

Public Document Pack



Committee: **Resources and Performance Scrutiny Board**

Date: **Tuesday 15 January 2013**

Time: **6.30 pm**

Venue **Bodicote House, Bodicote, Banbury, OX15 4AA**

Membership

Councillor Nicholas Mawer (Chairman)

Councillor Alyas Ahmed

Councillor Patrick Cartledge

Councillor Jon O'Neill

Councillor Nigel Randall

Councillor Douglas Williamson

Councillor Douglas Webb (Vice-Chairman)

Councillor Maurice Billington

Councillor Margaret Cullip

Councillor Neil Prestidge

Councillor Lawrie Stratford

Councillor Sean Woodcock

Substitutes

Councillor Andrew Beere

Councillor Mrs Diana Edwards

Councillor David Hughes

Councillor Rose Stratford

Councillor Surinder Dhesi

Councillor Tim Emptage

Councillor Alaric Rose

AGENDA

Overview and Scrutiny Members should not normally be subject to the party whip.

Where a member is subject to a party whip they must declare this at the beginning of the meeting and it should be recorded in the minutes.

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

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

3. Urgent Business

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

4. Minutes (Pages 1 - 4)

To confirm as a correct record the Minutes of the meeting of the Committee held on 11 December 2012.

5. Performance Management Framework Second Quarter 2012/13 Report (Pages 5 - 38)

Report of Policy and Performance Officer

Summary

The appended report, which was considered at the 3 December 2012 Executive meeting, covers the Council's performance for the period 1 July to 30 September 2012 as measured through the Performance Management Framework.

Recommendations

The Resources and Performance Scrutiny Board is recommended to:

- (1) Note progress, consider any areas of concern and areas of achievement and to determine any follow up action.

6. Budget Scrutiny 2013/14 (Pages 39 - 64)

The Council has to adopt a budget for 2013/14 as the basis for calculating its level of Council Tax and has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years.

The Board agreed recommendations to the Executive at their December meeting for consideration as part of draft one of the 2013/14 budget (attached as an appendix to the report to Executive). Officers will provide a verbal update at the meeting on the recommendations where required.

This will be an opportunity for the Board to consider draft one of the 2013/14 budget (report to 7 January 2013 Executive attached) and make any observations/comments/recommendations to the Executive and receive an update on progress against recommendations from previous budget scrutiny reviews (please note this appendix will follow as it is currently being finalised).

The final 2013/14 budget will be presented to Council for consideration on 25 February 2013.

7. **Resources and Performance Scrutiny Board Work Programme 2012/13**
(Pages 65 - 72)

Report of Head of Law and Governance

Summary

This report presents the Resources and Performance Scrutiny Board work programme 2012/13 for consideration.

Recommendations

The Resources and Performance Scrutiny Board is recommended:

- (1) To consider the Resources & Performance Scrutiny Board work programme 2012/13 as set out at Appendix 1 of the attached report.

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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

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

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

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

Sue Smith
Chief Executive

Published on Monday 7 January 2013

Agenda Item 4

Cherwell District Council

Resources and Performance Scrutiny Board

Minutes of a meeting of the Resources and Performance Scrutiny Board held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 11 December 2012 at 7.30 pm

Present: Councillor Nicholas Mawer (Chairman)
Councillor Douglas Webb (Vice-Chairman)

Councillor Alyas Ahmed
Councillor Maurice Billington
Councillor Margaret Cullip
Councillor Neil Prestidge
Councillor Nigel Randall
Councillor Lawrie Stratford
Councillor Douglas Williamson
Councillor Sean Woodcock

Substitute Members: Councillor Andrew Beere (In place of Councillor Patrick Cartledge)

Apologies for absence: Councillor Patrick Cartledge
Councillor Jon O'Neill

Officers: Karen Curtin, Head of Finance and Procurement
Nicola Jackson, Corporate Finance Manager
Beth Baines, Strategic Finance Accountant
Natasha Clark, Team Leader, Democratic and Elections
Sharon Hickson, Assistant Democratic and Elections Officer

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Declarations of Interest

There were no declarations of interest.

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Urgent Business

There was no urgent business.

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Minutes

The Minutes of the meeting held on 16 October 2012 were agreed as a correct record and signed by the Chairman.

Budget Scrutiny 2013/14

The Chairman welcomed the Head of Finance and Procurement, the Corporate Finance Manager and the Strategic Finance Accountant to the meeting and explained that this would be an opportunity for Members to review the recommendations agreed at the October meeting of the Board and agree any additional recommendations related to the 2013/2014 budget, in particular in relation to capital bids whereby additional information had been requested. An informal budget scrutiny meeting had been held prior to the Resources and Performance Scrutiny Board meeting at which Members had considered in depth supplementary information pertaining to capital bids.

The Board's recommendations would be submitted to the Executive for consideration in January 2013. The final budget would be presented to the Council for consideration on 25 February 2013.

Capital Bids

At the Board's October meeting, Members had agreed that recommendations on the following capital bids be deferred:

- i. Replacement Air Conditioning Plant to Main Chamber, Bodicote House
- ii. Highfield Depot – Proposed Redevelopment of Office and Welfare Facilities
- iii. Planning and Building Control replacement of ICLIPSE (Northgate)
- iv. Corporate – Electronic Document and Records Management System (EDRMS)
- v. Joint Intranet (CDC and SNC)
- vi. Thorpe Lane Hard Standing Depot

Replacement Air Conditioning Plant to Main Chamber, Bodicote House

The Head of Finance and Procurement confirmed that this bid was not part of the capital bid for works associated with the findings of the conditions survey rather it was a separate bid to undertake work that had previously been identified. Members were satisfied that as the work was essential and there were also potential cost and environmental benefits the bid should be recommended for inclusion in the capital programme 2013/14.

Notwithstanding their support for the bid, Members raised concerns as to why the work had not been undertaken previously.

Highfield Depot – Proposed Redevelopment of Office and Welfare Facilities

(Highfield Depot Relocation Feasibility – resubmitted Highfield Depot – Proposed Redevelopment of Office and Welfare Facilities bid): Following initial consideration of this bid, it had been resubmitted as a bid for capital funding to undertake a full technical redevelopment assessment and valuation of the Highfield Depot site. The Board agreed that this bid should be recommended for inclusion in the 2013/14 capital programme up to a value of £65k as it represented the only way forward as it was essential to have all relevant information to enable a plan to be developed about the future of the site. Members recognised that the procurement exercise to appoint a consultant to carry out the feasibility study could result in a lesser cost.

Corporate – Electronic Document and Records Management System (EDRMS) and Planning and Building Control replacement of ICLIPSE (Northgate)

The Board was advised that the Planning and Building Control replacement of ICLIPSE (Northgate) bid had been incorporated in the EDRMS bid. Following the receipt of supplementary information and consideration of a draft business case Members agreed to recommend that the Executive earmark reserve capital receipts to a maximum of £700k for the implementation of EDRMS, subject to:

- A full business case being brought forward
- Site visits being made available for Members to see and hear about actual benefits realised in other councils, and the systems used
- If the subsequent business case is approved, which delivers this significant business change in stages in the way that best enables and supports delivery of strategic priorities
- South Northamptonshire Council Cabinet taking a similar decision

The Board stressed that the detailed business case should cover how the change would be managed; the migration of other systems and the arrangements to be put in place to backfill officers as required; cashable and non-cashable savings.

The Board recommended that the capital receipts should be earmarked to ensure capital funding would be available should the detailed business case be supported and not allocated to other projects.

As the bid was for a joint project with South Northamptonshire Council, Members requested that officers provide feedback following consideration of the bid by SNC Members.

Joint Intranet (CDC and SNC)

Following consideration of supplementary information, the Board agreed that this bid should not be recommended for inclusion in the capital programme 2013/14 as Members felt that it was not a priority at the current time

Thorpe Lane Hard Standing Depot

Following consideration of supplementary information relating to this bid, Members agreed that it was essential that the bid be recommended for inclusion in the 2013/14 capital programme to address and potential health and safety issues before they arise.

Concessions Policy

As part of a previous budget scrutiny process, Members had identified the need for a consistent approach to concessions across the authority. As part of the 2013/14 budget scrutiny process nominated Board Members had met with Finance Officers to reviews the concessions currently offered by the council and third parties. It had been noted that there were discrepancies and focus should be on developing overarching principles taking into consideration services CDC delivers, services externally delivered and which groups were currently in receipt of concessions.

The Board noted that the concessions review could only give guidance for services delivered by CDC and guide through Service Level Agreements for

third party providers. It was further noted that an equality impact assessment would be need to be undertaken. It was agreed that work on concessions principles would be ongoing with a view to a policy being implemented with effect from April 2013.

Recommendations to Executive

The Board endorsed the remainder of the recommendations to Executive that had been agreed at their October meeting and noted that they, together with the additional recommendations agreed earlier during the agenda item, would be submitted to the 7 January 2013 meeting of Executive for consideration as part of draft one of the 2013/14 budget.

Budget Context and Budget Scrutiny 2013/14 ~ Future Items

The Head of Finance and Procurement advised the Board that the council was still awaiting the Government settlement and until this was received, the draft budget could not be completed. It was anticipated that the settlement announcement would be on 19 December.

The Chairman advised the Board that Members would have the opportunity to review draft one of the 2013/14 budget at their January meeting. In addition, Members would receive an update on progress against recommendations from previous budget scrutiny reviews.

Resolved

- (1) That the recommendations, conclusions and comments relating to the Capital Programme 2013/14, the Environmental Services and Homelessness budgets and Concessions Policy as set out at appendix 1 to these minutes be submitted to the Executive for consideration as part of draft 1 of the 2013/14 budget.

44 Resources and Performance Scrutiny Board Work Programme 2012/132

The Board considered a report of Head of Law and Governance which presented the Resources and Performance Scrutiny Board work programme 2012/13 for consideration.

Resolved

- (1) That the Resources & Performance Scrutiny Board work programme 2012/13 be noted.

The meeting ended at 8.10 pm

Chairman:

Date:

Resources & Performance Scrutiny Board

Performance Management Framework Second Quarter 2012/13 Report

15 January 2013

Report of Policy and Performance Officer

PURPOSE OF REPORT

The appended report, which was considered at the 3 December 2012 Executive meeting, covers the Council's performance for the period 1 July to 30 September 2012 as measured through the Performance Management Framework.

This report is public

Recommendations

The Resources and Performance Scrutiny Board is recommended to:

- (1) Note progress, consider any areas of concern and areas of achievement and to determine any follow up action.

Details

Introduction

- 1.1 The attached performance report which was submitted to Executive on 3 December (Appendix 1) provides information on the Council's performance in the second quarter of 2012/13 measured through the performance management framework. To measure performance we use a 'traffic light' system where Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators and commentary is presented in the appendices to the report to the Executive.
- 1.2 At their meeting, the Executive resolved the following:
 - (1) *That the following achievements be noted:*

Corporate Pledges

Cherwell: A District of Opportunity

- Continuing to support Job Clubs – a total of 65 held this year – including work with Career Contact and Career and Opportunities Gateway Job clubs to help professional /managers. A Job Club Engagement Officer has been appointed through OCC Libraries Services to provide additional focus upon Neithrop & Ruscote.
- Affordable housing progress with the Eco Bicester demonstration project at Bryan house completed. This is the highest level of sustainable affordable housing ever delivered in Cherwell district. Also, 18 Units of affordable homes have been completed at Dashwood Primary School, meeting the needs of the conservation area and a significant contribution to the Brighter Futures in Banbury initiative.
- Bicester Town Centre is on target to open in summer 2013 as planned. A brief will be issued following architects discussion around Bolton Road. Spiceball environmental works are on-going.

A Cleaner Greener Cherwell

- Recycling rate is at similar level to last year. Garden waste tonnage has increased but dry recycling has decreased a little. The reduction in recycling rate will also be affected by not being able to compost street sweepings. Publicity of recycling is planned to be promoted from Oct – Dec to increase recycling further.
- Satisfaction with Street Cleanliness has risen this year to 69% which is the second highest we have attained.
- The Cocoon discounted insulation scheme closed for new applications on 30/09/12. Final output details should be available before Christmas. Residents will be able to obtain insulation and other energy saving measures at no upfront cost through the Green Deal. The council has committed to participation in a Community Interest Company which will act as a Green Deal Provider. This service is not yet available due to government delays, but should launch in the near future. Recent Warm Front promotion has resulted in 98 referrals to date; final output figures will be available in April 2013.
- Eco Bicester site preparation expected in late 2012 and construction of the first Eco Bicester houses expected in early 2013.

A Safe, Healthy and Thriving District

- Best Bar None scheme (working with Local Police and Licence Holders) is behind schedule, however discussions with Head of Service have taken place and service delivery has been planned.

- *Oxfordshire County Council to attend fortnightly Joint Agency and Tasking Coordination Group with the Thriving Families lists to discuss and disseminate to all partners for regular feedback.*
- *South West Bicester Sports Villages have had delays in laying out the grass pitches due to the inclement weather earlier this year. Revised programme now in place.*
- *Sportivate initiative is being delivered across the district inspiring young people to take up sporting opportunities.*
- *Planning approval for the new hospital has been granted in Bicester on the existing hospital site. The preferred bidder is still in place. On-going dialogue between the Primary Care Trust and Strategic Health Authority to progress the report.*
- *Supporting volunteering across the district – We received Volunteer Connects (VC) Quarter Two report for support to volunteering and volunteer transport schemes, which contained positive information. Volunteering Opportunities are progressing well. Volunteers have been placed within organisations and VC appear to have a good working relationship with likeminded organisations within the area. Bases have now been established in Bicester and Kidlington. VC are also looking at rural access points and are using social media to promote the service.*
Volunteer Car Driving Services are progressing, albeit still slow. They have supported the establishment a rural volunteer driver scheme by carrying out all back office paperwork including CRB and reference checks. This initial scheme to be used as a module for further schemes. Their current number of volunteer drivers now totals 14.

An Accessible Value for Money Council

- *70% of the £800,000 savings required has been achieved with plans to secure the remainder.*
- *SPA Future Thinking (Consultation Agency) have conducted the annual customer service satisfaction survey, results are due early October and indications are very positive.*
- *Govmetric continues to collect citizen data and feedback from emails. The SOCITM (Associate for ICT and related professionals in the Public and third sectors). Better connected 2012 review is currently being undertaken and the resulting report will identify good practice in the development of local authority websites based on extensive evidence based research. We are currently planning to undertake an accessibility/usability review of the main website that will help improve the ease of access of the website and services.*

(2) *That no further performance or risk related matters for review or consideration in future reports be identified.*

1.3 The Performance Scrutiny Working Group (PSWG) usually reviews the Performance Management information and feeds and comments into the Resources and Performance Scrutiny Board. Due to the autumn meetings of the PSG focussing on budget scrutiny, this was not possible and the report is therefore being presented directly to the Resources and Performance Scrutiny Board for consideration.

1.4 The Quarter 3 Performance Monitoring report will be submitted to the February meeting of Executive and subsequently submitted to the 26 February 2013 meeting of the PSG for consideration.

Implications

Financial: There are no direct financial implications arising from this report. Financial implications regarding the Performance Management report are as set out in the appended report to Executive.

Comments checked by Sarah Best, Service Accountant, 01295 221982

Legal: There are no direct legal implications arising from this report. Legal implications regarding the Performance Management report are as set out in the appended report to Executive.

Comments checked by Paul Manning, Solicitor 01295 221691

Risk Management: There are no direct risk implications arising from this report. Risk implications regarding the Performance Management report are as set out in the appended report to Executive.

Comments checked by James Doble, Democratic and Elections Manager, 01295 221587

Wards Affected

All

Corporate Plan Themes

All

Executive Lead Member

Councillor Nicholas Turner
Lead Member for Performance and Customers

Document Information

Appendix No	Title
Appendix 1	Performance Management Report to Executive, 3 December 2012
Background Papers	
None	
Report Author	Natasha Clark, Team Leader, Democratic & Elections
Contact Information	01295 221589 natasha.clark@cherwellandsouthnorthants.gov.uk

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Executive

Performance and Risk Management Framework 2012/13 Second Quarter Performance Report

3 December 2012

Report of Head of Transformation

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 July to 30 September 2012 as measured through the Performance Management Framework.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To identify any further performance or risk related matters for review or consideration in future reports.

Executive Summary

Introduction

1.1 This is a report of the Council's performance in the second quarter of 2012/13 measured through the performance management framework. The report covers key areas of performance, these are: performance against the Council's 17 public pledges; financial performance, human resources performance and customer feedback as well as progress against the Corporate Priorities and associated performance measures.

In addition performance against the Corporate Equalities Plan, Brighter Futures in Banbury, Major Programmes and Significant Partnerships is also included.

To measure performance we use a 'traffic light' system where Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators and commentary is presented in the appendices to this report.

1.2 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at the

directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

Proposals

1.3 The Executive is asked to note the significant progress made in delivering the Council's objectives. Particular highlights include:

Corporate Pledges

Cherwell: A District of Opportunity

- Continuing to support Job Clubs – a total of 65 held this year – including work with Career Contact and Career and Opportunities Gateway Job clubs to help professional /managers. A Job Club Engagement Officer has been appointed through OCC Libraries Services to provide additional focus upon Neithrop & Ruscote.
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A Cleaner Greener Cherwell

- Recycling rate is at similar level to last year. Garden waste tonnage has increased but dry recycling has decreased a little. The reduction in recycling rate will also be affected by not being able to compost street sweepings. Publicity of recycling is planned to be promoted from Oct – Dec to increase recycling further.
- Satisfaction with Street Cleanliness has risen this year to 69% which is the second highest we have attained.
- The Cocoon discounted insulation scheme closed for new applications on 30/09/12. Final output details should be available before Christmas. Residents will be able to obtain insulation and other energy saving measures at no upfront cost through the Green Deal. The council has committed to participation in a Community Interest Company which will act as a Green Deal Provider. This service is not yet available due to government delays, but should launch in the near future. Recent Warm Front promotion has resulted in 98 referrals to date; final output figures will be available in April 2013.
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A Safe, Healthy and Thriving District

- Best Bar None scheme (working with Local Police and Licence Holders) is behind schedule, however discussions with Head of Service have taken place and service delivery has been planned.
- Oxfordshire County Council to attend fortnightly Joint Agency and Tasking Coordination Group with the Thriving Families lists to discuss and disseminate to all partners for regular feedback.
- South West Bicester Sports Villages have had delays in laying out the grass pitches due to the inclement weather earlier this year. Revised programme now in place.
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An Accessible Value for Money Council

- 70% of the £800,000 savings required has been achieved with plans to secure the remainder.
- SPA Future Thinking (Consultation Agency) have conducted the annual customer service satisfaction survey, results are due early October and indications are very positive.
- Govmetric continues to collect citizen data and feedback from emails. The SOCITM (Associate for ICT and related professionals in the Public and third sectors). Better connected 2012 review is currently being undertaken and the resulting report will identify good practice in the development of local authority websites based on extensive evidence based research. We are currently planning to undertake an accessibility/usability review of the main website that will help improve the ease of access of the website and services.

1.4 The performance management framework allows Councillors to monitor the progress made in delivering our objectives and to take action when

performance is not satisfactory, risks to performance are identified or new issues arise. The report also contains direction of travel to highlight areas prior to them becoming an issue. There are a number of such items identified in this report and we recommend officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

Corporate Scorecard

Customer Services response time to callers was lengthy with an average wait of 1 minute 27 seconds but many had to wait several minutes. As a consequence the abandoned call rate increased. Corporate Recovery amended their targets and this resulted in more complicated calls.

- During April – Sept self-employment advice was provided to 43 residents through Oxfordshire Business Enterprises and 34 business enquiries have been received re growth or inward investment.
- Rolling programme of Conservation Area Appraisals continues and recently the Oxford Canal Appraisal was completed with South Northants District.

Some areas of concern are

Corporate Pledges

Corporate Plan

- Delivering 500 new homes in year is off target with a provisional figure of 121 completions at mid-year
- New policy for Developer contributions has not been implemented due to focus on the Local Plan.
- Determination of major planning applications is considerably outside of target with only 2 out of the 12 applications in Q2 being determined in time.
- Planning appeals allowed greatly increased in Q2

Conclusion

1.5 In this report we show that at the second quarter the Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities. The report also highlights a small number of areas which the Council needs to keep under review to ensure targets are met.

Background Information

2.1 **Progress on issues raised in the last Executive performance review**
No areas were raised for further review

2.2 **Overview of Performance**

Paragraphs 2.3 – 2.13 provide a more detailed summary of the Council's performance against its comprehensive performance and risk framework. The detailed performance indicators and commentary against each of these are contained within appendices one to five.

2.3 Corporate Scorecard – Corporate Plan Pledges

The Corporate Scorecard includes the 17 pledges which were included in the 2012/13 Council Tax Leaflet which was sent to every household in Cherwell. Of these are 16 Green, 1 Amber and 0 Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

2.4 Corporate Scorecard: Financial Performance

There are two finance targets, relating to predicated variance against revenue and capital budgets. Both are Green. There are no issues of concern at this point.

2.5 Corporate Scorecard: Human Resources

Two Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience. Turnover and sickness are both green.

2.6 Corporate Scorecard – Customer Feedback

Three key measures are covered: speed of telephone response, customer satisfaction as measured through bi-annual mystery shopping and customer complaints. Speed of response calls is currently red as referred to earlier.

2.7 Corporate Programmes

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

It should also be noted that the template covers both Cherwell and South Northamptonshire programmes, reflecting the shared nature of the agenda.

2.8 Corporate Equalities Plan

The corporate equalities plan is a cross-council plan that aims to improve customer access, tackle inequality and disadvantage, build strong communities and improve community engagement. It also ensures that the Council is compliant with all equalities legislation.

During the last year there have been a number of changes to the legislation and the Council's plans and polices reflect this. As legislation changes Cherwell District Council equalities policies are reviewed. Details in Appendix C

2.9 Brighter Futures in Banbury

The Brighter Futures in Banbury programme is a long term and strategic priority for the Council and the Cherwell Local Strategic Partnership. It is part of a wider county approach to break the cycle of deprivation and tackle disadvantage. In Banbury the programme aims to address seven key themes:

1. Early Years community learning and young people's attainment
2. Employment support & skills
3. Family support & NEETS
4. Financial Inclusion & Housing
5. Health and wellbeing
6. Safer and stronger communities
7. Performance & Community Engagement

Full Details in Appendix D

2.10 Significant Partnerships

The Council has identified 17 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together. Of these partnerships 7 are county wide (including the County Local Strategic Partnership and its supporting thematic partnerships) the remaining partnerships are specific to the Cherwell district and directly support our strategic priorities. Appendix E.

Key Issues for Consideration/Reasons for Decision and Options

3.1 This report presents the Council's performance against its corporate scorecard for the second quarter of 2012/13. It includes an overview of successes, areas for improvement and emerging issues to be considered.

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

Option One

- (1) To note the achievements referred to in paragraph 1.2
- (2) To request that officers report in the second quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To identify any further performance or risk related matters for review or consideration

Option Two

To identify any additional issues for further consideration or review.

Consultations

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

Implications

Financial:	Financial Effects – The resource required to operate the Performance Management Framework is contained within existing budgets. However the information presented may lead to decisions that have financial implications. These will be viewed in the context of the Medium Term Plan & Financial Strategy and the annual Service & Financial Planning process.
	Efficiency Savings – There are none arising directly from this report.
	Comments checked by, on behalf of Head of Finance, 0300 0030106
Legal:	There are no legal issues arising from this report.
	Comments checked by James Doble on behalf of the Monitoring Officer, 0300 0030107
Risk Management:	The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Risk Register and reported quarterly to the Audit Committee.
	Comments checked by Louise Tustian, Senior Improvement & Performance Officer.
Data Quality	Data for performance against all indicators has been collected and calculated using agreed methodologies and in accordance with Performance Indicator Definition Records (PIDRs) drawn up by accountable officers. The council's performance management software has been used to gather and report performance data in line with performance reporting procedures.
	Comments checked by Louise Tustian, Senior Improvement & Performance Officer.

Wards Affected

All

Corporate Plan Themes

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

Executive Lead Member

**Councillor Nicholas Turner
Portfolio Holder for Performance Management and Improvement**

Document Information

Appendix No	Title
Appendix A	Corporate Performance Report
Appendix B	Major Programmes
Appendix C	Equalities
Appendix D	Brighter Futures in Banbury
Appendix E	Significant Partnerships
Background Papers	
Corporate Priorities 12/13	
Report Author	Shirley Vaughan, Policy and Performance Officer
Contact Information	01327 322375 shirley.vaughan@Cherwellandsouthnorthants.gov.uk

CHERWELL DISTRICT COUNCIL

Executive Committee

3 December 2012

Performance Report – Second Quarter 2012

Key to Performance Report

Corporate Priorities		Performance Indicators **	
Green	On track towards outcomes	Green	On or over target
Amber	Making progress	Amber	Up to 10% under target
Red	Not making progress	Red	More than 10% under target

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** please note there are monthly, quarterly and annual targets, where appropriate in-year RAG status is adjusted accordingly.



Corporate Pledges

A District of Opportunity

Service	Tasks	Q1 RAG	Q2 RAG	Latest Commentary
Strategic Planning & the economy	Continue to support skills development, apprenticeships & job clubs in order to reduce the number of young people not in education, employment or training	Green	Green	<p>In September 2012: 5 regular Job Clubs were held: 2 in Banbury, 2 in Bicester and 1 in Kidlington. 45 job seekers attended.</p> <p>Also at the Mill Cottage in Banbury: 4 'Career & Opportunity Gateway' Job Clubs were held on Wednesday evenings, helping 18 professionals/managers.</p> <p>4 additional Job Club workshops were held on Thursdays through Career Connect.</p> <p>This brings the total number of job clubs held since April 2012 to 65.</p> <p>Assisted with process to appoint Job Club Engagement Officer through OCC Libraries Service to provide additional focus upon Neithrop & Ruscote.</p>
Strategic Planning & the economy	Complete the local plan as the foundation for economic growth in the district	Green	Green	The Local Plan has been consulted upon (29/8/12 – 10/10/12) and the consultation responses will be considered with any revisions made to the Plan prior to submission.
Regeneration & housing	Deliver 100 affordable homes in the District and support opportunities for self build and developing self build skills	Green	Green	<p>Good progress has been made on affordable housing delivery for 2012/13 - in particular, the eco Bicester affordable housing demonstration project at Bryan House has now been completed resulting in affordable homes at levels 4 & 5 of the code for sustainable homes (national energy efficiency standard) which is the highest level of sustainable affordable housing ever delivered in the Cherwell district. Also, the 18 units of affordable homes at the former Dashwood primary school have been completed, providing affordable homes that meet the conservation needs of the local area and make a significant contribution to Brighter Future in Banbury initiative.</p> <p>The affordable housing delivery over the years 2012/13 - 2014/15 is anticipated to be the strongest delivery period ever seen in the Cherwell district with an estimated delivery of up to 750 affordable homes being achieved. This delivery is important in providing a supply response to affordable housing need in the district and has been made possible through the investment-ready approach agreed by Cherwell District Council as part of its current Housing Strategy.</p>
Regeneration & housing	Continue to strengthen the leisure & retail facilities in Banbury & Bicester Town Centres	Green	Green	Bicester Town Centre progressing well and on target to open as planned summer 2013 Discussion held with architects re Bolton Road and the proposed revised masterplan drawings and brief is to be issued. For Spiceball the environmental works are ongoing

A Cleaner Greener Cherwell

Environmental Services	Increase the household recycling rate to 60%	Green	Green	Recycling rate at a similar level to last year. Garden waste tonnage is up but dry recycling is a little behind. We are no longer able to compost street sweepings which will reduce the recycling rate slightly but a lot of promotion work is planned for Oct – Dec to push recycling further.
Environmental Services	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	n/a	Green	The recent survey for street cleansing showed satisfaction had risen from 64.5% to 69% and is the second highest level we have attained.
Environmental	Reduce the Council's carbon footprint by 4% by further	Green	Green	First quarter showed a fall of just over 3%. Data for Q2 will not be available until November but signs are that we expect to hit the target of 4%

Services	improving the energy efficiency of our buildings and vehicles			
Regeneration & housing	Continue to give Cherwell residents the opportunity to take advantage of low cost discounted insulation under the new Green Deal replaces discount funding	Green	Green	<p>The Cocoon discounted insulation scheme closed for new applications on 30/9/12. Final output details should be available before Christmas.</p> <p>Residents will be able to obtain insulation and other energy saving measures at no up-front cost through the Green Deal. The Council has committed itself to participation in a Community Interest Company which will act as a Green Deal Provider. This service is not yet available, due to government delays, but should launch in the near future.</p> <p>Recent Warm Front promotion has resulted in 98 referrals to Warm Front to date. Final output figures will be available from Warm Front in April 2013.</p>
Strategic Planning & the economy	Begin construction of the Eco-Bicester houses	Green	Green	Site preparation expected in late 2012 with construction of first Eco Bicester houses expected in early 2013.

A Safe Healthy And Thriving District

Public protection & Development	Work with local police and licence holders to roll out the "best bar none" scheme which will help make our town centres safer in the evenings	Amber	Amber	Discussions with Head of Service have taken place and service delivery has been planned
Community Services	Continue working with our partners to provide support to the most vulnerable individuals and families in the District	Green	Green	Oxfordshire County Council to attend Joint Action Tasking and Coordination Group with Thriving Families lists for District. JATAC disseminating lists for partner contributions
Community Services	Complete the layout of the sports pitches at the South West Bicester Sports Village and finalise plans for the Pavilion	Green	Green	Delays in laying out the grass pitches because of the inclement weather earlier this year. Revised programme now in place
Community Services	Inspire young people to take up new sporting opportunities during the Olympic Year	Green	Green	The sportivate Initiative is being delivered across the District
Community Services	Support the local health sector in building a new community hospital in Bicester	Green	Green	Planning approval given to a new hospital on the existing hospital site. Preferred bidder still in place. Ongoing dialogue between the PCT and SHA to progress the report.

An Accessible Value for Money Council

Finance & Procurement	Secure savings of at least £800,000 to help meet the medium term financial deficit	Green	Green	70% achieved to date – plans in place to address the remainder
Transformation	Improve level of customer satisfaction with our services	Amber	Green	SPA Futures have conducted a customer satisfaction survey. Results are due in October but early indications are very positive.
IT	Continue to improve our website, the ease of accessing our services & giving feedback online	Green	Green	We continue to collect citizen data from GovMetric (Smiley faces) and feedback from emails. The SOCITM Better Connected 2012 review is currently being undertaken and the resulting report will identify good practice in the development of local authority websites based on extensive evidence-based research. We are currently planning to undertake an accessibility/ usability review of the main website that will help improve the ease of access of the website and service

Corporate Scorecard

Finance & Procurement	Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Green	Green	-0.2% at Q2 - refer to Executive Quarter 2 Finance and Procurement Report
Finance & Procurement	Percentage variance on capital budget expenditure against profile (+2%/-5%):	Green	Green	-3% at Q2 - refer to Executive Quarter 2 Finance and Procurement Report

HR	Staff turnover (voluntary leavers)	Green	Green	There were two voluntary leavers in Q2 from the Learning and Development Team in Transformation
HR	Number of days lost through sickness	Green	Green	Average days sickness per FTE was 2.9 days for April – September 52% short term absence and 48% long term absence Sickness has increased on the same period last year which was 2.7 days per FTE
Customer Services	Speed of response to telephone calls	Red	Red	Call length increased due to complicated nature of calls eg summons issued in September by Corporate Recovery and their changed targets resulting in more complicated calls.

CDC Corporate Priorities 2012-2013

A DISTRICT OF OPPORTUNITY				
Page 22	Work with partners to tackle disadvantage in the district			
	Tasks	Q1	Q2	Latest Commentary
	Support vulnerable residents through tough times focussing on homelessness prevention and housing advice at current levels of performance	Green	Green	The number of households in temporary accommodation is currently 32 households which is 1 below the CDC target of 33. Officers are working very closely with customers to ensure the additional challenges around homelessness prevention and housing advice are being addressed; particularly in the context of changing welfare reform.
	Support local people into work (Job Clubs & apprenticeships) and prepare for the impact of Government reform to welfare and the benefits system	Green	Green	The focus of the Council's work is upon co-ordinating the Job Clubs across the District. In so doing, regular collaboration is held with Job Centre Plus and its local delivery partners. CDC also continues to host JCP services in Bicester, which is proving useful to job seekers. A CDC specialist advisor attends every Bicester and Banbury Job Club to provide housing benefits and Council Tax advice.
	Deliver the Brighter Futures in Banbury programme	Green	Green	2012/13 priorities and agreed actions established with relevant finance allocated where needed. Good multi agency engagement. Theme leaders in place. Successful Woodgreen Connecting Communities event in August. Review of updated data and partnerships governance underway.
Balance economic development and housing growth				
	Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships	Green	Green	Self Employment: 43 Cherwell residents (Apr to Sept) have received one-to-one advice on starting their own business through our Oxfordshire Business Enterprises (OBE) service. Loans are being awarded to viable small businesses turned down by banks through Fredericks Oxfordshire. Over 50 residents attended a series of 'How to be an Entrepreneur' workshops in July and Sept. Follow-up support is provided through OBE. The Council's market operator is also providing opportunities to test the market for new businesses in Banbury. Business Development: In Q2, 15 further detailed business enquiries were dealt with in support of indigenous businesses growth or potential inward investment. (34 since April 2012). Meetings held with both Banbury and Bicester Chambers of Commerce to tackle any issues relating to business and CDC, and attendance at business meetings across the District. Contribution to the development of both the South East Midlands and Oxfordshire Local Enterprise Partnerships.
	Progress the Community Housing Project with HCA investment partner (31 dwellings)	Green	Green	Database of local building material and construction service suppliers is up and running in order that build can tap into local supply chains. Achieved Construction Skills Academy status, awarded to 7 councils in the country and links with the development of a training programme that will be a key component of

Tasks	Q1	Q2	Latest Commentary
			buildB. Community land trust board has been formalised and volunteers elected to key roles. CDC will nominate a Member as custodian trustee.
Deliver 500 new homes including through planned major housing projects.	Red	Red	The Local Plan policies are aimed at achieving economic growth and maintaining housing supply. However market conditions are affecting the level of house building.
Develop a robust and locally determined planning framework			
Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	Green	Green	A draft Infrastructure Plan is contained within the Local Plan. Community infrastructure Levy will proceed once the Local Plan is submitted.
Secure implementation of new policy for Developer contributions	Green	Amber	The new policy has not yet been implemented whilst work has focussed on completing the Local Plan.
Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	Amber	Green	A number of Conservation Area Appraisals have been completed including the Oxford Canal with SNC. Design guidance is being prepared as part of the pre application forum on all strategic sites in the Local Plan. There are 60 conservation areas in the district and there is a rolling plan to complete 6 per year.
Work to improve the quality and vibrancy of our town centres and urban areas			
Progress the commercial development of Bicester Town Centre and consider the plans for development of the community building	Green	Green	Bicester Town Centre progressing well and on target to open as planned summer 2012. The community building is in design stage working towards pre application planning submission.
Complete a Masterplan for Bicester	Green	Green	The draft Masterplan has been consulted upon and will be completed once the Local Plan is adopted
Complete a Masterplan for Banbury	Green	Green	A draft plan is in preparation by White Young Green on behalf of CDC - the concept Masterplan has been adopted by CDC Executive.
Make progress on the Canal Side Regeneration programme in Banbury	Green	Green	The Supplementary Planning Document (SPD) is nearing completion to accompany the preparation of a development programme for the site.
Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury	Green	Green	The SPD is nearing completion to accompany the preparation of a development programme for the site

A SAFE, HEALTHY AND THRIVING DISTRICT

Work with partners to support the development of safe and thriving local communities and neighbourhoods

Tasks	Q1	Q2	Latest Commentary
Continue to provide wide range of recreational activities/opportunities for young people across district	Green	Green	Activity sessions being provided at the Banbury Hub in partnership with OCC
Work with partners to maintain already low levels of crime in the district	Green	Green	At the last CSCP meeting Cherwell was the only area in the TVP that was all green in measured performance priorities
Reduce chronic Anti-Social Behaviour cases	Green	Green	Due to successful early intervention and monitoring frequent caller data to both police and CDC chronic ASB cases are small in number. There have been 3 identified and dealt with by additional sanctions being imposed on the offenders

Tasks	Q1	Q2	Latest Commentary
Reduce the number of metal theft incidents	Green	Green	Continuing to assist and support TVP through Operation Jupiter and Operation Precious
Work with partners and businesses to support public health and safety	Green	Green	Primary Authority work continues with Sainsbury's. Planning for the November Cherwell Safety Partnership has begun.
Support the local community, voluntary and not for profit sectors to play an active role in the district			
Work with the local voluntary sector to provide advisory services for the local community	Green	Green	First quarter report received from Banbury CAB. All three sites provide face to face interviews and there is the Oxfordshire advice line which provides clients with a gateway telephone interview to assess their situation and the appropriate next step.
Support volunteering across the district	Green	Amber	The annual Voluntary Organisation Forum meeting was held in September. The contract with Citizens Advice Bureau to find volunteers for voluntary organisations has been slow to get off the ground but waiting for the Q2 report which is due mid October.
Provide good quality recreation and leisure opportunities in the district			
Establish the Trust arrangements to secure the long term future of Banbury Museum and maintain access for the community	Green	Green	A CDC Equalities Panel was held at the Museum in September to check the transfer process included consultation with community groups and faith leaders ensuring the Museum continues to provide free and open access. A Museum Project Board meeting was held and many issues progressed. Consultation has started with staff regarding their transfer to the new organisation.
Support improvement of local health facilities, services and standards across the district			
Work to promote active and independent lifestyles amongst older people	Green	Green	Older people forum provided opportunities to promote activities to older people's clubs
Work with partners to deliver 40 active lifestyle sessions monthly for older people	Green	Green	Delivered through Age UK these sessions are to be reviewed due to a reduction in volunteer staff
Support the local NHS to retain and develop health services at the Horton General Hospital	Amber	Green	The Community Partnership Network in transition to examine a range of new roles regarding the health and social care sector reforms. In the meantime Oxford University Hospitals Trust is continuing to respond to a very challenging financial savings target which when coupled with technological improvements in clinical care and continuing national changes and directives to how services are to be delivered means that further service change at the Horton appears inevitable.
Continue to support new and improved health services in Bisector and the surrounding area	Green	Green	Planning approval given to a new hospital site. Preferred bidder in place. Ongoing dialogue between the PCT and SHA to progress the project.

A Cleaner, Greener District

Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district

Tasks	Q1	Q2	Latest Commentary
Reduce the amount of waste sent to landfill	Green	Amber	Landfill tonnages are slightly above last year and this is expected to increase further as leaves collected on the highway can no longer be composted and have to be sent to landfill.
Maintain the current high levels of customer satisfaction with our recycling and waste collection services	Green	Green	Customer satisfaction in the latest satisfaction survey is good. A small drop in satisfaction with recycling, food waste remained unchanged and refuse showed a slight increase.
Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe			
Work with local communities to continue the programme of neighbourhood litter blitzes	Green	Green	Litter blitz programmes on track – next blitz is Grimsbury mid October
Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same			
Work with partners to improve the energy efficiency of homes & enable more	Green	Green	Working with USEA to improve energy efficiency of homes

Tasks	Q1	Q2	Latest Commentary
residents to achieve affordable energy bills	Green	Green	
Work with partners to support the development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, to work and spend their leisure time in sustainable ways			
Work with partners to progress the delivery of the vision for Eco-Bicester	Green	Green	Work continues through the Eco Bicester Project Team, Strategic Delivery Board and other partners.
Start work on site for the initial housing development at North West (NW) Bicester	Green	Green	Work expected to start on site following expiry of the Judicial Review period and construction of access road. Start on site expected in late 2012 with housing development commencing in early 2013
Ensure continued opportunities for local people to participate in the Eco-Bicester programme	Green	Green	The consultation on the Bicester Masterplan Cherwell Local Plan and work with A2 Dominion's Strategic Partnership Manager provide the opportunity for local people to participate in the Eco Bicester programme.

An Accessible, Value for Money Council

Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services

Tasks	Q1	Q2	Latest Commentary
Develop and implement an effective approach to address the financial impact of Government welfare reform	Green	Green	LGRR project is managing requirements and analysis
Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery	Amber	Amber	Considered at upcoming Executive/JMT awayday and will be reflected in budget plans
Work with partners to reduce Council costs			
Implement/embed shared back office systems to secure efficiencies	Green	Green	Ongoing and on track
Implement a Shared ICT service	Green	Green	Phase two of the programme of ICT standardisation is currently being undertaken and the November Programme high light report is reporting Green and on target. An additional temporary ICT desktop resources have been resourced to help mitigate a 44% increase in service requests.
Explore further opportunities with partners to share or provide services, thereby reducing costs or maximising income	Green	Green	Discussions continue
Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance			
Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity	Green	Green	Performance reports published regularly
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	Green	Green	SPA futures have been consulting the community and results are due at the end of October
Work to ensure we provide good customer service through the delivery of high quality and accessible services			
Improve levels of satisfaction with and access to information provided by the Council	Green	n/a	Awaiting results of satisfaction survey
Improve access to services and advice by increasing online payment and appointment options	Green	Green	Online service continue to develop, new housing online forms are being developed and enhancements enabling webcasts to be accessed on mobile devices e.g., IPADS, Android tablets etc

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Supporting Measures					
Performance Measure	Q1	Target 12/13	Q2	RAG & DOT	Progress commentary
Housing					
Number of households living in temporary accommodation (NI 156)	26	33	32	Amber ↓	Working with customers to ensure additional challenges around homelessness prevention are being addressed
Housing advice: repeat homelessness cases	0	1	0	Green →	Effective homelessness prevention is continuing
No of affordable homes provided	27	100	66	Green ↑	Eco Bicester affordable housing demonstration project at Bryan House and the 18 units of affordable homes at the former Dashwood primary school have been completed
Benefits					
Time taken to process Housing Benefit/Council Tax Benefit new claims and change of circumstances (NI181)	6.06 days	11 days	6.88 days	Green ↓	
Average time taken for new Housing Benefit / C Tax claims	20.38	18 days profiled	17.55 days Sept 2012	Green ↑	
Average time taken for Housing Benefit /C tax changes of circumstances	4.97	9 days profiled	5.71 days Sept 2012	Green ↓	
BV079bi.05 % HB Recovered: Overpayment	87.31% June 2012	78%	81.56% Sept 2012	Green ↓	
BV079bii.05 % HB Recovered: including outstanding	12.76% June 2012	20%	22.41% Sept 2012	Green ↑	
BV079biii.05 % HB O'Pay: Written Off	0.37% June 2012	3%	1.17% Sept 2012	Green ↓	
Development					
Net additional homes provided - NI 154	44	500	77	Red ↑	Provisional figures only as all housing must be reconciled officially at the end of a financial year – total so far 121
Processing of major applications within 13 weeks (NI 157a)	50%	60%	16%	Red ↓	2 out of 12 applications determined within time in Q2 compared to 3 out of 6 in Q1
NI 157b Processing of minor applications within 8 weeks	88%	65%	80%	Green ↓	
NI 157c Processing of other applications within 8 weeks	86%	89.74%	88%	Green ↑	
% Planning appeals allowed against refusal decision	0%	30%	77%	Red ↓	7 planning appeals in Q1 with none allowed whereas in Q2 there were 13 appeals and 10 allowed
Conservation Areas with up to date appraisals	n/a	6	4 ytd	Green	Oxford Canal, Deddington, Adderbury and Sibford Gower with Burdrop have been completed in year. There is a rolling programme to review 6 areas per year.
Percentage of Conservation areas with published Management Plans	-	100	60	Amber	There are 60 conservation areas and 80 % have character appraisals and 60% have management plans in place

Supporting Measures					
Performance Measure	Q1	Target 12/13	Q2	RAG & DOT	Progress commentary
Percentage of houses developed on previously developed land	6	25	57.1	Green	The figure is for Q2 only – this is an annual indicator linked with NI 154 net additional homes therefore mid year figures are only a guide
Supply of ready to develop housing sites – 5 year land supply	62.10%	100% (5 yrs)	annual	n/a	At April 2012 there was a 3.1 year land supply for deliverable housing sites which does not meet the government requirement of 5 years plus a buffer.
Environmental					
Percentage of waste recycled or composted	60.1	60	60	Green →	Recycling rate is similar to last year but composting is up and dry recyclates is down. Street sweepings are now excluded
Residual household waste per household in kgs per hh	107 kg	Not set	109kg	n/a	
Number of fly tips – cumulative figure with annual target	96	467	210	Green ↓	
Number of risk based food premises inspections completed	180	328	341	Green ↑	Performance is good and we are ahead of the planned target for this time in the year.
Finance					
Percentage of Council Tax collected	29.82	59.25 profiled	57.93	Amber ↓	Performance has slipped but unable to pinpoint a reason.
Percentage of NNDR collected	32.91	60.25 profiled	60.04	Amber ↓	Slightly below target but still slightly ahead of last year's performance
Percentage of Invoices paid within 30 days	98.2	98.3	98.9	Green ↑	
Community Safety					
% Residents when asked say they feel safe in town centres					Annual customer survey –
% of nuisance cases dealt with within the prescribed timescale (maximum of 48 hours)	98.78	96	94.8	Amber ↓	347 cases in Q2 as against 164 cases in Q1 – However the trend is always for more cases being reported during summer months.
% of nuisance cases resolved within 8 weeks	100	96	99	Green ↓	100% achieved throughout Q1 but in August dropped to 96%
Number of anti-social behaviour incidents involving high and medium risk victims	11	28	8	Red ↑	The number of cases received is outside the control of the team. Target mid year is 14
Reduce all crime incidents reported by 1% (per 1000 Pop)	13.5	57.2	14.8	Amber ↓	Profiled target is 28.6 and mid year actual is 28.2
Reduce violence against the person with injury incidents by 5% (per 1000 Population)	0.84	3.84	0.9	Green ↓	Profiled target is 1.92 at mid year and actual is 1.75

Supporting Measures

Performance Measure	Q1	Target 12/13	Q2	RAG & DOT	Progress commentary
Reduce domestic burglary incidents reported by 5% (per 1000 Population)	0.31	1.44	0.25	Green ↑	79 burglaries from April – Sept
Leisure					
Increase participation in active recreation by 1% (NI 8)	15.43 March 2012	16.43	n/a	n/a	Annual figure from Active Survey lend 2012 Go Active initiatives are in place
Maintain current levels of visits/usage to the modernised district leisure centres, Spiceball, Bicester and Kidlington	309,900	1,164,756	308,409	Green →	SLC figures slightly up on September 2011 however BLC and KGLC both down slightly giving a 494 decrease overall. Will be reviewed further at Leisure Report feedback in October.
Maintain current levels of visits/usage to Woodgreen Leisure, North Oxfordshire Academy and Cooper School	22,018	88,822	35,645	Green ↑	Just over 3500 decrease compared to September 2011. Some obvious factors include the outdoor pool being closed a week earlier. NOA figures are down as league hockey matches were held away and there was no athletics meeting in September.
Customer Services					
% Telephone calls abandoned	9.9	10	9.8	Amber ↓	Complicated nature of calls in September severely increased the length of calls and subsequently the abandoned rate Average length of call waiting is 1 minute 27 seconds although many are several minutes
Number of Stage One complaints received	49	228	48	Green →	
Number of Stage Two complaints received	3	8	3	Amber →	
Number of Stage Three complaints received	5	4	1	Red ↓	5 received so far this year against a target of 4 for the year
Number of complaints referred to Ombudsman	9	19	3	Red ↓	
Car parking revenue	£381,445	£1,512,811	£416,820	Green ↑	Mid year target was £756,405 and actual income is higher than anticipated at £798,265

Major Programmes 2012/13 : Quarter 2

Programme	Council	Year End Performance	Quarter 2 30/09/2012	Direction of Travel	Comments on Performance
Place Programme					
Eco Town Bicester	Cherwell District Council	A	G	↑	The exemplar planning permission is the first eco town planning permission to be granted nationally. The exemplar development will include a range of features that are unique to development of this scale in the UK including the largest domestic solar pv array and largest Code for Sustainable Homes level 5 scheme. The development will include rainwater harvesting, provision for electric vehicles, measures to support bio diversity, allotments, car club, bin and cycle storage for every dwelling, local lettings plan for the affordable housing, local bus service and apprenticeships and local employment. In addition the District Council is supporting the provision of a primary school on the site and delivering an Eco Business Centre.
Bicester Town Centre	Cherwell District Council	G	G	⇒	Preparative groundworks for the two main blocks completed and steelwork frame have been erected and is complete. Precast infill units are being installed for the cinema and the project is well on programme. Utility services provisions have slipped slightly on programme but slippage will not impact on main milestone dates.
Banbury Brighter Futures	Cherwell District Council	G	G	⇒	Priorities and agreed actions established with relevant finance allocated where needed. Good multi-agency engagement. Theme leaders in place. Good "Connecting Communities" event at Woodgreen in August. Review of updated data and partnership governance under way.
Moat Lane	South Northants Council	G	G	⇒	Preparations for the build stage are progressing, with archaeology, demolitions, and other consultations under way, and a business case review by JMT to validate the business case has resulted in some changes to the community building to promote a more fit-for-purpose building now and for future use. Public consultations are planned for 5 th – 8 th September at the Mill; detailed planning submission will follow at the end of September.
Silverstone	South Northants Council	G	G	⇒	Outline planning application determined following significant negotiations on S106 and conditions. Work to define the economic development stage is under way now.
Sustainable Urban Extensions Brackley	South Northants Council	G	G	⇒	Decision notice about to be issued granting outline planning permission, subject to the on-site sustainable urban drainage system issue being resolved. This has followed significant negotiations on the S106 and conditions. .
Sustainable Urban Extensions Towcester	South Northants Council	A	A	⇒	At Towcester, key issues still need to be resolved such as education provision, the relief road and viability testing. A timescale for resolution of the application has been agreed with the provision, the relief road and viability testing. A timescale for resolution of the application has been agreed with the applicant. The Council has been successful in achieving an early resolution on funding from the applicant and a revised timescale. Delays to the site Masterplan have impacted the originally planned decision date

Major Programmes 2012/13 : Quarter 2

Programme	Council	Year End Performance	Quarter 2 30/09/2012	Direction of Travel	Comments on Performance
Banbury Developments	Cherwell District Council		G	⇒	Governance of this project transferred into the Place Programme in May. These projects are all at a very early start-up stage, with the work focusing on identifying what is possible and desirable in terms of outcomes, making the most of the council's assets.
Transformation Programme					
ICT Shared Services	Cherwell District Council & South Northants Council	G	A	⬇	Four of the 11 workstreams making up this second stage of the project have an Amber status at the end of Quarter Two, although without risk to the overall delivery schedule and budget.
Service Transformation	Cherwell District Council & South Northants Council	G	G	⇒	Work is well under way to define the workstreams that will deliver the necessary transformation at both councils, taking into account the interdependencies and fixed points such as the relocation of SNC.

Corporate Equalities Plan 2012/13 : Quarter 2

	Quarter 1 30/06/2012	Quarter 2 30/09/12	Comments on performance
Fair Access and Customer Satisfaction			
To ensure Cherwell District Council and our Partners treat the public fairly regardless of their background or way of life	G	G	Effective consultation events taken place this quarter via Connective Community and Knowing your Community methods. Faith forum and disability forum planned in Q3
To improve our services to the older generation within the Cherwell district	G	G	Excellent progress against the Housing Strategy for Older People. Start on site has now been achieved at Cassington road Yarnton for the delivery of 50 units of Extra Care Housing. The scheme will be known as Erdington House and should complete by March 2015. This will complement the 130 units of Extra Care already delivered in Cherwell which is the highest delivery across Oxfordshire. In addition 60 units of extra care housing at Thornbury House, Kidlington are due to start on site in early 2013. Recreation Strategy for Older People is still under development.
To ensure all our services both internal and external are accessible to all Equality Groups at a high standard	G	G	One complaint received in Q2 on grounds of equality was not upheld.
Tackling Inequality and Deprivation			
To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	2012/13 priorities and agreed actions established with relevant finance allocated where needed. Good multi agency engagement. Theme leaders in place. Successful Woodgreen connecting communities event in August. Review of updated data and partnerships governance underway.
Building Strong and Cohesive Communities			
Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement	G	G	The council continues to promote Taking pART, a scheme that matches community groups with an artist who will help them develop new skills, enjoy creating new work and participating in a new experience. Creation of a new joint post between Cherwell District Council and Thames Valley Police to foster good community relations due to start October 2012.

Corporate Equalities Plan 2012/13 : Quarter 2

	Quarter 1 30/06/2012	Quarter 2 30/09/12	Comments on performance
Positive Engagement and Understanding			
Gain better engagement and work with young people within the district	G	G	Youth Councils supported in Bicester and Banbury.
Establish links with minority representation/community groups to help improve services	n/a	G	Cherwell Customer Services specialist attended events in Q2 in addition to Council Tax and Business Rates property inspections - Banbury, Bicester and Kidlington Job clubs, Disability Forum, Bicester & Banbury food Bank, Voluntary Organisations, Rotary Club Family Day, Nethrop Library & Horsefair Doctors surgery. Q2 has seen the disbandsments of Oxfordshire Mantra Hate Crime Steering Group. In its place Cherwell district alongside all Oxfordshire districts and Thames Valley Police have commissioned a 24 hour hate crime reporting service called Stop Hate UK.
Raise internal awareness of diversity within our community	G	G	Three successful Connecting community Events took place this quarter
Performance			
Review and publicise all documentation in line with government framework	G	G	Data published in line with the government legislation requirements
Review CDC performance against Achieving criteria to maintain/improve standards	G	G	Self Assessment is due to take place during Quarter 3
Ensure staff and services promote and embed equality into their work	G	G	Cherwell's Equality Fair and Aware training programme has continued its schedule to get all office based staff trained by the end of the financial year. Depot staff training is currently under development.
Maximise output from the Equality & Diversity Steering Group	G	G	The Group continues to focus on equality compliance, training, complaints and subjects that impact on the Council. Next meeting will focus on the Equality Self Assessment and a membership review and specific subjects that impact on the whole council

Brighter Futures in Banbury Programme 2012/13 : Quarter 2			
	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Comments on Performance
Early Years, Community Learning & Young Peoples Attainment : Oxfordshire County Council (OCC)			
Improve educational attainment through better skills in numeracy / maths and more effective family engagement	A	A	Awaiting comments from OCC
Family Learning Programme	A	A	Awaiting comments from OCC
Employment Support & Skills : Cherwell District Council (CDC)			
Support skills development/apprenticeships/job clubs to reduce NEETS (19+)	G	G	
Job Clubs	n/a	G	<p>The number of Jobseeker Allowance claimants has fallen gradually from 2,255 in Sept 2009 to 1,378 in Sept 2012. challenges remain for those without qualifications or experience and the long term unemployed.</p> <p>65 Jobclubs held since 2012 and over 700 attendees</p> <p>Job clubs are held in Banbury, Bicester and Kidlington and at The Mill Cottage Banbury there is a Career and Opportunity Gateway Jobclub helping professionals/managers and a workshop every thursday through Career Connect. The sunshine Centre and BYHP are providing smaller jobclubs in Brighter Future Wards.</p> <p>CDC is co-ordinating Banbury Job Club partners also involving the appointment of a Job Club Engagement Officer through OCC librariesService to provide additional focus on Neithrop and Ruscote.</p>
Business Development	n/a	G	<p>Self Employment: 43 cherwell residents (Ap -Sept)have received one to one advice on starting their own business through our Oxfordshire Business Enterprises (OBE) service. Loans are being awarded to viable small businesses turned down by banks through Frederick's Oxfordshire.</p> <p>over 50 residents attended a series of "How to be an Entrepreneur" workshops in July & Sept. Follow up support is provided through OBE. The Council's market operator is also providing opportunities to test the market for new businesses in Banbury.</p> <p>Business Development: In Q2 15 further detailed business enquiries were dealt with in support of indigenous business growth or potential inward investment. (34 since April 2012)</p> <p>Meetings held with Banbury and Bicester Chambers of Commerce to tackle any issues relating to business and CDC and attendance at business meetings across the district.</p> <p>contribution to the development of both the South East Midlands and Oxfordshire Local Enterprise Partnerships.</p> <p>Banbury and Bicester Town Centre working Groups are focussing on actions to promote trade in the two centres. A sustainable Cherwell Business Group is being enabled to develop supply chains and innovation in support of the One</p>

Brighter Futures in Banbury Programme 2012/13 : Quarter 2

	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Comments on Performance
Skills	n/a	G	The understanding of employers' skill needs is being reviewed through the Oxon Skills board and translated into action through a Talent Match project to connect employers with workers with skill development.
Career Ladders : 12 Ladders to be developed with Brightsparks	n/a	A	This programme has been cancelled and is to be replaced with a 'Talent Match' service which has now been created helping to match and develop skills to provide local sources of employment for people living in Brighter Future in Banbury wards.
Financial Inclusion & Housing : Cherwell District Council			
Increase supply & access to housing	n/a	G	Working with Registered Providers on the 2011-15 affordable homes programme. Excellent progress made on future opportunities and the Homes and Communities Agency has praised Cherwell's Investment Ready approach. Further investment has been made available through CDC's Investment Partner status with the HCA, the Places for Change programme and the Empty Homes funding.
Developing financially & socially sustainable communities	n/a	G	CDC has been identifying customers whose income will reduce as a result of the welfare reforms. This work has resulted in various outcomes such as discretionary housing payments and changed circumstances by the customer. Further work is ongoing regarding the implications for social housing and joint work is in place with Registered Providers.
Housing for our most vulnerable residents	n/a	G	Joint working in place to understand impact of changes to supporting People funding programme and greater links to health and wellbeing agenda.
Ensuring homes are safe, warm and well managed	n/a	G	The Green Deal was launched in October 2012
Preventing Homelessness	n/a	G	A strategic priority for Cherwell District Council.
Health & Wellbeing : Oxfordshire County Council			
Improve life expectancy with improved overall health and well-being	A	A	Although there are some successful programmes in place it will be some while before we can ascertain whether the overall aim of increasing life expectancy in these wards has been achieved
Reducing high rates of teenage pregnancy	A	A	Data is reported annually in arrears so no update due until Quarter 4.

Brighter Futures in Banbury Programme 2012/13 : Quarter 2			
	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Comments on Performance
Safe & Strong Communities : Thames Valley Police			
Build a safer and more connected community, where residents feel socially included	G	n/a	
Family Support & NEETS (Under 19) : Oxfordshire County Council /HUB			
Provide support to families and young people not in employment education or training	G	G	
Performance & Community Engagement : Cherwell District Council			
Provide performance reports and Connecting Communities events	G	G	A number of community events have taken place over the summer and we have had high visibility within our communities.

Significant Partnerships 2012/2013 : Quarter 2			
	Quarter 1 Performance	Quarter 2 Performance	Comments on Performance
Sub-Regional Partnerships			
Oxfordshire Partnership Board	G	G	Minutes of meetings received
Health and Well Being Partnership Board (H&WB)	A	G	New Oxfordshire Health & Well Being Board and supporting partnership proposals in place. CDC representation on Health Improvement Board and Children and Young People's Board. 2012/13 priorities finalised. New structure being proposed to coordinate and advise on the disaggregation across the new structure of the important Supporting People budget.
Environment and Waste Partnership	G	G	Partnership working well
Oxfordshire Safer Community Partnership (OSCP)	G	G	OSCP is now developing a business plan and coordinating responses to Bucks County Council re PCC and PCP
Oxfordshire Stronger Communities Alliance (OSCA)	G	G	Changes have been made to increase the involvement of District Councils and other partners and next meeting is in Q3
Local Enterprise Partnerships (LEP) (Oxfordshire)	G	G	Both Local Enterprise Partnerships are at an early stage of development.
Local Enterprise Partnerships (LEP) (South Midlands)	G	G	Cherwell District Council is active in both to ensure they support the achievement of local economic priorities
Cherwell-specific Partnerships			
Cherwell Local Strategic Partnership (LSP)	G	G	
Cherwell Safer Community Partnership (CSCP)	G	G	Partnership has secured attendance of magistrates, further work required to get Youth Services to attend

Significant Partnerships 2012/2013 : Quarter 2			
	Quarter 1 Performance	Quarter 2 Performance	Comments on Performance
Cherwell M40 Investment Partnership (CHIP)	G	G	Day to day work through CHIP, providing services to business, continued and statistics are recorded under Business Development and Jobs created
Banbury Town Centre Partnership (BTCP)	G	G	Cherwell District Council is active within the BTCP and is working to ensure that the development of the Banbury Masterplan strengthens the Town Centre with a close input from the BTCP. In addition, CDC is working with BTCP on the application of the Portas Review into Town Centres.
Bicester Vision (BV)	G	G	Cherwell District Council is an active member of Banbury Vision with the Chief Executive, Vice-Chair. We have engaged Bicester Vision in advising on the economic dimension of the Bicester Masterplan and the potential to increase employment in the town and the marketing of the town for inward investment
Kidlington Village Centre Management Board	G	G	Attendance at Management Board meetings. Assistance with work on Vision provided and separate meeting arranged on Local Plan implications
Homelessness Strategy Partnership	G	G	The Cherwell housing allocations scheme has been produced in draft and is timetabled to be presented to the Council Executive in November 2012. Extensive consultation has already taken place including officers having met with housing management and development officers from the Registered housing Providers. Consultation has taken place with CDC members and each applicant on the housing register received a personal letter inviting them to one of three public consultation events held in Banbury, bicester and Kidlington.
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	both the cherwell RP Development and Management Groups met over the past quarter and in additiona a special meeting of the Development Group was held to consider horizon scanning and the Local Plan as part of its consultation programme. The RP's are continuing to work closely with CDC in terms of the affordable homes programme and maximising future delivery in the district. In particular the RP management group is dealing with the implications of the welfare reforms and the effects these could have on customers when accessing and maintaining their tenancies. This work is being undertaken within the context of the Cherwell Tenancy Strategy.
NW Bicester Strategic Delivery Board	G	G	The Eco Bicester looks to bring together public sector partners and local business representatives to oversee the development. Meetings continue.
Banbury Brighter Futures	G	G	2012/13 priorities and agreed actions established with relevant finance allocated where neede. Good multi agency engagement. Theme leaders in place. Successful Woodgreen Connecting communities event in Augus. Review of updated data and partnerships governance underway.

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Executive

Draft Budget One 2013 - 2014

7 January 2013

Report of Head of Finance and Procurement

PURPOSE OF REPORT

The Council has to adopt a budget for 2013/14 as the basis for calculating its level of Council Tax and has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years. This is the first of two opportunities that the Executive has to shape and refine the appending plans before the final budget is presented to the Council on the 27th February 2013.

This report is public

Recommendations

The Executive is recommended to:

- (1) consider the draft revenue budget (detailed in Appendix 1);
- (2) note the recommendations of the scrutiny reviews of discretionary expenditure and the capital programme that were considered at the Resources and Performance Scrutiny Board meetings October 2012 to December 2012 and detailed in Appendix 2;
- (3) advise of any other matters they would like taken into consideration in producing a balanced budget for the meeting of the Executive on 4th February 2013;
- (4) endorse the passporting of the Council Tax Reduction Scheme (CTRS) grant to local preceptors as detailed in Para 2.20-2.26.
- (5) note the decision taken in Oxfordshire not to progress with a pool

Executive Summary

- 1.1 The budget strategy approved on 1st October 2012 seeks to secure the budget reductions to offset funding reductions whilst maintaining the focus on protection for front line services wherever possible.
- 1.2 This report sets out the latest projection for the 2013/14 revenue budget. These projections have been based on the budget guidelines issued in October 2012. These guidelines were based on a 5% reduction in government funding. At the time of writing this report the provisional settlement has been announced. This shows a 5.4% reduction in 2013/14 grant funding and a 15% reduction in 2014/15.
- 1.3 In light of the severe financial challenges expected, a huge amount of work has been progressed from April 2012 to November 2012, in order to identify actions to reduce the Council's net budget position in 2013/14 and over the medium term forecast period to 2016/17.
- 1.4 The Council will meet its 2012/13 public promise to deliver at least £800,000 of budget reductions by April 2013 and to date £1,009,000 has been achieved and this has been built into the first draft of the budget.

13/14 Budget Position - Draft 1 Budget

	Settlement
% reduction	-5.40%
£ value of settlement reduction	£412,000
	£,000
Budget Deficit as per budget guidelines	-1,100
Settlement Projection - change from budget guidelines	-31
Proposed Growth - subject to approval	-425
	-1,556
Proposed Funding	
Public Promise	1,009
2% efficiencies as per guidelines	217
Joint Working	100
	-230

- 1.5 The projected shortfall at draft 1 requires a further reduction in costs or increase in income of £230,000 is required.
- 1.6 In view of the expected government grant reduction a programme of identifying further areas of 5/10% budget reductions or income generation has resulted in a comprehensive list of building blocks and general budget efficiencies. These reductions have been matched to the Council's priorities, recognise the requirements of the Corporate Plan and have focussed on

minimising the impact on front line services.

- 1.7 A number of areas to eliminate the deficit have been identified in Appendix 1. The outcome of these reviews and their implication on the current budget shortfall will be presented to the Executive in February 2013. At this stage it is expected that we will achieve a balanced budget for 2013/14 without the need to use any New Homes Bonus, business rate growth or general reserves.
- 1.8 Further work will also continue on identifying additional budget reductions for future years and these will be detailed in the Medium Term Financial Strategy which will be updated and presented as part of the final budget report.
- 1.9 The Resources and Performance Scrutiny Board have undertaken a scrutiny role over the 2013/14 budget focusing primarily on areas of discretionary spend and the proposed Capital Programme for 2013/14. The recommendations of this work (in Appendix 2) are to be considered by the Executive for inclusion in the final drafts of the 2013/14 revenue and capital budget.
- 1.10 The draft 2013/14 revenue and capital budget will form the basis for consultation with our stakeholders and the output of this consultation will be considered in formulating the final 2013/14 budgets and Corporate Plan.
- 1.11 There is a statutory requirement for the Council to set a balanced budget by 11th March 2013 and this report provides a first draft of the 2013/14 revenue and capital budget.

Background Information

Current Position and Forecast Out-turn 2012/13

- 2.1 The starting position for the 2013/14 budget is the current year's Budget for 2012/13. Latest forecasts predict services to be delivered within overall budget this financial year. A Q3 finance report will be reported in February 2013 at the same time as the final 2012/13 budget proposal along with a review of reserves.
- 2.2 In light of the challenging financial position that faces the Council over the medium term, work began on the 2013/2014 budget almost immediately after setting the 2012/2013 Budget in February 2012. This meant that cost reductions could be considered well enough in advance to maximise contribution to the 2013/14 budget and understand the medium term implications.
- 2.3 As in previous years, the amount available for distribution from the Collection Fund will be confirmed for the final draft of the budget.
- 2.4 There are a number of recommendations that have been proposed by the Resources and Performance Scrutiny Board from their meetings in October and December 2012 and if approved by the Executive they can be built into the final draft of this budget.
- 2.5 Further work will continue on identifying additional budget reductions for future

years and these will be detailed in the Medium Term Financial Strategy which will be updated and presented as part of the final budget report.

Budget Guidelines and Timetable

2.6 The Executive agreed the budget guidelines, service priorities and timetable at its meeting on 1st October 2012.

The Status of the Budget

2.7 The draft revenue budget as presented has been left, quite deliberately, with a funding gap to emphasise that it is work in progress. This type of gap is not unusual at this stage in the process and it can be covered by considering the actions listed within Appendix 1. The funding gap in the draft budget as presented is £230,000 and it is important that Members are aware of this potential deficit before they finally commit funding against particular priorities and/or divert funding from low priority services.

Local Government Resource Review and Provisional Settlement

2.8 The local Government Finance Settlement announced in 2011/12 provided provisional Formula Grant for 2012/13 of £7.6m. The equivalent for 2013/14 announced in the provisional settlement on 19 December 2012 is £7.2m - a reduction of 5.4%. Further details can be seen in Appendix 1.

Council Tax

2.9 The budget guidelines assumed a 0% increase in 2013/14 and the first draft of the budget continues to assume this. In the Autumn Statement on 5 December 2012, the Chancellor of the Exchequer confirmed his intention to support local authorities to help them freeze council tax in 2013/14 as well. If councils decide to freeze or reduce their council tax next year, they will receive an additional two year only funding, equivalent to raising their 2012/13 council tax by 1%. If Cherwell District Council was to freeze its council tax in 2013/14 it would receive an additional grant of c. £63,000 for 2013/14 and 2014/15 only. The receipt of this additional grant has not been incorporated within the projected resources of the Council in this first draft of the budget.

New Homes Bonus

2.10 As part of the 2011/12 finance settlement, the Government announced a new grant called New Homes Bonus. This effectively replaced the Housing and Planning Delivery grant as the mechanism for rewarding local authorities that were being successful in delivering growth in house numbers.

2.11 The new grant provides additional funding equivalent to the extra Council Tax being received from new properties, for a period of six years. Cherwell has received a cumulative total of £1,142,381 during the first 2 years of allocation (first year allocation £439,186 and second year £703,195) and a proposal for its use will be considered in February 2013.

2.12 It has just been announced that, using taxbase figures at October 2012, we expect to receive a further £1,187,785 in 2013/14 (£703,195 related to the first 2 years and the 2013/14 allocation £484,590)

2.13 Although the Government has committed to this grant until 2015, the position beyond 2013/14 is that it is no longer additional funds but is being funded from formula grant funding. It will therefore have a redistributive effect, rather than being seen as additional funding.

2.14 It would therefore be prudent at this stage to consider a strategy for use of the allocations beyond 2012/13 as part of the development of the medium term financial strategy. This strategy is being prepared and at this stage no budgetary impact has been built into the 2013/14 draft 1 revenue budget.

Pay Deal Update

2.15 The budget strategy and guidelines for 2012/13 approved by Executive in October 2012 incorporated the budget assumption of a 2% pay increase and this has been built into this first draft of the budget. Officers are shortly to commence pay negotiations with Unison with a view to reach a new local agreement for 2013/14 onwards bringing this broadly in line with both the government's position and the council's budget position.

Joint Working arrangements with South Northamptonshire

2.16 As part of the joint working arrangements with South Northamptonshire we now have the following:

- Joint Management Team
- Shared Joint Management Support Team
- Shared Building Control Service
- Shared Democratic and Election Service
- Shared Finance and Procurement Service
- Shared ICT Service
- Shared Performance Team
- Shared Health and Safety Function

2.17 All of these teams have generated budget reductions, offered resilience and promoted best practice. In addition to these the following services are under review for sharing:

- Legal
- HR

Proposals to close the 2013/14 budget deficit and future medium term financial forecast will also feature more proposals for joint working.

The Status of the Budget

2.18 The draft revenue budget as presented has been left, quite deliberately, with a funding gap to emphasise that it is work in progress. This type of gap is not unusual at this stage in the process and it can be covered by considering the actions listed within Appendix 1. The funding gap in the draft budget as presented is £230,000 and it is important that Members are aware of this

potential deficit before they finally commit funding against particular priorities and/or divert funding from low priority services.

Budget Consultation

2.19 Consultation will commence following approval of this report so that views can be sought in sufficient time for them to be taken into consideration when formulating the 2013/14 budget and council tax. The general consultation will take place via the Council website and in order to meet its statutory obligation to consult with business ratepayers meetings will be held with our local chambers of commerce.

Council Tax Localisation

2.20 The change from Council Tax Benefit (CTB) to Council Tax Reduction Scheme (CTRS) means that rather than receiving a benefit to offset the cost of council tax, eligible residents will now receive a discount. This means that the tax base will be reduced for all precepting authorities. Most parish Councils will see a shortfall in their funding.

2.21 On 20 November 2012 the Government released their response to the August 2012 consultation exercise and also published the Local Authorities (Calculation of Council Tax base) (England) Regulations 2012. These new regulations came into force on 30 November 2012. In summary, **97%** of all respondents (242 out of 258) to the government consultation exercise supported the alternative approach, which provided such protection to the town and parish councils. This support also included the majority of billing authorities who responded. However, even though there was overwhelming support the government has decided that there should be no specific protection for local preceptors and that the billing authority should not apply an unadjusted council tax base to the local precepting authority. As a result **tax base reduced for Parishes**.

2.22 The government further advises that the funding attributable to the parish precept will be provided to the billing authority (expected to be in the region of £350k) and it expects to work with local parish and town councils to provide certainty over funding. We are currently working through the actual impact.

2.23 Under the previously proposed arrangements which government consulted upon in August, of the billing authority did not make necessary reductions then the net cost i.e. shortfall minus government funding would fall automatically to the billing authority, but this now sits potentially with the parish and towns. In order to mitigate, the choices are to increase precept or the Council picks up the difference.

2.24 The precise level of funding from government attributable to the parish and town councils was announced as part of the provisional local government finance settlement 19 December 2012. In deciding the amount of funding to be passed down to the local precepting authorities, the billing authority will need to decide how much of a contribution (if any) the local preceptor should make toward the costs of the local scheme, as it will exceed the level of funding which will be provided by government.

2.25 Government guidance indicates that the billing authority should work with parishes on the distribution of grant funding. The option is for funding to be

distributed to parish councils to mitigate the loss of funding for parish councils in relation to council tax reduction scheme. As parish councils need to set their precept, this report seeks to get a recommendation from the Executive to passport an appropriate element of the council tax reduction grant to parishes to help mitigate their financial risk.

2.26 Any further shortfalls will be subject of individual negotiations with individual parishes. Approval of the Council Tax Reduction Scheme, revised discounts and exemption and the final taxbase will be sought at full Council on 21st January 2013

Business Rate Pooling

2.27 As reported in December 2012 a final decision would be taken on whether to be part of the Oxfordshire pool once the settlement had confirmed the business rate baselines. As a result of this information and change to levy rates the pool is now not financially attractive and the request to pool has been withdrawn.

Key Issues for Consideration/Reasons for Decision and Options

3.1 This report presents the Council's draft 2013/14 Revenue Budget and Capital Bids for consideration.

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

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

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

Consultations

Executive

September to December 2012

Resources and Performance Scrutiny Board

16/10/12 and 11/12/12

Corporate Management Team / Joint Management Team

Various meetings July to December 2012

Implications

Financial: Financial Effects – the significant financial effects of the budget are identified in Appendix 1. Any decisions made in relation to ongoing expenditure or income in the budget for 2013/14 will have repercussions in future years when current forecasts indicate the financial environment is likely to become increasingly difficult. The Council has a statutory duty to set a balanced budget and could incur the intervention of the Secretary of State if it failed to do so. Consideration of this item will fall within the provisions

of Section 106 of the Local Government Finance Act 1992, and Members affected by those provisions should declare accordingly and refrain from voting on the matter. The council has developed a number of building blocks to meet the strain created through the reduction in Government grant, these in addition to the £800,000 public promise and additional efficiency savings have been built into this first draft of the Budget for 2013/14.

Comments checked by Nicola Jackson, Corporate Finance Manager 01295 221731.

Legal:

There is a statutory requirement for the Council to set a balanced budget by 31 March 2013 and the draft budget is part of that process.

Comments checked by Kevin Lane, Head of Law & Governance, 03000 030 107.

Risk Management:

If due consideration is not given to matching scarce financial resources carefully against properly assessed service priorities, the Council may fail in achieving its strategic priorities and in its duty to demonstrate value for money. A full appraisal of risk will be included in the final budget report detailing mitigations and a sensitivity analysis will be included in calculating the risk provision

Comments checked by Nicola Jackson Corporate Finance Manager 01295 221731.

Wards Affected

All

Corporate Plan Themes

All

Executive Portfolio

Councillor Ken Attack

Lead Member for Financial Management

Document Information –

Appendix No	Title
Appendix 1 – to follow	Draft Revenue 2013/14 Budget and Analysis
Appendix 2 – to follow	Resources and Performance Scrutiny Board – Budget Scrutiny recommendations (October and December 2012)
Background Papers	
None	
Report Author	Karen Curtin, Head of Finance and Procurement Nicola Jackson Corporate Finance Manager Beth Baines Strategic Finance Accountant
Contact Information	03000 030 106 karen.curtin@cherwell-dc.gov.uk

The Status of the Budget

- 1.1 This is the first draft of the budget and is currently subject to scrutiny of both revenue and capital together with amendments for new information relating to economic climate and confirmation of the impact of the local government settlement received on 19 December 2012.
- 1.2 The final version of the budget will be presented to the Executive on February 4 2013 before approval by Council on February 27 2013.

Budget Guidelines

- 1.3 The draft General Fund Revenue budget has been prepared in accordance with the guidelines agreed by the Executive at its meeting on 1 October 2012.

Economic Climate and National Context

- 1.4 In 2010 the Government's austerity measures meant Local Government (along with the Welfare System) received the most challenging funding settlement in decades, resulting in a 28% cut to the Council's controllable costs over the 4 years to 2014/15.
- 1.5 In order to protect front line services we have demonstrated a successful track record in delivering these savings by identifying efficiencies, adopting a more commercial approach to our major contracts and procurement to secure better value for money, taking advantage of new technologies and introducing new and innovative ways of delivering our services.
- 1.6 Efforts have also been made to reduce management and staffing costs through our commitment to joint working with South Northamptonshire Council. We now have the following shared teams:

- Senior Management Team
- PA Support Team
- Building Control Team
- Democratic Services and Elections
- ICT
- Finance and Procurement
- Health and Safety
- Corporate Performance

- 1.7 Further work is on-going to look at joint working opportunities for the remaining support services HR and Legal as well as the development of business cases to look at how we could work collaboratively on the delivery of front line services.
- 1.8 All of these initiatives have meant that we have been able to contain growth and inflation, reduce our costs and make real improvements to some areas whilst protecting frontline services.
- 1.9 The Local Government Resource Review has been ongoing for the last 12 months and the Council has been analysing the impact on the proposed changes on our finances, services and our residents. There are significant changes being introduced into local government finance such as the Business Rate Retention Scheme, Council Tax Support Scheme replacing Council Tax Benefit and Council Tax Reform with regard discounts and premiums for certain homes and categories of property which will impact on the Council's tax base.
- 1.10 From April 1 2013 the responsibility for the Council Tax Reduction Scheme will transfer to the Council but with a 10% cut in budget. 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 meaning the Council has to save this to be able to fund the scheme 'as is' in the first year alone. This reduction is proposed to be funded by changing discounts and

exemptions. There may also be additional pressures through the localisation of this scheme to council tax collection rates which may have an impact on any collection fund deficit or surplus. This will be considered in full in the final draft of the budget to be presented in February 2013.

1.11 The Government are also implementing the largest ever reform to the benefits system since 1940 in an effort to save £18bn from the welfare bill. The complex changes will affect the amount of housing benefit people can claim and put an overall cap on the amount of benefits families can receive each week to ensure people are better off in work. However, our analysis shows that there is a large correlation between those households likely to be impacted by welfare reform and those impacted by the Council Tax reduction scheme. The combined effect could push more people into poverty and homelessness and coming to the Council for help.

1.12 The 2011 Census data has started to be released this summer enabling us to update our demographic projections. The data shows;

- The population for Cherwell in 2011 was 141,900.
- This is an increase of 5,700 (7%) from the 2001 mid-year estimate.
- There were 56,700 households in Cherwell in 2011 (household spaces occupied by at least one usual resident).
- Compared to England and Wales, Cherwell has a younger age profile with 18.8% of the population under 15, compared to 17.6%.
- Cherwell has a higher proportion of 30 -50 year olds than England and Wales as a whole, 46.7% of its population falls within this interval.
- 21.2% of the Cherwell population are over 60, compared to 22.4% in England and Wales.

2013/14 Provisional Settlement

1.13 On 19 December 2012, Rt. Hon. Eric Pickles, the Secretary of State for Communities and Local Government, made a statement to the House of Commons concerning the provisional local government finance settlement for 2013/14.

1.14 The Secretary of State announced that local authorities will face an average reduction in spending power of 1.7%; and that no local authority would experience a decrease of more than 8.8%. In a similar manner to the previous two years, the government's headlines focus on comparative figures concerning a local authority's "revenue spending power" – a definition which encompasses an individual authority's:

- Council Tax Requirement
- Start-up funding assessment
- Specific Grants
- New Efficiency Support Grant

1.15 The Secretary of State also announced:

- Local Authorities will be able to use proceeds from the disposal of assets from 2012/13 to fund equal play claims
- Local government will be exempt from the 1% reduction in funding announced in the Autumn Statement 2012 (this exemption was originally announced in the Autumn Statement by the Chancellor).
- The publication of "*50 ways to save: examples of sensible savings in local government*", which has the stated intention of offering 'practical tips and guidance' for councils on achieving savings; (*to be considered in Q3 Finance Report*)
<https://www.gov.uk/government/publications/50-ways-to-save-examples-of-sensible-savings-in-local-government>

- Confirmation of the previously announced council tax freeze grant offer: i.e. an amount equivalent to a 1% increase in funding for 2013/14 and 2014/15, for a 0% council tax increase in 2013/14; and up to a 2% increase being allowable before a referendum is required. (*current budget guidelines assume a 0% increase in 2013/14*)
- An allowable £5 increase in council tax (even if it is above the 2% threshold) for Shire Districts, Police and Crime Commissioners and fire and rescue authorities whose 2012/13 council tax was in the lower quartile of their category of authority
- Subject to consultation, the government propose that there will be no access for councillors to the Local Government Pension Scheme in England from April 2014. (7 *Councillors are currently enrolled in the pension scheme*)

1.16 The government will pay a revenue grant (Efficiency Support Grant) to local authorities in 2013/14 and 2014/15 who would otherwise have seen a reduction in 'revenue spending power' of more than 8.8% in 2013/14. The grant will be offered to these authorities, providing they sign up to conditions for 2013/14 e.g. joint working. This grant will not be offered for 2014/15 to an authority if it fails to deliver on the conditions agreed upon. The authorities that are eligible for the Efficiency Support Grant are Bolsover, Hyndburn, Great Yarmouth, Hastings, Pendle, Burnley and Barrow-in-Furness.

1.17 The 2013/14 provisional finance settlement sees the launch of the Business Rates Retention (BRR) scheme as the principle form of local government funding. In previous years, the provisional settlement announcement provided local authorities with their expected general revenue allocations for the following financial year. For 2013/14, the provisional settlement provides authorities with a combination of provisional grant allocations and their respective starting points within the BRR scheme.

1.18 Due to the introduction of BRR, there are a number of new terms and principles introduced into local government funding. An authority's Formula Funding can be compared against the 2012/13 Formula Grant Figure (after it is adjusted to take into account specific grant transfers), to determine the change in funding levels between years.

1.19 The Formula Funding amount for a local authority, plus any further specific grant transfers (such as council tax freeze grant) will provide a total funding amount; this is known as the Start-up Funding Assessment. The Start-up Funding Assessment for an authority is split between resources received Revenue Support Grant (RSG) and a Business Rates Retention (Baseline Need) amount. It is the Baseline Need amount that is funded through retained business rates and the RSG amount that will be guaranteed.

1.20 All factors being equal, if local authorities collect business rates in line with previous levels, after the required adjustments are made, the retained amount should be comparable with the Baseline Need amount. However, there will be winners and losers from the methodology used i.e. the government has made an assumption regarding the amount of business rates that authorities will be able to collect (this is known as the NDR Baseline). This assumption may be too high or too low for individual authorities, thereby causing authorities to gain or lose.

1.21 A key determinant of local government funding going forward will be actual business rates collected i.e. it is this figure that will determine if authorities receive funding comparable to the Baseline Need amount (and therefore the Start-up funding assessment), or a higher/lower amount. Local authorities therefore need to factor in local business rates income forecasts, alongside the provisional settlement figures, in order to estimate local resource levels for 2013/14 and beyond.

1.22 The 2013/14 formula funding figure for authorities uses the four block model approach (i.e. as in 2012/13). However, the 2013/14 figures have been updated for data and methodology changes. These changes include latest population statistics, latest council tax base and a change in definition for the sparsity indicators.

1.23 The provisional settlement shows a reduction in grant funding of 5.4% in 2013/14 which was in line with our forecast. However a further reduction of 14.94% in 2014/15 is higher than expected. An analysis of the settlement for Cherwell District Council is summarised below:

	£,000
2012-13 Formula Grant	7,622
2013-14 Formula Funding :Provisional settlement figure	7,210
Reduction	-412
% Reduction	-5.4%
Revenue Support Grant	5,015
Business Rates	3,336
Start Up Funding Assessment	8,351
Less:	
Council Tax Freeze Grant	-155
Council Tax Support Funding	-884
Homelessness Prevention	-102
	7,210
2014-15 Formula Funding	
Revenue Support Grant	3,836
Business Rates	3,438
Start Up Funding Assessment	7,274
Less:	
Council Tax Freeze Grant	-155
<i>Council Tax Support Funding</i>	-884
Homelessness Prevention (see 1.24)	-102
	6,133
	-1,077
	-14.94%

1.24 It should be noted the receipt of specific grant for Homelessness prevention has now been incorporated into the overall funding settlement for the Council. Consequently, all one-off funding from previous specific grant allocations (previously shown as income will be removed from service budgets. This has the effect of making the net cost of the service appear more expensive than previously.

1.25 The figures published for Cherwell using the spending power analysis show a much lower reduction than this of 0.11% as this focuses on all of the funding streams we receive rather than just the Government Grant element.

Spending power analysis	12-13 £,000	13-14 £,000	Reduction £,000	Reduction in spending power
Council Tax requirement (excluding parishes)	6,251	6,251	0	0.00%
Start up funding assessment (adjusted)	8,764	8,351	-413	-4.68%
CT Freeze grant	156	63	-93	-59.87%
Community right to challenge	9	9	0	0.00%
Community right to build	5	8	-3	-60.00%
New Homes Bonus	703	1,188	485	69.08%
Total	15,888	15,870	-18	-0.11%

1.26 A report on how the Council proposes to use the New Homes Bonus funds will be taken to the Executive in February 2013 for consideration.

1.27 The consultation figures also confirmed the baselines and levy rates required to finalise decision on business rate pooling. As a result if there was a business rate pool including all authorities in Oxfordshire, the overall levy rate it would pay would be 42.66%. This is above the threshold level of 40% below which it becomes worthwhile to form a pool (as the levies paid would be less). Thus it is clear that forming a pool of all authorities would make the Oxfordshire authorities worse off, so the request to form a pool in Oxfordshire will be withdrawn.

1.28 The deadline for written responses to the provisional settlement 2013/14 is 5pm on Tuesday 15 January 2013. The provisional figures are expected to be confirmed in late January/early February 2013 (within the final settlement announcement).

Medium Term Financial Forecasts

1.29 The national context, economic background and the outcome of the settlement will be considered in the development of the 2013/14 budget and refresh of the medium term financial forecast. At this stage the analysis shows that we are seeking further substantial budget reductions in 2014/15 onwards. The savings identified in draft 1 of the 2013/14 will provide a substantial contribution to this and a new 4 year medium term financial forecast will be included with the budget report in February 2013.

General Fund Revenue Budget

1.30 The draft General Fund Revenue budget is shown in Table 1. The revenue budget as presented has been left, quite deliberately, with a funding gap of £230,149. This type of gap is not unusual at this stage in the process and it can be covered by considering the actions listed in 1.38.

Table 1

SERVICE EXPENDITURE - Draft 1	Budget	Draft Budget 1	Variance from 12/13 Budget
	2012/13	2013/14	
Expenditure	£16,641,325	£16,044,475	-£596,850
Capital Charges Reversed	-£3,323,392	-£3,323,392	£0
Net Expenditure Services	£13,317,933	£12,721,083	-£596,850
Centrally Controlled Items	£1,341,299	£1,701,131	£359,832
Net Budget Requirement	£14,659,232	£14,422,214	-£237,018
Funding			
Investment Income	£439,810	£415,000	-£24,810
Government Grant	£7,621,722	£7,210,000	-£411,722
Council Tax Compensation Grant	£155,415	£155,415	£0
Collection Fund	£139,332	£139,332	£0
Council Tax -Single person discount review	£52,000	£0	-£52,000
Council Tax	£6,250,953	£6,272,318	£21,365
	£14,659,232	£14,192,065	-£467,167
Shortfall Draft 1	£0	£230,149	£230,149

1.31 The budget guidelines assumed a 0% increase in Council Tax for 2013/14 and the first draft of the budget continues to assume this. In the Autumn Statement on 5 December 2012, the Chancellor of the Exchequer confirmed his intention to support local authorities to help them freeze council tax in 2013/14 as well. If councils decide to freeze or reduce their council tax next year, they will receive an additional two year only funding, equivalent to raising their 2012/13 council tax by 1%. If Cherwell District Council was to freeze its council tax in 2013/14 it would receive an additional grant of c. £63,000 for 2013/14 and 2014/15 only. The receipt of this additional grant has not been incorporated within the projected resources of the Council in this first draft of the budget.

1.32 The changes regarding the council tax support scheme and implications on the Council tax base and funding will be built into the final draft of the budget. At present the increase in council tax is related to the growth in properties.

1.33 The capital charges as detailed in the table above are still at 2012/13 levels but will be updated for the final draft. This will not impact on the balancing of the budget as this represents an accounting entry and will not affect the bottom line.

1.34 This first draft of the 2012/13 revenue budget demonstrates that we have delivered in excess of the £800k public promise (£1m). In addition, we have also identified £217k worth of additional efficiencies which have also been built into this first draft. A detailed analysis of the efficiencies achieved will be prepared for the final version of this budget.

1.35 Table 2 provides a further breakdown :-

Table 2

Area	Building Block Detail	£800k Public Promise	Efficiencies	Joint Working	Total
Corporate	Joint Working - ICT phase 1 delivered	£ 218,000			£ 218,000
Corporate	Joint Working - other initiatives underway: finance, performance, democratic, monitoring officer included	£ 104,000			£ 104,000
Corporate	Joint Working Building Control	£ 24,000			£ 24,000
Various	Procurement Action Plan	£ 75,000			£ 75,000
Tourism	Museum – move to trust status	£ 35,500			£ 35,500
Environmental Services	Re tender and negotiation of New Recyclables Contract to take advantage of favourable market conditions.	£ 432,000			£ 432,000
Corporate	Change in planning fees regime - 15% increase in fees based on CLG guidance	£ 120,000			£ 120,000
All Directorates	2% efficiencies as per budget guidelines		£ 216,664		£ 216,664
All Directorates	Joint Working Assumption as per MTFS			£ 100,000	£ 100,000
Total		£ 1,008,500	£ 216,664	£ 100,000	£ 1,225,164

1.36 The efficiencies of £217k can be classified as :-

Budget Adjustments (no service impact)	75%
Procurement Efficiencies (no service impact)	8%
Contract Reductions (reduced inflation and efficiencies)	12%
Income (demand increases)	5%

1.37 The following table provides details of unavoidable growth items that have been built into the 2013/14 draft 1 budget. These items represent budget pressures which are often unavoidable and have to be incorporated into our base revenue budget, many of which are of a significant nature.

Table 3 – unavoidable growth

SERVICE AREA	DETAIL	Additional Costs
Corporate - Executive Matters	Contract inflation	£57,131
Corporate - Executive Matters	Mileage increase required based on usage	£5,980
Corporate - Executive Matters	Pay inflation 2% (budget guidelines)	£268,820
Corporate - Executive Matters	Pay - increments, NI, superannuation	£86,000
Corporate - Executive Matters	Increase in Capital Cost of Pension	£90,000
Environmental Services	Fuel	£40,000
		£547,931

The following table provides details of growth bids (not yet approved by members) that have been built into the 2013/14 budget draft 1 position.

Table 4 – growth bids

SERVICE AREA	DETAIL	GROWTH REQUEST
Corporate – Welfare Reform	Impact of Welfare Reform – admin subsidy and demand impacts	£150,000
Corporate - Executive Matters	Project Management (3 years only)	£125,000
Development	Planning - projects validation & registration	£64,212
Regeneration & Housing	Estates - Maintenance & Repair	£65,000
Regeneration & Housing	Housing Allocations -Abritas IT Development	£21,000
		£425,212

1.38 In order to balance the budget a further reduction in costs or increase in income of £230,149 is required. In view of the expected government grant reduction a programme of identifying further areas of 5/10% budget reductions or income generation has resulted in a comprehensive list of building blocks and general budget efficiencies. These reductions have been matched to the Council's priorities, recognise the requirements of the Corporate Plan and have focussed on minimising the impact on front line services. The following areas will be considered:

Table 5

AREAS FOR FURTHER REVIEW	IMPACT
Increase to Income budgets	Increase Income
Procurement Savings/Negotiation	Reduce Costs
Deletion of Vacant Posts	Reduce Costs
Additional efficiencies	Reduce Costs
Further joint working opportunities	Reduce Costs / Increase Income

1.39 The outcome of these reviews and their implication on the current budget shortfall will be presented to the Executive in February 2013. At this stage it is expected that we will achieve a

balanced budget for 2013/14 without the need to use any New Homes Bonus, business rate growth or general reserves.

1.40 In addition further work will continue on identifying additional budget reductions for future years and these will be detailed in the Medium Term Forecast which will be updated and presented as part of the final budget report.

Risk

1.41 As ever the Council needs to plan its budget amidst a high degree of uncertainty, which brings with it risks. As well as specific mitigating actions on individual issues, risks are also addressed as part of our corporate risk register, proactive budget monitoring, service planning process and consideration of risk in all key decisions and committee reports.

1.42 The final draft budget will include a specific service risk provision and a general provision which equates to 1% of projected net expenditure and is in line with our budget planning.

1.43 A full appraisal of risk will be included in the final budget report detailing mitigations and a sensitivity analysis will be included to calculate the specific risk provisions.

Reserves

1.44 In addition to the robust risk control measures it will be necessary for the Council to maintain a general fund general balance as the ultimate safeguard. The reserves will also be subject to review as part of finalising the 2013/14 budget and this report will be considered at the February Executive.

Appendix 2

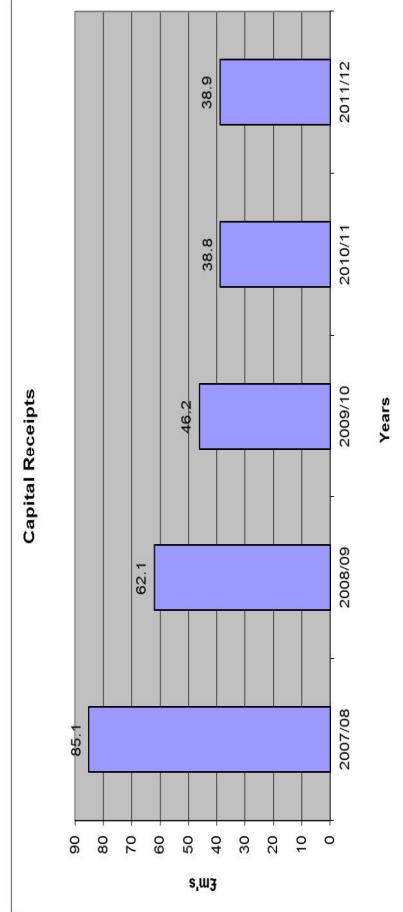
2013/14 Budget Scrutiny Outstanding Actions, Recommendations and Conclusions

Introduction

Resources & Performance Scrutiny Board (RSPB) considered the context to the revenue and capital budgets for 2013/14. Revenue net expenditure has reduced by 31% since 2008/09 and is summarised in the table below.

	2008-09	2009-10	2010-11	2011-12	2012-13
Net Budget	21.1	19.9	18.5	15.8	14.6
Change (£)	-2.4	-1.2	-1.4	-2.7	-1.2
Change (%)	-10.2%	-5.7%	-7%	-14.5%	-7.5%

On this basis a focus was given on discretionary budgets and the largest budget – environmental services. This budget represents some 40% of the 2012/13 net revenue budget. The board also considered the budgetary implications of the welfare reform changes – administration subsidy issues and the implications for the homelessness budgets.



Capital spend is projected to be £18m in 2012/13. Based on the current programme and profiled expenditure capital receipts are forecasted to be at less than £20m in March 2013. On this basis the Board dedicated a large part of the budget scrutiny on the capital bids including the scoring process. The detail behind the bids and scores can be seen on the final page of Appendix 2. If current expenditure continues and the council doesn't increase its capital pot, it will no longer be a debt free authority.

Recommendation

The Executive is recommended to consider the following recommendations from the Resources and Performance Scrutiny Board.

Capital Bids 2013/14

The budget scrutiny process for 2013/14 has involved a review of the capital bids received as part of the 2013/14 process. The bids received were reviewed at an informal budget scrutiny meeting (24 September 2012) and scored using a standard score card taking into account:

- Drivers (compulsory/legal; highly recommended; or desirable)
- Strategic Objectives (direct and significant to a strategic objective; indirect; or, not applicable)
- Consultation Priority
- Impact on performance or service delivery
- Organisation risk
- Efficiency (positive revenue with figures provided)

At the second informal budget scrutiny meeting (2 October 2012) Lead Members and Heads of Service were present to provide scrutiny members with additional information on a number of bids.

At the 16 October 2012 meeting of the Resources and Performance Scrutiny Board, Members reviewed the information from the informal meetings and agreed to submit the following recommendations for consideration by the Executive:

Recommendations	Reasons and Comments
Capital Programme 2012/13	
1. That the following capital bids be included in the capital programme 2013/14: <ul style="list-style-type: none"> i. D & PS Access Audit 2012 ii. Vehicle Replacement 2013/14 	Bids i – xv. The Board was satisfied with the information and justification for each of these bids. All of these bids received a score of 24 or greater during the review process and the Board determined that all bids with a score greater than 24 should be recommended for inclusion in the capital programme 2013/14. Members noted however that there were a number of bids that related to the replacement of

<p>iii. Cherwell Community Centre – Roof Covering Replacement</p> <p>iv. Microsoft Licensing</p>	<p>items which would have a limited life span and therefore require repair or replacing. Members commented that the capital pot is limited and would require building up again; therefore the Board suggested that consideration should be given to services building up funds to cover future replacements and ongoing costs.</p>
<p>v. Recycling Bank Replacement 2013/14</p>	<p>Bid xvi (Wheeled Bin Replacement Scheme): The Board commented that it was important for the Executive to be mindful of future wheeled bin replacement schemes and that the Executive be requested to build up funds from revenue accounts for future replacement schemes. Members noted that not all bins would require replacing at the same time and therefore bin replacement should be undertaken as a rolling scheme.</p>
<p>vi. Units 6 & 7 Thorpe Way – Replacement Roof Covering</p>	<p>Bid xvii (Works in Connection with Condition Survey): The Board agreed that this project be recommended for inclusion in the capital programme 2013/14 as the survey would review assets and identify areas requiring replacement to inform a rolling repair and maintenance programme.</p>
<p>vii. Mandatory Disabled Facilities Grants</p>	<p>Bid xviii (Kidlington and Gosford Leisure Centre Astro Turf Replacement) and bid xix (North Oxfordshire Academy Track Refurbishment): The Board recommended that these bids be included in the capital programme 2013/14 as recreation was one of the council's key services and third party funding could only be sought if Cherwell committed funds. Members requested that officers give consideration with partners to general maintenance and future replacement.</p>
<p>viii. Vehicle lifting equipment</p>	<p>Bid xx (Discretionary Housing Grants): Members noted that the level of demand for these grants varied and agreed that the grants should be retained, in particular, in light of the welfare reforms.</p>
<p>ix. Desktop PC Replacement</p>	<p>Bid xxi (Replacement Air Conditioning Plant to Main Chamber, Bodicote House): Following the receipt of supplementary information regarding this bid and confirmation that it was not part of the capital bid for works associated with the findings of the condition survey, Members were satisfied that the work was essential. Additionally, there were potential cost and environmental benefits. Notwithstanding their support for the bid, Members raised concerns as to why the work had not been undertaken previously.</p>
<p>x. Visualfiles Upgrade</p>	<p>Bid xxii: (Corporate – Electronic Document and Records Management System (EDRMS)): Following the receipt of supplementary information and consideration of a draft business case</p>
<p>xi. Server Replacement Package</p>	
<p>xii. 23 & 24 Thorpe Place – Replacement Roof Lights</p>	
<p>xiii. Financial System Upgrade</p>	
<p>xiv. Bicester Sports Village Phase 2</p>	
<p>xv. Stratfield Brake Repair Works</p>	
<p>xvi. Wheeled Bin Replacement Scheme</p>	
<p>xvii. Works in Connection with Condition Survey</p>	
<p>xviii. Kidlington and Gosford Leisure Centre Astro Turf Replacement</p>	
<p>xix. North Oxfordshire Academy Track Refurbishment</p>	
<p>xx. Discretionary Housing Grants</p>	
<p>xxi. Replacement Air Conditioning Plant</p>	

<p>to Main Chamber, Bodicote House</p> <p>xxii. Corporate – Electronic Document and Records Management System (EDRMS) to include the capital bid for Planning and Building Control replacement of ICIPSE (Northgate)</p> <p>xxiii. Highfield Depot Relocation Feasibility (resubmitted bid - Highfield Depot – Proposed Redevelopment of Office and Welfare Facilities)</p> <p>xxiv. Thorpe Lane Hard Standing Depot</p>	<p>Members agreed to note the report and recommend that the Executive earmark reserve capital receipts to a maximum of £700k for the implementation of EDRMS, subject to:</p> <ul style="list-style-type: none"> • A full business case being brought forward • Site visits being made available for Members to see and hear about actual benefits realised in other councils, and the systems used • If the subsequent business case is approved, which delivers this significant business change in stages in the way that best enables and supports delivery of strategic priorities • South Northamptonshire Council Cabinet taking a similar decision <p>The Board stressed that the detailed business case should cover how the change would be managed; the migration of other systems and the arrangements to be put in place to backfill officers as required; cashable and non-cashable savings.</p> <p>The Board recommended that the capital receipts should be earmarked to ensure capital funding would be available should the detailed business case be supported and not allocated to other projects.</p> <p>As the bid was for a joint project with South Northamptonshire Council, Members requested that officers provide feedback following consideration of the bid by SNC Members.</p> <p>Bid xxiii: (Highfield Depot Relocation Feasibility – resubmitted Highfield Depot – Proposed Redevelopment of Office and Welfare Facilities bid): Following initial consideration of this bid, it had been resubmitted as a bid for capital funding to undertake a full technical redevelopment assessment and valuation of the Highfield Depot site. The Board agreed that this bid should be recommended for inclusion in the 2013/14 capital programme up to a value of £65k as it represented the only way forward as it was essential to have all relevant information to enable a plan to be developed about the future of the site. Members recognised that the procurement exercise to appoint a consultant to carry out the feasibility study could result in a lesser cost.</p> <p>Bid xxiv: Thorpe Lane Hard Standing Depot: Following consideration of supplementary information relating to this bid, Members agreed that it was essential that the bid be recommended for inclusion in the 2013/14 capital programme to address and potential health and safety issues before they arise.</p>
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<p>2. That the following capital bid be included in the capital programme 2013/14, subject to negotiation and agreement being reached with Kidlington Parish Council for the ongoing maintenance of the bollard:</p> <p>i. Kidlington Pedestrian Scheme – Phase 2</p>	<p>The Board recognised that this bid was the next phase of the Kidlington pedestrianisation scheme and would help enforce the new pedestrianised area in the centre of Kidlington. The Board agreed that this bid should be recommended for inclusion in the 2013/14 capital programme subject to subject to negotiation and agreement being reached with Kidlington Parish Council for the ongoing maintenance of the bollard.</p>
<p>3. That the following capital bid be included in the capital programme 2013/14, subject to an appropriate policy for the scheme being established, a requirement that any bids over £2,000 must have, as a minimum, matched funding and that the Lead Member approve grants:</p> <p>i. Community Facilities Grant Scheme</p>	<p>The Board noted that the Community Facilities Grant Scheme would support community groups and parishes and there were no projects earmarked for funding. The Board stressed the need for a process for the allocation of grants that would consider each application on its merits and that each grant be approved by the Lead Member. The proposed policy to be available and approved by 31 March 2013. The Board also recommended a cap of £2,000 per bid and that any bids over £2,000 must have, as a minimum, matched funding.</p>
<p>4. That the following capital bids not be included in the capital programme 2013/14:</p> <p>i. Bartec expansion</p> <p>ii. Replacement CCTV and Intruder Systems District Wide</p> <p>iii. CDC and SNC Customer Services Desktop as a Service (DaaS)</p> <p>iv. Town Centre Visitor Information</p> <p>v. Lighting to Main Chamber, Bodicote</p> <p>vi. Joint Intranet (CDC and SNC)</p>	<p>Bid i (Bartec Expansion): The Board recommended that this bid not be included in the capital programme 2013/14 as, whilst the benefits of the system were understood, Members felt that it was not a priority at the current time, additionally, the payback was longer than the asset life.</p> <p>Bid ii (Replacement CCTV and Intruder Systems District Wide): There was no insurance requirement to replace the system which was adequate.</p> <p>Bid iii (CDC and SNC Customer Services Desktop as a Service (DaaS)): The Board felt the time and resource efficiencies of the system presented in the bid did not warrant the capital expenditure, particular as there were no direct financial efficiencies.</p> <p>Bid iv (Town Centre Visitor Information) and Bid v (Lighting to Main Chamber, Bodicote): These were the two lowest scoring bids and Members agreed that they did not justify best use of the council's resources.</p> <p>Bid vi: Joint Intranet (CDC and SNC): Following consideration of supplementary information, the Board agreed that this bid not be included in the capital programme 2013/14 as Members felt that it was not a priority at the current time</p>

<p>5. That the following capital bids not be included in the capital programme 2012/13:</p> <ul style="list-style-type: none"> i. Bradley Arcade – Promenade Deck Repairs to Shops ii. Stable Restaurant Alterations iii. Repairs to Lighting Protection at Bodicote House and Banbury Bus Station iv. External / Internal Painting v. Retained Land Backlog Maintenance vi. Street Furniture vii. Unit 18 Thorpe Way - clearance of unit viii. Unit 6 & 20 Thorpe Place – Improvements ix. CDC Community Development Strategy x. Cherwell Allocations Review and Implementation xi. Work-in-default 	<p>The Board agreed that these bids did not meet the capital requirements and requested that officers investigate other sources of funding,</p> <p>Environmental Services Budget</p> <p>The budget scrutiny process for 2013/14 has involved a review of the council's environmental services budget. The Board received an extensive briefing from the Head of Environmental Services during which Members were advised that Environmental Services delivered many of the front line services of the Council, including Waste Collection, Street Cleansing, Public Conveniences and Landscape Management. These services were the services that the Council was most well known for amongst residents and accounted for a significant percentage of overall Council expenditure. The overall revenue budget for Environmental Services was £5.86 million.</p>
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The Board agreed to submit the following recommendations for consideration by the Executive:	
Recommendations	Reasons and Comments
<p>1. That consideration be given to requesting officers to develop a business case for commercial waste collection.</p> <p>2. That the Resources and Performance Scrutiny Board maintain a watching brief on the Oxfordshire Waste Partnership (OWP)</p>	<p>The Board noted that waste collection from residents in the district was the primary function of the waste service but considered that the collection of commercial waste could generate an income for the Council. It was acknowledged that the cost of such a service could outweigh any benefits and agreed that giving consideration to the feasibility of offering such a service through a cost/benefit analysis would be the most appropriate course of action in the first instance.</p> <p>The Board had undertaken a detailed review of the Council's partnership with OWP in 2010/11 and retained the item on their work programme to monitor in light of uncertainty about the financial arrangements.</p> <p>The Board had noted that there was still considerable uncertainty about the financial arrangements and, in particular, the payments to collection authorities from the county council. The issue was under discussion by Leaders and Chief Executives across the county and would also be considered by the OWP at their next meeting.</p> <p>Members agreed that this should remain on their work programme and requested that the Head of Environmental Services provide updates to the Board as appropriate.</p>
	<p>Homelessness Budget</p> <p>The budget scrutiny process for 2013/14 has involved a review of the council's homelessness budget. The Head of Finance and Procurement advised the Board that the Council's homelessness budget had remained relatively stable for the previous two years and the Government had confirmed that the Council's homelessness grant would remain the same for the next two years, but this was not ring fenced.</p> <p>It was anticipated that the need for homelessness support would increase as a result of the Government's Local Government Resources Review and Welfare Reforms which could cause budget pressures for the Council. As a consequence, the Board agreed that they should retain a watching brief through the Finance Scrutiny Working Group.</p> <p>Concessions Policy</p> <p>As part of a previous budget scrutiny process, Members had identified the need for a consistent approach to concessions across the authority. As part of the 2013/14 budget scrutiny process nominated Board Members had met with Finance Officers to reviews the</p>

concessions currently offered by the council and third parties. It had been noted that there were discrepancies and focus should be developing overarching principles taking into consideration services CDC delivers, services externally delivered and which groups were currently in receipt of concessions.

The Board noted that the concessions review could only give guidance for services delivered by CDC and guide through Service Level Agreements for third party providers. It was further noted that an equality impact assessment would be need to be undertaken. It was agreed that work on concessions principles would be ongoing with a view to a policy being implemented with effect from April 2013.

NEW CAPITAL BIDS 2013/14

Bid No.	Capital Scheme	Directorate	Strategic Priority	Capital Bid Score	JOINT TOTAL Capital Cost	Total Estimated Capital Cost
19	D & PS Access Audit 2010	DEV	S&H	39		£15,000
36	Vehicle Replacement 2013/14	COM	CG	36		£3,637,000
7	Chasewell Community Centre – Roof Covering Replacement	DEV	S&H	36		£15,000
40	Microsoft Licensing	RES	AVFM	32	£300,000	£150,000
34	Recycling Bank Replacement 2013/14	COM	CG	31		£25,000
17	Units 6 & 7 Thorpe Way – Replacement Roof Covering	DEV	S&H	31		£84,000
30	Mandatory Disabled Facilities Grants	DEV	DOO	29		£375,000
38	Vehicle lifting equipment	COM	CG	29		£30,000
41	Desktop PC Replacement	RES	AVFM	29		£42,000
44	Visualfiles Upgrade	RES	AVFM	29		£16,000
43	Server replacement package	RES	AVFM	29		£24,000
2	23 & 24 Thorpe Place – Replacement Roof Lights	DEV	S&H	28		£27,000
45	Financial System Upgrade	RES	AVFM	26	£200,000	£100,000
23	Bicester Sports Village Phase 2	COM	DOO/S&H	24		£450,000
26	Stratfield Brake Repair Works	COM	S&H	24		£80,000
37	Wheeled Bin replacement scheme	COM	CG	23		£720,000

8	Works in Connection with Condition Survey	DEV	S&H	23	£350,000
24	KGLC ATP Replacement	COM	DOO/S&H	20	£180,000
25	NOA Track Refurbishment	COM	DOO/S&H	20	£165,000
29	Discretionary Housing Grants	DEV	DOO	18	£275,000
3	Replacement Air Conditioning Plant to Main Chamber, Bodicote House	DEV	S&H	21	£80,000
10	Highfield Depot – Proposed Redevelopment of Office & Welfare Facilities	DEV	S&H	21	£65,000
35	Thorpe lane depot hard standing	COM	CG	16	£35,000
21	Community Facilities Grant Scheme	COM	S&H	15	£84,000
TOTAL RECOMMENDED BIDS					
32	Kidlington Pedestrianisation Scheme – Phase 2	DEV	DOO	17	£28,825
39	Corporate - Electronic Document and Records Management System (EDRMS)	RES	AVFM	16	£1,400,000
TOTAL BIDS FOR 13/14					
					£7,752,825

Resources & Performance Scrutiny Board

Resources & Performance Scrutiny Board Work Programme 2012/13

15 January 2013

Report of Head of Law and Governance

PURPOSE OF REPORT

This report presents the Resources and Performance Scrutiny Board work programme 2012/13 for consideration.

This report is public

Recommendations

The Resources and Performance Scrutiny Board is recommended:

- (1) To consider the Resources & Performance Scrutiny Board work programme 2012/13 as set out at Appendix 1 of the attached report.

Details

1 Resources and Performance Scrutiny Board Work Programme 2012/13

- 1.1 The Resources and Performance Scrutiny Board Work Programme 2012/13 is attached at appendix 1.
- 1.2 Each future agenda item includes an overview of the item and reason for consideration by the Board.

Work Programme Items

- 1.3 Board Members may wish to suggest other items for inclusion on the work programme during 2012/13. Members are reminded that in considering the suggestions for the work programme and prioritising topics, it is important to consider the resources available to support the work and the timescales. The Board should also reflect on the demands that scrutiny reviews place on the resources in the individual

service areas.

1.4 The Board will also wish to consider the priority checklist. The current, informal criteria applied to all suggestions for a scrutiny review are that it must:

- be of concern to a group of people living within the Cherwell District;
- relate to a service, event or issue in which the Council has a significant stake or over which the Council has an influence;
- not be an issue which scrutiny has considered during the last 12 months;
- not relate to an individual service complaint;
- not relate to an individual planning or licensing application.

2 Future Meetings Schedule

Resources & Performance Scrutiny Board	5 March 2013, 6.30pm 16 April 2013, 6.30pm
Finance Scrutiny Working Group	19 February 2013, 6.30pm
Performance Scrutiny Working Group	26 February 2013, 6.30pm
Overview and Scrutiny Committee	22 January 2013, 6.30pm 12 March 2013, 6.30pm 23 April 2013, 6.30pm

Implications

Financial: There are no financial implications arising directly from this report. The report of the individual scrutiny reviews will address any specific financial issues.

Comments checked by Sarah Best, Service Accountant, 01295 221982

Legal: There are no legal implications arising directly from this report. The report of the individual scrutiny reviews will address any specific financial issues.

Comments checked by Paul Manning, Solicitor Advocate 01295 221691

Risk Management: If too many items are included on the work programme there is a risk that scrutiny agendas become overloaded. This undermines effective scrutiny because Members are unable to concentrate on the key issues and officer resources are over-stretched. It may be necessary to hold further meetings during the year if the risk of not achieving the work programme becomes apparent. The report of the individual scrutiny reviews will address any specific risk issues.

Comments checked by James Doble, Democratic and Elections Manager, 01295 221587

Wards Affected

Each scrutiny review will identify the wards affected

Corporate Plan Themes

Each scrutiny review will identify the relevant corporate plan themes

Document Information

Appendix No	Title
Appendix 1	Resources and Performance Scrutiny Board Work Programme 2012/13
Background Papers	
None	
Report Author	Natasha Clark, Team Leader, Democratic & Elections
Contact Information	01295 221589 natasha.clark@cherwellandsouthnorthants.gov.uk

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Resources and Performance Scrutiny Board

Work Programme 2012/2013

(Updated: 7 January 2013)

Item	Description	Reason for Consideration	Contact Officer	Further Action / Note
Date of Meeting: 5 March 2013				
R&PSB Work Programme 2012/13	To consider the Resources and Performance Scrutiny Board work programme	Standing item – to review the work programme	Natasha Clark, Team Leader – Democratic & Elections	
Date of Meeting: 16 April 2013				
Landscape Maintenance Contract	To consider the process for the procurement of the landscape maintenance contract	Scrutiny review – contract scrutiny	Ed Potter, Head of Environmental Services	Members requested the inclusion of this item at the 10.07.12
R&PSB Work Programme 2012/13	To consider the draft Resources and Performance Scrutiny Board work programme	Standing item – to review the work programme	Natasha Clark, Team Leader – Democratic &	

Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

Item	Description	Reason for Consideration	Contact Officer	Further Action / Note
			Elections	

Item	Description	Reason for Consideration	Contact Officer	Further Action / Note
Items to be allocated				
Oxfordshire Waste Partnership (OWP) – Funding arrangements TOP 70	To receive a further update available, advising the Board on the proposals for the revised financial arrangements for the OWP.	Monitoring – Members have retained this item on the work programme in light of uncertainty regarding the financial arrangements	Ed Potter – Head of Environmental Services	Anticipate update in March 2013
Performance of Street Cleansing Services	To receive a further update once the 2012 customer satisfaction results are available.	Monitoring – Members reviewed the reduction of customer satisfaction with street cleansing that had been highlighted in the Performance Management Framework at the 10 July 2012 meeting	Ed Potter – Head of Environmental Services	An update will be provided at the January 2013 meeting
Partnership Scrutiny: Oxfordshire Rural Community Council (ORCC)	To receive an update on progress against the recommendations arising out of the R&PSB review of the scrutiny review of the Council's partnership with ORCC in 2009/10	Monitoring – progress against recommendations accepted by Executive in April 2010	Chris Rothwell – Head of Community Services	Anticipate update in March 2013
Contracts Review: Spiceball	To nominate Members to work with	Scrutiny review - During the 2012/13	TBC	

Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

Item	Description	Reason for Consideration	Contact Officer	Further Action / Note
Sports Centre	officers during the procurement process	budget scrutiny, the Board noted that the contract would be reviewed in 2012/13 and requested that officers attend a meeting of the R&PSB at the appropriate time and members of the Board be nominated to work with officers on the procurement process.		
Tourist Information Centres / Courtyard	To be reviewed as part of the 2012/13 work programme	Scrutiny Review - During the budget scrutiny, the Board agreed to make no recommendation in this area but recognised the reduction in support costs. The Board agreed that this should be added to their 2012/13 work programme to undertake a review.	TBC	
Banbury Museum	To be reviewed as part of the 2013/14 work programme	Scrutiny Review - During the budget scrutiny, the Board agreed to make no recommendation in this area as it had been subject to a value for money review and implementation of trust status considered. It was agreed that this item should be added to the work programme for 2013/14.	TBC	

Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

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