1.3bn of ECO funding will be available annually.

### Other Low carbon Funding Opportunities

Government backed grants are also available for installing renewable energy technologies. Those currently available (as at April 2012) include:

- Renewable Heat Premium Payments (RHPP):

These are the levels of support currently available:

Technology	Voucher Value
Solar Thermal Hot Water	£300
Air Source Heat Pump	£850
Ground Source or Water Source Heat Pump	£1,250
Biomass boiler	£950

The Renewable Heat Incentive (RHI) tariffs, replacing the RHPP, are likely to be introduced in summer 2013.

In November 2011, the RHI opened for commercial, public sector, industrial and community renewable heating installations (referred to as 'non-domestic'). The tariffs payable are linked to the Retail Price Index (RPI) and therefore will rise each year with inflation.

- Feed in Tariffs (FITs): were introduced on the 1<sup>st</sup> April 2010. Under the scheme, systems that generate electricity from renewable energy sources that are less than 5MW in capacity will:
  - Receive a fixed payment for each kWh of electricity they generate, regardless of whether it is used at the generation site, or exported to the grid (Generation Tariff). This rate will change each year for new entrants to the scheme, but once you join you will continue on the same tariff for 20 years, or 25 years in the case of solar electricity (PV).
  - Receive an additional payment per kWh of electricity which is exported to grid (Export Tariff).
  - Benefit from avoided electricity costs where the electricity they produce is used onsite.

FITs payments vary according to technology and size and are paid by energy suppliers, in order to be eligible, the system must be installed by an MCS approved installer.

## Eco Bicester



**Eco Bicester**  
be part of it

### Background

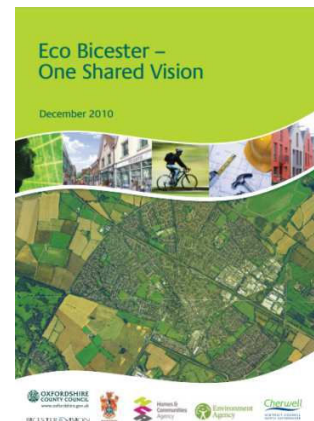
Following the announcement in the Eco Towns Planning Policy Statement (July, 2009) that North West Bicester had been identified as a suitable location for an Eco-Town, the Council decided to embark on a project to deliver a whole town approach to the eco development named Eco Bicester. A core project team of officers has been set up to support the delivery of eco development in Bicester and a partnership approach to delivery is being used, with the private sector taking the lead in taking proposals forward.

### Eco Bicester Strategic Delivery Board

Eco Bicester has a Strategic Delivery Board (SDB) formed by bringing together the key organisations and government agencies to deliver the town wide transition to a low carbon community using the eco development at North West Bicester as a catalyst.

The Board meets quarterly, in public, and was established as an informal partnership and operates on the basis of consensus and influence. The SDB takes a holistic view of the opportunities for Bicester as a whole by also overseeing the progression and completion of key demonstration projects in the town.

Current membership of the Eco Bicester Strategic Delivery Board comprises Cherwell District Council, Oxfordshire County Council, Bicester Town Council, Bicester Vision Partnership, Bicester Chamber of Commerce, the Homes and Communities Agency, the Department for Communities and Local Government, the Environment Agency and Oxfordshire PCT. Other partners are asked to attend as required, including the North West site's promoters, A2 Dominion Ltd and P3 Eco Ltd.



### “Eco Bicester One Shared Vision”

The Eco Bicester Strategic Delivery Board (SDB) has a vision statement, the “Eco Bicester One Shared Vision”, prepared in 2010 and agreed in December 2010. Its preparation involved extensive consultation with local businesses and the community. It promotes sustainable lifestyles and reflects the aims, ambitions and aspirations of the town. This Vision is about the whole of Bicester, not just the 5,000 home eco development at North West Bicester, and aims to create a vibrant Bicester where people choose to live, work and spend their leisure time in sustainable ways. This will be achieved by:

- Effecting a town wide transition to a low carbon community triggered by the new eco development at North West Bicester;

- Attracting inward investment to provide environmentally friendly jobs and commerce especially in green technologies, whilst recognising the very important role of existing employers in the town;
- Improving transport, health, education and leisure choices while emphasising zero carbon and energy efficiency; and
- Ensuring green infrastructure and historic landscapes, biodiversity, water, flood and waste issues are managed in an environmentally sustainable way.

### Demonstration Projects

As part of the promotion of Eco Bicester a portfolio of demonstration projects were put together for the existing town:

- A demonstration building located at the town centre park, Garth Park and built using sustainable construction techniques. This provides a flexible space and is used by the Community Liaison Officer as an exhibition space and information hub.
- Bryan House, redevelopment of a site in Chapel Street. Provision of 23 affordable homes that will set a new benchmark for sustainable homes in Bicester.
- Cooper School Sixth form building completed, opened in August 2011. It's Bicester's first zero carbon school building and features some of the latest building technologies to cut carbon emissions reducing energy use and cost;
- Travel Behaviour Demonstration Project – looking to encourage walking, cycling, car sharing and use of public transport to improve health, save money, reduce carbon emissions improve air quality and reduce congestion.
- Eco Technology and Awareness Programmes with practitioner Eco Energy providing awareness courses for the public and schools.
- Construction of new community hall facilities ('John Paul II Centre'), one of the largest PassivHaus non-residential building in the UK; formally opened in November 2011.
- Bicester insulation grant scheme – a programme to encourage retrofitting of residential properties with cavity wall and loft insulation. More than 1,300 homes have benefited from the scheme so far;
- Reuse and Sustainable Living Centre – creation of a multifunctional reuse and repair centre in Bicester. The Centre will take in collected or directly donated items that would otherwise go to waste and sell them on as second hand or refurbished goods;
- The NW Bicester on site demonstration project – the first phase of 5000 new homes planned to meet the housing needs of the town. The proposal is to create sustainable and vibrant villages that provide a range of facilities including homes, jobs, schools and shops whilst also

#### Eco Bicester Demonstration building

The demonstration building was opened by Tony Baldry MP in May 2011. Since its opening it has had about 2500 visitors, which included 12 school visits, training courses including Carbon Conversations, Annual General Meetings for local groups, Grassroots Bicester's monthly meeting, as well as offering space for presentations, interviews, events and an art gallery for a school competition.

#### Bicester Insulation grant scheme

A scheme financed through the Eco-town funding and managed by the United Sustainable Energy Agency. The scheme was established in November 2011 to encourage retrofitting of residential properties with cavity wall and loft insulation. More than 1,300 homes have benefited from the scheme so far, which has attracted additional funding from CERT (approx. £310k) and has led to estimated Carbon Dioxide saving of over 850 tonnes per annum. ;

promoting a sense of community involvement in the management and running of the site in a sustainable manner. It will be among the largest developments built to the Code for Sustainable Homes level 5 and zero carbon standards in the UK.

### Working in partnership and encouraging low carbon initiatives

Building on the activities being undertaken for the development of Eco Bicester the Council is keen to support 'low carbon' initiatives across Cherwell District, involving the community and working with local partners to raise awareness and encourage CO<sub>2</sub> savings. The Council has set up and is funding an insulation grant scheme to encourage retrofitting of residential properties with cavity wall and loft insulation. The grant, run by the United Sustainable Energy Agency, has attracted additional funding from CERT (approx. £140K) and since its launch in March 2010 has led to the insulation of over 650 properties throughout the district and estimated CO<sub>2</sub> savings of around 400 tonnes per annum.

The Council wants to continue supporting and encouraging organisations and businesses to embrace the economic and environmental benefits that a low carbon approach offers, helping them improve their environmental performance and cut costs by using resources more efficiently. This links in with other work being undertaken to support business

development through the provision of facilities such as the Bicester innovation centre and proposed Eco Business centre.

The Council will therefore continue undertaking activities such as its energy efficiency loan scheme, offering the use of a Thermal Imaging camera and electricity energy monitors, which get loaned out to

#### Major Sparkle

Our anti-litter team, and their fictional cartoon character Major Sparkle, visit schools and groups such as the scouts and brownies to give fun and interactive presentations on the problems litter can cause.

Major Sparkle Presentations focus on the cost of clearing up litter, the importance of recycling, how long things take to biodegrade, and the damage litter does do the environment and wildlife. The team will encourage children to 'say no to litter' and help keep their environment clean and green.

The team visit classroom sized groups of primary school age children. The presentations can be tailored from 30 minutes to one hour during which audience participation is actively encouraged.

We have done 55 Major Sparkle Presentations in Cherwell over the last year (2011), Covering children aged 4yrs - 14yrs - from all sorts of groups, including Primary Schools, Brownies and the Boys Brigade.

#### Upton Estate

2012 Cherwell Business Awards (Castle Quay: Sustainable Business award)

What they do: Covering 2,000 acres of countryside and some within the Cotswolds area of Outstanding Natural Beauty, Upton has many of the traditional activities of a mixed estate. Among the many activities it offers farm visits to local schools and groups in an attempt to promote a better understanding and appreciation of agriculture, the countryside and rural affairs. The Estate has also recently dedicated a large acreage over to the propagation of wildlife. An area of land around arable fields is given over to strips of wildflowers, clovers, rough tussocky grass and bird food. Upton has provided a home for various environmental research and trials work to the likes of DEFRA, Earthwatch and Jordan's Cereals.

Parish Councils and community groups in the district for a two week loan period, as well as encouraging the take up of Green Travel Plans within Cherwell businesses and organisations and will continue supporting schools with programmes such as the Green Schools Programme and Major Sparkle.

There are many examples of best practice within the area and the Council is keen on encouraging organisations and businesses to develop and share ideas and best practice. In 2012 the Cherwell business awards were set up to shine the spotlight on the ingenuity, tenacity and entrepreneurship in the local

business community. The awards include a sustainability category open to any organisation, irrespective of size or industry sector, able to demonstrate that they are actively improving their bottom line through sustainable business practices.

#### **The Green Schools Programme**

The Oxfordshire Green Schools is a waste and energy education project funded by Oxford County Council and Oxfordshire Waste Partnership and run by Groundwork Thames Valley.

The project, launched in October 2011, offers all primary and secondary schools in Oxfordshire free visits, such as:

- Class workshops at KS1-3
- Whole school assemblies
- Eco Meetings and advice on progressing with the Eco school awards
- Being signposted to Green Business and other Eco Trips in your area

Our Green schools team can visit your school to teach pupils about waste reduction, reuse, recycling and energy use. They offer a range of national curriculum linked activities and workshops for different age groups. In 2009 HNLC was awarded a £400,000 grant by the Department of Energy and Climate Change

In 2008 the Cherwell Climate Change Partnership was established, all members have developed and signed up to environmental pledges around the Cherwell Sustainable Community Strategy “Our District Our Future” and give regular feedback on implementation. Pledges include actions relating to energy usage, recycling, transport, procurement and water conservation. Partners were encouraged to sign up to at least four pledges and many signed up to more. To broaden the remit of the Cherwell Climate Change Partnership it has been merged with the Environment Forum – giving Parish Councils and other community groups the chance to contribute.

#### **The Cherwell Climate Change Partnership - overview**

The Partnership is one of the delivery groups forming part of the Cherwell Local Strategic Partnership. The Partnership has many aims among which to deliver environmental benefits within Cherwell, promoting and facilitating climate change mitigation and adaptation measures, raising awareness of climate change and associated risks and opportunities across all sectors of Cherwell, developing and promoting action within each partner organisation to reduce its carbon emissions.

Regular attendees include: Cherwell District Council, NHS Oxfordshire, Banbury Town Council, Banbury Chamber of Commerce, Bicester Town Council, Bicester Chamber of Commerce, Bicester Youth Councillor, Kidlington Parish Council, Oxfordshire Rural Community Council, Thames Valley Police

Cherwell District has very vibrant **community groups** and the Council aims to support and empower local groups and organisations active within the community in developing and acquiring funding for “low carbon” projects as well as supporting their implementation. Community groups such as the Grassroots Bicester community group and Hook Norton Low Carbon Limited have proven particularly successful in this sense, developing strong relationships with partner organisations and the Council intends supporting other community groups to follow suit.



#### **Grassroots Bicester**

**Link:** <http://grassrootsbicester.wordpress.com/>

**Who they are:** Grassroots Bicester was formed in October 2010 and became a Community Action Group in January 2011. Their aim is to help build a better world by growing a greener Bicester.



**What they do:** Grassroots Bicester is a collective of volunteers working across Bicester devising sustainable projects and solutions which will make a real difference to their local environment. They work with communities to empower them to learn more about climate change and what they can do to reduce their impact on the environment. Grassroots has lead a number of Freecycle events throughout the town; raising awareness on issues such as reducing household waste. They have held two extremely successful Eco Bicester Days in 2011 & 2012, Bicester’s Biggest Bike Fix, Shed loads of Stuff (a garden & DIY recycling day), as well as “Grow your own vegetable” initiatives.

Grassroots is also leading on the development of a new Reuse Centre and is hoping to revive an area of land south of the town centre to establish a community orchard.

They have recently had a great opportunity through the GLEE project (Grassroots Leads Energy Efficiency) to upscale their work and make a big difference in Highfield, which they hope will lead to further Local Energy Efficiency projects in other areas of Bicester.

**Grassroots Leads Energy Efficiency (GLEE PROJECT)**

Grassroots Bicester and Bioregional worked in partnership with Cherwell DC and Oxford Brookes to secure £58,000 from the Department of Energy and Climate Change (DECC) Local Energy Assessment Fund (LEAF) aimed at helping local community action groups to prepare for new opportunities in energy efficiency, sustainable energy and climate change.

The funding was used to identify cost-effective measures to help residents in Highfield reduce their energy usage and, in turn, save money. The project focussed specifically on the neighbourhood of Highfield, in Bicester, although workshops were open to all Bicester residents. Highfield was selected for its mix of house types and its focus around the Brookside primary school. The information collected is to be used to benefit the rest of Bicester through initiatives brought forward by the Eco Bicester project.

**Activities undertaken**

The grant allowed Grassroots Bicester and BioRegionalto deliver a programme of workshops and events, where residents could find out more about energy-saving measures, culminating in a highly successful Eco Bicester Day.

Cherwell Environmental Services team ran a door stepping campaign of 520 Highfield households, delivering information about the project and conducting a survey to establish a baseline of awareness.

Oxford Brookes ran a carbon mapping project using their Decorum tool, a GIS-based toolkit for carbon emission reduction planning for existing neighbourhoods. The study estimates that on average, the homes surveyed could make energy savings of 61% at a cost of £10-15K per home through a mixture of energy efficiency measures and renewable energy installations. More detailed conclusions from the carbon mapping are still being developed.

**For more information see:** <http://www.ecobicester.org.uk/cms/content/grassroots-leads-energy-efficiency>

### Hook Norton Low Carbon

Link:<http://www.hn-lc.org.uk/>

**Who they are:** Hook Norton Low Carbon Limited (HNLC) is an Industrial Provident Society, set up by Low Carbon Hook Norton members to help the community reduce its energy consumption, carbon emissions and save money, with a



range of community-based schemes and individual household projects based on interest-free loans.

**What they do:** The long term aim is to create a rolling fund. All loans will be paid back to HNLC to be re-invested in future projects. In conjunction with this it is planned to generate revenue from renewable energy and carbon reduction to ensure the sustainability of the fund.

#### Low Carbon Communities Challenge: Hook Norton Low Carbon

In 2009 HNLC was awarded a £400,000 grant by the Department of Energy and Climate Change as part of the Low Carbon Communities Challenge.

Projects underway include:

- Hook Norton Primary School. 80 Photovoltaic (PV) panels on all south-facing roofs with a generating capacity of 17.4kW peak, 3 solar thermal hot water systems for the school's hot water, heat recovery from the computer room (to come) and topping up of insulation to convert a poorly insulated glazed corridor into a usable space throughout the year.
- Waste-oil biodiesel available in the village to all members of HNLC. This can blend with normal diesel and reduces carbon emissions by 75 to 80% for the same price as fossil-fuel diesel.
- Low CO2 diesel pool cars via Hooky Car Club. Exploring electric cars to test their suitability for our locality.
- Investing in local renewable energy generation.
- Renewable 'green' electricity available at prices comparable to standard 'brown' electricity through an affiliation scheme that we have set up with Green Energy UK. 5% of any money spent is given back to HNLC to fund other projects.
- Hook Norton Low Carbon have formed a partnership with The Phone Co-op to offer you a great deal on home phone and broadband. As a Hook Norton Low Carbon member 6% of your spend on calls and broadband will go back to the group to help them continue their excellent work in fighting climate change.
- Energy monitoring will be undertaken at a number of electricity substations in Hook Norton as well as some properties.

### Duns Tew Community Action Group Food project

Link:<http://www.cagoxfordshire.org.uk/cags-list/148-duns-tew-community-action-group>

**Who they are:** Duns Tew Community is a group of people trying to involve the village in carbon reduction activities.

**What they do:** Activities such as swap shops and bike days.

### **Kidlington Vs Climate Change**

**Link:** <http://www.kvscc.org.uk/>

**Who they are:** Group of locals with a shared interest in encouraging others to live more sustainably and minimise the impacts of climate change.

**What they do:** Raise awareness of climate change, its causes and what can be done in Kidlington and the surrounding area. Bring people in the Kidlington area to the point of willingly deciding to take action on climate change - in their lives, their places of work and/or in the wider community. Activities include hosting an Eco Fair, held every June since 2009 with a wide range of attractions and organisations to capture people's imagination, including a chance to ride a superb Energy Bike, find out more about local recycling & food, talk to experts about solar power installations in home, or look at some eco-products on the market; and "Green Drinks", held every first Tuesday of the month from 8pm, an opportunity for anyone interested in environmental issues to network and chat, exchange ideas.

### **Sustainable Kirtlington**

**Link:** <http://www.sustainablekirtlington.co.uk/>

**Who they are:** Community group working towards enhancing the environmental impact of Kirtlington through both energy saving and energy efficiency.

**What they do:** Sustainable Kirtlington initiated a programme of energy-auditing and thermal imaging of individual households. Sustainable Kirtlington's most ambitious project so far is the micro-hydro scheme on the river Cherwell at Flight's Mill. The aim of the project is to install an Archimedes Screw in the river beside the existing weir in order to generate power and produce a regular income for the whole community. This will save over 80 tonnes of carbon per annum.

### **Banbury Ideas for a Change**

**Link:** <http://www.fraw.org.uk/ideas/>

**Who they are:** Ideas for a Change are a group of like-minded people in the Banbury area who are working to address the imminent changes to our "modern" lifestyle that will manifest themselves over the next few decades.

**What they do:** They organise two series of events in the Banbury area, "Films for a Change" which presents films and documentaries that highlight the pressing ecological restrictions on our future development, and "Ideas for a Change", more practical educational events, from guided walks to talks and presentations, that seek to create a greater awareness of the difficulties ahead and suggest some alternative actions that we can take to change our lifestyles.

### **Conclusion**

The actions proposed in this strategy build on the work undertaken to date and the actions already completed or underway from Cherwell District Council's previous Environmental Strategy, the "Cherwell Environmental Strategy for a Changing Climate".

This update of the Environmental Strategy has a much stronger focus on low carbon, in line with the Government's current approach and reflecting the need to take action from an economic as well as from an environmental point of view. Individually and collectively we still need to demonstrate environmental and social responsibility and help diminish the effects of climate change by reducing

our dependence on fossil fuels, but saving energy and carbon also means saving money, a consideration that we must always keep in mind in the current economic climate. As highlighted in the previous strategy, it is inevitable that we will experience impacts in the next few decades due to the effects of climate change it is therefore essential that we increase and improve our resilience from both an environmental and an economic point of view to make the most of the opportunities that a low carbon approach offers. Partnership working still plays a very important role within this Strategy, as now more than ever we need to work together to pool knowledge, experience and resources to achieve the most effective results. The goals and targets in this document are designed with a 4year timescale (from 2012/13 to 2016/17) but this still remains very much a living document, with the actions being re-assessed in two years time (2014/15).

## Annex 1 – Action Plan

### *Key Actions*

#### *The District's Carbon Footprint*

- *We will work with local partners to raise awareness and encourage take up of low carbon and renewable energy technologies and CO<sub>2</sub> saving actions by residents.*
- *We will actively encourage uptake of home energy efficiency measures and seek to provide additional support to those most in need.*
- *We will work with industry to embrace the opportunities of a low carbon economy by developing green knowledge and skills and supporting innovation in green technologies*
- *We will encourage the take up of Green Travel Plans with Cherwell businesses and organisations.*
- *We will work with the community in conjunction with the Oxfordshire Waste Partnership to further increase recycling and promote and facilitate waste minimisation and reuse.*
- *We will work with local partners to gain better understanding of what a changing climate means for the Cherwell community and to improve*

#### *The Council's Carbon Footprint*

- *We will continue to identify and implement actions to reduce CO<sub>2</sub> emissions from the Council's vehicle fleet.*
- *We will apply and monitor effectiveness of our Green Travel Plan to reduce CO<sub>2</sub> from travel, both from journeys to and from work and on Council business.*
- *We will continue to identify and implement energy & water conservation measures within Council buildings*
- *We will reduce waste and increase recycling within our own operations*
- *We will work towards ISO14001 accreditation for all Council premises*
- *We will fully implement our sustainable procurement policy*
- *We will work with our contractors to reduce CO<sub>2</sub> from those services that are outsourced.*

## Glossary

### **CERT**

The Carbon Emissions Reduction Target is the government's main policy instrument for reducing carbon emissions from existing households. CERT is due to run from 2008-2012. Defra is responsible for setting the CERT target for suppliers and Ofgem is responsible for administering the programme.

### **CESP**

The Community Energy Saving Programme requires gas and electricity suppliers to deliver energy saving measures to domestic consumers in specific low income areas of Great Britain. CESP has been designed to promote a 'whole house' approach and to treat as many properties as possible in defined areas. DECC is responsible for setting the overall CESP target and the policy framework and Ofgem is responsible for administering the programme. It is due to run until 2012.

### **Community Interest Company (CIC)**

The CIC is a new type of company introduced by the UK Government in 2005 under the Companies (Audit, Investigations and Community Enterprise) Act 2004, designed for social enterprises that want to use their profits and assets for the public good. CICs are intended to be easy to set up, with all the flexibility and certainty of the company form, but with some special features to ensure they are working for the benefit of the community.

### **Energy Company Obligation (ECO)**

Underpinning the delivery of the Green Deal is the ECO. ECO will place one or more obligations on energy companies requiring them to generate a specific amount of credit by facilitating the installation of energy efficiency measures in homes in Great Britain before a set deadline. ECO has been designed to fit within the Green Deal framework and provide support, in the domestic sector, where Green Deal finance alone is not enough.

### **Feed in Tariffs (FiTs)**

The FiTs scheme was introduced on 1<sup>st</sup> April 2010, under powers in the Energy Act 2008. Through the use of FiTs, DECC hopes to encourage deployment of additional small-scale (less than 5MW) low-carbon electricity generation by organisations, businesses, communities and individuals. An investment in small-scale low-carbon electricity gives in return a guaranteed payment from an electricity supplier for the electricity generated and used as well as a guaranteed payment for unused surplus electricity exported back to the grid.

### **Golden Rule**

Whether the installation work is financed under the Green Deal will be determined by whether the 'Golden Rule' is met for the installation of those measures in the property in question. The expected financial savings resulting from installing measures must be equal to or greater than the cost of repayment over the term of the Green Deal Plan. The repayment period may be the lifetime of the measure or a specified "pay-back" period.

## **Green Deal**

Green Deal is a market led framework, driven by new UK Government legislation, which will allow individuals and businesses to make energy efficiency improvements to their buildings at no upfront cost. Central to the Green Deal is a finance mechanism that will allow access to the finance needed for the improvements with repayment, in instalments, attached to the electricity bill.

## **Renewable Heat Incentive (RHI)**

### **Domestic**

Currently there is no indication as to what the long term support for domestic renewable heat will look like. A consultation will be published in September 2012, which will set out a firmer timetable for delivering the longer-term support and it is anticipated that this will begin in Summer 2013. Anyone who receives an RHPP will be eligible to receive long term support once it is launched.

### **Non-domestic**

In November 2011, the RHI opened for commercial, public sector, industrial and community renewable heating installations (referred to as 'non-domestic'). The scheme is administered by Ofgem who also undertake the inspection and certification of non-domestic systems. As with FITs the tariffs are linked to the Retail Price Index (RPI) and therefore will rise each year with inflation.

## **Renewable Heat Premium Payments (RHPP)**

Focus on short-term support for installations of renewable heat technologies in the household sector, in particular houses not heated by mains gas. The RHPP voucher scheme was due to close at the end of March 2012, however a second phase of the scheme has been announced, worth £25m (£10m more than the first phase) to provide support for the installation of renewable heat technologies in the household sector. Under the new voucher scheme, homes not heated by mains gas will be able to apply for grants for air-to-water-source and ground and water source heat pumps, biomass boilers and solar thermal. All householders can apply for grants for solar thermal. There are minimum energy efficiency criteria, and householders must agree to complete customer questionnaires, as well as making provision for the installation of a meter to monitor their energy use and performance of their heating system.

It also includes a new £8m Communities Competition which will help to bring renewable heat to a wider pool of householders. Potential applicants for the voucher scheme will be able to pre-register with the Energy Saving Trust from Monday 2<sup>nd</sup> April, with applications open on 1st May. Further details on eligibility criteria and the competitions will be announced in due course.

Carbon Management End of Year Analysis 2011/2012

Cherwell District Council

## YEAR END EMISSION ANALYSIS 2011/12

### CHERWELL DISTRICT COUNCIL

This report outlines the Carbon Dioxide emissions resulting from council operations for April 2011 to March 2012. All emissions are provided in tonnes of Carbon Dioxide (CO<sub>2</sub>) and utilise the carbon conversion factors defined by DECC in the DEFRA reporting tool published in September 2009. Please also note that these emissions are true values and not corrected for weather differences.

#### SUMMARY DATA

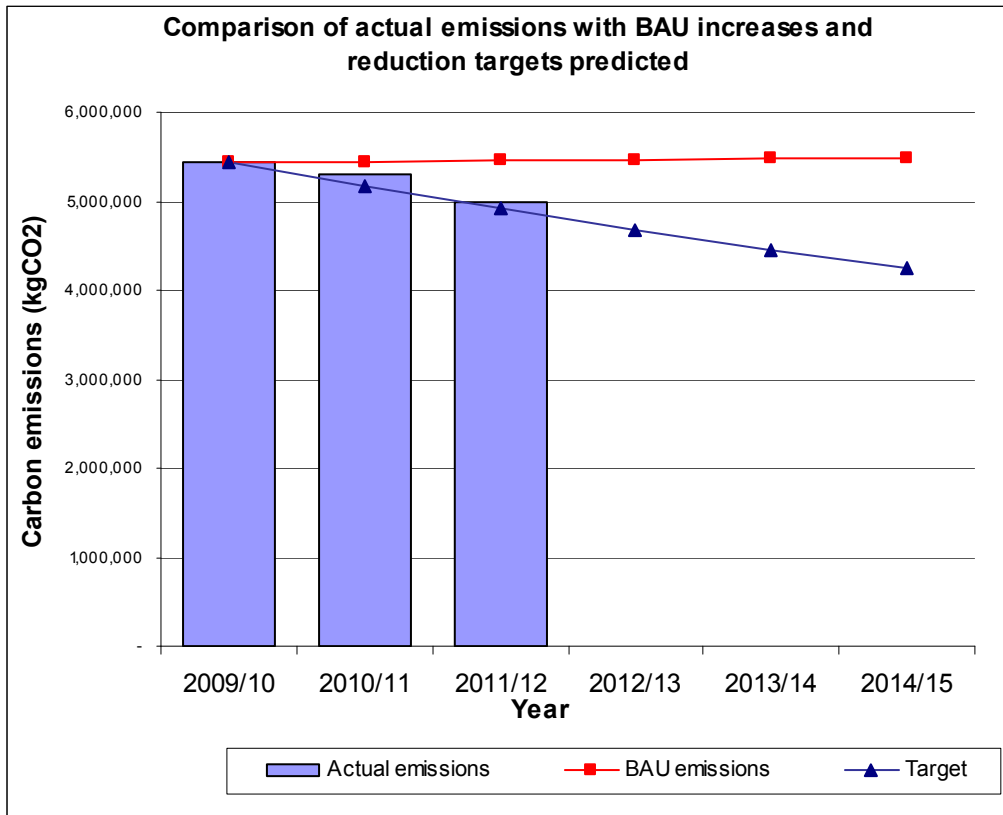
**Table 1:** Year end emissions data compared with 2009/10 and 2010/11 with percentage variances.

Tonnes of CO <sub>2</sub>	2011/12	2010/11	2009/10	2011/12 % variance from 2009/10	2011/12 % variance from 2010/11
Buildings	757	879	1042	-27.4%	-14.0%
Fleet Emissions	1149	1164	1207	-4.8%	-1.3%
Business Mileage	128	137	132	-3.0%	-6.6%
Leisure Centres	2949	3131	3053	-3.4%	-5.8%
<b>Total</b>	<b>4982.8</b>	<b>5311.6</b>	<b>5434.1</b>	<b>-8.3%</b>	<b>-6.2%</b>

1. The table highlights a combined reduction of 6.2% compared to carbon emissions of 2010/11. When compared to the baseline year (2009/10), there is an 8.3% reduction.
2. Buildings have seen an overall reduction of 27.8% in carbon emissions compared to the baseline with a 14% decrease from 2010/11 emissions.
3. Fleet emissions have maintained a reducing trend with a 1.3% reduction from 2010/11 and an overall 4.8% reduction from baseline year
4. Business mileage has decreased by 3.0% from the baseline year and show a decrease of 6.6% from 2010/11 data.
5. Leisure Centre emissions have decreased by 3.4% from baseline year 2009/10 and have decreased by 5.8% from 2010/11.



**GRAPH 1.1 PROGRESS AGAINST CARBON REDUCTION TARGETS**



**Table 1.1 Annual Carbon reduction figures (not adjusted)**

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Annual Target %		4	6	4	4	4
Annual value at stake (t CO <sub>2</sub> )	-	263	251	239	227	216
Actual per cent reduction (%)		2.3%	6.2%			
Actual annual carbon reductions (t CO <sub>2</sub> )	-	123	328.8	n/a	n/a	n/a

**Table 1.2 Cumulative Progress**

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Cumulative Target %	-	4	10	14	18	22
Cumulative carbon reductions targets (t)	-	263	514	753	980	1196

CO <sub>2</sub> )						
Actual cumulative carbon reduction against target (%)	-	2.3%	8.3%	-	-	-
Actual cumulative carbon reductions (t CO <sub>2</sub> )	-	123	451.8	n/a	n/a	n/a

1. By end of Year 2, Cherwell has a cumulative reduction of 451.8 tonnes of CO<sub>2</sub>. There is a 62.2 tCO<sub>2</sub> shortfall. This is likely due to slippage in project completion from Year 1 and Year 2 (e.g. Depot refurbishment technologies, variable speed drives) and the subsequent delay in realising the savings before the next financial year (Year 3). Example of this is the completion of Solar PV at Thorpe Lane Depot on March 1<sup>st</sup> 2012.
2. Cherwell District Council has a cumulative reduction total of 8.3%.
3. The change in per cent reduction from a 3.9% reduction in year one to 2.3% (2010/11 reduction from baseline year 2009/10) is due to updated consumption figures for 2010/11 (*Annex 1, Point 4 and 5*).

### Annex 1: Error correction log

Table 2.1: Issues that have been corrected across the dataset as a whole						
Key	No.	Issue	Reason	What amendments have been made	Areas of concern:	Date
	1	Formula error in the column that calculates Leisure Centre Gas data for Kidlington	Meter change in March from ft <sup>3</sup> x100 units to m <sup>3</sup> . Formula was not updated in Tool.	Formula correction	- Gas - Kidlington - Leisure Centres - 2011/12 data	29/09/2011
	2	Revision of assets.	It is essential to continually review assets.	Omission of Drayton Pavilion	- Drayton Pavilion - Elec/gas - 2011/12 data	29/09/2011
	3	Highfield Gas calculation Data	The formula was referring to the wrong column.	The formula in gas calculation has been corrected	- gas - Highfield - Buildings - 2011/12 data	12/10/2011
	4	2010/11 incorrect data set initially used	Data set was taken from a 2010/11 Q1 report. However, the end report 2010/11 revealed a revised data set.	Final 2010/11 data set has been used	2010/11 data set.	12/10/2011
	5	Incorrect 2010 Ban Museum elec data	Manual readings were out by x10 due to meter display	Have to revisit data with aid of SSE half hourly data and USEA	Elec - Ban Museum - 2010	14-Oct-11
	5a	Incorrect 2010 Ban Museum elec data	Manual readings were out by x10 due to meter display	After confirming this with USEA, this has been noted and it is confirmed that 2011 data is accurate.	Elec - Ban Museum - 2010	22-Mar-12
	6	Formula error for Bodicote House gas and annex builds	Discrepancies over Bod Hse Gas due to multiple sites, some sites not included	1) Bodicote House will now also include gas from Bodicote House restaurant and Training Block 2) Old Bodicote House gas to	gas - BH - buildings - 2011/12	22-Mar-12

			remain individual. This is on the NI185 tool		
7	Inaccurate data conversion for Continental Landscapes transport emissions	Formulas in Ni185 tool, Input 2- Transport, Column G, row 611-615 did not copy accurately from 2010. Data which was meant to be converted via a km factor was converted using litre factor.	Formula copied over correctly	vehicle emissions - CLL - 2011/12	22-Mar-12
8	Ban TIC data not added	formula did not copy over to Ban Museum	Formula copied over correctly	Elec - Ban Museum - 2011/12 data	22-Mar-12
9	Degree days updated for 2011/12. Now 1819				13-Apr-12
10	For CDC Fleet Aux Codes a) C p Bus and K17 are not CDC assets				13-Apr-12
11	Referring to 5a. This data was not updated in the tool. This has been now updated and saved.				21-May-12
12	An additional file has been created with Nov 2011 Conversion factors from DECC for information purposes.				21-May-12

## Annex 2: Project Implementation progress

### Summary

- In Year 1 approximately 5% of the 22% target was implemented according to the scheduled projects in the CMP.
- In Year 2
  - 35% of the 22% target was implemented (Green).
  - 17.04% of target was partially implemented (Amber)
  - 10.83% of target was not implemented (red)

**Table 3.1: Year 1 Scheduled Projects according to CMP**

Project Ref	Project Description	UoNR Stream	Cost		Annual Savings (yr 1)		Pay back (yrs)	Net Present Cost (£)	% of Target	Implemented before April 2011
			Capital	Operational	Financial (Gross)	tCO2				
PR 1	Solar PV at Thorpe Lane Depot	Property	£47,400 (Allocated)	-£5,127	£1,247	6.8	7.4	-£55,697	0.57%	
PR 4	PIRs (Phase 1) at Bodicote House (HQ)	Property	£7,400 (Allocated)	£0	£577	3.1	5	-£12,936	0.26%	



PR 2	Leisure Centre - Spiceball PV System	Sports Centre Energy Management	£216,000	-£23,719	£5,729	31.2	7.3	-£260,340	2.61%	
PR 3	Leisure Centre - Woodgreen PV System	Sports Centre Energy Management	£378,172	-£47,103	£10,878	59.2	6.5	-£560,332	4.95%	
PR 6	AMRs and aM&Ts (Ex Leisure)	Property	£14,000	-£8,000	£9,277	51.9	0.8	-£126,514	4.35%	
PR 7	HQ - Solar PV at Bodicote House	Property	£232,000	-£19,573	£4,725	25.7	9.5	-£161,035	2.15%	
PR 15	Depots - Biomass at TLD	Sports Centre Energy Management	£32,000 (Allocated)	£1,725	£1,650	10.1	N/A	£14,157	0.85%	
PR 16	LC Bicester - PV System	Sports Centre Energy Management	£150,000	-£14,853	£3,770	20.5	8.1	-£133,009	1.72%	
PR 17	Depot - Lighting at TLD	Property	£6,000 (Allocated)	£0	£1,062	5.8	5.6	-£5,486	0.48%	

PR 18	Transport: Fleet - 2.5% reduction over 5 years per year	Fleet Use Optimisation Improvements	(Allocated)	£0	£26,155	60.5	0	-£115,831	5.06%	
PR 19	Transport: Fleet - In sourcing	Fleet Use Optimisation Improvements	(Allocated)	£0	£14,595	33.8	0	-£116,394	2.82%	
PR 21	HQ - PIRs 2nd Phase	Property	£4,300	N/A	£500	2.7	N/A	N/A	0.23%	
PR 22	HQ - Server Room Air Con	Technology Enhancements	£37,000							
			(Allocated)	£0	£7,726	42	4.8	-£64,120	3.52%	
PR 24	Transport - Fleet: Rounds review	Fleet Use Optimisation Improvements	£8,000							
			(Allocated)	£2,000	£16,095	37.2	0.6	-£54,251	3.11%	
PR 26	Depot - PV at TLD (Phase 2)	Property	£94,800	-£10,254	£2,495	13.6	7.4	-£111,394	1.14%	
PR 30	Depot - Super Insulation	Property	(Allocated)	N/A	£4,767	29.2	N/A	N/A	2.45%	
<b>Total</b>			<b>£1,134,272</b>	<b>-£119,777</b>	<b>£109,425</b>	<b>423.5</b>	<b>4.6</b>	<b>-£1,694,549</b>	<b>35.42%</b>	



**Project progress:**

- Green:
  - In Year 2, 13.46% of the scheduled projects were completed. This is a combination of additional work packages adopted by work streams for various reasons e.g. Opportunities, priorities, slippage etc. It is important to note that Cherwell District Council was going through a merger with South Northamptonshire Council adding pressure to delivering work packages.
- Amber:
  - 11.15% of the target was partially completed. Some projects PR26 – Depot PV at TLD (Phase 2): This project was completed on 1 March 2012. Therefore, savings were not realised.
- Red:
  - Projects not completed in Year 2 include PR2, PR7 and PR16 - These were Solar PV projects that incurred delays in implementation. PR7 (Bodicote House Solar PV) to be completed in May/June 2012 whilst PR2 and PR7 are resolving structural survey issues.
  - PR6 AMRs and aM&T software (Smart Meters) – this project was suspended until Year 3 (2012/13) due to new contract with external energy management organisation (LAZER).

**Table 3.3: Projects brought forward to Year 2**

Project Ref	Project Description	UoNR Stream	Cost		Annual Savings (yr 1)		Pay back (yrs)	Net Present Cost (£)	% of Target	Year	RAG	Comment
			Capital	Operational	Financial (Gross)	tCO2						
PR 20	HQ – Biomass (Old Bod Hse)	Property	£90,000	£1,725	£6,600	40.5	13.6	£18,626	3.30%	Year 3		Project completed in Q4 2011

PR 23	HQ – Wyse Computer Roll out	Technology Enhancements	£67,050	£0	£6,079	33.1	11.0	-£12,513	2.70%	Year 3	Partially implemented. 70 units out of 120 (approx) available for implementation
PR 8	Leisure Centre – Woodgreen Pool temp control/circulation and review boiler controls	Sports Centre Energy Management	£8,000	£500	£6,870	39.0	1.3	-£42,629	3.19%	Year 4	Partially implemented. Replacement pump needed at site.
PR 9	Leisure Centre – Woodgreen – Energy management	Sports Centre Energy Management	£0	£0	£600	3.3	0.0	-£8,945	0.27%	Year 4	Implemented in Year 2 from Parkwood management.

PR 10	Leisure Centre – Woodgreen (PIRs and lighting)	Sports Centre Energy Management	£5,000	£200	£1,330	7.2	4.4	-£3,943	0.59%	Year 4		Implemented in March/April 2011. Project was successful in applying for funding from energy efficiency fund.
PR 11	Leisure Centre – Spiceball, Bicester, Kidlington – Energy management improvement	Sports Centre Energy Management	£1,000	£0	£37,237	213.1	0.0	- £163,910	17.40%	Year 4		Implemented in Year 2 from Parkwood management.
<b>Total</b>			<b>£171,050</b>	<b>£2,425</b>	<b>£58,716</b>	<b>336</b>	<b>5.1</b>	<b>- £213,313</b>	<b>27%</b>			

- Green: Projects brought forward and completed in Year 2. These contribute approximately 21% of the target.
- Amber: These projects began but were not fully completed in Year 2, approx 6% of the target.

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## Executive

### Brighter Futures in Banbury Programme

2 July 2012

### Report of the Director Community and Environment

#### PURPOSE OF REPORT

To consider a review of the second full year of the Brighter Futures Programme in Banbury and the proposed emphasis in the third and subsequent years.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) To note the good progress made in the second year of the Brighter Futures Programme;
- (2) To support the areas of emphasis and proposed activity in 2012/13; and
- (3) To receive further reports as appropriate on progress.

#### Executive Summary

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##### Introduction

- 1.1 The Brighter Futures in Banbury programme has been running for just over two years as a means of supporting in better ways those individuals and families in most need. During this time, it has made significant progress with effective multi-agency focus and joint actions.
- 1.2 The second year's activities and outcomes can be found in the attached near final draft Annual Report 2011/12 at Appendix 1.

##### Proposals

- 1.3 The proposals in this report are about making a difference to those families and individuals in greatest need. They include continued effectiveness of multi-agency working, helping those in greatest need, having a common purpose and understanding, taking a long-term approach, making best use of current and anticipated reducing resources and engaging with local people and communities in Banbury.

1.4 Proposals for the coming year include maintaining the focus on the six main themes of :

- Early Years, Community Learning and Young People's Attainment
- Employment Support and Skills
- Family Support and Young People Not in Employment , Education or Training
- Financial Inclusion and Housing
- Health and Wellbeing
- Safe and Stronger Communities

1.5 Specific initiatives in 2012/13 include;

1. Consolidate where we have started to make a real difference, for example:
  - getting local people into local jobs, such as through the Job Clubs
  - preventing young people becoming, and remaining, NEET
  - improving skill levels to increase local residents' employability
  - ensuring the most vulnerable families have access to pre-school and other community learning opportunities
  - working to improve outcomes in mathematics across all key stages
  - developing more self-build schemes and other affordable homes in the area
  - offering accessible early diagnosis and health improvement initiatives
  - ensuring we maintain the on going reductions in our already low levels of crime and disorder
  - maintaining effective networks of professionals already established in the area.
2. Introduce the Thriving Families initiative supported by Government funding and to ensure effective local co-ordination.
3. Support residents affected by the proposed changes to benefits.
4. Introduce a Positive Images Programme for school groups to focus on self-esteem, emotional wellbeing, relationships, health and assertiveness.
5. Develop the Banbury Food Bank in terms of storage facilities and distribution.
6. Introduce online self-managed community noticeboards in the Brighter Futures neighbourhoods to provide information about local services, what's going on locally and help online access.
7. Support for the development of a Banbury WRVS hub to help local older people remain independent and active in their communities.
8. Deliver environmental improvements in Grimsbury through improvements and changes to the hard and soft landscaping around East and Centre Streets.

## **Conclusion**

1.6 The Brighter Futures in Banbury programme will only be effective if it is targeted, long-term, multi-agency in nature and clear on its purpose and outcomes. A common understanding amongst all relevant agencies of what can and should be done underpins the proposals for 2012.

## **Background Information**

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- 2.1 The attached draft Annual Report 2011/12 sets out the extensive range of activities undertaken in the three target wards arranged by the six themes. It represents an excellent multi-agency response to local need and has established a new way of working which is based on a common purpose, good communication and better understanding of the roles and activities of many organisations.
- 2.2 The Council has been active in its support of this work in many ways and has been taking a strong leadership role:
- The appointment of Councillor John Donaldson as Lead Member the Brighter Futures Programme, who chairs the three tier Banbury Councillors meetings and workshops;
  - Director of Community and Environment input to the Oxfordshire Programme Management Group;
  - Director of Community and Environment lead as Chairman of the Brighter Futures in Banbury Steering Group;
  - Strategic Housing Manager lead role for the Financial Inclusion and Housing theme
  - Economic Development Manager lead role for the Employment Support and Skills theme.
  - Corporate Performance Manager support for performance management and reporting;
  - The employment with external funding of a Brighter Future Coordinator;
  - Aligning mainstream Council services such as benefits, employment support, housing, recreation, community engagement, cleansing, and health improvement to the wards and people most in need;.

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

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- 3.1 In pursuing this programme, there are a number of key principles which should be considered. They are as follows:
- The focus on health inequality issues will by its nature need long term wide economic, social and environmental actions to be fully effective;
  - The outcomes sought must be relevant to the communities targeted and the specific needs of people in those communities;
  - This is an ongoing programme, not a project and as such there will be a need to embed actions in mainstream service provision for all participating agencies.
- 3.2 Effectiveness can only be achieved if there is commitment of participating agencies. It is encouraging to note that the level of commitment to work together to make a difference is evident throughout all partners.
- 3.3 The important issue of finance is a cause for concern. The original financial allocation for the Oxfordshire programme is now nearing full spend. Additional resources are being sought and in some cases offered e.g. the Government's Troubled Families Programme (described locally as Thriving Families). Whilst these opportunities are welcomed, they are few in number. What is therefore

clear at this point is that in addition to limited additional funding, core budgets of partner organisations will be smaller in the future.

- 3.4 The most important aspect about funding is therefore not about how much new funding will or will not be available, but to ensure the most effective and efficient use is made of what ever resources are available irrespective of cutbacks. The new and enhanced multi-agency initiatives proposed for 2012/13 are being implemented with this intention. It is expected that more such initiatives will follow.
- 3.5 2011 did see some disruption to the programme through changes in key Cherwell DC and Oxfordshire CC staff. This required a review of what was needed to deliver such a diverse programme of services, new themes were established and four out of the six theme leads changed. Despite the loss of momentum in the early part of the year, this was re established by year end with a significant range of new multi agency initiatives.
- 3.5 Long term outcomes expected will include:
- There will be a sustained improvement in IMD scores for the target areas, including the specific domains of health, employment, crime, education and skills;
  - The gap in death rates between the best and worst quintiles in the District will be reduced;
  - There will be better outcomes for children and young people - reduced teenage pregnancies, improved educational attainment, improved skills, fewer accidental and deliberate injuries and reduced poverty;
  - Reduce number of young people not in employment, education or training;
  - Improved skills levels and more will be employed or develop enterprises;
  - Public involvement in shaping the content of the programme will result in increased satisfaction with living in the area;
  - Financial savings and efficiencies with public money for health, social care, policing, children's services, community safety and advice services;
  - Improvements in the number of people who are obese, who smoke, who have low levels of physical activity, mothers who breastfeed, people with undiagnosed or unmanaged diabetes, teenage pregnancies and who take up flu vaccines.
- 3.6 This Banbury work is being pursued as part of the Oxfordshire wide programme as it is in certain Banbury wards which the data indicates most need is located. Consideration is underway about a wider geographical application of this targeted multi agency approach. Before this occurs, it will be important from the Oxford and Banbury work to develop good practice and proven interventions which can then be applied elsewhere. The programme so far is undergoing an evaluation with the intention of producing a model for wider application.
- 3.7 The Brighter Futures in Banbury Programme as a Council priority falls within the new Place Programme governance arrangements set up to manage multiple projects across both Cherwell and South Northants councils. As such, the Executive will receive further high level reports on this subject



through that process along with the quarterly performance reporting requirements.

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

- Option One**                      Adopt the recommendations as set out
- Option Two**                      Amend/add to the areas of focus for 2012/13

### **Consultations**

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Brighter Futures in Banbury Steering Group      The Brighter Futures Steering Group approved the draft Annual Report 2011/12 at its meeting on 31 May 2012

### **Implications**

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**Financial:**                      There are no 2012/13 implications arising from this report. The District Council implications of the proposals contained in this report are based on current approved service plans and budgets. Further consideration will be necessary for the Lead Member to determine the use of the special reserve agreed for this programme.

Comments checked by Denise Taylor, Service Accountant, 01295 221982

**Legal:**                              There are legal implications arising from this report.

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

**Risk Management:**              There are no notable risks associated with this report

Comments checked by Claire Taylor, Corporate Performance Manager, 01295 221563

### **Wards Affected**

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**Brighter Futures in Banbury focuses on the Wards of Ruscote, Neithrop and Grimsbury & Castle**

### **Corporate Plan Themes**

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**Brighter Futures in Banbury is part of the Council's 2012/13 Corporate Priority "A District of Opportunity" to work with partners to tackle disadvantage in the District.**

### **Executive Portfolio**

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**Councillor John Donaldson  
Lead Member Banbury Brighter Futures**

## Document Information

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Brighter Futures in Banbury Annual Report 2011/12
<b>Background Papers</b>	
None	
<b>Report Author</b>	Ian Davies, Director Community and Environment
<b>Contact Information</b>	030000 30101 ian.davies@cherwellandsouthnorthants.gov.uk



**Cherwell local  
strategic Partnership**

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

**The Brighter Futures in Banbury Programme**

**Annual Report  
2011/12**

**DRAFT**



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How to contact us:

Wendy Sims  
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Banbury OX15 4AA



## Foreword

### **Brighter Futures in Banbury: a strong partnership delivering new opportunities, innovative projects and high quality services throughout 2011/12 in Ruscote, Neithrop and Grimsbury and Castle Wards.**

Looking back over my first year as the lead member for the Brighter Futures in Banbury Programme I remain as passionate and committed as ever to the ambitious and long term aims of the programme. Working in partnership, pooling our collective talents, skills and resources and supporting the local business and voluntary sectors to help break the cycle of deprivation, tackle disadvantage and increase opportunities is essential for the long term prosperity of Banbury residents and businesses.

It continues to be both a privilege and a challenge to lead this programme with its focus on long term outcomes around raising attainment and aspirations, providing opportunities to improve skills and supporting vulnerable families. Throughout 2011/12 I have heard directly from many residents, in my role as a local councillor and through the Connecting Communities events that we hold to promote our services and listen to the concerns of local people. I know that we have strong foundations upon which to build including the skills of local residents, vibrant community groups and strong neighbourhoods. This has helped us shape our actions.

I'm particularly proud to have been a part of Brighter Futures in Banbury in a year that has seen:

- The '*The Miller Road Self-Build Project*' engaging young people who are not in employment, education or training in construction experience, life skills training and construction training win a national award for innovation
- The launch of a food bank in Banbury to provide help for vulnerable people at times of financial need.
- The launch of a new local advisory service run in partnership with the Citizen's Advice Bureaux providing advice and support for volunteering.
- Funding Age UK Oxfordshire to deliver a one off lunch event to ensure that during the winter months older people had access to appropriate and timely information, advice and support to enable them to combat the cold, alleviate financial pressures brought on by higher fuel costs, poorly insulated houses and heating homes for longer, and to tackle loneliness, so that they can live safely, keep well and have a good quality of life.
- Opening of '*The Banbury Hub*' a superb new facility in Banbury that works to support young people and families access new opportunities.
- The '*New Year, New Start, New Ideas*' Connecting Communities event in January 2012 – organised at the Banbury Hub. The purpose of the day was to engage with young people from the local area provide advice for local families and showcase the Hub's facilities. The event was packed with things to do including art activities, information displays, climbing wall, video interviews, consultation wall, ethnic dances and live music performances. Nearly 200 people attended and over 40 organisations provided stalls and displays.

- On-going development of our highly commended approach to supporting local job clubs, with targeted and specialist events aimed at bringing together local job seekers with local employers.
- Targeted and proactive advice for customers affected by benefits changes and work with local voluntary groups to ensure that advice providers are able to support local people through these changes.

#### What are the Priorities for Brighter Futures in Banbury for 2012/13?

The coming years will continue to be challenging. The impact of the recession, reducing public expenditure and changes to policy mean that scarce resources will need to stretch further and partners will need to work together to support local communities and businesses through these changes.

With this in mind, the Local Strategic Partnership (LSP) and the Brighter Futures in Banbury Steering Group will be focusing attention on areas where this programme can make a real difference with the resources available. At the end of this report each of the six themes in the programme set out priorities for the coming year and a number of LSP funded projects are also highlighted.

During the course of 2011/12 we have continued to focus delivery of joined up services, innovative projects and delivery of new opportunities for local people in spite of challenging economic circumstances. Our aim for 2012/13 is to continue this work, to renew our efforts and work to support local communities, business and community groups make Banbury a thriving and economically sustainable town, a great place to live, work and raise a family.

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

## Overview of the Brighter Futures in Banbury Programme

### **Cherwell Sustainable Community Strategy - Our District, Our Future**

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

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

### **Brighter Futures in Banbury – Programme Aims and Objectives**

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

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

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

- improve skill levels and educational attainment
- improve employability, focusing particularly on young people
- improve financial situations, addressing debt and financial inclusion
- improve educational attainment through better numeracy skills and family engagement
- good quality mixed housing, affordable and in well managed environments
- good access to amenities including shops, health centres and leisure facilities
- improve life expectancy with improved overall health and well being
- reduce the clear inequality gaps with low life expectancy
- reduce the high rates of teenage pregnancy
- build a safer more connected community where residents feel socially included
- Target specific support to vulnerable people, families and children in need.

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



This report sets out the key themes that made up the programme during 2011/12 and some of their associated work to improve the lives of residents in the least affluent areas of Banbury.

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

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

## Six Themes to Deliver the Programme Objectives

**Theme 1- Early Years, Community Learning and Young Peoples Attainment** This theme aims to ensure that children get off to the best start in life, that young people, families and communities are supported in their aspirations and that educational attainment supports opportunity to build a long term economically independent futures.

### Link to Programme Objectives

- improve educational attainment through better numeracy skills and family engagement
- improve skill levels and educational attainment

**Theme 2 - Employment Support and Skills** This theme focuses on working with partners to support skills development, access to training and employment support. The theme also works with local employers to help ensure that over the longer term local skills match local employers' needs.

### Link to Programme Objectives

- improve skill levels and educational attainment
- improve employability, focusing particularly on young people

**Theme 3 - Family support and young people not in employment, education or training** This theme aims to support children, young people and families with complex needs to ensure that young people are able to make the most of the opportunities available to them.

### Link to Programme Objectives

- Target specific support to vulnerable people, families and children in need.
- improve employability, focusing particularly on young people

**Theme 4 - Financial Inclusion and Housing** This theme has two main objectives. Firstly it works to ensure that there are strong and accessible advisory and support services for those facing challenging financial situations. The theme also aims to prevent people getting into debt. The second element of this theme also aims to ensure that there are high quality affordable housing options and opportunities available in Banbury.

### Link to Programme Objectives

- improve financial situations, addressing debt and financial inclusion
- good quality mixed housing, affordable and in well managed environments
- good access to amenities including shops, health centres and leisure facilities

**Theme 5 - Health and Wellbeing** This theme has an overall objective to improve life expectancy and reduce health inequalities through improved overall health and well-being.

### Link to Programme Objectives

- improve life expectancy with improved overall health and well being
- reduce the clear inequality gaps with low life expectancy
- reduce the high rates of teenage pregnancy

**Theme 6 - Safer and Stronger Communities** This theme aims to reduce crime and anti-social behaviour and also works to ensure that local residents feel safe through community engagement activities.

### Link to Programme Objectives

- build a safer more connected community where residents feel socially included

community engagement and  
consultation

raising aspiration and ambition

capacity building through multi  
agency working

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

This theme aims to ensure that children get off to the best start in life, that young people, families and communities are supported in their aspirations and that educational attainment supports opportunity to build a long term economically independent futures.

### Link to Programme Objectives

- ➔ improve educational attainment through better numeracy skills and family engagement
- ➔ improve skill levels and educational attainment

### Achievements 2011/12

Issue	Progress
Providing Support for Learning	<ul style="list-style-type: none"> <li>• Home to school community link workers – 8 workers appointed to provide a direct link between home and schools to support educational attainment and family learning.</li> <li>• Family Learning courses were successfully completed. Many of the participants have re-engaged with education for the first time since leaving school and as well as acquiring skills to support their child's education a significant number progressed onto individual programmes of study. Difficulties in recruitment at Britannia Road meant that this course had to be merged with other Children's Centres</li> </ul>
Educational Attainment	<p>A continued increase in attainment at Banbury secondary schools:</p> <ul style="list-style-type: none"> <li>• Banbury School has increased %5 A*-C 2009-2011 from 68.5% to 82.2%.</li> <li>• North Oxfordshire Academy increased % 5 A*-C grades including English and maths from 25.7% to 50.8%.</li> </ul>

### Further information:

Project Lead	Oxfordshire County Council Sue Bainbridge
Key Partners	<ul style="list-style-type: none"> <li>• Links to schools and other county services – adult learning, family learning, extended schools services, children's centres and libraries. Family learning in children's centre provides an opportunity for community engagement, but currently no voluntary sector links per se from this theme.</li> <li>• Strong links to schools and other county services around education and attainment – adult learning, family learning, extended schools</li> </ul>

services, children's centres and libraries.

## Theme 2: Employment Support and Skills

This theme focuses on working with partners to support skills development, access to training and employment support. The theme also works with local employers to help ensure that over the longer term local skills match local employers' needs.

### Link to Programme Objectives

- ➔ improve skill levels and educational attainment
- ➔ improve employability, focusing particularly on young people

### Achievements 2011/12

Issue	Progress
Supporting Employment	<ul style="list-style-type: none"> <li>• A programme of work to support apprenticeships has been delivered including special events with local business to encourage the establishment of new apprenticeships, business breakfasts and exhibitions.</li> <li>• The job club programme has continued to run with both general and targeted events, they provide opportunities for local employers to access job seekers and also opportunities for people seeking work to gather advice on all things related to the job application process and advice in terms of skills development.</li> </ul>
Skills Development	<ul style="list-style-type: none"> <li>• An advice service for people wishing to start their own business has been established this year.</li> <li>• A young people's expo was held at Banbury College which attracted over 175 attendees and provided support on activities such as CV writing and training. Local employers were also present at the event to showcase opportunities.</li> </ul>

### Further information:

Project Lead	Cherwell District Council Steven Newman
Key Partners	<ul style="list-style-type: none"> <li>• Job Clubs: led by Tony Baldry MP, coordinated by Cherwell District Council (CDC), working with Oxfordshire County Council (OCC), Job Centre Plus (JCP), Oxford and Cherwell Valley College (OCVC) and Connexions, Oxfordshire Business Enterprise and local employers (Bicester Village, CTG Ltd, Order of St John's)</li> <li>• Skills Development is led by OCC, OCVC (Get that Job) and at</li> </ul>

	<p>Children's Centres such as the Sunshine Centre</p> <ul style="list-style-type: none"><li>• Career Advice and Guidance :through Next Steps contracts held by providers such as OCC Adult Learning and OCVC</li><li>• Volunteering as a route back to employment: V-involved and Community and Voluntary Sector</li><li>• Work Ready schemes: Job Centre Plus and Connexions</li><li>• Transition Workers: OCVC and Connexions</li><li>• Connexions and OCC</li><li>• Apprenticeships, Future Jobs Fund and Foundation Learning: OCC, OCVC and National Apprenticeship Scheme</li></ul>
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## Theme 3: Family Support and Young People not in Employment, Education or Training

**Family support and young people not in employment, education or training** This theme aims to support children, young people and families with complex needs to ensure that young people are able to make the most of the opportunities available to them.

**Link to Programme Objectives**

- ➔ Target specific support to vulnerable people, families and children in need.
- ➔ improve employability, focusing particularly on young people

### Achievements 2011/12

Issue	Progress
<p>An integrated approach to providing support service for young people and families</p>	<p>A key milestone in 2011/12 was the launch of the Early Intervention Hub which brings together support and advice services for children and young people, successes include:</p> <ul style="list-style-type: none"> <li>• Open access youth clubs – with services for 8-11 years (averaging 90 attendees per week) 11-13 year olds (average attendance 400 per week) and 13-19 year olds (average attendance 80 per week)</li> <li>• Music workshops, making the most out of the hub’s studio and recording equipment</li> <li>• Street Dance and Sports Activators sessions</li> <li>• NEET drop-ins and appointments, to help young people explore education and employment opportunities (30 attendees per week)</li> <li>• Health drop-ins for young people ages 11-19, information and advice from a school nurse and hub worker</li> <li>• Young carers group – a support group for young carers aged 11-16</li> </ul> <p>The hub also provides specialist services including:</p> <ul style="list-style-type: none"> <li>• Direct work with families to support those with complex and challenging needs</li> <li>• Diversion activities for young people at risk of entering the criminal justice system</li> </ul>

- Strengthening families programme – for families with children aged 10-14 years

**Further information:****Project Lead**

Oxfordshire County Council  
Helen Kilby

**Theme 4: Financial Inclusion and Housing**

**Theme 4 - Financial Inclusion and Housing** This theme has two main objectives. Firstly it works to ensure that there are strong and accessible advisory and support services for those facing challenging financial situations. The theme also aims to prevent people getting into debt. The second element of this theme also aims to ensure that there are high quality affordable housing options and opportunities available in Banbury.

**Link to Programme Objectives**

- improve financial situations, addressing debt and financial inclusion
- good quality mixed housing, affordable and in well managed environments
- good access to amenities including shops, health centres and leisure facilities

**Achievements 2011/12**

Issue	Progress
<b>Advice and services to help support financial inclusion</b>	<ul style="list-style-type: none"> <li>• This year has seen the launch of a Food Bank to help local people at times of extreme financial hardship</li> <li>• A new service to provide advice and support around financial matters and volunteering has been commissioned from the Citizens advice bureaux. This will increase the availability and accessibility of information services.</li> </ul>
<b>Provision of high quality and affordable housing</b>	<ul style="list-style-type: none"> <li>• 40 Extra Care Units for vulnerable older people have been delivered at Orchard Meadows. Recruitment for care workers was undertaken in partnership with the job clubs and the project therefore supported both high quality affordable housing objectives but also skills development and new jobs for the area.</li> <li>• The self build project at Miller Road provided new affordable housing whilst giving opportunities for developing new skills in the construction industry for young people not in employment education or training. The scheme has been hugely successful and won a national award for innovation.</li> </ul>

	<ul style="list-style-type: none"> <li>•Neighbourhood litter blitzes have taken place in Ruscote, Hardwick and Neithrop to help improve the quality of the local environment. This reflects local priorities around ensuring public areas are well cared for.</li> </ul>
<p><b>Support to vulnerable people to prevent homelessness and support housing</b></p>	<p>Launch of the YMCA training centre in partnership with Sanctuary Housing aiming to prevent youth homelessness and working with young people to provide support and opportunities for foundational learning and apprenticeships.</p> <p>Other community partnership work with Sanctuary Housing included:</p> <ul style="list-style-type: none"> <li>•OYAP Trust – The Hill Choir community singing project based at Bretch Hill has two choirs, Junior Pop Choir and the Community Choir that is intergenerational, has been running since April 2011. The Community Choir engages 20-30 people from ages 5 – to adults per session, the Junior Pop Choir averages between 10 and 20 young people aged 8 -14 yrs old per session. The Choirs have performed at the Cowley Road Carnival and 13 young people worked towards achieving their Arts Award at the Hill. The project has helped participants gain confidence and self esteem and dealt with issues of isolation and lack of engagement to foster a better community spirit.</li> <li>•Oxfordshire Play Association (OPA) – Banbury Play Day July 2011, as part of OPA’s wider play days initiative during 11/12 over 1,000 people attended the Banbury event. The focus of the project was to get families involved in physical activity, providing young people with opportunities to get involved in a range of different activities such as wall climbing, bowls, and go-carting. In addition arts and craft incorporated into play e.g. badge making, and play using recycled materials, encouraging parents to engage with children through play provided positive quality time for families to share.</li> <li>•Peoples Church Community Support Days – volunteers assist households with tasks they can’t manage for a variety of reasons e.g. gardening, painting and decorating, de-cluttering, and general DIY across Banbury.</li> </ul>

**Further information:**

<p><b>Project Lead</b></p>	<p>Cherwell District Council Martyn Swann</p>
<p><b>Key Partners</b></p>	<ul style="list-style-type: none"> <li>• Sanctuary Housing</li> <li>• Central Government (DCLG), Citizens Advice Bureaux, Homes and Communities Agency, Oxfordshire County Council, Banbury Community Church, Oxford and Cherwell Valley College,</li> </ul>

	<p>Connexions, Housing and Habitat for Humanity, BPHA, Age UK</p> <ul style="list-style-type: none"> <li>• Benefit support, debt counselling, debt prevention – JCP, CDC’s Benefits Advisors, Citizens Advice Bureaux and their Capability Workers, Sanctuary Housing Association Inclusion Team, Christians Against Poverty and Oxfordshire Advice Project</li> <li>• Access to hardship resources – hardship loans (JCP and Social Services), Furniture (CVS and Faithworks), Food (Peoples Church, Banbury Town Council, Sanctuary Housing Association and Cherwell District Council), affordable warmth (CDC)</li> </ul>
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## Theme 5: Health and Wellbeing

This theme has an overall objective to improve life expectancy and reduce health inequalities through improved overall health and well-being.

<b>Link to Programme Objectives</b>	<ul style="list-style-type: none"> <li>➔ improve life expectancy with improved overall health and well being</li> <li>➔ reduce the clear inequality gaps with low life expectancy</li> <li>➔ reduce the high rates of teenage pregnancy</li> </ul>
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### Achievements 2011/12

Issue	Progress
<b>Working to improve life expectancy through overall health and wellbeing activities</b>	<p>Several programmes now in place to improve health and well being:</p> <p>NHS Health Checks; Smoking Cessation initiatives; alcohol initiatives; support for carers; benefits advice; NHS cancer screening services; support for BME communities.</p>
<b>Improve access to Benefits</b>	<p>‘Benefits in Practice’ benefits advice available in GP Practices in Banbury.</p> <p>Between 1st January and 31st March 2012, 11 sessions were conducted at Hardwick and 12 at Horsefair.</p> <p>From the total of 23 sessions, the majority of enquiries were around benefits advice (74%). Many clients are experiencing problems repaying loans, due to financial constraints and clients seeking advice to go bankrupt or obtain Debt Relief Orders.</p> <p>Two case studies highlight that the total of financial benefits gained was £24,786.</p>



<b>Increase the number of carers in GP Practices accessing carers breaks</b>	Changes to carers breaks funding: five of the Banbury GP Practices have allocated 15 breaks to carers.
<b>Promote community cohesion in Banbury</b>	A community group has been set up to utilise surplus funds from Food Festival and co-ordinate further funding for a garden project in Moorfield Park. Incorporates community work with East Street Children's Centre and Restore.
<b>Improve access to health services for BME communities</b>	Pro-active support to GP Practices to increase uptake of cervical screening by South Asian women. Two out of 6 Practices completed and one Practice in process.
<b>NHS health checks</b>	59% of all patients offered a health check during Q4 were checked, an improvement on the previous figure of 53%.
<b>Alcohol awareness</b>	Two pilot alcohol identification and brief advice training sessions (IBA) took place in Oxford and Kidlington in March, with 21 attendees. Further sessions are planned between April and December 2012 for practitioners across the county, including Banbury.
<b>Reduction in under 18 conceptions</b>	Current data indicate that the numbers are lower, but there are still annual anomalies. Consecutive decreasing yearly rates affirm improvement - the under 18 conception rate reduced by 24.4% (2008-2010) compared with 1998/2000

**Further information:**

<b>Project Lead</b>	Oxfordshire NHS Maggie Dent
<b>Key Partners</b>	Any voluntary sector group pertinent to a particular issue would be invited onto the theme sub-group, for example the British Trust for Conservation Volunteers will be involved once funding for the "Green Gym" is approved. Several other organisations have been made aware of the programme via the community development network: Other link agencies/ staff are: <ul style="list-style-type: none"> <li>•Smoking Advice Service;</li> <li>•Public Health colleagues;</li> <li>•commissioning colleagues from the PCT;</li> <li>•Community Health Oxfordshire staff (eg Health Visitors and School Health Nurses);</li> </ul>

	<ul style="list-style-type: none"> <li>• children's centre staff;</li> <li>• Home Start;</li> <li>• GP Practice staff;</li> <li>• Expert Patient Programme;</li> <li>• other NHS Trusts;</li> <li>• sexual health services;</li> <li>• midwives;</li> <li>• Black and Minority Ethnic Groups;</li> <li>• Ridgeway Partnership;</li> <li>• Smart;</li> <li>• Drugs and Alcohol Team (DAAT).</li> </ul>
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## Theme 6: Safer and Stronger Communities

This theme aims to reduce crime and anti-social behaviour and also works to ensure that local residents feel safe through community engagement activities.

<b>Link to Programme Objectives</b>	→ build a safer more connected community where residents feel socially included
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### Achievements 2011/12

Issue	Progress
<b>Build a safer and more connected community, where residents feel socially included</b>	<p>There has been a reduction throughout the year in levels of overall crime and disorder within the BFIB neighbourhoods.</p> <p>The rise in serious acquisitive crime seen earlier in the year has been reversed and a number of successful engagement activities have been undertaken. Funding has been secured for delivering "Community Noticeboards", focused primarily on these wards and the range of youth activities provided by different groups continues to expand.</p>
<b>Reduction in offending by core group of repeat offenders</b>	<p>The cohort of offenders being managed through the integrated offender management scheme continues to show a reduction in their offending. Many now wish to engage in positive activities and work with all agencies in the criminal justice system. Features of the scheme have been adopted to focus policing activity on those suspected of their continued involvement in crime.</p>

<p><b>% Change in crime levels</b></p>	<p>The period between April 2011 and March 2012 saw an overall reduction in reported crime of 11% in the Brighter Futures wards. Within that, levels of vandalism fell nearly 15% and the number of minor assaults fell 20%.</p>
<p><b>% Change in levels of reported anti-social behaviour</b></p>	<p>There has been a massive drop in the levels of reported anti-social behaviour across all the wards. Overall levels have fallen nearly 40% during the year. Where incidents have been reported, a joined-up approach between all the relevant organisations has resulted in swift action being taken</p>
<p><b>% change in levels of serious acquisitive crime rates</b></p>	<p>The final quarter has seen the number of offences catagorised as "Serious Acquisitive Crime" (burglary, robbery and car crime) fall markedly in both neighbourhoods following some intensive police activity. Disappointingly, the end of year result was that was no reduction in the number of offences in both neighbourhoods, but given the level of increase which was reported at the beginning of the year this is still a strong result.</p>
<p><b>Number of community engagement opportunities for local residents stating details in the comments</b></p>	<p>A series of successful "Connecting Communities" events have been run throughout the year, including:</p> <ul style="list-style-type: none"> <li>• <b>Bretch Hill</b> (June 2011) – a successful day organised outside Bradley Arcade. The event was very visible and attended by many people who were just passing by. Local residents had an opportunity to talk to various services and organisations. Young people played games organised by CDC Youth Activators and planted flowers in nearby Princess Diana's Park.</li> <li>• <b>Grimsbury Community Day</b> (September 2011) - organised with Banbury Young Homelessness Project outside their premises. The day proved to be a good opportunity for BYHP to promote their service to local residents and communities. Many local residents commented there was a good mix of services and activities and they would like to see more events in Grimsbury.</li> <li>• <b>New Year, New Start, New Ideas</b> (January 2012) – organised with Banbury Hub with the aim of showcasing the available services. Over 200 local people attended and over 40 local community and public services were represented.</li> </ul> <p>The '<b>Cherwell Leaders</b>' scheme was piloted by Cherwell District Council's Street Wardens in partnership with The Hill to encourage and coach 12 young people through a structured programme of community projects. Linked to this was a successful inter-generational programme bringing young and old people together which was organised by Oxfordshire County Councils early Intervention Service.</p>

**Further information:**

<p><b>Project Lead</b></p>	<p>Thames Valley Police</p>
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	Sergeant Adrian Thomas
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• There are a number of forums for dealing with prolific offenders, crime and disorder issues, community development objectives and family support involving joint working with:             <ul style="list-style-type: none"> <li>○ Thames Valley Police</li> <li>○ Thames Valley Probation</li> <li>○ Connexions</li> <li>○ Oxfordshire County Council: Youth Offending Services, Social Services and Fire Service</li> <li>○ Cherwell District Council Housing, ASB and Environment, Cleansing and Street Wardens</li> <li>○ Registered Social landlords</li> </ul> </li> <li>• Community groups and voluntary providers linked to a range of bodies including the Community Development team of Oxfordshire CC, Cherwell DC, The Hill Youth Centre and the Police Neighbourhood Action Groups.</li> </ul>

## Priorities for 2012/13

### Priorities by Theme 2012/13

Following a review at the end of 2011/12 the Brighter Futures in Banbury Steering Group has made a series of changes to the themes that underpin the work programme. These changes reflect new local working arrangements and a number of new team members working within the programme. They also reflect new local opportunities that have come on stream during 2011/12 such as the new community hub in Banbury which is a facility dedicated to supporting children, young people and their families.

Following this review the Brighter Futures in Banbury Programme for 2012/13 will be comprised of the following themes and priorities and these will form the basis of performance reports for the coming year.

Each of these themes reflects local needs and issues and takes into account the impact of factors such as the recession, availability of housing, accessibility of public services, changes to the benefits system and educational attainment. Each theme aims to work at a local level to ensure that tangible outcomes are delivered to help improve quality of life and opportunities across Banbury.

**Theme 1 Early Years, Community Learning and Young Peoples Attainment**

This theme aims to ensure that children get off to the best start in life, that young people, families and communities are supported in their aspirations and that educational attainment supports opportunity to build a long term economically

independent futures.

<b>Project Lead</b>	Oxfordshire County Council
<b>2012/13 Priorities, Key Projects and Activities</b>	<p><b>1. Focusing on the needs of vulnerable families accessing pre-school and using local child-minders.</b></p> <ul style="list-style-type: none"> <li>• Encouraging take up of provision</li> <li>• Using data to link to the Oxfordshire County Council Thriving Families Programme</li> <li>• Sharing best practice as part of the fourth year of the Banbury Initiative</li> </ul> <p><b>2. Working in partnership to improve outcomes in mathematics across all key stages</b></p> <ul style="list-style-type: none"> <li>• The Improving Learning consortium (aspiration Network funded) will improve maths outcomes for pupils and staff skills in 4 primary schools and 2 Academies (1 primary and 1 secondary)</li> <li>• Using Every Child a Writer to continue to develop outcomes in writing for 4 primary schools</li> <li>• Using Every Child Counts to improve mathematics outcomes for 5 primary schools</li> </ul> <p><b>3. Reducing the need for exclusions in Banbury schools</b></p> <ul style="list-style-type: none"> <li>• Working with hub staff, a partnership of primary schools, central primary consultants and the community to develop a primary provision to reduce disengagement of primary pupils and develop positive attitudes to learning</li> <li>• Developing a secondary inclusion resource at Banbury secondary school to improve attendance and reduce the need for exclusions, linking to police to develop restorative practice approach and local businesses to provide positive opportunities for young people</li> </ul>

## Theme 2 Employment Support and Skills

This theme focuses on working with partners to support skills development, access to training and employment support. The theme also works with local employers to help ensure that over the longer term local skills match local employers' needs.

<b>Project Lead</b>	Cherwell District Council
<b>2012/13 Priorities, Key Projects and Activities</b>	<ul style="list-style-type: none"> <li>• Improve employability, focusing particularly on young people</li> <li>• Job clubs– weekly clubs in Banbury including outreach and specialist events including at the Mill and Neithrop Library</li> </ul>

	<ul style="list-style-type: none"> <li>•Business development – including jobs matching service, workshops to encourage entrepreneurship, inward investment</li> <li>•Skills – working with the college to support the development of locally needed skills</li> <li>•Apprenticeships – working with local employers to increase the number of apprenticeships</li> <li>•‘Career Ladders’ – a programme to help young people progress their careers within companies and to help companies grow their own talent.</li> </ul>
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**Theme 3 Family support and young people not in employment, education or training**  
 This theme aims to support children, young people and families with complex needs to ensure that young people are able to make the most of the opportunities available to them.

<b>Project Lead</b>	Oxfordshire County Council
<b>2012/13 Priorities, Key Projects and Activities</b>	<ul style="list-style-type: none"> <li>•Reduce persistent absence and exclusions from school</li> <li>•Reduce the number of young people (under 19’s) not in employment, education or training</li> <li>•Reduce the numbers of young people offending including first time entrants to the criminal justice system</li> <li>•Reduce the levels of young people admitted to hospital for non accidental injuries including self harm</li> <li>•Foundation stage profile results for vulnerable and disadvantaged groups</li> <li>•Support those with inappropriate caring responsibilities</li> <li>•Attendance and attainment of children looked after</li> <li>•Work to support children in need</li> <li>•The Phoenix Project – aiming to improve the attitude and behaviour of young people (school years 8 and 9) on the fringes of education</li> <li>•Kick Arts – an arts based programme for looked after children who are at risk of exclusion</li> <li>•Positive Images Programme – working with school groups to focus on self-esteem, body image, emotional wellbeing, relationships, health and assertiveness.</li> <li>•Intergenerational Project – target age group 10-18 years, the project aims to break down stereo types and build relations between young and old within the community</li> <li>•National Citizens Service Summer Challenge – a voluntary programme for 16-17 year olds aiming to promote a more cohesive and responsible society by bringing together young people from different backgrounds to make a difference within</li> </ul>

their communities.

- Cycle Workshop – recycling and distributing old bicycles
- Parent Talk – parenting programme
- Education Programme for young people on verge of exclusion
- Family support work and interventions

**Theme 4 Financial Inclusion and Housing**

This theme has two main objectives. Firstly it works to ensure that there are strong and accessible advisory and support services for those facing challenging financial situations. The theme also aims to prevent people getting into debt. The second element of this theme also aims to ensure that there are high quality affordable housing options and opportunities available in Banbury.

<b>Project Lead</b>	Cherwell District Council
<b>2012/13 Priorities, Key Projects and Activities</b>	<ul style="list-style-type: none"> <li>•Developing financially and socially sustainable communities</li> <li>•Improve financial situations, addressing debt and financial exclusion</li> <li>•Increasing the supply and access to housing</li> <li>•Housing for our most vulnerable residents             <ul style="list-style-type: none"> <li>• Ensuring homes are safe, warm and well managed</li> <li>• Develop plans to refurbish the Gillet Close old common room to provide a two-bed bungalow and improve the environment</li> <li>• Deliver the Dashwood Primary School site to provide 18 affordable homes that would assist Banbury housing applicants</li> <li>• Bring forward future sites that will deliver affordable housing</li> <li>• Delivery of the advice, volunteering and car driving scheme through Banbury CAB.</li> <li>• Investigate setting up a Credit Union in the District</li> <li>• Monitoring impact of the Tenancy Strategy</li> <li>• Researching the intelligence available regarding BFIB and how it impacts on housing activity by the Council partners</li> <li>• Undertake an evaluation of the Miller Road project (Donaldson Court) and ensure lessons learnt can be applied to future opportunities and delivery.</li> <li>• Update CDC's housing management standards to help raise housing management standards</li> <li>• Delivery of a Priority Neighbourhood initiative at Samuelson Court, Banbury by the A2 Dominion Group to improve neighbourhood management and community engagement.</li> <li>• Delivery of local community initiatives with Registered Providers including the Sanctuary Group</li> </ul> </li> </ul>

- Scope out the commissioning of a private sector stock condition survey to capture specific information about BFIB

## Theme 5 Health and Wellbeing

This theme has an overall objective to improve life expectancy and reduce health inequalities through improved overall health and well-being.

<b>Project Lead</b>	Oxfordshire NHS
<b>2012/13 Priorities, Key Projects and Activities</b>	<ul style="list-style-type: none"> <li>• Improve access to health services for BME communities</li> <li>• Reduce high rates of teenage pregnancy and 18 conceptions</li> <li>• Increase the number of carers in GP Practices accessing carers breaks</li> <li>• Improve access to benefits</li> <li>• Citizens Advice Bureaux Outreach Services in GPs surgeries</li> <li>• Work to support carers</li> <li>• Early diagnosis</li> <li>• Health Promotion</li> <li>• Community cohesion and diversity, including local community events</li> </ul>

## Theme 6 Safer and Stronger Communities

This theme aims to reduce crime and anti-social behaviour and also works to ensure that local residents feel safe through community engagement activities.

<b>Project Lead</b>	Thames Valley Police
<b>2012/13 Priorities, Key Projects and Activities</b>	<ul style="list-style-type: none"> <li>• Reduction in crime rates including:             <ul style="list-style-type: none"> <li>○ Reducing anti-social behaviour</li> <li>○ Reducing repeat offending</li> <li>○ Reducing serious acquisitive crime rates</li> <li>○ Reduction in violent crime</li> </ul> </li> <li>• Work with partners to ensure local residents have opportunities to participate in their communities</li> <li>• Integrated Offender Management Project</li> <li>• Targeted and specific support to vulnerable people, families and children in need (link to the Oxfordshire County Council Thriving Families Programme)</li> <li>• Work to improve the night-time economy through strengthened local</li> </ul>



partnerships

- Deliver a series of Connecting Community events that provide local people with improved opportunities to access services and to provide feedback about local priorities
- JATAC - Joint Agency Tasking and Co-ordinating Group to help identify and join up around local problems
- Neighbourhood action groups
- Enhanced Neighbourhood Policing
- Banbury Youth Partnership
- Introduce self-managed Community Notice Boards

## Partnership Projects and Initiatives for 2012/13

During 2011/12 the Local Strategic Partnership was able to allocate nearly £80,000 of Local Area Agreement Reward Grant funding for local projects with community and voluntary groups which directly support the aims of the Brighter Futures programme. These projects will be implemented over the course of the coming year.

A summary of these projects is set out below:

### **The Hill Youth Community Centre (Banbury)**

The Hill received funding to cover the start-up costs and first years funding for an additional weekly open access session for young people aged 11+. The amount includes video and photography equipment, staffing costs for two music tutors and one project co-ordinator, all materials and gold membership to the community albums website.

- The Hill will open its doors for an additional night of the week, providing an opportunity for young people to have a safe, consistent group to attend where they know they will be listened to and their needs cared for.
- Create a platform to build relationships and provide informal education, typically issue based work around bullying, self-harm, building healthy relationships, sexual health, anti-social behaviour, respect, advocacy and empowering young people to have a voice about things that affect and matter to them, through working closely with the Hill Youth Forum and Creative Bretch Hill Forum.
- Promote centre based activities and young people involvement in existing groups such as 'Cherwell leaders', a 12 week leadership training programme the Hill, in partnership with CDC and the Street Wardens are launching in January.
- Build links with young people's families to help address people based issues.
- Encourage young people to feel proud about the area they live in, improving living prospects in the Brighter Future target areas of Banbury and boost local confidence.
- Involve local people in decision-making as well as in joint working, and to take the lead in their own futures

### **The Peoples Church / Banbury Foodbank Project**

This funding has supported the project through its first financial year to ensure successful set up and sustainability. The funding will also support a warehouse facility with racking for storage of produce and to enable purchase of a vehicle which will enable the project to deliver parcels to those in the community who are either isolated or unable to collect their food parcels.

### **Brighter Futures – Communities Online**

Funding has been provide online community noticeboards in the Brighter Futures in Banbury neighbourhoods these will provide information about local services, what's going on locally and help improve online access.

## **WRVS – support for older people in Banbury**

WRVS received funding to support more older people to remain independent and active in their communities by integrating WRVS services in Oxfordshire to a proposed Banbury hub. This will allow the following:

- Increase volunteer team by 20% by recruiting of 10 volunteer outcome co-ordinators to offer personalised package of support to older people
- Increase number of older people referred/reached by at least 20% (currently 500 registered service users)
- Increase number of volunteer hours by 25% (currently 800 volunteer hours per month)
- Develop active signposting to partner organisations and non-WRVS services
- Recruitment of peer mentors offering support within WRVS Cornhill Centre
- Virtual befriending (via telephone or e-mail)
- Integration of volunteer recovery and resilience team to provide extra general support in times of need. (e.g. severe weather)

The following projects also received funding. Whilst they cover the whole of the district they will also directly contribute to Brighter Futures in Banbury Programme objectives through supporting community development, affordable housing and support for both young people.

## **Community Land Trust (CLT)**

A CLT is a non-profit, community-based organisation run by volunteers that develops affordable housing and other assets for long-term community benefit. Community Land Trusts range in size, can be rural or urban and provide a variety of housing tenures as well as other community facilities, including workspaces, energy generation, community food and farming. Despite the diversity in the sector, Community Land Trusts tend to have in common the aims of meeting local housing needs and providing long-term community benefit.

The Cherwell Community Land Trust will be district-wide to allow cross-subsidy between housing schemes and to build capacity into both rural and urban areas. Community Land Trusts are growing in number across the UK and it is likely that the Localism Act will increase their number and strength even further ~ particularly through Community Right to Build and Community Right to Buy.

The Cherwell CLT has identified the following specific objectives:

- Establish Cherwell Community Land Trust with full board membership representing investors, local residents and members of the community. This will entail registration with the Charities Commission and the Financial Services Authority as an Industrial and Provident Society with charitable status
- Deliver training for board members and ordinary members on responsibilities and opportunities within Community Land Trusts
- Commence Cherwell Community Land Trusts first phase of developments to include 180 homes across the District including refurbishment projects and self build housing schemes. An important part of the self build housing will be training thus increasing educational and employment outcomes for local people as well.
- Undertake a review at the end of the first year of the CLT being established to scope further opportunities including non-housing initiatives.

## **ARCh**

Arch received funding to recruit, train and support 20 new volunteers to provide one-to-one support to needy primary school children within Cherwell District helping them to develop a love of reading. Recruitment of these new volunteers enables ARCh to work with an additional 60 children for one year, improving their reading ability, attitude to reading and boosting their confidence/self-esteem. The project is highly sustainable: volunteers are asked to commit to the charity for a minimum of one year but the majority continue year after year.

## **Home Start**

Home Start received funding to enable them to provide support to vulnerable families in an area of deprivation (Grimsbury and Castle wards) where Home-Start is unable to work at the moment. This funding will allow families who have been referred by Health Visitors to receive visits from specifically trained volunteers to visit families in their own homes, offering emotional support and practical help – whatever is necessary to enable the family to give their children the best start possible.

## **Grimsbury Environmental Improvements**

The District, Town and County Councils have pooled resources and allocated circa £70,000 to implement an environmental improvements scheme in the Grimsbury ward. This project aims to enhance the environmental quality of the area, in particular East Street and Centre Street, through both hard and soft landscaping and directly reflects local feedback collected as a result of community consultation.

## Contact the Brighter Futures in Banbury Theme Leads

Theme	Theme Lead	Email
Early Years, Community Learning and Young Peoples Attainment	Sue Bainbridge Oxfordshire County Council	<a href="mailto:sue.bainbridge@oxfordshire.gov.uk">sue.bainbridge@oxfordshire.gov.uk</a>
Employment Support and Skills	Steven Newman Cherwell District Council	<a href="mailto:steven.newman@cherwell-dc.gov.uk">steven.newman@cherwell-dc.gov.uk</a>
Family Support and young people not in employment, education or training	Helen Kilby Oxfordshire County Council	<a href="mailto:helen.kilby@oxfordshire.gov.uk">helen.kilby@oxfordshire.gov.uk</a>
Financial Inclusion and Housing	Martyn Swann Cherwell District Council	<a href="mailto:martyn.swann@cherwell-dc.gov.uk">martyn.swann@cherwell-dc.gov.uk</a>
Health and Wellbeing	Maggie Dent Oxfordshire NHS	<a href="mailto:maggie.dent@oxfordshirepct.nhs.uk">maggie.dent@oxfordshirepct.nhs.uk</a>
Safer and Stronger Communities	Adrian Thomas Thames Valley Police	<a href="mailto:adrian.thomas@thamesvalley.pnn.police.uk">adrian.thomas@thamesvalley.pnn.police.uk</a>

## Contact the Breaking the Cycle of Deprivation Programme Lead

Representative	Organisation	Email
Ian Davies Programme Lead	Cherwell District Council	<a href="mailto:ian.davies@cherwellandsouthnorthants.gov.uk">ian.davies@cherwellandsouthnorthants.gov.uk</a>
Wendy Sims Programme Coordination	Cherwell District Council	<a href="mailto:wendy.sims@cherwell-dc.gov.uk">wendy.sims@cherwell-dc.gov.uk</a>
Claire Taylor Programme Performance and Community Engagement	Cherwell District Council	<a href="mailto:claire.taylor@cherwellandsouthnorthants.gov.uk">claire.taylor@cherwellandsouthnorthants.gov.uk</a>

## Contact the Cherwell Local Strategic Partnership

Representative	Organisation	Email
Councillor Barry Wood	Cherwell District Council	<a href="mailto:Councillor.barry.wood@cherwell-dc.gov.uk">Councillor.barry.wood@cherwell-dc.gov.uk</a> ;
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Councillor Gibbard	Cherwell District Council	<a href="mailto:Councillor.gibbard@cherwell-dc.gov.uk">Councillor.gibbard@cherwell-dc.gov.uk</a>
Councillor Kieron Mallon	Oxfordshire County Council	<a href="mailto:Councillor.kieron.mallon@cherwell-dc.gov.uk">Councillor.kieron.mallon@cherwell-dc.gov.uk</a> ; <a href="mailto:Meg.peacock@oxfordshire.gov.uk">Meg.peacock@oxfordshire.gov.uk</a>
Jackie Wilderspin	NHS Oxfordshire	<a href="mailto:Jackie.wilderspin@oxfordshirepct.nhs.uk">Jackie.wilderspin@oxfordshirepct.nhs.uk</a> ;
Chief Inspector Andy Boyd	Thames Valley Police	<a href="mailto:Gillian.Rawlins@thamesvalley.pnn.police.uk">Gillian.Rawlins@thamesvalley.pnn.police.uk</a> ;
Sally Dicketts/Lee Nicholls	Oxford and Cherwell Valley College	<a href="mailto:phallam@ocvc.ac.uk">phallam@ocvc.ac.uk</a> ;
Keith Watson	Bicester Chamber of Commerce	<a href="mailto:keith.watson2@hotmail.co.uk">keith.watson2@hotmail.co.uk</a>
Sam Vaughan	Banbury Chamber of Commerce	<a href="mailto:s.vaughan@oxin.co.uk">s.vaughan@oxin.co.uk</a> ;
Kevin Minns	Kidlington Voice	<a href="mailto:kevin.minns@minns.co.uk">kevin.minns@minns.co.uk</a>
Linda Watson	ORCC	<a href="mailto:linda.watson@oxonrcc.org.uk">linda.watson@oxonrcc.org.uk</a>
Revd Jeff West	Faith Communities	<a href="mailto:curate@stmaryschurch-banbury.org.uk">curate@stmaryschurch-banbury.org.uk</a> ;
Jim Flux MBE	Cherwell Community and Voluntary Services	<a href="mailto:jimflux@tiscali.co.uk">jimflux@tiscali.co.uk</a> ;
Paul Angus	Banbury Sound Radio Station	<a href="mailto:paul.angus@banburysound.co.uk">paul.angus@banburysound.co.uk</a>
AssiaBibi	Sunrise Multicultural Project	<a href="mailto:Assia.mcphp@yahoo.co.uk">Assia.mcphp@yahoo.co.uk</a> ;

## **Appendix 1 –Performance Measures: Basket of Indicators**

The charts and graphs on the following pages highlight some of the key social and economic data that is used to measure the outcomes of the Brighter Futures in Banbury Programme.

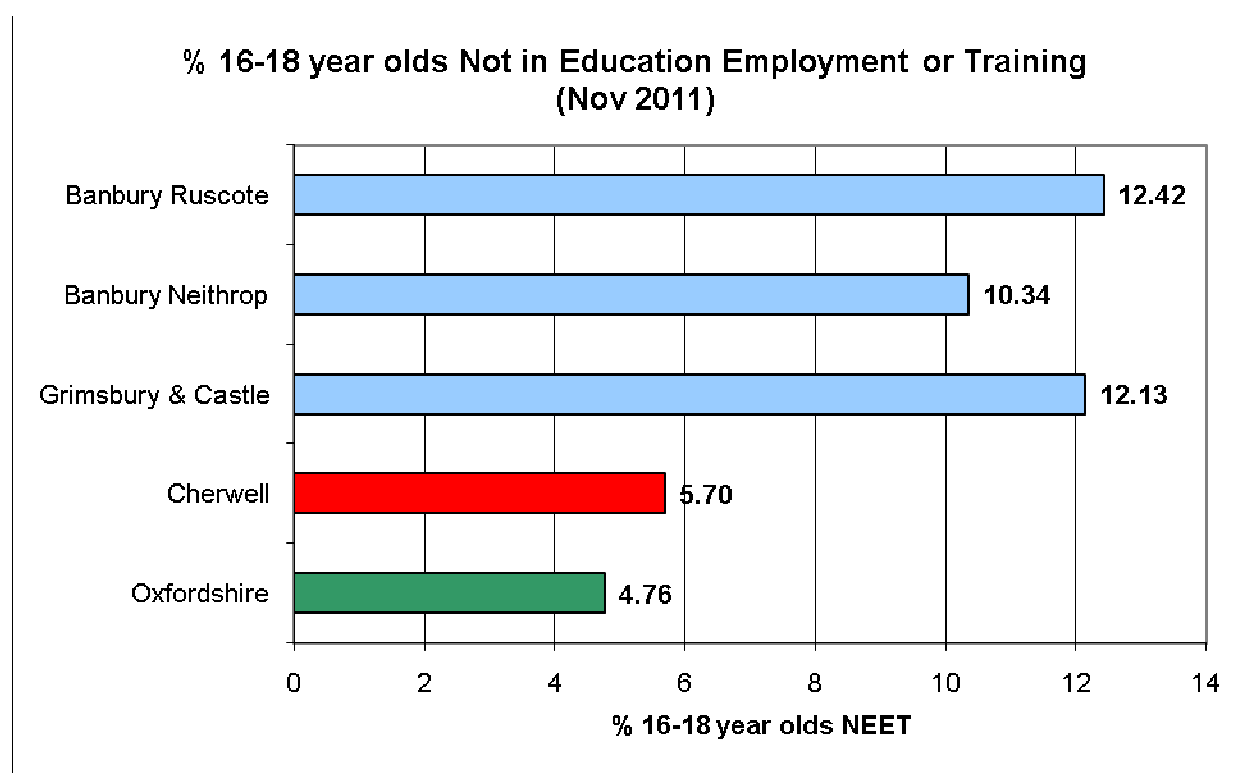
Data is the latest available for the whole year (at time of drafting the report) and more information is available via the Oxfordshire Data Observatory's local information system.

<https://data.oxfordshireobservatory.info/IAS/>

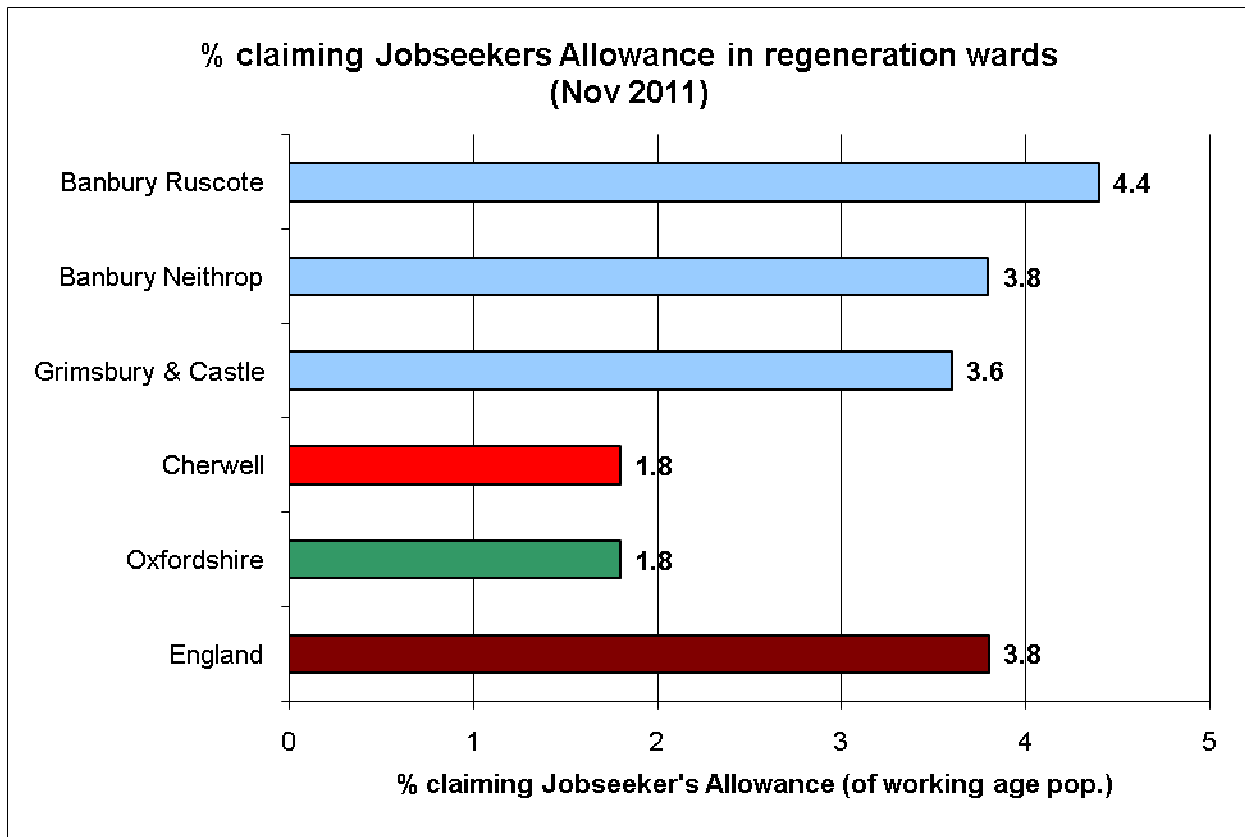
### List of Tables and Figures:

Table 1:	Percentage of 16-18 Year Olds Not in Education, Employment or Training (total)
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Table 3:	Percentage Claiming Lone parent benefits (total)
Table 4:	Percentage Claiming Incapacity Benefits (total)
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Figure 1:	Changes in Job Seekers Allowance Claims
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Figure 3:	Changes in Employment Support and Incapacity Benefits Claims
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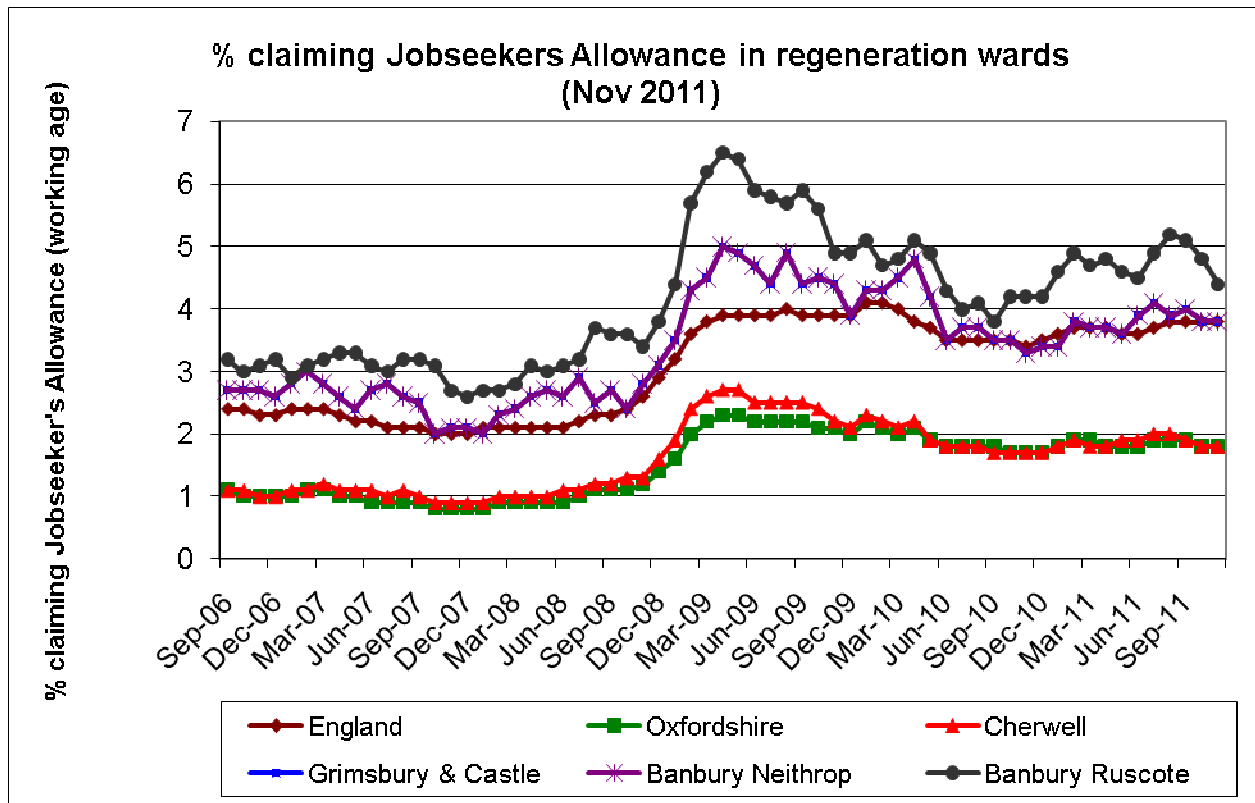
**Table 1: Percentage of 16-18 Year Olds Not in Education, Employment or Training (total)**



**Table 2: Percentage claiming Job Seekers Allowance**

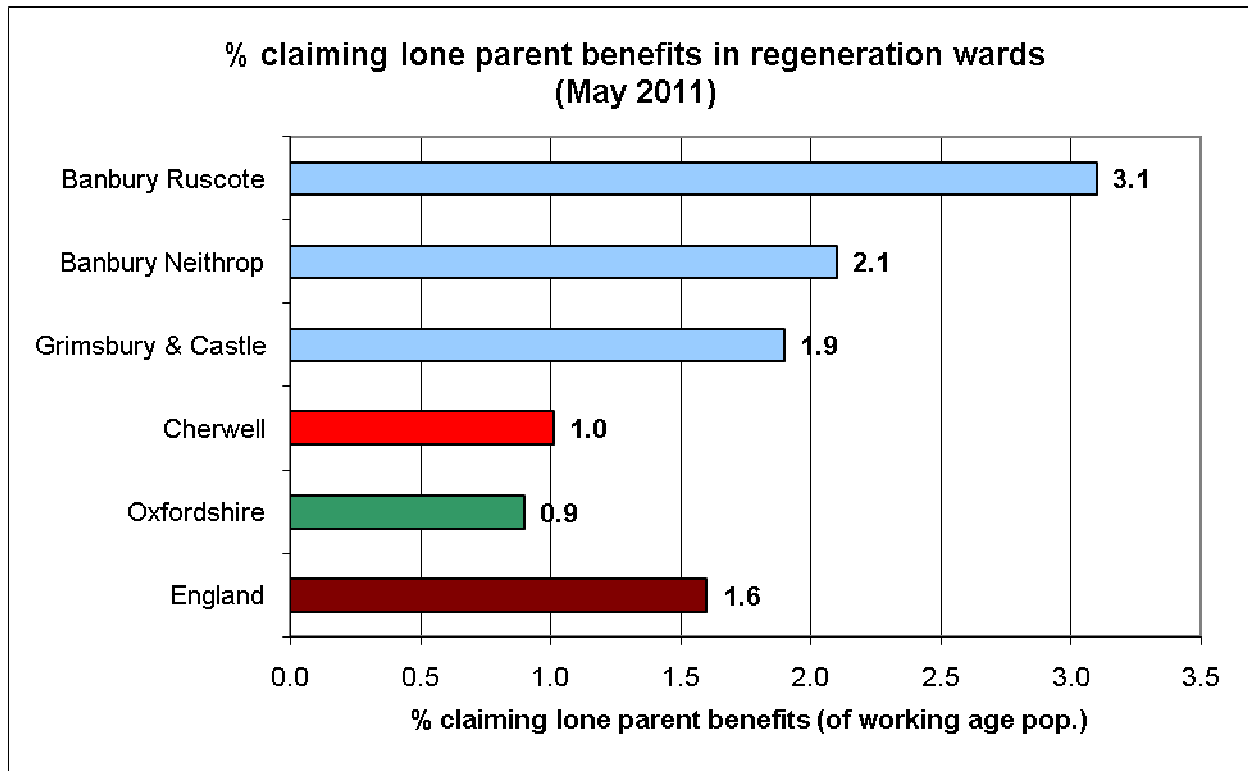


**Figure 1: Changes in Job Seekers Allowance Claims**

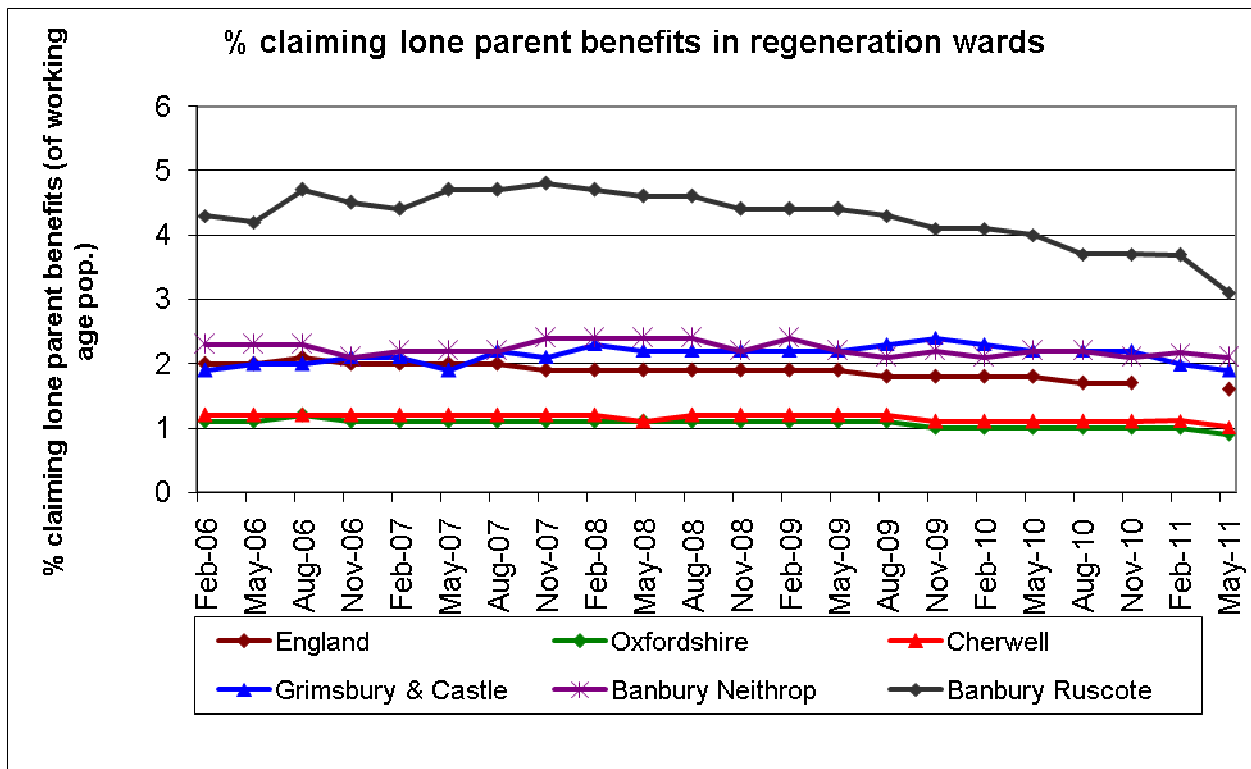




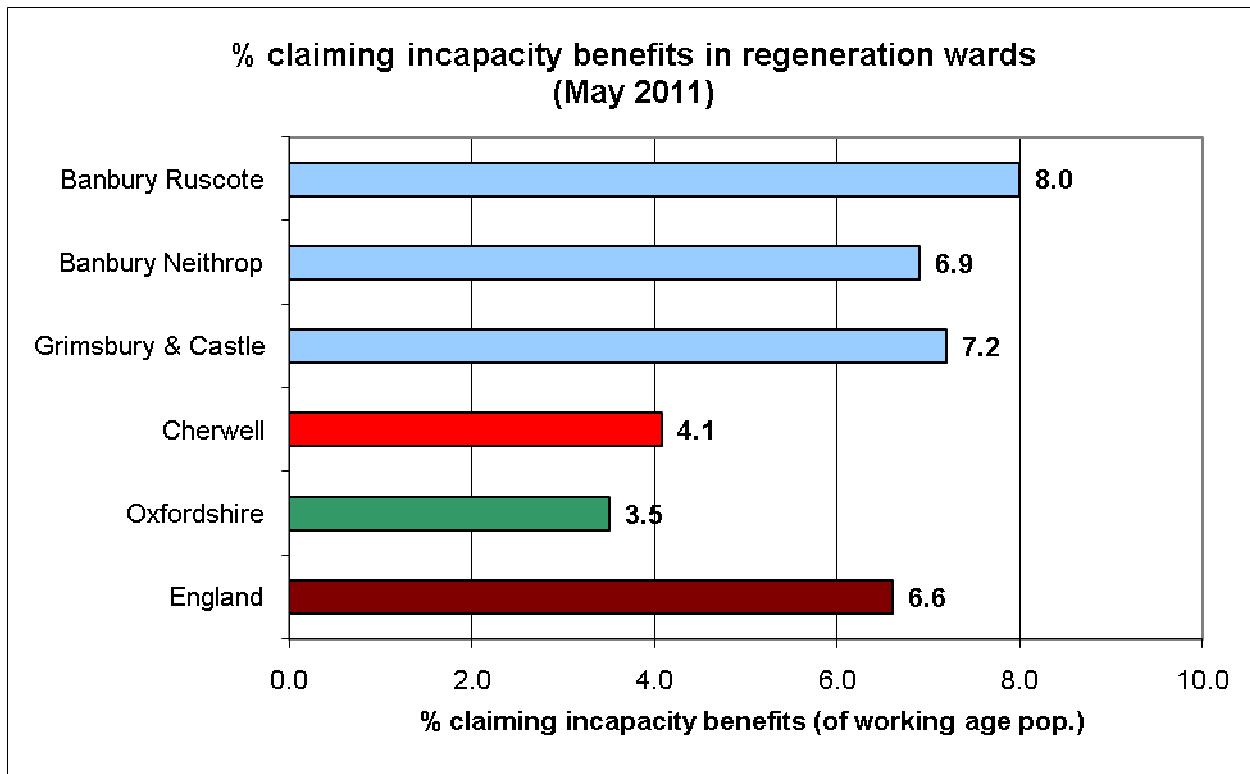
**Table 3: Percentage Claiming Lone parent benefits (total)**



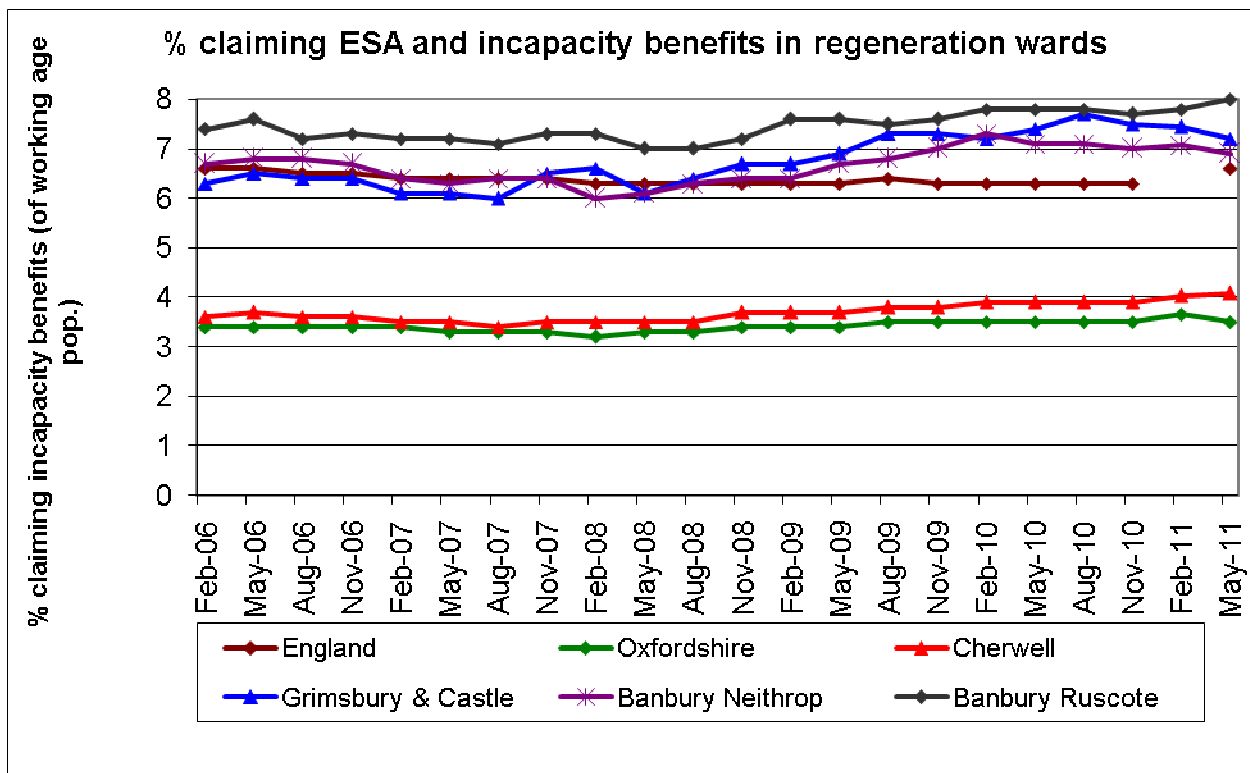
**Figure 2: Changes in Lone Parent Benefit Claims**



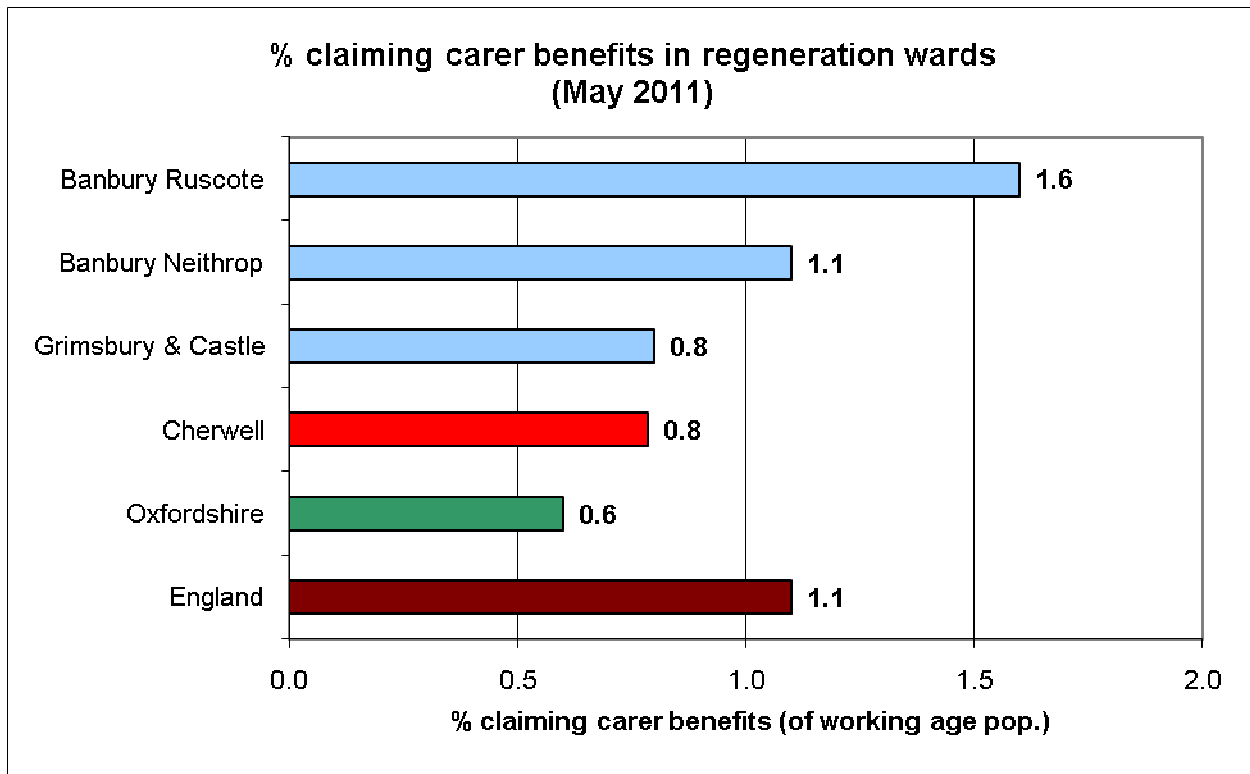
**Table 4: Percentage Claiming Incapacity Benefits (total)**



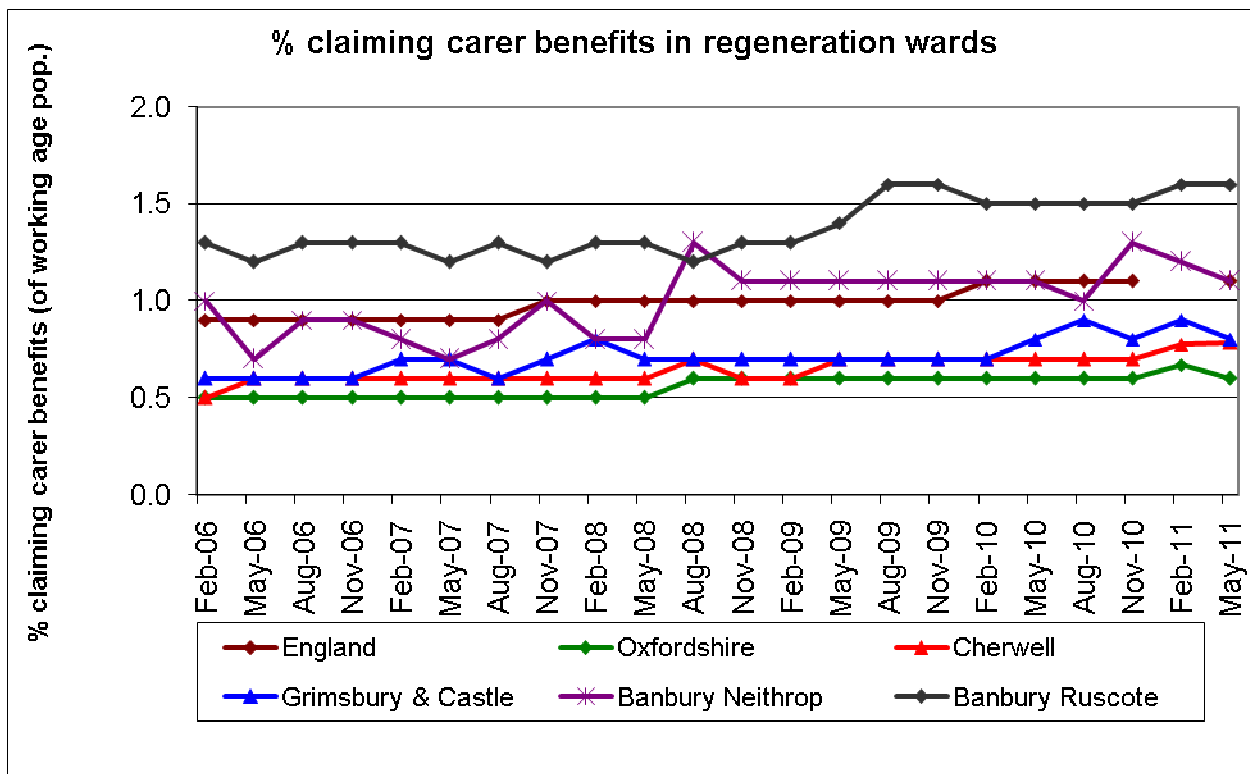
**Figure 3: Changes in Employment Support and Incapacity Benefits Claims**



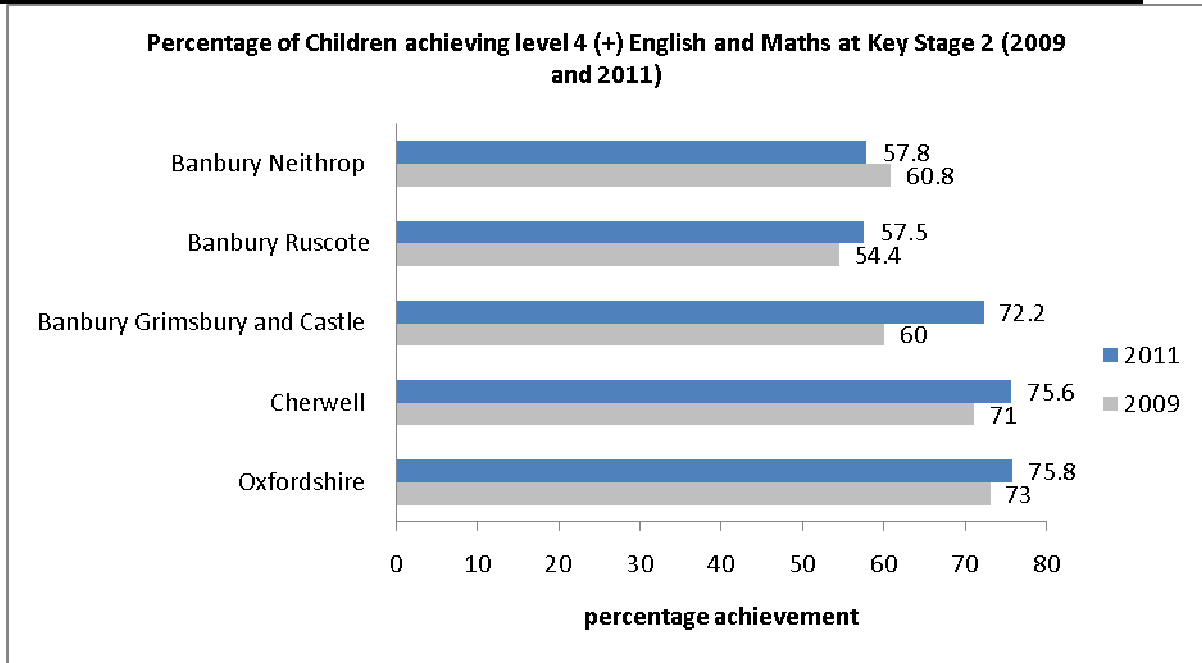
**Table 5: Percentage Claiming Carer Benefits (total)**



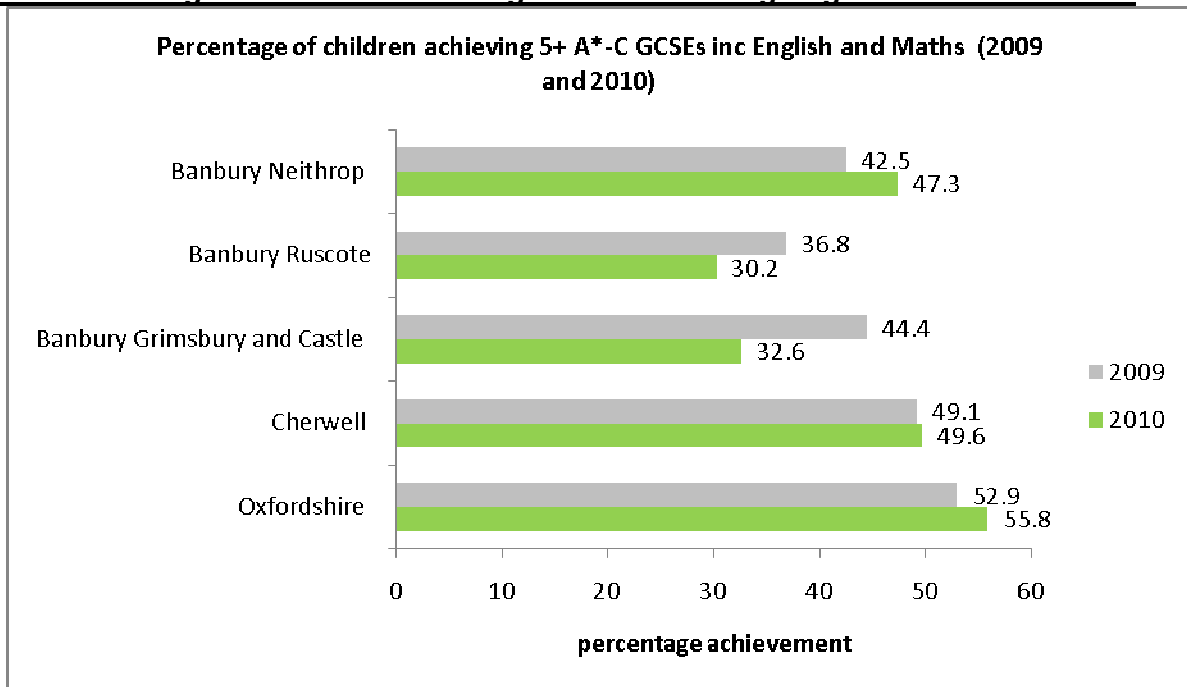
**Figure 4: Changes in Carer Benefits Claims**



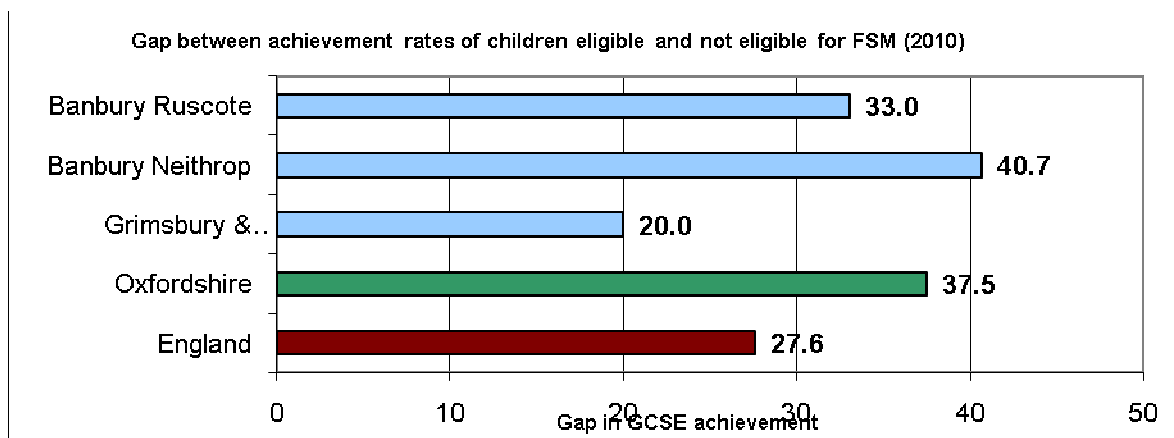
**Table 6: Percentage of Children achieving level 4 (+) English and Maths at Key Stage 2**



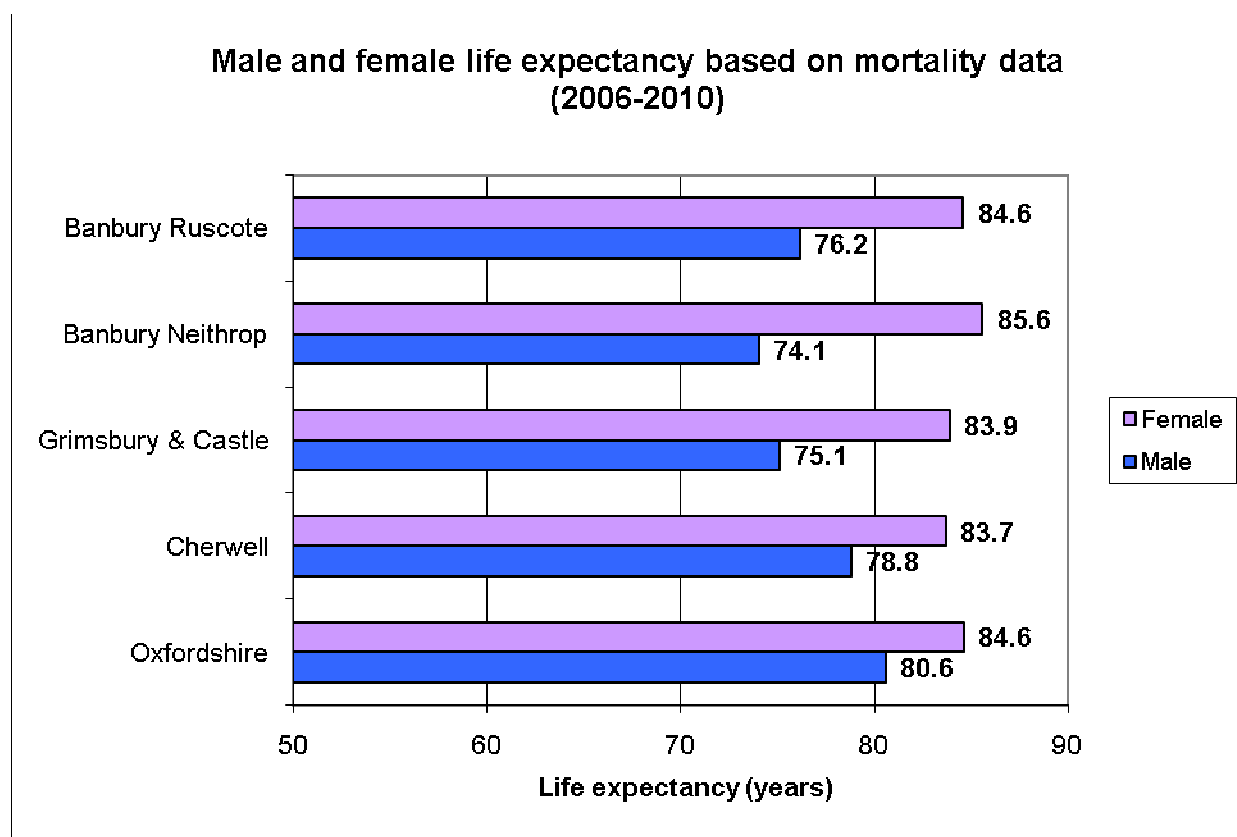
**Table 7: Percentage of Children achieving 5+ A\*-C including English and Maths GCSE**



**Table 8: GCSE Achievement Gap between those eligible and not eligible for free school meals**

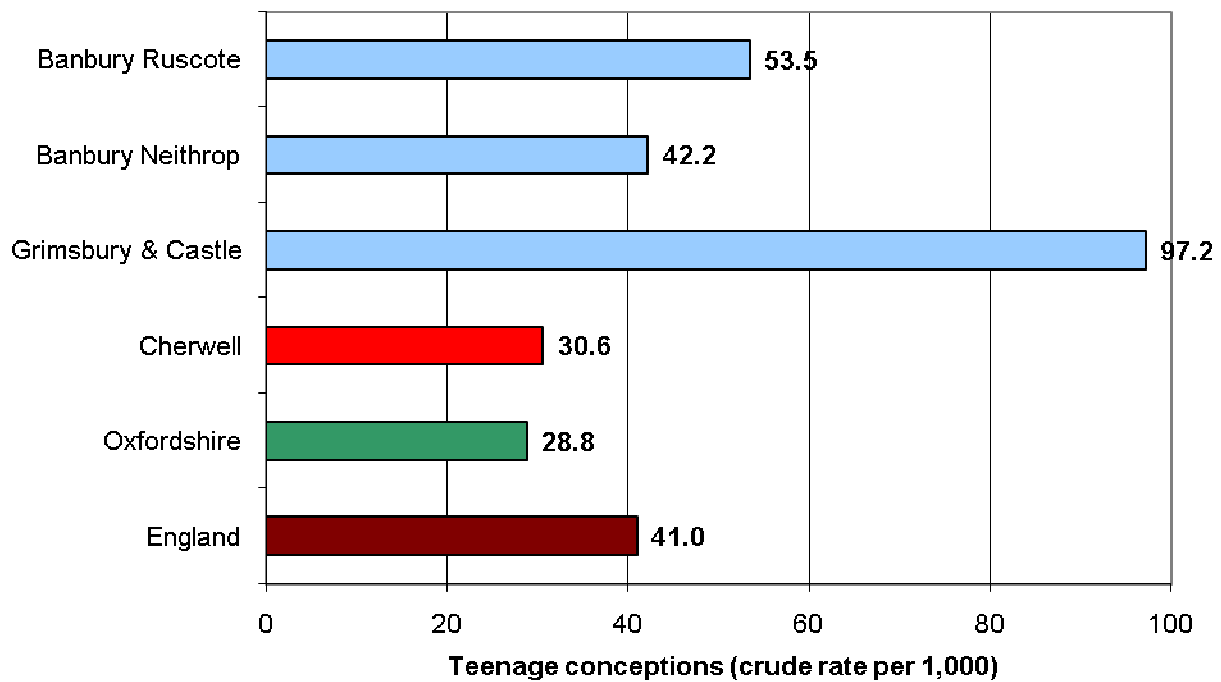


**Table 9: Male and Female Life Expectancy (years)**



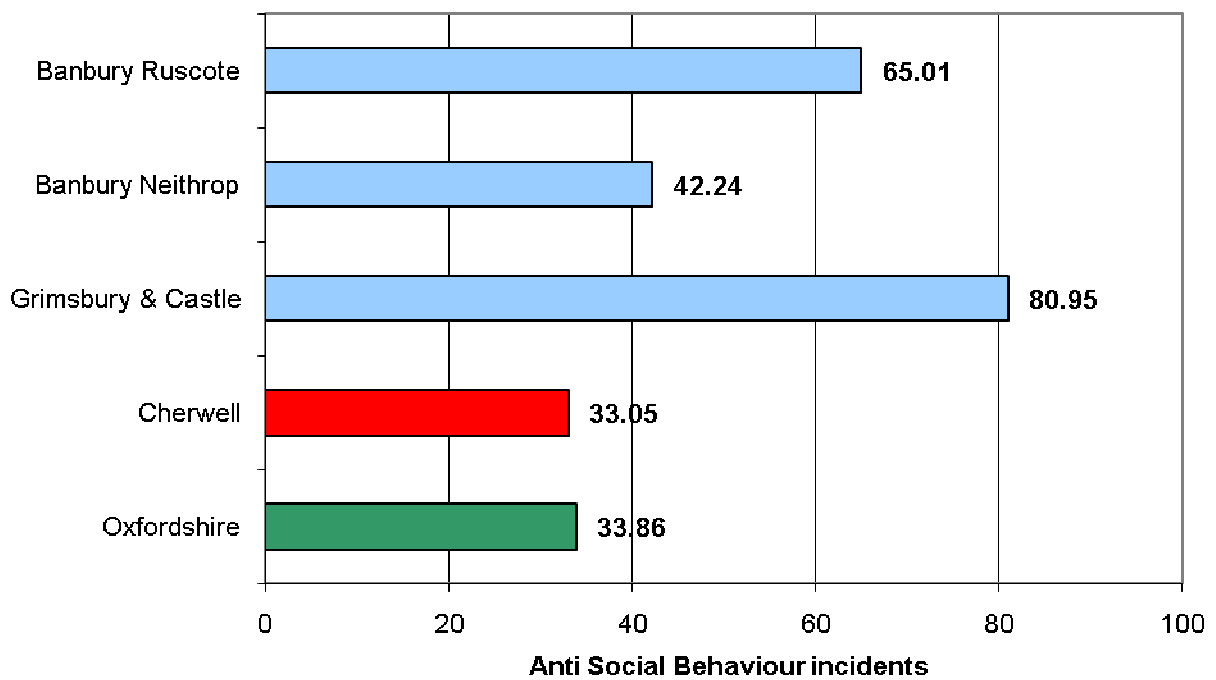
**Table10: Teenage Conceptions (total per 1000)**

### Teenage conceptions (2006-2008)

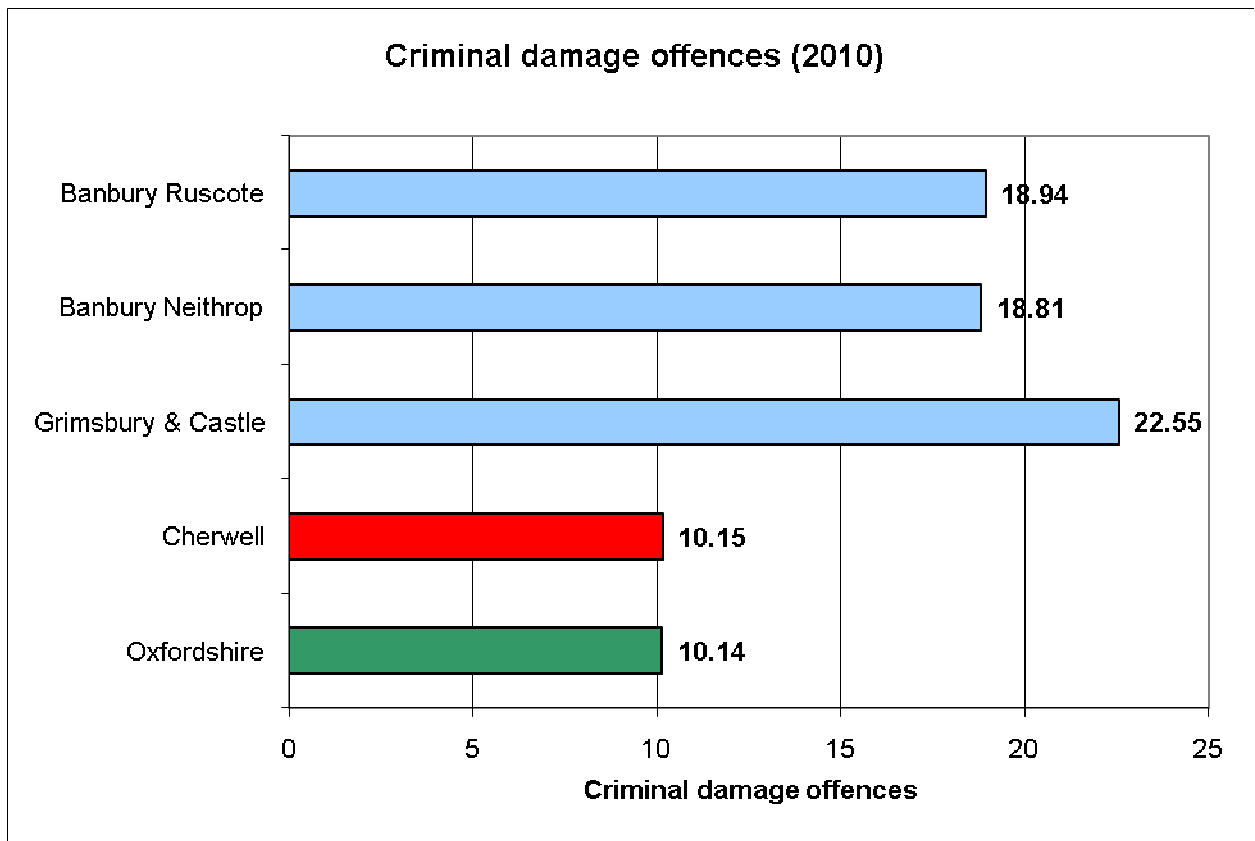


**Table11: Anti-Social Behaviour Incidents (total per 1000 people)**

### Anti Social Behaviour incidents (2010)



**Table 12: Criminal Damage Incidents (total per 1000 people)**



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## Executive

### Local Government Resource Review and Welfare Reform Overview

2 July 2012

### Report of Head of Finance and Procurement

#### PURPOSE OF REPORT

This report summarises the Local Government Resources Review project and provides a welfare reform overview

This report is public
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#### Recommendations

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The Executive is recommended:

- (1) To note the contents of this report and the initial indications of the impact for the Council.
- (2) To approve the suggested consultation and timetable for Council Tax support.
- (3) To approve in principle an application for pooling with Oxfordshire councils for Business Rates localisation.
- (4) To note that a further report will be presented in September 2012 outlining progress and the impact on the Medium Term Financial Strategy.

#### Executive Summary

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- 1.1. This report provides members with an overview and the detailed information is contained in the appendices of this report:

Localised Council Tax Support – Appendix A  
Business Rates localisation – Appendix B  
Welfare Reform – Appendix C  
Universal Credit – Appendix D

- 1.2. New data is being received all the time and, as such, regular reports and briefing notes will be drafted for members.

- 1.3. Members will be offered the opportunity to attend training seminars on the issues presented by both LGRR and Welfare Reform. There will be a selection of dates offered between July and September 2012.

### **Background Information**

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- 1.4. The Local Government Resource Review (LGRR) will consider the way in which local authorities are funded, with a view to giving local authorities greater financial autonomy and a greater stake in the economic growth of the local area. The first phase of the review includes plans to make changes to the way in which business rates are collected and distributed.
- 1.5. The Welfare Reform Act of 2011 legislates for the biggest change to the welfare system for sixty years including the introduction of Universal Credit and localised Social Fund. It also abolishes Housing and Council Tax Benefit and introduces localised Council Tax support to replace Council Tax Benefit.
- 1.6. Cherwell District Council (CDC) and South Northamptonshire Council (SNC) have initiated a joint project to look at the implications for each council of LGRR and Welfare Reform. The project is sponsored by Karen Curtin, Head of Finance and Procurement and will be managed by Belinda Green, Benefits Manager, on a part-time secondment basis. Member sponsorship is offered by Councillor Ken Atack and Councillor Debbie Pickford.

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

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This report provides members with information on the Local Government Resource Review and Welfare Reform and potential implications for the Council, residents and services.

**Option One**                      To review and note the current situation and that further reviews will be likely.

**Option Two**                      To approve or reject the recommendations above.

### **Consultations**

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None as yet however the Council Tax Support scheme must go to a full public consultation lasting for up to 12 weeks and this is detailed in the timetable.

### **Implications**

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**Financial:**                      There are no financial implications associated with this report however the individual areas relating to council tax support scheme, localisation of business rates and other welfare reforms will have finance implications but these will be reported separately.

The council tax support scheme will receive 10% less funding than the current council tax benefit scheme and there will also be a reduction in the administration grant as

a result of the change. Alternative ways of funding the shortfall must be considered.

The localised business rate scheme could allow the council to raise additional finance against potential business rates growth. However, there is still a lack of information as the exact detail of how the scheme may work.

Other welfare reforms may have financial implication but as yet there is not enough detail to make an informed decision

Comments checked by Karen Muir, Corporate Systems Accountant on 01295 221559

**Legal:**

A number of legal obligations and discretions are outlined in the Appendices to this report but, subject to this, there are no legal implications associated with this report at this stage.

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

**Risk Management:**

There are a number of risks associated with the changes under LGRR and Welfare Reform. These include financial risks for both authorities, the risk to citizens, the reputational risk associated with introducing a new scheme and the risk to collection rates.

Comments checked by Andy Taplin. Service Assurance Specialist – Revenues 01295 227030

**Equalities:**

An Equalities Impact Assessment must be undertaken as part of the council tax support consultation to ensure there is no adverse impact upon any particular people or groups of people. This will ensure that people are not disadvantaged due to race, religion, disability, sexual orientation, age or socio-economic background. Similar EqIA may be required for other welfare reform projects.

Comments checked by Claire Taylor, Community and Corporate Planning Manager on 0300 0030113 x1563

**Wards Affected**

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All

**Corporate Plan Themes**

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The Local Government Resources Review covers several themes including District of Opportunity and An Accessible, Value for Money Council.

**Lead Member**

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Councillor Ken Atack  
Lead Member for Financial Management

## Document Information

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Council Tax Support
Appendix 2	Business Rates localisation
Appendix 3	Welfare reform issues
Appendix 4	Universal credit
<b>Report Author</b>	Karen Curtin, Head of Finance and Procurement
<b>Contact Information</b>	<p>Karen Curtin, Head of Finance and Procurement 0300 0030106 <a href="mailto:karen.curtin@cherwellandsouthnorthants.gov.uk">karen.curtin@cherwellandsouthnorthants.gov.uk</a></p> <p>Andrew Taplin, Service Assurance Technical Specialist – Revenues on 01295 227030 <a href="mailto:andrew.taplin@cherwell-dc.gov.uk">andrew.taplin@cherwell-dc.gov.uk</a></p> <p>Ryszard Filipiak, Service Assurance Technical Specialist – Housing Benefits on 01295 227067 <a href="mailto:ryszard.filipiak@cherwell-dc.gov.uk">ryszard.filipiak@cherwell-dc.gov.uk</a></p>

## **Appendix 1**

### **Council Tax Support**

#### **Background**

From April 2013 Council Tax Benefit will be abolished and will be replaced with a Council Tax support scheme. Unlike Council Tax Benefit (CTB) which is set by central government the new Council Tax support scheme must be defined by individual Local Authorities.

Funding for the new scheme will be a grant based on the current CTB expenditure with a reduction of 10%. For CDC this reduction is £744,495 and of this approximately 13.34% will be borne by the billing authorities [district and parish councils] which equates to £99,613.

#### **Implications**

1. Local Authorities are required to set their own scheme by 31<sup>st</sup> January 2013. If they do not a default scheme will be imposed by Central Government on the basis of the current scheme, but with reduced resources.
2. As highlighted above the Government will only fund 90% of the cost of the scheme.
3. All financial risks will transfer to billing authorities and the major precepting authorities.
4. Currently the authority receives a grant of £942,787 in 11/12 for the administration of Housing and Council Tax Benefit. Central Government has indicated that changes to support for council tax and to Housing Benefit will impact on the level of administration grant we can expect to receive.
5. The Government has confirmed that pensioners must be protected from any change under the new scheme. For Cherwell District Council this equates to 48% of our existing caseload. Authorities are also required to consider what protection is appropriate for vulnerable groups and this will be at local discretion. This means that any reduction in cost will be borne by a smaller group of people.
6. Any local scheme should support the positive work incentives under Universal Credit
7. The timescales for implementation are very short and consultation must be carried out for a period of up to 12 weeks.

#### **Options**

Given the very short timescales it will not be possible to devise and implement a brand new scheme by 1<sup>st</sup> April 2013 particularly when considering the need for software suppliers to develop and deliver a bespoke system based on any new scheme.

This may mean that for year 1 the scheme will only be a variation on the current scheme with adjustments to enable savings to be made.

One of the challenges of the timescales will be whether to pass on the budget reductions and, if so, to which groups.

Financial modelling will need to be carried out to assess the potential impact of any proposed scheme and this work will also include identifying risks such as impact on the collection fund.

There are four options that may be considered:

### **Option 1 - No change**

This would mean that the grant reduction would have to be absorbed in other ways for example through an increase in Council Tax or from other sources. If the default scheme is adopted then work would still be required to implement the scheme.

### **Option 2 – Brand new scheme**

This option could include:

- Reducing support for all claimants (except pensioners) by only funding a percentage of council tax liability
- Restrict support to the level for a band D property
- Apply more aggressive means testing such as changing disregards and tapers.

Based on the timescales available and the implications for software suppliers this will not be an option for year 1 but could be considered for year 2 by which time there will also be good practice to adopt.

### **Option 3 - To adjust Council Tax Discounts and exemptions**

This option would mean reducing or removing the following discounts and exemptions either as an authority or as part of a county wide scheme;

- Class A exemptions (for property undergoing major repairs)
- Class C exemptions (for empty and unfurnished properties for up to six months).
- Class L (mortgagee in possession)
- Second Home discount
- Long term empty property [when over 2 years empty we can charge additional 50% on top of full charge]

### **Option 4 – To increase Council Tax**

Council Tax could be increased over a period of time to cover the shortfall in grant. However SNC have made a commitment within its Business plan not to increase Council Tax and any excessive increases could be subject to a local referendum.

### **Consultation**

The council is required to submit the proposals for any new scheme to some form of public scrutiny and challenge. The normal period for consultation is 12 weeks. The council will also be required to work and consult with other precepting authorities including the County Council and Police Authority. Members are asked to note these requirements and to agree that consultation can be done.

### **Timetable for Implementation**

July 2012

- Initial report to Executive

July to September 2012

- Options appraisal
- Consultation
- Financial modelling
- Discussions with software suppliers
- Regular reports to Executive Committee

September/October 2012

- Update report to Executive

October 2012 to November 2012

- Implementation planning

December 2012

- Final scheme recommendations to be considered by members

### **Financial Implications**

1. The 10% reduction in funding which, based on 13.34%, equates to approximately £100,000 for CDC
2. A reduction in the administration grant – figures not yet known
3. The impact on collection rates and a possible increase in the cost of collection
4. Potential cost of designing a new scheme for year 2 and possible transitional protection if the scheme is changed from year 2.
5. The impact on resources if the number of applications for support should increase dramatically.

### **Next steps**

- Financial modelling to be done for all of the options
- Consultation with stakeholder to be carried out if possible with neighbouring authorities
- Recommendation report to Executive committee
- With agreement from members a consultation process on options should take place
- Implementation planning for new scheme
- Final recommendations to members

## **Appendix 2**

### **Business Rates Localisation**

#### **Background**

The first phase of LGRR includes plans to change the way in which Business Rates are collected and distributed from April 2013. Currently £19 billion in Business Rates is collected by Councils and pooled by central Government. This is then redistributed across all local authorities via Formula Grant. Some councils receive more from the pool than they contribute and some receive less.

CDC collects £69.8 million but receives only £8.8 million from NNDR in the form of formulae grant.

Under new proposals councils would retain some of their locally raised Business Rates. The scheme is designed give local authorities an incentive to promote growth over the longer term and reduce dependency on central government.

Authorities can choose to form pools and be treated as a single authority under the new scheme. Pooling arrangements will be voluntary and it would be for the pool members to decide how to distribute revenues within the pool. If we decide to pool we will also need to decide if we want to nominate ourselves to administer the pooling arrangements.

There will be no change to the way businesses pay rates and central Government will retain the rate-setting powers (i.e. continue to set the business rate multiplier nationally) and there will be no change to the current system of business rate reliefs.

The Government intends to establish a baseline position in 2013/14 for each local authority in terms of the amount of money they receive from central government and the level of business rates that is collected.

Using this baseline position the Government will develop a process of tariffs and top-ups – so those areas that generate business rates revenue in excess of their baseline position will be required to pay a tariff, while those with a business rates yield below their baseline will receive a top-up.

The Government has confirmed that there will be no cap on the amount of resources an authority can receive through the local retention of business rates but the Bill includes the provision to introduce a levy where a fixed proportion of the business rate growth may have to be returned to Central Government. This will be used as a safety net for business rates reductions for authorities that see their rate levels drop below a set percentage below the baseline figure. Authorities will still be required to meet any reductions up to the level of the safety net.

The Bill also enables local authorities to carry out Tax Increment Financing (the ability to undertake borrowing against future business rates growth).

#### **Implications**

1. The timescale for implementing such a major change is very short and the financial implications for the authority are not yet clear. Firm figures are not likely to be known until later this year when the baseline figures are confirmed.



2. Once the baseline is set it could underpin the system for up to ten years. The 2012/13 grant will therefore impact for years.
3. It is unclear how the baseline and tariffs and top-ups will change in future and this may impact on the finances of the council.
4. Local authorities can choose to form voluntary pools within the system allowing them to share the benefits of growth and lessen the impact of economic instability.

### Options

1. To pool with other local authorities. This has two potential benefits in that it could enable us to make additional increases in growth by taking advantage of economic efficiencies and it could also help to manage volatility by sharing the fluctuations across a wider economic area. There are also challenges in pooling in making them work. For example, getting the geographies right and reliance on co-operation between the member authorities. Initial modelling within Oxfordshire FO group shows a potential benefit to pooling but further work is required.
2. Not to pool with other authorities.

### Timetable

#### July 2012

- Analysis of gross rates payable figure
- Analysis of business rates income in potential pooling authorities and how this may change.
- Pooling expressions of interest by 27<sup>th</sup> July 2012

#### September/October 2012

- Update report to Executive and impact on medium term financial strategy and future funding

### Financial Implications

The full financial implications for the authority are not yet known. Once the baselines are set, future changes in budgets will be linked to business rates growth and not aligned to a new assessment of need until any reset of the baseline, tariffs and top-ups.

### Next steps

- To undertake financial modelling
- To consider whether to pool with other authorities and submit an expression of interest.

## Appendix 3

### Other Welfare Reform issues

#### Background

1. The paper provides a brief review of the Welfare Reform Act 2012 and raises the potential impacts on the council and the county including:
  - The potential increase in families that are classed as 'intentionally homeless'.
  - The potential impact of housing benefit changes on supported housing facilities and their residents.
  - The potential longer term impact of a shifting population as families and individuals attempt to find affordable rents. This could affect schools in particular.
  - The potential impact on young people of working age who, as a result of the government's protection of benefits for under-16s and pensioners, are likely to be disproportionately impacted by the reforms.
  - The transfer of Council Tax Benefit responsibilities from central government to billing authorities resulting in localised Council Tax benefit support schemes.

It is envisaged that the largest impact of the changes will be on the following groups:

- young single unemployed people
  - people in supported housing
  - large families
  - disabled people
2. Under the Act the county council takes on a new responsibility for managing the replacement of the discretionary element of the Social Fund by a localised assistance programme ('Local Welfare Assistance') from April 2013.

It should be noted that the changes highlighted below are being considered as part of the normal workloads of the Benefits team including working with all interested stakeholders and establishing a strong communication channel for the changes.

#### 1. **A brief review of the Welfare Reform Act**

The main elements of the Act are listed below.

##### **A. Size eligibility criteria extended to social housing**

Size eligibility criteria, currently in place in the private rented sector, is to be extended to social housing. This means that any working-age household deemed to be under-occupying their home will either have to move to a smaller property or lose part of their Housing benefit from April 2013. The deductions for under-occupancy will be 14% for one room and 25% for two or more rooms.

DWP admit it is likely that there will be a mismatch between properties available and the make-up of households, meaning that insufficient suitable properties exist, stopping a move even if tenant and landlord were willing. In this instance benefit will still be reduced.

Key groups likely to be affected by this policy:

- Unemployed, young single people –the amount of money a young individual can claim for housing benefit relates to the cost of a single room in a shared household (the ‘shared room rate’). The age range to which this applies has been increased from 24 years to 34 years. As a result single people between the ages of 25 and 34 will see a significant reduction in their benefit income and be deemed to be ‘under occupying’ if currently living in a standalone residence. (People of pensionable age are excluded from this change in size-eligibility criteria.)
- Couples or individuals whose children have moved out– but still live in a ‘family’ home.

Work is being undertaken to identify affected cases and to work with the housing providers to lessen the impact of this change.

## B. Benefits cap

Benefits for out of work households are to be capped from April 2013 onwards. Until the UC system is introduced this cap will be enforced by district authorities through Housing benefit.

The cap will be set at a working household’s average net earnings – currently expected to be £26k per year for lone parents or couples with children and around £18k for single childless people.

Key groups likely to be affected by this policy:

- Large families - the measure for calculating the maximum benefit has been criticised as it does not take into account household size, household circumstances, or variations in housing cost, meaning the change will mainly affect large families (those requiring four bedrooms or more).

This could see a rise in families classed as ‘intentionally homeless’ i.e. where families have deliberately done (or not done) something that causes them to leave accommodation which they could otherwise have stayed in. These families become the responsibility of the county council due to its statutory duties in relation to ensuring children are not homeless.

It has been suggested that families may choose to migrate to cheaper areas as a result of the Act, potentially across authority boundaries. Any resulting movement of benefit claimants will have an effect in terms of ensuring continuity of services.

For CDC the early indications are that around 45 cases will be impacted upon by the Benefit cap of which the highest loss will be over £185 per week.

The DWP have written to the customers who may be affected and both SNC and CDC will also be working with the customers and housing providers to help with the impact of the Benefit cap.

## C. Application of the Consumer Price Index (CPI) to Local Housing Allowance (LHA)

LHA is payable to those on a low income who are renting from a private landlord. In April 2011, LHA payments were reduced to cover the cost of the cheapest 30% of local rents, rather than the average rent. From April 2013, as a result of this Act, it is

to be increased annually by the lesser of either CPI or rent officer review. The intention is that this will help keep private rents at more affordable levels.

Key groups likely to be affected by this policy:

- Households in areas where rents are expensive – the impact will be high in the Cherwell area.
- Individuals who live in supported housing - It is a possibility that some supported housing schemes will no longer be viable as a result of this reform. If unsupported, the clients of these schemes will likely either become homeless or call on other county council services. There has been no response as yet from the Department of Work and Pensions (DWP) to the consultation that closed in the Autumn of 2011 on the issue of Supported Housing in the context of Housing benefit reform, so the details of how the Act will impact on this group is yet to be confirmed.

#### **D. End of direct benefit payments to social housing landlords**

Payment of Housing benefit will no longer be paid direct to social housing landlords. Instead, tenants will receive the benefit as part of their UC every month from October 2012. The idea behind this is to replicate the experience of receiving a monthly salary. The only exception to this will be for 'vulnerable' people where direct payment may be facilitated.

Concerns about the possible impact of increased levels of arrears for tenants and increased costs for landlords in arrears recovery and write-offs have led to six demonstration projects being set up, including one at Oxford City Council. These are aiming to establish ways to protect landlords' finances and to help with clarification of those who count as 'vulnerable'.

Key groups likely to be affected by this policy:

- Households in areas where demand for private rental properties is high - those on Housing benefit will become even less desirable clients for private landlords. Again, this will be particularly acute in Oxford City and in the South Northamptonshire area.
- Families in debt or vulnerable to accruing rental arrears - A further risk is that there could be an increase of 'intentionally homeless' families as the result of the potential spiral of debt; advice providers are already reporting increases in homelessness enquiries and growing numbers using credit cards to pay their housing costs.

CDC is currently paying benefit directly to 361 landlords who will be impacted upon by this change.

#### **E. The Disability Living Allowance (DLA) to be replaced by the Personal Independence Payment (PIP)**

Working age people currently receiving the DLA will have to make a fresh claim to receive the new benefit that replaces it from April 2013, PIP. The budget for PIP will be 20% less than DLA so the aim is to focus funds on the most disabled. It follows that there will be working age people who qualified for DLA that will not qualify for PIP. DLA will continue for children under 16 and people over the age of 65.

Key groups likely to be affected by this policy:

- Working-age people who previously received DLA - a consultation on the new assessment criteria for the benefit ends on the 30<sup>th</sup> of June. (38% of DLA claimants are pension-aged and they will be unaffected.)

Although exact numbers are not yet known we are actively working with the DWP to identify the people who may be negatively affected by this change.

## F. Localisation of Social Fund

Community Care Grants and Crisis Loans which are currently administered by DWP will be abolished from April 2013 and will be replaced by new local assistance. The local assistance will be administered by local authorities.

Funding will be transferred from DWP to local authorities and will not be ring-fenced. The funding will be going to the County Council and work will be carried out as to how the budget is to be allocated and the way in which people can apply and claim for emergency provision in the area.

### Implications

1. It is envisaged that the largest impact of the changes outlined above will be on the following groups and they will need an increased level of support for which there will need to be a good communication strategy:
  - young single unemployed people
  - people in supported housing
  - large families
  - disabled people
2. There are implications arising from the localisation of social fund as these payments have historically supported the most vulnerable people in the district.

Work is underway with the County Council to decide who is best placed to deliver the service. One of the options may be for the Council to volunteer to administer this on behalf of the other districts.

### Timetable

#### July 2012

- Forums with Social landlords on welfare reform changes
- Data collection from social landlords for size criteria work
- Data matching for size criteria and high level details communicated to housing providers
- Identify cases affected by DLA/PIP changes

#### August - September 2012

- Work with housing providers on impact of reform
- Working with County Council on the administration of localised Social fund
- Communication plan to be devised

#### September-November 2012

- Communication to those affected cases
- Update reports to Executive as required

**Financial and resource implications**

- Impact on the Discretionary Housing Payment budget
- Impact on homelessness and resources for the Housing Options teams
- Increased customer contact as people face hardship
- Increase in the number of cases referred to debt and money advice service in CDC area

## **Appendix 4**

### **Universal Credit**

#### **Background**

The White Paper of November 2010 sets out the Coalition Government's plans to introduce legislation to reform the welfare system by creating a new Universal Credit with the aim of radically simplifying the system and reducing expenditure as well as improving work incentives. The draft regulations underpinning UC have now been published.

Universal Credit is a single benefit for working age customers that will replace all the current means tested benefits including Working Tax Credit, Child Tax Credit, Housing Benefit, Income Support, Job Seeker's Income Based and Employment Support Allowance from October 2013.

The claim process will be based on claimants using the internet and call centre technology which may present a challenge to some of our customers. It will be calculated and delivered from a number of support centres electronically with real time information from an upgraded HMRC system.

Payment of UC will be via a single monthly payment directly to the customer. This presents real concerns about management of budgets, rent arrears and impact on homelessness

Recent intelligence indicates that the implementation of UC is on track and within budget. The development of the real time IT is also progressing well.

Phase one of the migration to Universal Credit will begin in October 2013 with new claims and cases that have a relevant change. For example a change in tax credit will mean migration to Universal Credit. Phase two will commence in April 2014 with the start of a managed migration based on people who would benefit most from Universal Credit. The final stage will be all other cases to transfer before 2017.

The DWP and the Local Government Association (LGA) have recently issued a prospectus calling on local authorities in England to deliver pilots to support residents in preparation for Universal Credit. The pilots which are expected to start in autumn will focus on delivering face to face support. Cherwell District Council and South Northamptonshire Council have submitted a joint bid to become a pilot authority focused on promoting access to online support and helping the claimants to access work. Decisions will be made on the pilots in summer 2012.

Universal credit will be trialled in the North East and North West from April 2013 with approximately 1500 new claimants.

#### **Implications**

1. The Government is assuming that 80% of people will apply for UC on line. This may present a real risk to some of our most vulnerable citizens who do have access to a computer or who cannot use one.
2. There will be no 'front face' for UC although the Government have indicated that there may be a role for local authorities in the delivery of UC – for example

supporting people in accessing UC and supporting work incentives. We need to consider what this role may be and what the service may look like.

3. There will be HR issues relating to the introduction of UC. The Government has already indicated that there will be no TUPE arrangements for UC.
4. There is also a risk around the delivery of such as big IT change particularly as UC is so dependent on the delivery of real time PAYE details from HMRC. If the IT is not in place this may cause a delay in the assessment of UC.

### **Timetable**

<p>July 2012</p> <ul style="list-style-type: none"><li>• Draft regulations for UC</li><li>• DWP to confirm successful bids for pilots – CDC have submitted a joint bid with SNC</li></ul> <p>August – September 2012</p> <ul style="list-style-type: none"><li>• Details of administration grant to be published</li><li>• Details of transfer to UC to be confirmed for each authority</li></ul> <p>April 2013</p> <ul style="list-style-type: none"><li>• Pilot authorities for live UC claims to be introduced</li></ul> <p>May – June 2013</p> <ul style="list-style-type: none"><li>• Work to identify cases that may transfer to UC</li><li>• HR issues - staffing/resources</li></ul> <p>October 2013</p> <ul style="list-style-type: none"><li>• New claims and relevant changes claims transfer to UC</li></ul> <p>April 2014</p> <ul style="list-style-type: none"><li>• Managed migration to UC</li><li>• Pension claims transfer to Pension Credit</li></ul> <p>April 2015 – 2017</p> <ul style="list-style-type: none"><li>• Remaining cases transfer to UC</li></ul>
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### **Financial implications**

- Reduction in administration grant from April 2013
- Cost of providing a service until all the cases have migrated to UC.
- Potential costs of reducing the Housing Benefit service – redundancy costs etc
- Potential cost of providing a 'front facing' service for UC