

Committee: Executive
Date: Monday 1 July 2013
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Ken Atack	Councillor Norman Bolster
Councillor John Donaldson	Councillor Michael Gibbard
Councillor Tony Ilott	Councillor Nigel Morris
Councillor D M Pickford	Councillor Nicholas Turner

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

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

4. **Urgent Business**

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

5. **Minutes** (Pages 1 - 10)

To confirm as a correct record the Minutes of the meeting held on 3 June 2013.

Strategy and Policy

6. **Graven Hill Acquisition Update** (Pages 11 - 14)

6.35pm

Report of Head of Regeneration and Housing

Summary

To recommend next steps towards the acquisition of Graven Hill Executive and to provide an update on the progress being made with the acquisition of Graven Hill.

Recommendations

The Executive is recommended to:

- (1) Propose to Council to add the acquisition and redevelopment of Graven Hill and prudential borrowing into the Policy Framework and make available the capital sums required as part of the budget.

7. **Cherwell Housing Strategy and Tenancy Strategy 2012-17** (Pages 15 - 22)

6.45pm

Report of Head of Regeneration and Housing

Summary

To provide Executive with an update on the Housing Strategy 2012-17 and Tenancy Strategy 2012-17

Recommendations

The Executive is recommended:

- (1) To note the contents of the report and progress to date in delivering the Council's Housing strategy and the Council's Tenancy Strategy.
- (2) To receive a further update in 12 months' time.

8. **Criteria for Local Heritage Assets Register** (Pages 23 - 38)

6.55pm

Report of Head of Strategic Planning and the Economy

Summary

To adopt criteria for a District wide Local Heritage Assets Register.

Recommendations

The Executive is recommended:

- (1) To approve the criteria for the selection of Local Heritage Assets

9. **Carbon Management** (Pages 39 - 60)

7.05pm

Report of Head of Environmental Services

Summary

This report considers the progress the Council's Low Carbon Management Plan and well as other low carbon related projects.

Recommendations

The Executive is recommended:

- (1) To note the achievements of the ongoing delivery of the Carbon Management Plan.
- (2) To note the success of the investment in solar panels on key buildings.
- (3) To acknowledge the results of the Energy & Environment Survey.
- (4) To support Cherwell's sign up to the national Climate Local Commitment.

Service Delivery and Innovation

10. **Enabling Business Investment in Cherwell** (Pages 61 - 68)

7.15pm

Report of Head of Strategic Planning and the Economy

Summary

To consider how to use recent research to enable business investment in Cherwell.

Recommendations

The Executive is recommended:

- (1) To share this research and engage with members of the Cherwell-M40 Investment Partnership (CHIP) to identify competitor locations and points of Cherwell's competitive advantage to form the basis of a promotional campaign to strengthen the economic base of the District and attract inward investment. This should also assist the retention of local SMEs and support them to prosper, all of which will contribute to growth in business rates and the vitality of Cherwell.
- (2) To commission new District- wide promotional material to secure new investment including Investor Profiles for our portfolio of major sites, setting out location, characteristics of the population, local demographics etc.

- (3) To lead new initiatives in 2013/14 including a bulletin for businesses to promote investment, and a District wide business forum to enhance the networks the IoD, FSB and local Chambers within the District as a whole.

11. Joint Arrangements Steering Group (CDC/SNC/SDC) Terms of Reference **7.25pm**
(Pages 69 - 74)

Report of Head of Law and Governance

Summary

To adopt formal terms of reference for the “three way” Joint Arrangements Steering Group involving members and officers of this Council, South Northamptonshire and Stratford on Avon.

Recommendations

The Executive is recommended:

- (1) To adopt the terms of reference for the “three way” Joint Arrangements Steering Group (JASG) at Appendix

12. Transformation Challenge Award (Pages 75 - 84) **7.30pm**

Report of Head of Finance and Procurement

Summary

This report outlines proposals for bidding against the transformation challenge award and details the process and timetable for completion.

Recommendations

The Executive is recommended:

- (1) To note the contents of the report and the purpose of the transformation challenge award.
- (2) To endorse the areas suggested for collaboration with South Northamptonshire and Stratford upon Avon Councils.
- (3) To delegate authority to the Director of Resources and Head of Finance and Procurement in consultation with the Leader of the Council to finalise submissions ahead of the deadline date of 14 July 2013.

Urgent Business

13. Urgent Business

Any other items which the Chairman has decided is urgent.

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

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

1 – Information relating to any individual

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

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

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

Members are reminded that whilst the following items have been marked as exempt, it is for the meeting to decide whether or not to consider each of them in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

No representations have been received from the public requesting that this item be considered in public.

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

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

15. **Shared Services - Environmental Services** (Pages 85 - 116) **7.40pm**

Exempt Report of Head of Environmental Services

16. **Proposal for a Shared Human Resources Service with South Northamptonshire District Council and a Collaborative Approach to the Delivery of HR Services with Stratford On Avon District Council** (Pages 117 - 174) **7.50pm**

Exempt Report of Head of Transformation

(Meeting scheduled to close at 8.00pm)

Information about this Agenda

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.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

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 Friday 21 June 2013

Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 3 June 2013 at 6.30 pm

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

Councillor Ken Atack, Lead Member for Financial Management
Councillor John Donaldson, Lead Member for Banbury Brighter Futures

Councillor Michael Gibbard, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Public Protection
Councillor Nigel Morris, Lead Member for Clean and Green
Councillor D M Pickford, Lead Member for Housing
Councillor Nicholas Turner, Lead Member for Performance and Customer

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Tim Emptage, Leader of the Liberal Democrat Group

Apologies for absence: Councillor Norman Bolster, Lead Member for Estates and the Economy

Officers: Sue Smith, Chief Executive
Calvin Bell, Director of Development
Ian Davies, Director of Community and Environment
Kevin Lane, Head of Law and Governance / Monitoring Officer
Karen Curtin, Head of Finance and Procurement
Claire Taylor, Corporate Performance Manager
Helen Town, Strategic Housing Officer
Nick Cardnell, Policy Planner
Natasha Clark, Team Leader, Democratic and Elections

1 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

3 **Urgent Business**

There were no items of urgent business.

4 **Minutes**

The minutes of the meeting held on 8 April 2013 were agreed as a correct record and signed by the Chairman.

5 **Graven Hill Acquisition Update**

The Head of Regeneration and Housing submitted a report which provided an update on the progress being made with the acquisition of Graven Hill.

Resolved

- (1) That the progress to date on work underway be noted.

Reasons

The work outlined in this report is necessary for prudent decision making and use of public money.

This is an exciting project for Cherwell and is already gaining significant attention from the media and interest from the private sector, central government and members of the public.

Options

None

6 **Applications for Designation of Neighbourhood Areas**

The Head of Strategic Planning and the Economy submitted a report which sought the formal determination of four separate applications for the designation of Neighbourhood Areas at Adderbury Parish, Bloxham Parish, Hook Norton Parish & Stratton Audley Parish

Resolved

- (1) That the formal designation of the following four Neighbourhood Areas under Section 61G of the Town and Country Planning Act 1990 (as amended) be approved:
- a. Adderbury Neighbourhood Area
 - b. Bloxham Neighbourhood Area
 - c. Hook Norton Neighbourhood Area
 - d. Stratton Audley Neighbourhood Area
- (2) That the Head of Strategic Planning and the Economy be authorised to issue Notifications of Decisions pursuant to resolution (1) and to the

conclusions reached for each application for the designation of Neighbourhood Areas.

Reasons

Neighbourhood planning was introduced by the Localism Act 2011 as a new, local tier to the planning system. Neighbourhood planning is optional but allows communities to come together through a local Parish Council or Neighbourhood Forum and have direct involvement in the land-use planning of their local area.

The Parish Councils of Adderbury, Bloxham, Hook Norton and Stratton Audley have each made applications for the designation of their administrative areas as Neighbourhood Areas for the purposes of preparing Neighbourhood Development Plans. Each application has been publicised and a number of representations have been received. None of the comments made raised are considered to warrant the refusal of the applications and it is considered that in each case designation would be coherent, consistent and appropriate.

Options

Option One: To approve the designation of the Neighbourhood Areas

Option Two: To refuse and amend the designation of the Neighbourhood Areas providing reasons why

Option Three: To defer consideration

7 Brighter Futures in Banbury Programme

The Director of Community and Environment submitted a report which sought consideration of the performance and achievements of the third full year of the Brighter Futures in Banbury programme and the proposed emphasis in the fourth and subsequent years.

In introducing the report, the Lead Member for Banbury Brighter Futures explained that the 2013/14 Annual Report set out the extensive range of activities undertaken in three target wards (Banbury Ruscote, Banbury Neithrop and Banbury Grimsbury and Castle) arranged by six themes.

In considering the report, Members noted that the programme was rooted in partnership working and acknowledged the important role the council played in coordinating the work. It was agreed it was important to that all partners remained committed to the programme's objectives to meet the challenges of the coming year. In light of the considerable budget and resource constraints, Members agreed that it was not appropriate to expand the Programme at the present time.

The Leader of the Labour Group addressed Executive, commended the excellent work that had been done to date and endorsed the proposal not to extend the Programme at present but retain focus on the three Banbury wards.

Resolved

- (1) That the good progress made in the third year of the Brighter Futures Programme be noted.
- (2) That the areas of emphasis and proposed activity in 2013/14 be supported.
- (3) That officers be requested to submit further reports as appropriate on progress.

Reasons

The Brighter Futures in Banbury programme has been running for just over three years as a means of supporting in better ways those individuals and families in most need. During this time, it has made significant progress with effective multi-agency focus and many joint actions.

The draft 2013/14 Annual Report sets out the extensive range of activities undertaken in the three target wards arranged by the six themes. It represents an excellent multi-agency response to local need and has established a new way of working which is based on a common purpose, good communication and better understanding of the roles and activities of many organisations.

The Brighter Futures in Banbury programme will only be effective if it is targeted, long-term, multi-agency in nature and clear on its purpose and outcomes. A common understanding amongst all relevant agencies of what can and should be done underpins the proposals for 2013 and beyond.

Options

Option One: Adopt the recommendations as set out

Option Two: Amend/add to the areas of focus for 2012/13

8 Equalities Self-Assessment and Action Plan for 2013/14

The Head of Transformation submitted a report which reviewed the completion of the annual Self-Assessment undertaken by the Council against the Achieving Standard under the Equality Framework for Local Government.

The Leader of the Council requested that he be provided with a quarterly update report by exception and that an annual briefing be arranged for all Members.

Resolved

- (1) That the evidence and information submitted in the Council's Self-Assessment against the 'Achieving Standard' under the Equality Framework for Local Government be noted.

- (2) That the equalities action plan for 2013/14 be agreed and the areas of good practice upon which it builds and the areas for development that it addresses be noted.

Reasons

Cherwell District Council has made significant progress delivering against the equalities agenda in recent years. The Council's approach has been redesigned to streamline processes and to focus on local priorities including improving access to services, delivering excellent customer service and working with groups who may need additional support from across the district.

The self-assessment identifies areas of strength and key developmental priorities and has been undertaken in line with a nationally agreed self-assessment model.

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

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

Options

None

9 Performance Management Framework 2012/2013 Annual Performance Review

The Head of Transformation submitted a report which presented the Council's annual performance review for 2012/13 as measured through the Corporate Performance Management Framework.

In introducing the report, the Lead Member for Performance and Customers reported that of the 17 performance pledges made at the beginning of 2012/13, 14 had been met in full and three partially met.

The Overview and Scrutiny Committee had considered the report at their May meeting and resolved to invite officers with responsibility for performance indicators reporting red to a future meeting of the Committee to review the indicators.

The Lead Member for Performance and Customers reported that the Overview and Scrutiny Committee had raised particular concern about the performance of processing major planning applications. Executive was advised that the need to speed up the processing of major applications was recognised and measures had been put in place. This would be reflected in the Annual Report.

Executive noted that the four corporate priorities were now four years old and that a briefing for all Members would be held in the summer which would focus on reviewing the priorities.

Each Lead Member provided an overview of the performance within their respective portfolios highlighting the successes and any areas of poor performance being addressed.

The Leader of the Labour Group addressed Executive and commented on the need for an appropriate body to review the Local Plan process as this was behind schedule and reporting amber. This would ensure that lessons were learnt for future plan development. The Leader of the Council concurred that once the process was finished and the Local Plan adopted this would be a useful exercise.

In response to comments of the Leader of the Liberal Democrat Group regarding the inclusion of activity in Kidlington within the Annual Performance Review, the Leader of the Council requested that officers ensure that this be included in the final version of the Review.

Resolved

- (1) That it be noted that, despite tough performance targets, a challenging economic environment, and on-going policy and organisational change, Cherwell District Council has met or made satisfactory progress on 93% of the performance targets outlined in its performance management framework.
- (2) That the progress the Council has made delivering a challenging transformation programme, which has ensured that the pledge to reduce the Council's budget by £800,000 has been met and that Council Tax has been frozen for the coming year, be noted.
- (3) That the progress in delivering the Council's strategic objectives be noted.
- (4) That the draft Annual Performance Report as amended be agreed and that authority be delegated to the Head of Transformation, in consultation with the Lead Member for Performance and Customers, to make any minor changes to the document as required before publication.
- (5) That the Corporate Performance Manager and the Performance and Insight Team be thanked for their hard work in co-ordinating the production of the Performance Management Framework Performance review.

Reasons

The report shows the Council's performance against the Corporate Scorecard and Performance Management Framework in 2012/2013. From this information the Executive can make a judgement about the progress the Council is making in meeting its objectives, identify the achievements it

wishes to celebrate and the areas where action is required to improve performance.

Options

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

Option Two: To approve or reject the recommendations set out.

10 **2012/2013 End of Year Finance Report**

The Head of Finance and Procurement submitted a report which summarised the Council's provisional Revenue and Capital performance for the financial year 2012/2013 and reported on performance against the procurement action plan. The figures were still subject to further validation work to ensure compliance with statutory requirements and proper accounting practices.

Resolved

- (1) That the provisional revenue out-turn position for 2012/2013 (annex to the Minutes as set out in the Minute Book) be noted.
- (2) That the carry forward of budget underspends within 2012/2013 to 2013/14 (annex to the Minutes as set out in the Minute Book) be approved.
- (3) That the transfer to general fund balances (annex to the Minutes as set out in the Minute Book) be noted.
- (4) That the provisional capital out-turn position for 2012/2013 (annex to the Minutes as set out in the Minute Book) be noted.
- (5) That it be agreed to carry forward into the 2013/14 capital programme the balances on capital schemes which have slipped in 2012/2013 (annex to the Minutes as set out in the Minute Book).
- (6) That the Treasury out-turn position for 2013/14 be noted.
- (7) That progress against the Council's Procurement Action plan and savings achieved be noted.
- (8) That authority be delegated to the Director of Resources and Head of Finance and Procurement in consultation with the Lead Member for Financial Management to consider and implement further changes relating to all aspects of the closedown of the accounts for 2012-13 including: realigning reserves; the transfer of costs from revenue to capital; amendments of the revenue and capital budgets; and implementation of a minimum revenue provision accordingly.

Reasons

This report illustrates the Council's provisional performance against the 2012/2013 Revenue and Capital Budget and progress achieved against our Procurement action plan and targets.

Options

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

Option Two: To approve or reject the recommendations set out.

11

Update on the Construction of the Bicester Community Centre

The Head of Regeneration and Housing submitted a report which provided an update on progress with the construction of the Bicester Community Centre project and sought delegated authority to award the construction contract to the Council's Procurement Steering Group.

Resolved

- (1) That the procurement strategy in appointing a main build contractor for delivery of the Bicester Community Centre be noted and supported.
- (2) That authority be delegated to the Council's Procurement Steering Group, consisting of the 151 Officer, the Monitoring Officer and the Head of Finance and Procurement in consultation with the Lead Member for Estates and the Economy and the Leader of the Council, to award the contract subject to the costs not exceeding the approved capital budget of £5m.
- (3) That the utilisation of internal Project Management resources to deliver such contracts to maximise the efficient and cost effective use of these professional services be approved.
- (4) That officers be requested to provide a bi-monthly progress report to the Executive.

Reasons

Approval of the necessary delegations will enable the procurement of a preferred construction partner. This will enable progress to be made with the project team to enable a subsequent planning submission and start on site within the project plan objectives.

Support to the procurement approach and utilisation of internal Project Management resources will reduce overall costs and improve procurement efficiencies.

Options

Option One: Agree delegated authority to award the contract upon conclusion of the tender exercise under the London and South East Construction Framework to the Council's Procurement Steering Group, subject to costs not exceeding the approved capital estimate.

Option Two: To require that the approval to award be sought directly from the Executive once the tender evaluation process is completed.

Option Three: Not to progress the project

12 **Exclusion of the Press and Public**

Resolved

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

13 **Update on the South West Bicester Multi Sports Village Project**

The Head of Community Services submitted a report provided an update on the South West Bicester Multi Sports Village Project and sought delegated authority to award the construction contract for the sports pavilion and car park to the Council's Procurement Steering Group.

Resolved

- (1) That the procurement strategy in appointing a contractor for delivery of phase 2 of the project – construction of the pavilion and car park be noted.
- (2) That authority be delegated to the Council's Procurement Steering Group, consisting of the s151 Officer, the Monitoring Officer and the Head of Finance and Procurement in consultation with the Deputy Leader to award the construction contract for phase 2 of the project and the Project Management arrangements for phase 2 and 3, subject to the costs not exceeding approved capital estimates.
- (3) That the submission of a deemed planning application for the master plan of the whole sports village site- Phases 2 and 3 be approved.
- (4) That the revenue implications of the Sports Village and that further discussions were required with partners to clarify the way forward be noted.
- (5) That officers be requested to provide a bi-monthly progress report to the Executive.

Reasons

The section 106 agreement puts a legal obligation on the Council to deliver some outdoor sports facilities and therefore Phase 2, in some form must be progressed.

Options

Option One: Agree delegated authority to award the contract upon conclusion of the tender exercise under the London and South East Construction Framework to the Council's Procurement Steering Group, subject to the costs not exceeding approved capital estimates, and to continue to consider the best approach for future management and the revenue implications.

Option Two: To require that the approval to award be sought directly from the Executive once the tender evaluation process is completed.

Option Three: To progress with a reduced scheme that meets the planning obligations within the Kingsmere development.

The meeting ended at 8.15 pm

Chairman:

Date:

Executive

Graven Hill Acquisition Update

1 July 2013

Report of Head of Regeneration and Housing

PURPOSE OF REPORT

To recommend next steps towards the acquisition of Graven Hill Executive and to provide an update on the progress being made with the acquisition of Graven Hill.

This report is public

Recommendations

The Executive is recommended to:

- (1) Propose to Council to add the acquisition and redevelopment of Graven Hill and prudential borrowing into the Policy Framework and make available the capital sums required as part of the budget.

Executive Summary

Introduction

- 1.1 The 3 June report to the Executive provided an update to members on progress in the steps being made to acquire Graven Hill, subject to Council approval.
- 1.2 Due diligence is underway and both parties (CDC and MOD) are working towards the date of 31 August 2013 to complete due diligence.
- 1.3 Trowers have been appointed as the legal firm to undertake this work alongside EC Harris who are undertaking technical due diligence and supporting CDC officers with financial due diligence.

Proposals

- 1.4 For the Council Executive to propose to Council to add the acquisition and redevelopment of Graven Hill and prudential borrowing into the Policy Framework and make available the capital sums required as part of the budget.

Conclusion

- 1.5 Due diligence work is underway and a further report will come to members

once this is completed. This report ensures the correct procedures are followed under the Council's constitution.

Background Information

- 2.1 Council Officers across a number of teams are working collaboratively alongside Regeneration and Housing Services to ensure a prudent approach with each step that is taken towards the potential acquisition of Graven Hill. This includes:
- Finance and Procurement Services supporting Regeneration and Housing with the financial modelling for acquisition and development and the necessary assessment of the risks and opportunities of prudential borrowing through the Public Works Loans Board and how this could work alongside the use of existing council capital
 - Legal Services supporting Regeneration and Housing with the appointment of Trowers as an external firm to undertake legal due diligence. Trowers bring extensive experience in dealing with the due diligence and the acquisition of strategic sites.
 - Planning Policy and Economic Development supporting Regeneration and Housing in early work on a strategy for the commercial elements of the site
 - Communications supporting Regeneration and Housing with the large media and public interest that this work has triggered at a local and national level.
 - Democratic Services supporting Regeneration and Housing with ensuring the correct policy procedures are followed and governance issues associated with a key decision.
- 2.2 Two Member Workshops have been delivered with a third workshop planned to explain:
- The implications of the council returning to a position of borrowing
 - The proposals for the delivery of Graven Hill and the proposed financial model for acquisition and delivery
- 2.3 Officers within Regeneration and Housing are continuing with their work on a delivery plan to optimise the Council's chances of securing inward investment for the site from the public and private sector.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The recommendation in this report ensures the Council is following correct procedures in making key decisions.

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

Option One To approve the recommendation in this report

Option Two To reject the recommendation in this report

Implications

Financial: Extensive work is being undertaken to optimise the financial model for acquisition and delivery and to undertake financial due diligence.

Comments checked by Karen Curtin, Head of Finance and Procurement 01295 221551

Legal: It is necessary for the proposed acquisition of Graven Hill and the potential use of the Council's prudential borrowing powers to be added to the policy framework in order for the Executive to be empowered to make future decisions.

Comments checked by Kevin Lane, Head of Law and Governance 01295 221661

Risk Management: The completion of the due diligence processes will be crucial in mitigating the risk, and the appointment of external advisors to work alongside Council Officers is proving invaluable in the due diligence process which in turn reduces the financial and legal risks in the steps being made towards acquisition and development

Comments checked by Calvin Bell, Development Director

Wards Affected

All

Corporate Plan Themes

District of Opportunity

Lead Member

Councillor Debbie Pickford
Lead Member for Housing

Document Information

Appendix No	Title
NA	NA
Background Papers	
None	
Report Author	Helen Town, Delivery Team Manager
Contact Information	01295 227991 Helen.town@Cherwell-dc.gov.uk

Executive

Cherwell Housing Strategy and Tenancy Strategy 2012-17

July 2013

Report of Head of Regeneration and Housing

PURPOSE OF REPORT

To provide Executive with an update on the Housing Strategy 2012-17 and Tenancy Strategy 2012-17

This report is public

Recommendations

The Executive is recommended:

- (1) To note the contents of the report and progress to date in delivering the Council's Housing strategy and the Council's Tenancy Strategy
- (2) To receive a further update in 12 months' time.

Executive Summary

In 2012 Cherwell District Council approved the publication of two key strategic documents:

- Cherwell Housing Strategy (2012 – 17) "*Enterprise – Innovation – Empowerment*" 2012-17
- Cherwell Tenancy Strategy(2012 – 17) "Transparent solutions serving individual and local needs"

These are both statutory documents (Local Government Act 2003 and Localism Act 2011).

Much has happened in the year since these strategies were produced at a national level (welfare reform, reduced HCA Grant etc.) which has impacted at a local level.

This highlight report will give a brief overview of the work that has been undertaken over the past year. It also provides a summary of any key changes to the local and national context in which homes are built and housing related services delivered.

Proposals

- (1) That the report and progress to date is noted by the Executive
- (2) A further update report is brought back to Executive in 12 months

Background Information

The Council's Housing Strategy contains six main priorities that the Council identified it would deliver over the strategy period. These are:

- Increase the supply and access to housing
- Develop financially inclusive, sustainable communities
- House our most vulnerable residents
- Ensure homes are safe, warm and well managed
- Prevent Homelessness
- Maximise resources and be an investment ready district

The Council's Tenancy Strategy provides guidance for RPs (Registered Providers) operating in the Cherwell area. It sets out the Council's position on the provision of affordable housing including the use of flexible tenancies, affordable rents and the use of private sector tenancies for homeless households.

Both strategies have been produced at a time of great change at a national level. Most notably:

- welfare reform
- reduced HCA Grant
- tenancy reform

This report touches on the local impact of these changes in terms of demand, supply and reconfiguration of service provision.

Key Issues for Consideration

The key issues to consider are progress and context.

The Housing Strategy is delivered by the whole of the Housing Service including:

- **The Housing and Regeneration Delivery Team**, which has an enabling role (supporting RPs and developers) and a direct development role ~ such as the empty homes programme and the Build! ® programme.
- **The Housing Needs Team** are responsible for delivering the housing options service. This also includes nominating applicants from the Council's housing register and delivering the Council's statutory duties to the homeless including homeless prevention and provision of temporary accommodation.
- **The Private Sector Housing Team** which manage the Disabled Facilities Grants, Houses in Multiple Occupation and housing enforcement actions.

Below are some of the highlights from the last year from the six Strategic Priorities set out in the Housing Strategy:

Priority 1: Increasing the supply and access to housing

- Officers continue to promote the successful Landlords' grants to part fund improvements in return for nomination rights from the Council. 15 were approved in 2012-13 worth £253,000, 7 of which were completed within the year.
- Housing Services has enabled the delivery of 113 new affordable homes in 2012/13 by supporting RP's and working with planners and developers.
- The Council's 'Build' Programme has delivered 7 refurbished properties for single people. A further two refurbishment schemes are on site which will deliver 21 affordable flats to rent and the 21 shared ownership properties at Kingsmere are due to start on site in July 2013.
- The council has joined the Local Authority Mortgage Scheme to help first time buyers onto the property ladder.
- Officers continue to provide a wide range of advice and support services to enable those in housing need to be able to access suitable accommodation. The team has prevented over 240 households becoming homeless through its prevention activity

Priority 2: Developing financially and socially sustainable communities

- The 'Build' programme is creating opportunities for apprenticeships on its new build and refurbishment schemes.
- Work is underway to set up a Credit Union to enable greater access for those who may be financially excluded to be able to access cheaper loans and bank accounts and manage their money.

Priority 3: Providing housing for our most vulnerable residents

- A business case is being developed to assess the possibility of joint funding a Housing OT post to enhance deliverability.
- Officers are working closely with RP's specifically Sanctuary regarding their sheltered housing review to ensure that the most vulnerable clients continue to be suitably housed.
- Officers continue to attend key strategic meetings in relation to (former) Supporting People activities including the Housing Support Advisory Group to maintain an active role in forming strategic decisions which will directly affect services in Cherwell District

Priority 4: Ensuring homes are safe, warm and well managed

- The annual Houses in Multiple Occupation inspection programme has been established and will now be carried out over the next year
- Officers have carried out 126 enforcement actions in the last year to address unsatisfactory conditions to ensure that residents can be confident that they are able to live in a warm, safe home.
- A Stock Modelling exercise is now completed and is currently being analysed to inform on future service delivery.
- The Council has become a founder, shareholder member of the Community Interest Company called Green Deal Together which will shortly become active as a Green Deal Provider.
- CDC have successfully bid for DECC funding led by the Eco Bicester Team, to freely assess and install Green Deal measures in Bicester in order to test out Green Deal across the District.

Priority 5: Preventing Homelessness

- Officers continue to participate to deliver on the No Second Night Out initiative by working to ensure that anyone coming to the Council presenting as street homeless will not need to face another night on the streets.
- In 2012/13 Officers gave housing advice to 1,131 households who presented as 'at risk of homelessness'. Of these:
 - 328 cases involved detailed casework to prevent homelessness successfully
 - 127 statutory homeless decisions were made
 - 84 cases required Temporary accommodation for a short or medium period.

Though these figures reflected a similar level of performance as in 2011/12 it should be noted that there has been an increase in requests for assistance from 2011 onwards. This reflects the national picture with cases continuing to become more complex and challenging.

- A Homelessness Action Plan is being drafted to drive forward the homeless prevention agenda which CDC has been so successful in achieving to date. This will have a focus on personal resilience, responsibility, resilience, health & wellbeing. This will be launched for consultation on 17th July
- Places of Change accommodation is being developed as part of the CDC's Build Programme. 7 units have been completed with a further 13 units to come through in 2013, to enable a housing solution for single people in housing need, including a number of people who are homeless.
- 42 new households were accommodated in the Private sector in 2011/12 through use of the Council's cashless deposit bond scheme. To date over 250 households remain successfully accommodated in the private rented sector through the support of the Councils Scheme.
- Cherwell have been a very successful Council in participating in the Government 's Mortgage Rescue Scheme with 7 households facing repossession successfully in staying in their existing homes and a further 11 cases are awaiting completion . This is the best performance in Oxfordshire and for the South East of England.

Priority 6: Maximising resources – Investment –Ready District

- Officers continually explore opportunities to attract public and private sector inward investment. This includes HCA Grant, trust funding and private sector investment through private developers.
- The Cherwell Community Land Trust has been established and is on its way to commencing its first scheme and start building up an asset base to safeguard investment into affordable housing in the district in perpetuity.
- Officers have been successful in working collaboratively with OCC on the transfer of land for the use of affordable housing.

Local and National Context

Over the period of the Housing and Tenancy Strategy there have been and will be a number of issues which will present many challenges as well as new opportunities for Cherwell District Council and its partners.

Welfare Reform

The Welfare Reform Act 2012 introduced major changes to the social welfare system. As a result of welfare reform and the introduction of universal credit, there will be a fundamental change for housing organisations and for those receiving benefit. There are a number of areas in which changes will be made and are summarised below.

Universal Credit

- Benefit claimants will receive a single payment of all the benefit to which they are entitled, monthly in arrears.
- Direct payment of rent to social landlords will cease except in a few exceptional cases, meaning that some claimants may struggle to manage their budgets and social landlords will need to spend much more time pursuing their rent collection.

Benefit Cap

Welfare Reforms include the introduction of a benefit cap maximum of £500 per week for households with children and £350 for singles with an exception for :

- Single people working 16 hours per week
- Couples working 24 hours between them per week.
- People in receipt of the certain benefits including disability living allowance.

Social Sector Size Criteria

Working age tenants who are under occupy their homes will have their benefit reduced by 14% for one extra bedroom and 25% for two or more. This affects over 900 social tenancies in Cherwell. The Council has worked with Registered Providers to minimise the effects by changing the priority for downsizers in the Allocations Policy, by the use of Discretionary Housing Payments and through the development programme providing a greater number of one and two bedroom homes.

Personal Independence Payments (PIP)

Personal Independence payments are being introduced to replace Disability Living Allowance (DLA). There is no automatic transfer from DLA to PIP and it is anticipated that there will be at least 10% fewer claims allowed. This will mean a reduced income for those households.

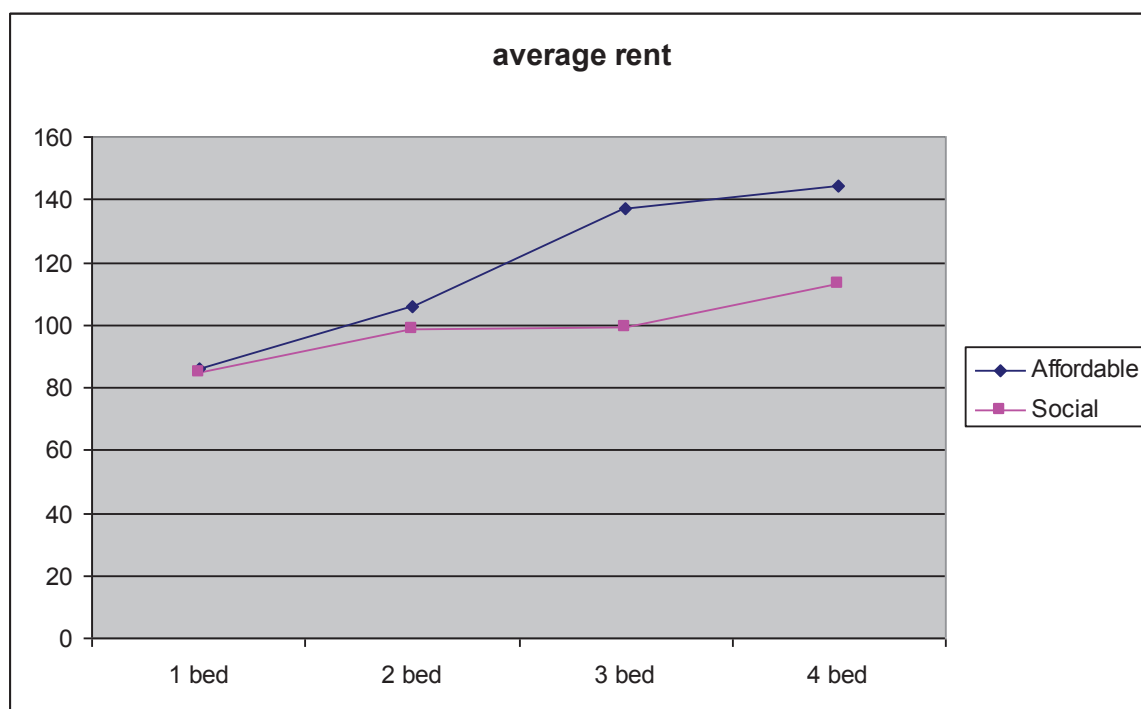
Crisis Payments

The existing scheme has been replaced by local schemes for which upper tier Local Authorities take responsibility. In Oxfordshire, the emphasis is on benefits in kind, such as vouchers for the Food Bank, though cash grants can be made in some circumstances. There are components of the new scheme both of which are cash limited and can only be granted once a year

Affordable Rents

The proportion of conversion of exiting social rented homes to affordable rents since the introduction of this new product has been significantly higher than the one third of homes requested set out in Cherwell's Tenancy Strategy. As part of RP's contract with the HCA, RPs must convert a set amount of Social Rented properties to Affordable Rent in order meet their financial returns and fund additional affordable housing. CDC officers continue to negotiate with RPs to take a strategic view, assess the impact of conversions on affordability for tenants and explore solutions to mitigate risk wherever possible.

The rent differentials between Social and Affordable Rent are shown in the table below, identifying that the differential increases are more significant for larger homes. Negotiations between CDC Officers and RPs have led to some RP's starting to exclude their larger properties from conversion to affordable rents.



New Allocation Policy Implementation

A new Allocation policy was agreed by Executive in October 2012. Implementation has necessitated a new IT system and the withdrawal from the Sub-Regional system. This complex process is expected to be completed by mid-October with the new policy fully implemented and operational by the end of 2013.

Health & Wellbeing Board

With substantial changes taking place in the social care and health arenas, it is key that Cherwell maintain strong strategic links with the new Health and Wellbeing Board and the key delivery groups and work strands which come from this decision making body.

Funding for supported housing projects for young people and floating support services will all be affected by re-commissioning. Very careful review and planning will be needed to sustain and continue this type of provision

Conclusion

This report illustrates just a small part of the overall work being done in the District by the council and partners to deliver affordable housing, housing related support and to prevent homelessness and improve housing standards.

In order to ensure that the Housing Strategy and the Tenancy Strategy delivers on its promises a multi-disciplinary Housing Strategy Steering Panel will be established to optimise opportunity, work collaboratively and build on the success to date. .

Each year of the Strategy a report will come to Executive in order to give an update on the past year's activities on the Housing Strategy, and what the future year will bring. It is intended to provide a brief position statement on how the Council is achieving its strategic housing objectives and allow Executive to feed back on the on-going work.

Implications

Financial:

It is the intention that the majority of actions will be undertaken within the existing resources available to the Council and through the inward investment already secured by CDC and its partners. CDC will continue to seek further investment opportunities to respond to on-going housing need and find creative solutions to maintain high levels of performance.

Comments checked by Karen Curtin, Head of Finance and Procurement 01295 221551

Legal:

The Housing Strategy and Tenancy Strategy are statutory documents which a local authority is required to develop.

Comments checked by Richard Hawtin, Team Leader (Property and Contracts) 01295 221695

Risk Management:

There are many changes taking place in the housing environment which could impact on the delivery of a number of actions and delivering on the vision of the

Tenancy Strategy. It is therefore important that a Housing Strategy Steering Panel is formed in order to monitor and control the delivery of both strategies and to manage the possible impacts of changes taking place at a national and local level and provide regular reporting

Comment checked by Chris Stratford, Head of Regeneration and Housing

Equalities

The Housing Strategy and Tenancy Strategy will contribute to the Corporate Equality Action Plan 2012-15. Where it is deemed appropriate and proportional individual Equality Impact Assessments will be carried out on any policies, procedures or initiatives that derive from a specific action point from either the Housing Strategy or Tenancy Strategy.

Comments checked by Claire Taylor, Corporate Performance Manager 0300 0030113

Wards Affected

All

Corporate Plan Themes

Cherwell, a district of opportunity
A safe and healthy Cherwell

Lead Member

Councillor Miss Debbie Pickford
Lead Member for Housing

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Gary Owens, Strategic Housing Officer
Contact Information	01295 221663 Gary.owens@cherwell-dc.gov.uk

Executive

Criteria for Local Heritage Assets Register

1 July 2013

Report of Head of Strategic Planning and the Economy

PURPOSE OF REPORT

To adopt criteria for a District wide Local Heritage Assets Register.

This report is public

Recommendations

The Executive is recommended:

- (1) To approve the criteria for the selection of Local Heritage Assets

Executive Summary

Introduction

- 1.1 The Design and Conservation team have put together criteria, set out in a simple table (see annex) to assess local heritage assets (formerly known as the Local List) to create a register of local heritage assets; a requirement that is set out in the National Policy Planning Framework (NPPF (2012)) and in Cherwell District Council's Design and Conservation Strategy 2012-2015 (4.4.3 pg 22).
- 1.2 Local Heritage Assets are not limited to buildings, they can also include monuments, landscapes and other man made features. The identification of local heritage assets is an important management tool that can be used to ensure that the unique sense of place and identity is maintained in settlements throughout the District. The proposed criteria will be used by both the CDC Design and Conservation team and the general public to provide recommendations for Local Heritage Assets that should be recognised on the local register.
- 1.3 Assets that have been recognised as having local importance on the register will not have any additional statutory planning constraints or obligations. However the asset status will be regarded as a material consideration in any planning application.

Background Information

- 1.4 Cherwell District Council has a responsibility under the NPPF (Para 126 and 141) to recognise and justify local heritage assets that are not nationally designated. National designations include. Listed Buildings, Registered Parks & Gardens and Scheduled Ancient Monuments. It is important that this process is fully justifiable, and therefore we have established clear criteria that will structure the process. In the Cherwell Design and Conservation Strategy 2012-2015 it was recognised that the previous method of acknowledging our local heritage was through the Conservation Area reviews, which are undertaken approximately every 10 years. This process is 'slow and excluded assets not within conservation areas'. This approach also tended to focus on buildings, rather than the more diverse heritage assets that the NPPF recognises, such as walls, old pumps, troughs and open formal spaces (former park lands, etc.).
- 1.5 The Design and Conservation Team believe that the term 'Locally Listed' causes confusion amongst members of the public as they tend to believe that listed building consent is required as well as other restrictions were being implemented which they had no control over. The NPPF term 'non-designated heritage asset' creates further confusion in terminology. The term 'Local Heritage Asset' is more understandable by members of the public without creating concerns over 'listings'.
- 1.6 The assessment document provides guidance which complies with requirements of national policy set out in the National Planning Policy Framework (NPPF) which looks to protect the historic environment. Paragraph 126 (NPPF) requires that the local authority recognises the historic environment in the Local Plan, which the current draft does.
- 1.7 Similar to national designation, the Design and Conservation Team proposes that there should be two tiers of local heritage assets: - i) An individual asset that has local social or historic significance and ii) assets that form an important visual or focal point within the settlement or area. This approach has been recognised and structured within the proposed grading system.
- 1.8 Paragraph 135 (NPPF) requires that the Planners should ensure that 'The effect of an application on the significance of a non-designated heritage asset should be taken into account in determining the application', therefore local planning authorities are to have regard to these assets in determining an application that would affect its significance whether directly (to the structure) or indirectly (to its setting). In addition, paragraph 141 (NPPF) states that 'Local planning authorities should make information about the significance of the historic environment gathered as part of plan-making or development management publicly available'.
- 1.9 The current Cherwell Local List is inconsistent and incomplete. It has been compiled on an ad hoc basis by members of the Design and Conservation team or by local community groups. There were no criteria or guiding principles when the surveys were undertaken. At present, the only times when areas are reviewed are during the Conservation Area appraisals which are conducted approximately every 10 years. No justification has been given to many of these decisions, leaving it hard for the public to justify works that may or may not affect the character or significance of the asset. The assessments only included buildings, therefore non-buildings, such as walls, wells, historic landscapes were not noted or considered.

- 1.10 The new list of Local Heritage Assets will allow a lay person to be able to understand the process so they can recommend and justify assets that they feel are important to their community. The process will require verification by an independent member of Cherwell's Design and Conservation Team. This is an important part of the process and will ensure that the criteria are being applied appropriately and consistently across the District. The criteria are based on other local authorities' criteria's that have been tried and tested.

Implementation Options

- 1.11 Various options have been considered for the roll out and implementation of this project. The main consideration is to adopt a timetable to ensure that buildings that are important to the district are not lost while the register is being compiled. To enable a sensible time frame to be achieved, without creating additional resource issues for the Council, the Design and Conservation team plan to work in collaboration with local amenity groups, members of the public and other organisations to undertake the surveys.
- 1.12 By engaging the local public, the Design and Conservation team can ensure that:
- Locally heritage assets that are important to the community are recognised.
 - The NPPF is complied with.
 - It reinforces relationships and communication with local amenity societies.
 - Reduces dependence on in-house resources.
 - Provides a mechanism where large areas of the District can be quickly reviewed.
- 1.13 There are some risks involved with relying on the community and local groups and it is possible that some settlements will not have residents that are keen to be involved. An important part of the process is the independent review of the assessment form by a CDC Design and Conservation Officer.
- 1.14 The Design and Conservation Team plan to start to roll out the scheme with a brief presentation/ workshop held at Bodicote House to engage with local communities, branches of interest groups, local historical societies and Parish Councils. This will be extended to local professionals (IHBC/RICS/RIBA members) who will contribute to the process. It is important that we engage with these groups as their members have a good understanding of the built and social history of the area and/or social history, and a good knowledge of their local community. By using local advertising we can ensure that a wide range of people are targeted with the correct skills and local knowledge. This workshop will help ensure that the same ideas are applied across the District and utilise the skills and knowledge of the community.
- 1.15 An established Register of Local Heritage Assets can be added to and amended. The community and local groups are an important part of the process and good advertising and clear presentation for the public meeting will be required. In addition the Design and Conservation team will offer support and guidance to those undertaking the assessment process.

Roll Out Scheme – Long Term

- 1.16 Where settlements have been missed or it is clear have not been fully considered, it will be necessary to pick these up separately. This could either be undertaken by other volunteers or CDC Design and Conservation Officers. These settlements should be undertaken within 6 months of the initial presentation to ensure that no areas are missed. The key priority sites in Banbury and Bicester should be undertaken first, followed by other areas under development pressure.
- 1.17 Nine months after the presentation, all assessment forms should have been reviewed by the Design and Conservation team and any missing settlements should have been assessed or due to be assessed. (Timescale is important as we need to comply with the NPPF.)
- 1.18 The information on the assets will be made available through our website, on our GIS system and on the Cherwell Maps.
- 1.19 After the initial roll out, the register will be maintained as a 'live' document which will be reviewed and up dated on a regular basis, particularly as these assets do not have full statutory protection.

Conclusion

- 1.20 The National Planning Policy Framework (NPPF) requires local authorities to ensure that local heritage is protected. This is done by understanding local heritage assets and managing change to ensure that the significance is not harmed. The criteria for assessing Local Heritage Assets is therefore important to ensure that local heritage assets are appropriately managed and their significance is not harmed. The criteria from Cherwell District Council will help provide long term protection for the heritage of the District.

Key Issues for Consideration/Reasons for Decision and Options

- 2.1 To adopt the Local Heritage Assets Criteria.

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

- | | |
|-------------------|---|
| Option One | To accept document as criteria and process for the purposes of planning. |
| Option Two | To decline the document as criteria and process for the purposes of planning. |

Consultations

Consultation was undertaken in two stages.

1. The first stage was with the local amenity and historical societies.

These organisations could play an important part in the implementation of

the list of Local Heritage Assets and the long term management of the register. While some minor amendments were suggested, the consultation indicated that these bodies agreed in principle with the criteria. We have subsequently made some minor amendments to the scoring system in relation to the age of the asset.

2. Following this consultation, a second round of consultation was held with the Parish Councils.

It is important that the local communities feel that this process can be used by them to recommend what they feel is important to their settlement. A copy of the Criteria was issued to all Parish Councils to review and feed back on. 12 Parish Councils have provided responses. These were positive, with comments relating to the use of the term 'Thematic Consideration' and 'important group member in public scene' and some confusion over the viable scoring system per element. This has been reviewed and amended to suit. Positive feed back was also received in the offer to assist with the surveys following a workshop session.

3. Consultation also took place with Councillor Gibbard, lead Member for Planning and with Development Control staff.

Implications

Financial:	<p>The cost of preparing and consulting on this document is being met from existing resources.</p> <p>Comments checked by Karen Curtin, Head of Finance and Procurement, Karen.curtin@cherwellandsouthnortants.gov.uk</p>
Legal:	<p>The proposal ensures that an obligation from the National Planning Policy Framework is met.</p> <p>Comments checked by Nigel Bell, Team Leader – Planning & Litigation, nigel.bell@cherwell-dc.gov.uk</p>
Risk Management:	<p>Lack of heritage guidance undermines the reputation of the Council as a planning authority seeking high design and conservation standards.</p> <p>Comments checked by Claire Taylor, Corporate Performance Manager, Claire.taylor@cherwellandsouthnorthants.gov.uk</p>

Wards Affected

All

Corporate Plan Themes

Corporate Theme 6: Protect and enhance the local environment

Lead Member

Councillor Michael Gibbard
Lead Member for Planning

Document Information

Appendix No	Title
Annex A	Cherwell District Council, Local Heritage Asset Assessment Form - Built Environment (buildings)
Annex B	Cherwell District Council, Local Heritage Asset Assessment Form - Built Environment (non buildings)
Annex C	Cherwell District Council, Guidance on the use of the Local Heritage Asset Assessment Forms
Annex D	Cherwell District Council, Introduction to Register of Local Heritage Assets (public edition)
Background Papers	
None	
Report Author	Janice Gooch, Design and Conservation Officer
Contact Information	01295 227092 janice.gooch@cherwell-dc.gov.uk

Annex A Cherwell District Council, Local Heritage Asset Assessment Form - Built Environment (buildings)

<p>Cherwell District Council Local Heritage Assets Assessment Form Built Environment (buildings)</p>			
Address of asset		Inspector	
		Date	
		Inspected	externally / internally
General description		Photos taken	
Supporting information:			
Conservation area status	designated	proposed	none
Adjacent to listed building(s)			
Connected to other heritage asset(s)			

Points							
Age	pre 1700	40		Rarity	unusual	<50	
	1700 - 1840	40			rare survival	<50	
	1840 - 1914	40			common	<20	
	1914 - 1960	40					
	1960 +	<40					
Condition	excellent				35		
	good				<25		
	average				<15		
	poor				5		
Design/ architectural merit	important				< 30		
	typical				< 20		
	plain				< 10		
Use of materials	vernacular or new innovation				< 15		
	use of local stone				< 10		
Street scene / landscape value	key building / landmark / individual				< 25		
	important group member in public realm				< 20		
	important for historical continuity / interesting structure / view of more than one elevation from public realm				< 15		
	limited view from public realm				< 10		
Visual access					< 5		

Viability	high	< 25	
	medium	< 15	
	low	< 5	
Historic association	strong	< 25	
	limited	< 10	
Community value	strong	< 25	
	medium	< 15	
	low	< 10	
Total Score			/ 235
Recommended for inclusion on Register – Group A	Yes / No (over 110)	Recommended for inclusion on Register – Group B	Yes / No (90 - 110)
Comments and justification of significance:			
Recommended by:		Date	
Seconded by:		Date	
Consulted	Yes / No	Date	
Rejected reason:			

**Annex B, Cherwell District Council, Local Heritage Asset Assessment Form -
Built Environment (non buildings)**

<p>Cherwell District Council Local Heritage Assets Assessment Form (non buildings)</p>			
Address of Asset		Inspector	
		Date	
		Inspected	
General description		Photos taken	
Supporting information:			
Conservation Area status	designated	proposed	none
Adjacent to listed building(s)			
Adjacent to other heritage asset(s)			

Points							
Age	pre 1700	40		Rarity	unusual	< 50	
	1700 - 1840	40			rare survival	< 50	
	1840 - 1914	40			common	< 20	
	1914 – 1960	40					
	1960 +	< 40					
Condition	excellent				35		
	good				< 25		
	average				<15		
	poor				5		
Type	park / gardens				< 50		
	transportation – tracks, roads, etc				< 50		
	industrial				< 50		
	estate related				< 50		
	other				< 50		
Street scene / landscape value	Key feature / landmark / individual				< 25		
	important group member in public realm				< 20		
	important for historical continuity / interesting structure / view of more than one elevation from public scene				<15		
	limited view from public realm				< 10		
Visual access					< 5		

Historic association	strong	< 25	
	limited	< 10	
Community value	strong	< 25	
	medium	< 15	
	low	< 10	
Total Score			/ 265
Recommended for inclusion on Register – Group A	Yes / No (over 140)	Recommended for inclusion on Register – Group B	Yes / No (120 - 139)
Comments and justification of significance:			
Recommended by:		Date	
Seconded by:		Date	
Consulted	Yes / No	Date	
Rejected reason:			

Annex C

Guidance on the use of the Local Heritage Asset Assessment Forms:

General assessment guidance:

- Where the symbol '<' is shown on the scoring it, indicates that these items can be scored on a variety of levels up to a maximum in the category.
- The assessment is on local significance NOT on national or international significance (which are covered by English Heritage's designation programme).
- Be honest when scoring. Each proposed entry to the register will be peer reviewed to ensure consistency across the district.

Age

- Give an approximate construction date, if this is known or can be established through review of documentary evidence or the assets details. Look for the oldest part of the asset.

Rarity

- *unusual* is something that is not common for the area. To score top marks the heritage asset should still retain much of its original fabric, appearance and form.
- *rare survival* is something that was common in the past, but has become rare over time. To score top marks the heritage asset should still retain much of its original fabric, appearance and form.
- *common* is something that is often found in the area, but still retains much of its original fabric, appearance and form of the structure.

Condition

- *excellent* - the asset still retains its original fabric and form, is structurally sound and water tight. It is considered to be in a very good state of repair and is well maintained.
- *good* - the asset retains much of its original fabric and is generally structurally sound and water tight. It is in a good state of repair and well maintained.
- *average* - the asset retains most of its original fabric. It is considered to be in a general good state of repair and is well maintained.
- *poor* - the asset has lost over 50% of its original fabric. It is either not structurally sound or watertight. Maintenance has not been kept up to date.

Design / architectural merit (buildings only)

- *important*- the building has been designed by a well-known architect; or is particularly unusual for the area; has an imaginative design; good details; built for a specific purpose; uses new or ground breaking material / construction method.
- *typical* - the design of building, building material and construction method is typical of the area.
- *plain* – the building is of limited architectural merit; basic details; not of great significance within the vicinity. Standard construction methods and materials.

Use of materials

- *Vernacular / new innovation* – extremely good use of vernacular building materials, in a style that is suitable for the asset. Material can include local stone, locally made bricks. The asset has been constructed of material that is unique or ground breaking at the time of use, such as cast iron, concrete, etc. This could also include new materials that were introduced to the area by the

canal and railway. To achieve full marks the asset should retain the majority of the material and the detail from its original construction (such as good lime pointing in stone work).

- *Use of local stone/ materials* – a good example of the use of local vernacular materials.

Type (non buildings only)

- *Parks/gardens* – designed parks and gardens associated with an estate, house, or public garden.
- *Transportation* – a route or hub that supports the movement of goods or people from one place to another (canal, track, road, etc.).
- *Industrial* – this could be a commercial industrial, agricultural, cottage industry or any other forms of production.
- *Estate related* – any form of asset that is in connection to a country estate such as a bridges, tracks, enclosures etc.
- *Other* – any asset that has not been covered by the above. A heritage asset could include anything that has had influence by man.

Street scene / landscape value

- The building or a group of buildings provides a positive contribution to the street scene, public realm or landscape space by giving continuity and enclosure to an area, (a row of terraces) or by providing a positive landmark.

Visual access

- This refers to how heritage asset is viewed from public spaces / streets / footpaths, etc.

Viability (buildings only)

- *high* – high potential for long term positive and sustainable use. Ability to be altered (if required) to ensure a long term use with limited intervention and no loss of significance.
- *medium* – potential for long / medium term positive and sustainable use. Ability to be converted with some intervention and minimal loss of significance. The alterations should be financially viable.
- *low* – no obvious short / medium term sustainable use. Major intervention is required for conversion which would cause loss or have a major impact on its significance. Worthy of retention where practically and financially possible.

Historic association

- *strong* - associated with an important element of social history / national historic event / identified with nationally famous people.
- *limited* - associated with an important element of local social history / local historic event / identified with locally famous people.

Community value

- The assessment of local heritage assets should consider the value that they have to local people and communities. Many assets may have cultural significance which is only understood by the people who live there. This could include bridges, tracks, war memorials etc.

Annex D

Introduction to Register of Local Heritage Assets

Preserving and enhancing the heritage and local distinctiveness of our District is an important element of the planning framework at Cherwell District Council. Properly managed, our heritage can support sustainable development, economic growth and tourism. It is important that the significance of our heritage assets is understood, to ensure that appropriate management mechanisms are in place to secure their long term contribution to the District. The National Planning Policy Framework (NPPF) confirms that heritage assets are an irreplaceable resource and their long term protection should be considered within the planning procedure. Under the NPPF there are 2 categories of heritage assets:

- Designated, such as listed building, scheduled monuments, battle grounds and conservation areas
- Heritage assets, which are deemed by the local authority to be significant to the local place and community. These were previously known as the Local List and are referred to in the NPPF as non-designated heritage assets.

The Register of Local Heritage Assets is intended to recognise buildings, landscapes and monuments of architectural and historical importance that contribute significantly to the unique character of the District. Whilst not statutorily listed, these features are of historic significance and/or of importance to the local community. It is important that there is a clear criteria for the designation of local heritage assets and this policy aims to set out the criteria and procedure for the recognition of Local Heritage Assets. The procedure will provide justification for the inclusion of an asset on the register and is important in providing a robust and defensible framework within the planning system.

All development proposals should aim to sustain and reinforce the special character of our District. By recognising and understanding the significance of our heritage assets, consideration can be given to preserve and enhance local character and the associated aspects of the historic environment.

To ensure that heritage assets make a positive contribution to wider economic, social and environmental regeneration it is important that they are not considered in isolation but are conserved and enhanced within their wider context and setting. A holistic approach to the built and natural environment, that maximises the opportunities to improve the overall image and quality of life for the residents is required. It is important that the historic context informs planning decisions and provides opportunities to link with other environmental infrastructure initiatives.

The Cherwell District has a diverse range of heritage assets that add to the character of the District, including:

- The network of former distinct small industrial and farm settlements; such as the Corset Factory and Co-op buildings in Banbury.
- Areas of Victorian and Edwardian higher density development which survive with a high degree of integrity including terraced housing and its associated amenities.
- Military bases and associated MoD related industries.
- Parks and open spaces.
- The canal network and its associated infrastructure.
- Buildings, structures and archaeological remains of the traditional manufacturing and extractive industries.

ALL heritage assets must meet all four of the following criteria:

- They must be capable of meeting the government's definition of a heritage asset - *ie building, monument, site, place, area or landscape.*
- They must possess heritage interest that can be conserved and enjoyed.- *what makes them an asset?*
- They must have heritage value that contributes to the character of the settlement, neighbourhood or community beyond personal or family connections, or the interest of individual property owners because of their heritage interests -*how you indentify its significance?*
- They must be more significant than the general identified character of the local area - *why is it of value?*

Grading Criteria

Two simple assessment forms have been developed to assess Local Heritage Assets for buildings and non building assets. The form is based on a point system supported by a clear mechanism for assessment of assets that are designed to provide a clear justification of the significance of each asset. The scoring system will allow two tiers of importance. Group A will include assets worthy of recognition as a heritage asset on the register. Group B will include assets that make a positive contribution to the local environment, particularly in a conservation area. The assessment will be reviewed by a member of the Design and Conservation team at Cherwell District Council to ensure that the decision is fair and correctly justified.

Impact of Register

Unlike Listed Buildings, buildings on the register of Local Heritage Assets do not enjoy statutory protection and are subject to normal planning controls under the Town and Country Planning (General Permitted Development) Order 1995 (amended in 2008). However, the NPPF emphasises the importance of understanding the significance of heritage assets and the impact that changes will have on them, before decisions are made about new proposals.

The inclusion the Local Heritage Asset register means that the Council will take into account the building's significance when considering planning applications. Applications that affect the character, setting or significance of a local heritage asset, will be carefully considered. In particular the Council will resist development which will:

- Involve demolition or part demolition of buildings or structures on the register.
- Involve inappropriate alteration or extension to buildings or structures on the register.
- Have a detrimental impact on the setting or context of buildings or structures on the register.
- Develop areas of parkland, gardens or open spaces that are specific to the area.
- Develop on areas of archaeological importance.

Where the change of use of an asset is proposed the applicant is required to demonstrate how the proposed scheme would contribute to its conservation whilst preserving or enhancing its architectural or historic interest.

Applications proposing demolition will be required to demonstrate that the viability of continued beneficial use, restoration or conversion has been fully investigated and that there are no reasonable alternatives. This must be undertaken by an independent, recognised professional person or company. In cases where demolition is unavoidable the Council will seek to ensure that an appropriate level of archaeological buildings recording is undertaken to demolition. Where the proposed

plan is to develop parkland, gardens, open spaces or items that are not deemed buildings, such as tracks, then the applicant must clearly demonstrate that the loss of the asset is justified. This includes having a suitable level of understanding of the asset and the impact that its loss would have on the historic environment. This would be presented in the form of a Heritage Statement and Heritage Impact Assessment.

Where unknown archaeological remains may be evident, though no archaeological investigation (such as digs) has been undertaken, a full desk top survey should be completed alongside consideration on the impact of the scheme.

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Executive

Carbon Management

1 July 2013

Report of Head of Environmental Services

PURPOSE OF REPORT

This report considers the progress the Council's Low Carbon Management Plan and well as other low carbon related projects.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the achievements of the ongoing delivery of the Carbon Management Plan;
- (2) To note the success of the investment in solar panels on key buildings
- (3) To acknowledge the results of the Energy & Environment Survey;
- (4) To support Cherwell's sign up to the national Climate Local Commitment.

Executive Summary

Introduction

- 1.1 The Use of Natural Resources Group has involved key staff from across the Council such as Regeneration & Estates, Procurement, Leisure Services, IT, Fleet Maintenance, Transformation and Environmental Services. It uses multiple work streams to deliver projects to improve energy efficiency and save energy costs, as outlined in the Council's Low Carbon Management Plan.
- 1.2 The Use of Natural Resources Group is internally focused and it delivers part of Cherwell's Low Carbon Environmental Strategy and the Council's Low Carbon Management Plan.
- 1.3 This report highlights the achievements of the Use of Natural Resources Group which has led to annual carbon reduction of 6.6% in 2010/11, 5.8% in 2011/12 but due to the especially long winter resulted in 2012/13 with a small increase of 1.5%.

- 1.4 Completion of the solar capital scheme with solar arrays on the Kidlington and Gosford, Bicester, Woodgreen, Spiceball Leisure Centres and Bodicote House has had a positive effect on emissions. The arrays and are expected to save £78,000 per year and approximately 180T of CO₂ per year. All solar PV schemes have over performed in terms of expected production from what was initially calculated, and in the case of Bodicote House by around 20%.
- 1.5 Resident's opinions on issues concerning the environment such as climate change and energy have been ascertained in 2012/13 for the first time through the Energy & Environment Survey. The results and expectations of residents are outlined in this report.
- 1.6 One Planet Living is a positive vision for a sustainable future in which we live happy healthy lives within the natural limits of the planet. Developed by the environmental charity BioRegional, it is underpinned by the science of ecological footprinting and is structured around ten principles: transport, materials, food, water, land use and wildlife, culture and community, equity and local economy, health and happiness, as well as zero carbon and zero waste. The One Planet Living approach and ten principles framework are a simple way to plan, deliver, monitor, communicate and mainstream sustainable development and the green economy. .
- 1.7 BioRegional is currently supporting Cherwell District Council in delivering a range of projects in Bicester to demonstrate mainstream sustainability across the town. This includes a programme of energy saving assessments, retrofits and open days for local homes (Bicester Green Deal), a business development project with local firms Zeta and Carnego, and an innovative energy-saving refurbishment of the Garth building. A2 Dominion's NW Bicester Exemplar project has also recently been endorsed by BioRegional as a One Planet Community, one of only six developments worldwide to achieve this benchmark.
- 1.8 Climate Local is an initiative which was launched in 2012/13 by the Local Government Association in partnership with other national organisations including the Environment Agency. Climate Local replaces the Nottingham Declaration, which was launched in 2000 and signed by Cherwell. The aim of Climate Local is to help drive and support council action to reduce carbon emissions and develop resilience to the effects of a changing climate and extreme weather. Climate Local has strong central government backing and is a key part of the Memorandum of Understanding between the LGA and government

Proposals

- 1.9 To continue building on the successes of the Use of Natural Resources Group by improving the Council's energy efficiency performance into 2013/14 in line with the Council's Low Carbon Management Plan and its Low Carbon Environmental Strategy.
- 1.10 To strengthen residents' and stakeholders' engagement in the climate change and energy efficiency agenda as requested by residents through the Energy & Environment survey, by exploring the adoption and implementation of a One Planet Living approach for the activities of the Council and its partners. Furthermore, to repeat the Energy & Environment survey at the end of

2013/14.

- 1.11 To acknowledge and support the actions of the Climate Local commitment as part of the Oxfordshire Environment and Waste Partnership.

Conclusion

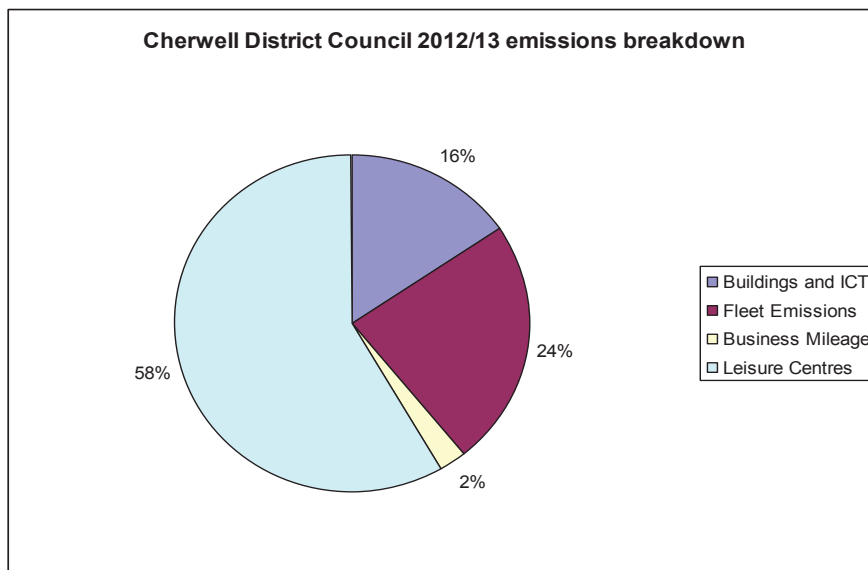
- 1.12 A co-ordinated cross-service approach is employed to take action, to drive forward, support the Use of Natural Resources project and Cherwell’s Carbon Management Plan reducing 22% of its carbon emissions by 2014/15 against a 2009/10 baseline.
- 1.13 Annual targets of the Council’s Low Carbon Management Plan and actual performance in order to achieve the overall 22% reduction target are outlined below:

	2010/11	2011/12	2012/13 adjusted	2013/14 adjusted	2014/15 adjusted
Annual Target %	-4	-6	-4.5	-5.6	-4.5
Performance %	-6.6	-5.8	+1.5		

(Performance data for 2010/11 and 2011/12 has been changed in line with Department of Energy and Climate Change guidance, please see 2.7)

Background Information

- 2.1 The main sources of Cherwell District Council’s operations emissions today are the Leisure Centres, Fleet emissions ,Buildings & ICT and Business mileage:



- 2.2 The Low Carbon Environmental Strategy 2012 is divided into three main sections “Leading by Example”, “Sustainable Communities – Our district – Our future” and “Working in Partnership and encouraging low carbon initiatives” and also includes an action plan. “Leading by Example” outlines the Council’s ambitions target to be working towards a low carbon future as outlined in its Corporate Plan 2012/13 as well as its four strategic priorities.
- 2.3 The main focus of the “Leading by Example” section is on the Council’s Low Carbon Management Plan and its target to reduce emissions by 22% by 2014/15 from a 2009/10 baseline of 5483t CO₂. With energy costs rising, it is essential that efficiencies are adopted to reduce these costs. With a 22% reduction target in emissions Cherwell District Council energy costs will be significantly reduced to just over a £1,000,000 worth of savings over 5 years.
- 2.4 The table below outlines the carbon performance to date:

Tonnes of CO ₂	2012/13	2011/12	2010/11	2009/10	2012/13	2012/13
					% from 2009/10	% from 2011/12
Buildings and ICT	763	726	846	1008	-24.3%	5.1%
Fleet Emissions	1150	1106	1118	1368	-16.0%	3.9%
Business Mileage	122	121	130	125	-2.5%	0.8%
Leisure Centres	2854	2853	3030	2982	-4.3%	0.0%
total	4888	4806	5123	5483	-10.9%	1.7%

Use of Natural Resources Group

- 2.5 In 2009 the Use of Natural Resources Group, was formed from an existing Energy Efficiency Taskforce. Seven ongoing work streams were identified, and each work stream lead was required to devise a work package specifying the tangible outcomes and delivery dates for their area.
- 2.6 The seven work streams and their overall objectives are as follows;
- Leisure centre energy use – ongoing partnership work with Parkwood Leisure to make changes to plant and equipment and in house management systems to reduce CO₂ emissions
 - Property improvements – addressing any sub-standard energy performance in the Council’s buildings and identifying a programme of improvements
 - Technology enhancements – addressing the high energy consumption of computers and servers
 - Fleet use optimisation – achieving fuel reduction targets
 - Sustainable procurement strategy – implementing the strategy and ensuring that sustainability forms a key part of procurement activities

- Workplace travel plan – assessing staff travel patterns and devising a plan aimed at reducing non-sustainable methods of travel
- Culture change and best practice – engaging staff across the Council to embed good practice and share successes
- Communications – engage and inform staff as well as external audiences on main successes of the Use of Natural Resources Delivery Group.

Review of 2012/13 Performance

- 2.7 In line with the Department of Energy and Climate Change guidance we have updated our historical emissions with the new carbon emissions factors for those years, these emissions factors can take up to 2 years to finalise due to their complexities on a UK scale. As a result our previous performance has changed and is summarised by the table in 1.13, with significant reductions in 2010/11 and 2011/12 but an increase of 1.5% in 2012/13. Overall we have a reduction of 10.9% against the baseline, this is a little way behind the planned reduction of 13%.
- 2.8 There are several reasons for this under performance. Primarily this winter has been colder for longer than usual and we have used more gas for heating than expected, the solar PV projects were delayed due to the changes in the feed in tariffs and the subsequent reanalysis of each scheme, changes and reduction in staff for both the Environment and facilities teams have led to projects being delayed.
- 2.9 In 2013/14 the Use of Natural Resources Group aims to deliver 5.6% of energy savings in line with Council Carbon Management Plan target for 2013/14, this includes the original 4.5% target identified last year and also the additional deficit from last year's underperformance.

2012/13 Main Achievements of the Use of Natural Resources Group and outlook for 2013/14

- 2.10 Completion of the solar capital scheme 2011/12 with solar arrays on the Kidlington and Gosford, Bicester, Woodgreen, Spiceball Leisure Centres and Bodicote House. Despite the reduced rate of Feed in tariff (generating income) as a result of government cutbacks the energy savings have made up for the deficit and are expected to save £78,000 per year and approximately 180T of CO₂ per year. All solar PV schemes have over performed in terms of expected production from what was initially calculated, in some cases up to 20% (Bodicote House).
- 2.11 Procurement exercise for the delivery of a biomass boiler for Bicester Leisure Centre has been completed and the contract has been awarded with the aim to start buildings works in July. Furthermore, a joined procurement exercise for the supply of woodfuel for Old Bodicote House, Thorpe Lane depot and the biomass boiler at the Bicester Leisure Centre has been competed and awarded. It is anticipated the Bicester Biomass boiler will attain significant savings and help enable us to make up this years deficit.
- 2.12 Although Fleet emissions increased this year, this has been largely due to the poor weather and the resultant catch up waste collections. Fleet use optimisation has continued to minimise fuel consumption in addition to the procurement of new fuel efficient vehicles, an 'intelligent driver' training and

the rounds review seeking optimum efficiency from the use of vehicles and staff time.

- 2.13 With the introduction of a government grant of 25% of the purchase price of electric vehicles fleet use has decided to trial an electric van for Environmental Services and set up three electric charging points for the council's vehicle fleet (Thorpe Lane depot, Highfield depot / Bicester and Bodicote House).
- 2.14 T5 energy saving lights have been installed in Bicester Leisure Centre to increase further energy savings (funded through the Council's Energy Efficiency Fund) and an energy saving light project is currently developed for Bodicote House car park.
- 2.15 IT plans to replace several high energy usage projectors with LED – projectors saving energy costs and using the Council's Energy Efficiency Fund as a funding source.
- 2.16 Banbury Museum won Arts Council Strategic Support funding, for a Museum sustainability project. The successful application, submitted on behalf of 4 museums in the region, will fund a new energy efficiency and carbon reduction survey and £10,000 to implement the recommendations for Banbury Museum.
- 2.17 A comprehensive communications plan has been developed covering each of the areas. To further promote energy efficiency through behaviour change internally as well as externally articles are planned for In Brief, Cherwell LINK and in some cases press releases will be drafted.
- 2.18 Energy audits will be delivered for Bodicote House and Spiceball Leisure Centre to deliver further recommendations and lay the groundwork for capital bids in order to achieve the 2014/15 target.

Community Engagement & the Energy and Environmental Survey 2012

- 2.19 The emissions from households and businesses are considerably greater than those of the Council. Hence some resource is used encouraging residents to take actions by providing information at all recycling shows and encouraging residents to consider switching electricity supplier to reduce their bills. The recent Collecting Switching exercise had over 850 householders expressing an interest in changing supplier
- 2.20 In 2012 the decision was made to evaluate resident's opinions regarding the Environment and Energy in a separate Energy & Environment Survey. In November 2012 the survey was launched and sent to all members of the citizens panel (1,367). 521 completed and returned the questionnaire.
- 2.21 Questions centred on current behaviour & attitudes regarding limiting climate change & improving energy efficiency with the aim to assess the opinion residents in Cherwell have.
- 2.22 A summary of the results showed that 67% of residents in Cherwell are concerned about the impact of climate change on their area with 80% of residents considering themselves environmentally friendly and doing quite a few environmentally friendly things. Asked what residents are prepared to do

the top answers were to use smart meters, consider switching energy suppliers, using renewables, buy more local food and buy reusable and refillable products.

- 2.23 With regard to the Council's role - 90% agree that the council should reduce its energy usage, 81% say the council has to play a role in limiting climate change, 75% of residents feel they have a role to play to reduce their carbon footprint. 55% of residents are more interested in the effect their energy usage would have on climate change, than the potential money it would save.
- 2.24 Asked what residents would expect the Council to do to limit climate change the most popular answers: work with businesses to become more environmental friendly (71%), ensure to purchase sustainable products (71%), work with Leisure providers to reduce energy consumption (62%), work with Fleet to reduce fuel consumption (62%) offer advice to residents on website (60%), work with community groups, parish and town councils to reduce energy use (60%) and offer advice to residents at roadshows and events (58%).
- 2.25 To respond to residents' requests we intend working with the environmental charity BioRegional to explore the opportunities for One Planet Living in Cherwell as a whole. The Council and BioRegional have a strong track record of successful partnership in engaging with residents and stakeholders, developing innovative projects, securing substantial funding, and delivering sustainable outcomes - particularly with respect to energy and particularly in Bicester. There is considerable scope to broaden the partnership activities to include more of the 'One Planet Living' principles (for example, local economy, food, and transport), and to extend it to other parts of the district.

Climate Local Commitment

- 2.26 Climate Local is an initiative which was launched this summer by the Local Government Association in partnership with other national organisations including the Environment Agency. Cherwell has signed Climate Local as part of the Oxfordshire Environment and Waste Partnership.
- 2.27 Climate Local replaces the Nottingham Declaration, which was launched in 2000 and signed by Cherwell. The aim of Climate Local is to help drive and support council action to reduce carbon emissions and develop resilience to the effects of a changing climate and extreme weather. Climate Local has strong central government backing and is a key part of the Memorandum of Understanding between the LGA and government.
- 2.28 Signing up to Climate Local involves a four-stage process:

Declare targets and action: the next step is to set out – within 6 months, the commitments the partnership intends to make.

Share learning and experiences: the partnership will be expected to share practice with other organisations, communities and stakeholders.

Report on progress: the partnership will be asked to share progress on commitments once a year.

- 2.29 The Climate Local process outlined above reflects closely the work of the Environment and Waste Partnership, in which good practice is shared and published, and regular progress reports are submitted to the Oxfordshire Partnership. The partnership has already signed up to targets and priorities in

Oxfordshire 2030, about which it provides regular reports. This means that there would be no extra work required to develop new targets; targets submitted to Climate Local would be those which have already been agreed within the Oxfordshire 2030 framework. Furthermore, the actions of Climate Local have been incorporated into the action plan of Cherwell's Low Carbon Environmental Strategy.

- 2.30 The added value of this initiative is the opportunity to raise the profile of our work in Oxfordshire by sharing practice with other local authorities and partners at a national level, and benefit from additional resources and opportunities for peer learning. Participation in Climate Local, would not require new targets to be developed, but could provide an additional stimulus for the Partnership to commit to some more specific and measurable actions which demonstrate progress in delivering its priorities.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The Low Carbon Environmental Strategy is key to reducing energy costs and emissions along with the Carbon Management Plan
- 3.2 The work already achieved by the Use of Natural Resources Group needs to continue to deliver the Carbon Management Plan
- 3.3 Key to the internal and external environmental work of the council is to understand residents' opinions and expectations regarding climate change and energy efficiency and to engage with them.

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

- | | |
|---------------------|---|
| Option One | To approve the forward plan for the Use of Natural Resources Group for 2013/14, to note the results of the Energy & Environment Survey and to support Climate Local |
| Option Two | To reject either all or some of the proposals under Option One |
| Option Three | To ask officers to modify either all or some of the proposals under Option One |

Consultations

Use of Natural Resources Group

- Public Consultation** Through a Energy & Environment survey

Implications

- Financial:** The energy bills for the Council can be significant by taking action to reduce energy usage costs can be kept under control.
Comments checked by Joanne Kaye, Management Accountant 01295 221545
- Legal:** There are no direct legal implications with this report. The actions taken and proposed to be taken all contribute to the Government's targets to reduce carbon emissions pursuant to the Climate Change Act 2008.
Comments checked by Kevin Lane, Head of Law and Governance 0300 0030107
- Risk Management:** A Cleaner Greener Cherwell is one of the four strategic priorities of the Council and increasing energy efficiency and reducing CO2 emissions is a key component. Meeting the Carbon management plan is important to maintain the reputation of the council.
Comments checked by Claire Taylor, Corporate Performance Manager 01295 221563

Wards Affected

All

Corporate Plan Themes

A Cleaner Greener Cherwell

Lead Member

Councillor Nigel Morris
Lead Member for Clean & Green

Document Information

Appendix No	Title
1	Climate Local agreement
2	Environmental Survey 2012
Background Papers	
None	
Report Author	Ed Potter, Head of Environmental Services
Contact Information	01295 221902 Ed.potter@Cherwell-dc.gov.uk

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Climate Local Oxfordshire



Our commitment to taking action in a changing climate

We recognise that our councils have an important role to help our residents and businesses to capture the opportunities and benefits of action on climate change. These include saving money on energy bills, generating income from renewable energy, attracting new jobs and investment in 'green' industries, supporting new sources of energy, managing local flood-risk and water scarcity and protecting our natural environment.

We will progressively address the risks and pursue the opportunities presented by a changing climate, in line with local priorities, through our role as:

- Community leader – helping local people and businesses to be smarter about their energy use and to prepare for climate impacts;
- Service provider – delivering services that are resource efficient, less carbon intensive, resilient and that protect those who are most vulnerable to climate impacts;
- Estate manager – ensuring that our own buildings and operations are resource efficient, use clean energy, and are well prepared for the impacts of a changing climate.

In signing this commitment, we will:

- **Set locally-owned and determined commitments** and actions to reduce carbon emissions and to manage climate impacts. These will be specific, measurable and challenging;
- **Publish our commitments, actions and progress**, enabling local communities to hold us to account;
- **Share the learning from our experiences and achievements** with other councils; and
- **Regularly refresh our commitments and actions** to ensure they are current and continue to reflect local priorities.

Oxfordshire Environment Partnership and Oxfordshire Waste Partnership

Mr David Dodds, Chairman

25 January 2013


On behalf of
Cherwell District Council


South Oxfordshire District Council


Oxford City Council


Vale of White Horse District Council

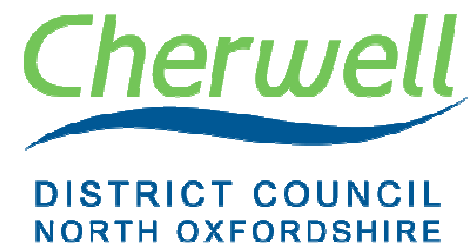

Oxfordshire County Council


West Oxfordshire District Council

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Cherwell Citizens Panel
Energy & Environment Survey 2012





Background

- 2012
decision to do a separate Energy & Environment Survey
- Launch of survey Nov 2012 and deadline of return Jan 2013 (prize draw for first twenty replies)
- Questionnaire was send to all panel members (1,367) and 521 completed the questionnaire
- Data was weighted with regard to age and gender bias

Questions asked



- Questions regarding current behaviour & attitudes regarding **limiting climate change & improving energy efficiency**
- Purpose was to examine the following objectives:
 - to assess the **opinion** residents in Cherwell have regarding energy and climate change
 - to evaluate personal **energy usage**
 - to find out what **actions** residents have taken or are prepared to take
 - to find out what the residents think the **role of the council** should be
 - to assess the residents understanding of the **Green Deal**

What do the residents think about... Climate Change & Energy



- **67%** of residents in Cherwell are **concerned** about the impact of climate change on their area (**2011 →60%**)
- **80%** of residents consider themselves **environmental friendly** and doing quite a few environmental friendly things
 - higher than national average
- What residents **have done**: recycle more (94%, 2011→83%), turn off appliances, avoid use of plastic carrier bags (82%, 2011→71%), reduce household waste (80%, 2011 →69%) and make their homes more energy efficient (72%, 2011→65%)
- What residents **are prepared to do**: using smart meters (61%, 2011→50%), consider switching energy suppliers, use renewables (51%, 2011→45%), buy more local food (42%, 2011→31%) and buy reusable and refillable products (40%, 2011→28%).

Personal energy use

- In Cherwell residents find it **easy to keep their homes warm** (compared to national average)
- Are more likely to keep up with their energy bills (compared to national average)
- **2/3** keep their home at **18 to 21 Celsius**
- **1/3** heat to much higher temperature – **22 to 24 Celsius**



The role of the Council



- **90%** agree that **the council should reduce its energy usage**
- **81%** say the **council** has to play a **role in limiting climate change** (2011→78%)
- **75%** of **residents** feel they have a role to play **to reduce their carbon footprint**
- **55%** do not agree with the statement that they are more interested in the money they would save from using less energy than on the effect it will have on climate change

Lets talk about recycling



- Council should make **blue bins free (78%)**. Introducing **weekly food waste** is also seen as a way to increase recycling (**41%**)
- Younger residents want to recycle more
- Older residents suggest monthly waste collection to recycle more
- Banbury residents seem to like the idea of compulsory recycling



What the council should do to tackle climate change

- Work with **businesses** to become more environmental friendly (71%, 2011→53%)
- Ensure the council buys **sustainable products** (71%, 2011→60%)
- Work with **Leisure** providers to reduce energy consumption (62%, 2011→50%)
- Work with **Fleet** to reduce fuel consumption (62%, 2011→53%)
- Offer **advice** to residents on **website** (60%)
- Work with **community groups, parish and town councils** to reduce energy use (60%)
- Offer advice to residents at **roadshows and events** (58%, 2011→41%)

Awareness and understanding of the Green Deal



- Overall **low awareness** of the green deal – **71%** have **not heard** of the Green Deal
- Those that are aware do not really know what the Green Deal can provide
- Residents are mostly interested in solar pv and thermal solar with regard to the Green Deal
- Residents under 35 say they would consider pvs, draught proofing and cavity wall insulation

Conclusions – Key Findings



- Residents in Cherwell consider themselves environmentally **aware** and are **concerned** about the impact of climate change
- They expect the **Council** to take a **lead** through its own behaviour and **giving advice** to residents → energy saving measures by Council should be widely communicated
- **Environmental issues are seen as a driver for saving energy**, → communications messages should be adapted and not purely focus on financial benefits
- Having free blue bins is expected to increase recycling
- Awareness of green deal is low and needs greater promotion

Executive

Enabling Business Investment in Cherwell

1 July 2013

Report of Head of Strategic Planning and the Economy

PURPOSE OF REPORT

To consider how to use recent research to enable business investment in Cherwell.

This report is public

Recommendations

The Executive is recommended:

- (1) To share this research and engage with members of the Cherwell-M40 Investment Partnership (CHIP) to identify competitor locations and points of Cherwell's competitive advantage to form the basis of a promotional campaign to strengthen the economic base of the District and attract inward investment. This should also assist the retention of local SMEs and support them to prosper, all of which will contribute to growth in business rates and the vitality of Cherwell.
- (2) To commission new District- wide promotional material to secure new investment including Investor Profiles for our portfolio of major sites, setting out location, characteristics of the population, local demographics etc.
- (3) To lead new initiatives in 2013/14 including a bulletin for businesses to promote investment, and a District wide business forum to enhance the networks the IoD, FSB and local Chambers within the District as a whole.

Executive Summary

1. Introduction

1.1 The Cherwell Economic Development Strategy (2011-16), adopted by both the District Council and the Local Strategic Partnership, identifies the importance of a strong and resilient economy for the future of north Oxfordshire. By leading and enabling investment in three broad areas: people, business and place, specific commitment was given to take action on the following inter-related themes:

- a) Promote business & cluster development
- b) Attract new investment
- c) Promote employment sites & premises

- 1.2 Objectives are to be achieved in partnership wherever possible, such as through the Cherwell-M40 Investment Partnership (CHIP) and the emerging Local Enterprise Partnerships, and also through the Council's unique role as Local Planning Authority.
- 1.3 The current preparation of the Local Plan (2006-2031) seeks to ensure that the economic growth of the District accompanies the significant housing growth expected over the next two decades. In order to achieve this balance, the analysis underpinning the Cherwell Economic Development Strategy has been supplemented by further analysis, such as the URS Employment Land Study (2012), Roger Tym Economic Study (2012) and CBRE Retail Study (2012).
- 1.4 This paper focuses upon a further piece of independent research across England undertaken by 'Local Futures'. It is shown in full as an appendix and is summarised below, leading to recommendations as to how it could be used to contribute towards the planning and economic development objectives of the Council.

2. Proposals

Cherwell's Business Location Profile

- 2.1 Local Futures' Place Profiles are computer-generated reports that provide a high-level analysis of an area and tell a 'story of place'. The reports provide a quick, easy to understand and yet comprehensive analysis of an area in relation to a national index by using standard data sources. The data is inevitably 'historic' but is the most recent available.
- 2.2 In this case, Cherwell is examined in terms of its attractiveness to inward investors and businesses considering the District as a location.
- 2.3 The three main categories each contain five indicators which reflect measures typically used to respond to inward investment enquiries. They are shown below with Cherwell's ranking within England summarised in brackets:
 - **Economic Performance (very strong)**
 - Productivity (strong)
 - Knowledge intensive businesses (medium)
 - Business & enterprise (very strong)
 - Economic scale (strong)
 - Growth in business stock (strong)
 - **Human Resources (very strong)**
 - Skills & qualifications (strong)
 - Knowledge workers (strong)
 - Labour market (very strong)
 - Scale of workforce (strong)
 - Growth in workforce (medium)
 - **Environment and Infrastructure (very strong)**
 - Connectivity (weak)
 - Cost base (weak)

- Quality of life (medium)
 - Scale of commercial floorspace (strong)
 - Growth in commercial floorspace (strong)
- 2.4 Each of the above categories and indicators is examined in the full report, attached as an Appendix.
- 2.5 Overall, whilst not being a top performer in any single indicator, Cherwell features above other Local Authority areas that may have performed poorly on some measures. The composite scores take into account each individual indicator score, rather than just the A-E quintiles.

Business Location Index

2.6 The overall analysis revealed that, despite some areas of weakness, Cherwell performs extremely well overall and has the highest Business Location Index when compared to surrounding districts and compares very strongly at an English level. In fact, Cherwell is ranked 11th out of all 325 local authority areas in England.

2.7 The top 20 are as follows:

- | | |
|-----------|-----------------------|
| 1 | Milton Keynes |
| 2 | South Cambridgeshire |
| 3 | Basingstoke and Deane |
| 4 | South Gloucestershire |
| 5 | Wiltshire |
| 6 | Wandsworth |
| 7 | Crawley |
| 8 | Cheshire East |
| 9 | Warrington |
| 10 | Richmond-upon-Thames |
| 11 | Cherwell |
| 12 | Solihull |
| 13 | Winchester |
| 14 | Exeter |
| 15 | Brighton and Hove |
| 16 | Swindon |
| 17 | Chelmsford |
| 18 | York |
| 19 | Cheltenham |
| 20 | Trafford |

Use of the Findings

- 2.8 The business location index is a valuable analytical and marketing tool. An overall ranking of 11th out of 325 local authority areas is an extremely good result and a basis to form a competitive offer to business investors.
- 2.9 Comparisons with surrounding areas are much more relevant than those with the England as a whole because an inward investor is normally looking for the best location within an area of search which is much smaller than the country.

- 2.10 It is therefore important to know where Cherwell stands relative to its most likely competitor locations. As noted above, Cherwell scores higher overall than any of its surrounding Districts.
- 2.11 However, some competitor locations may be further afield and this is a matter to be researched further using the knowledge and experience of the commercial agents and other members of the Cherwell-M40 Investment Partnership.

Limitations & Interpretation of the Findings

- 2.12 As with all models, some limitations are evident in this national study. However, with deeper understanding, the results can be helpful in understanding the impact of previous action and in future communication of the comparative advantage of Cherwell as a location for business investment.
- 2.13 For instance:

Connectivity:

- 2.14 The surprisingly poor Connectivity Score for Cherwell resulted from calculating the number of transport nodes (airports, railway stations, motorway junctions, roads etc.) in a Local Authority area, as a proportion of the physical area size.
- 2.15 With airports, for example, a weighting was applied whereby those with greater passenger numbers were given more importance – this explains why London Oxford Airport (which was recorded as being positioned in Cherwell) had very little impact on the final Connectivity Score.
- 2.16 The physical size (hectares) of the area is the most important point though, and explains why densely populated cities for instance score higher than Cherwell. Cherwell's transport nodes (such as the railway stations) cater for a far larger area than someone living in a city who is likely to be very close to transport nodes, whereas parts of Cherwell (such as the section between Banbury and Chipping Norton) are much further away. This cancels out the fact that some people may live very close to the M40, for example. Therefore, the Connectivity score has to apply to the Local Authority area as a whole, not just the best-connected part of it.
- 2.17 To interpret this accurately, and positively, for business investors, it will be important to note the following:
- the vast majority of sites and premises for businesses in Cherwell, and location of homes, are within the three urban centres which are all very centrally located within England and close to strategic transport routes for national and international travel.
 - There are options for alternative travel within the district (e.g. road, rail, air) and these facilities continue to be enhanced with, for example, Evergreen Three rail and M40 motorway junction improvements.
 - The 'practical connectivity' elements of congestion are also not considered in our score: Cherwell does not suffer the inefficiency and environmental impact of congestion affecting some competitor areas.

Cost Base:

- 2.18 Relative to England, Cherwell scores poorly but there are key points to communicate:
- House prices and business rateable value (per sq m) are used as a proxy for 'cost' but true business investment cost analysis will also consider costs such as transportation and perceived advantages of locating near suppliers and customers, offsetting costs of buildings.
 - Increasingly businesses are seeking higher quality space but less of it. This means that Cherwell, if it enables smaller, higher quality commercial development, could enhance its competitiveness in real terms by blending quality location with smaller, more desirable and efficient premises.
 - Cherwell is broadly more affordable than other Local Authority areas in the Greater South East.

Growth in Commercial Floorspace:

- 2.19 This indicator is shown as 'strong' across Cherwell but in reality has been at risk of becoming a weakness in recent years due to allocated employment sites not being developed, or being lost to housing.
- The assessment in growth of floorspace was for 1998-2008. This would undoubtedly have been bolstered by the completion of the M40 in 1991 yet does not reflect the cessation of building during the recession (a condition experienced throughout England and beyond).
 - The fact that all the data is for Cherwell as a whole means that differences cannot be identified within the district at this stage. For example, in relation to the stock and growth of commercial floorspace, Banbury would be expected to score more highly than Bicester, particularly since 2008 when key sites in Banbury have progressed.
 - The creation of Masterplans for both major towns is seeking to enable readily developable sites to be built to ensure Cherwell's relative strength continues.
- 2.20 Other indicators will similarly need to be more fully interpreted to inform policy making and potential action.

3 Conclusions

- 3.1 The relative strength of Cherwell as a location for business over the past decade is apparent from the Local Futures report. However, there are a series of challenges facing Cherwell's economy to ensure that this strength is maintained in an increasingly competitive world.
- 3.2 Whilst understanding the trends and competitive position over time will assist with monitoring the impact of actions to support the local economy, positive action is required to ensure that Cherwell achieves its ambitions reflected in its Economic Development Strategy and Local Plan.
- 3.3 This independent study should form the basis of a marketing plan to

systematically target and attract inward investment, and to promote growth of indigenous companies. When combined with its responsibilities as Local Planning Authority, Cherwell District Council is uniquely placed to lead the development of north Oxfordshire's economy.

- 3.4 The evidence should also inform local promotion activity, such as the work being developed for Bicester by BicesterVision. It could also assist with the wider promotion of Cherwell District through the Oxfordshire and South East Midlands Local Enterprise Partnerships, and the UK Trade and Investment's (UKTI) service.

Background Information

Cherwell Economic Development Strategy (2011-16)
<http://www.cherwell.gov.uk/index.cfm?articleid=7128>

Business Location Index – Cherwell (Local Futures). Report attached.

Key Issues for Consideration/Reasons for Decision and Options

- 4.1 To consider the research report.
- 4.2 To consider how the Council's objectives can be achieved through its Economic Development Service and funding (2013-14) in association with partners.

The following options have been identified. The implementation of the recommendations is believed to be the best way forward (Option 2 or 3).

Option One	To take no action and retain the funding for other purposes.
Option Two	To implement the plans described in the recommendations.
Option Three	To alter and implement the plans described in the recommendations.

Consultations

Cherwell-M40 Investment Partnership.

Implications

Financial: A budget of £23,164 is allocated for 2013-14, plus staff time, to promote business investment in Cherwell. With actions of mutual interest, private sector money and in-kind expertise is also expected.

Comments checked by Karen Curtin, Head of Finance and Procurement, 0300 0030106

Legal: There are no legal implications arising from this report.

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

Risk Management:

There are no risk implications arising from this report.

Comments checked by Adrian Colwell, Head of Strategic
Planning and the Economy, 0300 0030110

Wards Affected

All wards across the District

Corporate Plan Themes

A District of Opportunity

Lead Member

Councillor Bolster
Lead Member for Estates and the Economy

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Steven Newman, Economic Development Officer and Adrian Colwell, Head of Strategic Planning & the Economy
Contact Information	01295 221860 steven.newman@cherwell-dc.gov.uk 0300 0030 110 adrian.colwell@cherwellandsouthnorthants.gov.uk

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Executive

Joint Arrangements Steering Group (CDC/SNC/SDC) Terms of Reference

1 July 2013

Report of Head of Law and Governance

PURPOSE OF REPORT

To adopt formal terms of reference for the “three way” Joint Arrangements Steering Group involving members and officers of this Council, South Northamptonshire and Stratford on Avon.

This report is public

Recommendations

The Executive is recommended:

- (1) To adopt the terms of reference for the “three way” Joint Arrangements Steering Group (JASG) at Appendix 1

Executive Summary

- 1.1 In the light of the ongoing discussions with Stratford on Avon District Council (SDC) in relation to shared working the members of the SNC/CDC JASG have met with lead members of SDC on three occasions with a view to agreeing areas of potential long term shared working over and above the existing interim support being provided in the Monitoring Officer and Human Resources areas.
- 1.2 As it is becoming clear that the potential for long term shared working exists it is necessary to formalise the existence and role of the “three way” JASG via the adoption of terms of reference.

Background Information

- 2.1 The draft terms of reference at Appendix 1 have been considered by the members of the “three way” JASG and are being recommended to all three Councils for adoption. They are consistent with the existing terms of reference for the CDC/SNC JASG with any differences merely reflecting the addition of

SDC members and officers.

- 2.2 As with the CDC/SNC JASG the “three way” JASG does not have formal decision making powers and is not a formal Committee subject to the Local Government Act 1972. It will therefore meet in private and its agenda papers will not be subject to the access to information legislation.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 As discussions on shared working with SDC bear fruit and significant progress is made towards recommended implementation of proposals it is important to define the role and responsibilities of the “three way” JASG in a way which is consistent with the existing terms of reference for the SNC/CDC JASG.

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

- | | |
|-------------------|---|
| Option One | To approve the recommendation. |
| Option Two | To amend the proposed terms of reference, but this is not recommended as they have the support of all three sets of Council members on the body and are consistent with the existing terms of reference for the CDC/SNC JASG. |

Consultations

- | | |
|-------------------------|---|
| “Three way” JASG | The members representing all three Councils support the proposed terms of reference and they are being recommended for adoption by all three. |
|-------------------------|---|

Implications

- | | |
|-------------------------|--|
| Financial: | There are no financial implications arising from this report.
Comments checked by Karen Curtin, Head of Finance and Procurement 0300 0030106 |
| Legal: | Legal implications are addressed in the report.
Comments checked by Kevin Lane, Head of Law and Governance – 0300 0030107 |
| Risk Management: | There are no significant risk implications arising directly from this report.
Comments checked by Kevin Lane, Head of Law and Governance – 0300 0030107 |

Wards Affected

All

Corporate Plan Themes

Accessible, value for money, Council.

Lead Member

Councillor Barry Wood
Leader of the Council

Document Information

Appendix No	Title
1	Terms of reference for CDC/SNC/SDC JASG
Background Papers	
None	
Report Author	Kevin lane, Head of Law and Governance
Contact Information	0300 003 0107 kevin.lane@cherwellandsouthnorthants.gov.uk

Cherwell, South Northamptonshire and Stratford on Avon District Councils

Joint Arrangements Steering Group

Membership

- Five elected members from each council
- Three substitute members to be appointed by each council

Officer Support

- Two Chief Executives
- Director of Resources (CDC/SNC) and Assistant Chief Executive (SDC)
- Head of Finance and Procurement (CDC/SNC)
- Other Directors and Heads of Service as relevant to agenda business
- Team Leader (Democratic and Elections) (CDC/SNC) as administrative support

Terms of Reference

- To oversee and supervise the implementation of shared service/collaborative working across the three councils
- To consider business cases for shared service/collaborative working across the three councils and make recommendations to each council as appropriate
- To be the forum where any issues or reports in relation to shared services/collaborative working are discussed prior to consideration by each of the councils' decision-making processes
- To receive regular reports on:
 - Progress against agreed actions
 - Realisation of projected savings
 - Emerging issues and risks together with proposed mitigation measures
- To recommend steps relating to the communication of matters concerning the implementation of shared service/collaborative working
- To establish and maintain protocols to deal with any conflicts of interest of individual officers engaged in shared service/collaborative working
- To be responsible for the consideration and recommended resolution of any disputes arising between the three councils after the implementation of shared service/collaborative working
- To oversee the work of, and receive reports from, any sub groups which are established

Quorum

The meeting will be quorate if three elected members from each of the three councils is present.

Decision-Making Powers

The Joint Arrangements Steering Group shall not be a formal joint committee. Decisions regarding the implementation of any recommendations of the Joint Arrangements Steering Group rest separately with each council or (where relevant) any joint committee that might exist or is established between any or all of the councils.

Frequency of Meetings

The Joint Arrangements Steering Group will meet as necessary and on at least four occasions a year.

Venue of Meetings

The meetings will rotate between Bodicote, Towcester and Stratford on Avon where possible.

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Executive

Transformation Challenge Award

1 July 2013

Report of Head of Finance and Procurement

PURPOSE OF REPORT

This report outlines proposals for bidding against the transformation challenge award and details the process and timetable for completion.

This report is public

Recommendations

The Executive is recommended to:

- (1) Note the contents of the report and the purpose of the transformation challenge award.
- (2) Endorse the areas suggested for collaboration with South Northamptonshire and Stratford upon Avon Councils.
- (3) Delegate authority to the Director of Resources and Head of Finance and Procurement in consultation with the Leader of the Council to finalise submissions ahead of the deadline date of 14 July 2013.

Executive Summary

- 1.1 The Government announced that funding was to be made available to support local authorities that are at the cutting edge of innovation for service transformation so that they are going further and faster in re-engineering service delivery and achieving efficiency savings.
- 1.2 As a result in April 2013 the government launched the Transformation Challenge Award to provide this funding.
- 1.3 The criteria and bidding process is outlined in Appendix 1 and the 3 way Joint Arrangements Steering Group has been considering if the 3 councils could bid for funds to support the joint working proposals particularly around the development of a common ICT platform, shared services and joint procurement.

- 1.4 At the meeting of the JASG held on 19 June 2013 a report was considered that detailed the areas that the 3 councils could consider making a funding application.
- 1.5 As a result of this meeting JASG endorsed the submission of a number of bids and has recommended the approach up to the Executive.
- 1.6 Cherwell District Council and South Northamptonshire have a number of shared services in place already including Joint Management Team, Finance and Procurement, ICT and Democratic Services and Elections. In generating these, the Council has formally added these and others to the policy framework of the Council. This approach enables full Council to approve the principle of each shared working proposal on a case by case basis and then permits Executive to be vested with the decision making power to approve each business case in detail with the exception of any staffing implications which, as non-executive functions, are matters for Personnel Committee.
- 1.7 In order to satisfy the bidding criteria we need to be able to evidence that the areas for collaboration have political support and the JASG is asking the Executive to confirm that in the recommendations.
- 1.8 As the deadline for submissions is not until 14 July 2013 and to maximise the time available to prepare the bids and confirm which ones should be submitted the report is also seeking delegated authority to finalise the submissions to the Director of Resources and Head of Finance and Procurement in consultation with the Leader of the Council to finalise submissions ahead of the deadline date of 14 July 2013.

Background Information

Areas for Collaboration and Funding Application

- 2.1 At the JASG meeting on 18 April 2013 members were made aware of the potential funding available (Transformation Challenge Award) to support local authorities that are at the cutting edge of innovation for service transformation so that they are going further and faster in re-engineering service delivery and achieving efficiency savings.
- 2.2 The criteria and bidding process was outlined in the report and as a result of the review members thought that the 3 councils could bid for funds to support the joint working proposals particularly around the development of a common ICT platform, shared services and joint procurement. Officers were also asked to see if any funding was available to meet the transition costs of shared services that were already implemented.
- 2.3 On reviewing the award conditions in more detail and consulting with the LGA, the following additional information is available:
 - 2 Types of awards – multi authority (2 or more authorities) and smaller authority (individual or jointly)
 - Multi-authority awards- expect 3-4 awards of up to £2m each, each in different geographical areas.
 - Smaller, authority awards will probably be around 30 awards between £50k and £500k each

- Awards will only be made for projects that can be delivered within 1-2 years and where political agreement from each of the participating local authorities has been secured before bids are submitted.
- There is no funding available for projects already implemented.

Proposed Projects

- 2.4 There are 3 key outcomes that each proposed project should deliver innovation, cost reduction and collaboration. Brandon Lewis MP has explained the aim for the award as being recognition that some relatively small authorities have gone a long way in sharing services, and with a little help they could go a lot further.
- 2.5 Based on the current collaboration between the Councils a report was considered and supported at JASG on 19 June 2013 that proposed that bids should be made for the following projects:

Project	Council	Key Outcomes	Award
ICT 3 Way Service	All	Innovation, VFM , channel shift and service to sell to others	AW
Procurement Hub	All	Innovative, Cross Boundary, VFM and best practice	AW
Organisational Change	All	Innovative, VFM and new ways of working	AW
Legal Hub	All	Innovation, VFM and service to sell to others	AW
Managed Services Hub	All	Innovation, VFM and service to sell to others	MMA
Economic Development	All	Accelerated Economic Growth, Sustainable Communities and NNDR income	AW

- 2.6 Each Council also has the opportunity to make individual bids against the fund and the following is proposed:

Project	Council	Key Outcomes	Award
Economic Development and Housing Growth in Bicester specific	CDC	Accelerated Economic Growth, Sustainable Communities and NNDR income	AW
Housing Growth District Wide	CDC	Accelerated Growth, VFM , Structure	AW

Key Issues for Consideration/Reasons for Decision and Options

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

Option One Implement as per recommendations

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

Consultations

Joint Arrangements Steering Group - April and June 2013

Implications

Financial: Financial Effects – there are none arising from this report directly. However the financial implications for each of the areas of collaboration will be outlined in the specific bids and funding sought accordingly. Any formal business cases will be subject to their own individual approval process including a review of financial implications.

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

Legal: While shared services are facilitated between Cherwell and South Northamptonshire by the section 113 agreement (as varied) completed by the two Councils any formal sharing of services beyond mutual collaboration/support with Stratford would require a formal tripartite agreement to be completed. Collaborative support would be provided pursuant to the Local Authorities (Goods and Services) Act 1970. Of the service areas listed above only collaborative working with Stratford in legal services are currently part of the adopted policy framework.

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

Wards Affected

All

Corporate Plan Themes

All

Executive Lead Member

Councillor Barry Wood - Leader of the Council

Document Information

Appendix No	Title
Appendix 1	Transformation Challenge Award
Background Papers	
None	
Report Author	Karen Curtin, Head of Finance and Procurement
Contact Information	03000 030 106 karen.curtin@cherwellandsouthnorthants.gov.uk



**Department for
Communities and
Local Government**

Brandon Lewis MP
Parliamentary Under Secretary of State

***Department for Communities and Local
Government***

Eland House
Bressenden Place
London SW1E 5DU

Tel: 0303 444 3430
Fax: 0303 444 3986
E-Mail: brandon.lewis@communities.gsi.gov.uk

www.communities.gov.uk

Our Ref: ER/BL/001969/13
Your Ref: RWP/TK
Date: 27 March 2013

To: The Leader
Local authorities in England

Dear Leader,

TRANSFORMATION CHALLENGE AWARD

I wrote to you on 21 March inviting expressions of interest from areas for support from the new network we are establishing to spread learning from the four Whole-Place Community Budget pilots and to work directly with local areas to co-design practical public service reforms. When announcing the network I also set out our plans for the new £9 million Transformation Challenge Award to support local authorities that are radically overhauling how they do business. I am now writing to invite bids from local authorities, either individually or from groups of two or more authorities, for support from the Challenge Award

The Transformation Challenge Award

This Challenge Award is available to support local authorities, including fire and rescue authorities, that are at the cutting edge of innovation for service transformation so that they are going further and faster in re-engineering service delivery and achieving efficiency savings. Such authorities can be exemplars for other local authorities across the country.

Accordingly, we are looking to provide support (**major multi-authority awards**) for radical innovations involving two or more local authorities combining their operations across all or a major part of their service delivery and back office, whilst maintaining their separate identity and political representation. The combined arrangements meriting support could, for example, involve several local authorities coming together to create shared arrangements over their major services of adult social care and children's services, perhaps linked with novel approaches on commissioning, procurement and the use of assets. A further example might be where several local authorities decide to move to a single operation across all front-line service delivery and back office, coming together to share a single chief executive and management team, a single workforce, common IT systems, joint procurement and contracting, and shared service delivery.

We also recognise that local authorities may wish to develop such combinations as part of wider public service reforms in their area, involving other public and private sector service providers and drawing on support from the new network.

We are also prepared to provide support (**authority awards**) for local authorities (either individually or jointly), which are pursuing particularly innovative measures for delivering efficiencies, increasing resilience, and giving better value for money for taxpayers. In addition we are also making funds from the Transformation Challenge Award available to support local authorities in receipt of Efficiency Support Grant.

Accessing the Transformation Challenge Award

Local authorities (either individually or jointly), or groups of two or more authorities, wishing to take advantage of either **major multi-authority awards** or **authority awards** should by 14 July 2013 submit to the Department their bid for funds from the Award, setting out the innovative proposals for which they are seeking support. Bids should include a description of the proposed innovations and why the authority or group of authorities considers them to be at the cutting edge of innovation, estimates of the transitional costs of implementing the innovations and of the expected resulting savings, and in the case of a group of authorities, details of council resolutions confirming support for creating the group and implementing the proposed innovations.

We will select bids for awards, and the amount of any award, having regard to the total resources available, the number and nature of proposals received, including the scale of combination in group proposals and the level of innovation, and the estimates of costs and savings of each proposal. The intention, if sufficient bids meriting support are received, is to provide several major multi-authority awards and up to 30 authority awards. Major multi-authority awards may be up to £2m., with authority awards in the range £50k to £500k.

Further information on the Transformation Challenge Award, particularly on making bids and the basis of selection is set out in the annex to this letter

This is an important opportunity for your authority and I look forward to receiving your bid.

A handwritten signature in black ink, appearing to read 'Brandon Lewis', written in a cursive style.

BRANDON LEWIS MP

TRANSFORMATION CHALLENGE AWARD

How to Bid and how Bids will be assessed

THE CHALLENGE AWARD

This Challenge Award is available to support local authorities, including fire and rescue authorities, that are at the cutting edge of innovation for service transformation so that they are going further and faster in re-engineering service delivery and achieving efficiency savings. Such authorities can be exemplars for other local authorities across the country.

There are three categories of awards.

The first category (**major multi-authority awards**) is to support particularly radical innovations involving two or more local authorities combining their operations across all or a major part of their service delivery and back office, whilst maintaining their separate identity and political representation.

The combined arrangements meriting support could, for example, involve several local authorities coming together to create shared arrangements over their major services of adult social care and children's services, perhaps linked with novel approaches on commissioning, procurement and the use of assets. A further example might be where several local authorities decide to move to a single operation across all front line service delivery and back office, coming together to share a single chief executive and management team, a single workforce, common IT systems, joint procurement and contracting, and shared service delivery.

It is recognised that local authorities may wish to develop such combinations as part of wider public service reforms in their area, involving other public and private sector service providers and drawing on support from the new network.

The second category (**authority awards**) is to support local authorities, either individually or jointly, which are pursuing particularly innovative measures for delivering efficiencies, increasing resilience, and giving better value for money for taxpayers, whilst not involving a major combination of services.

Such initiatives meriting support could, for example, include two authorities moving to a single chief executive or having a shared senior management team; the adoption of an innovative model for commissioning or for the strategic management of assets by a local authority, either individually or jointly with others; joint procurement arrangements; or several authorities adopting a shared delivery for a particular service.

The third category (**efficiency support awards**) is to support local authorities in receipt of Efficiency Support Grant. This is in recognition of the particular pressing needs these authorities have for efficiency savings and for pursuing innovation. Where these authorities demonstrate additional progress by going further and faster on reforms than planned for the purposes of Efficiency Support Grant, they will receive an additional 25% of their Efficiency

Support Grant allocation. At the six month stage of the Efficiency Support Grant scheme, the Department will review evidence of the progress made by Efficiency Support Grant authorities. Following this review, consideration will be given to releasing the additional 25% allocation.

The overall Transformation Challenge Award pot is £9.2m, £2.3m will be available for efficiency support awards, and the remaining £6.9m will be available for major multi-authority awards and authority awards. A major multi authority award could be up to £2m. and authority awards could range between £50,000 and £500,000. It is expected that there will be several major multi-authority awards and up to 30 authority awards.

Awards will be a contribution to the net transitional costs incurred in 2013-14 and 2014-15 of setting up the combined arrangements or other innovations. It is expected that local authorities will use their award to off-set the transitional costs in 2013-14 and 2014-15, including redundancies, set up costs, and costs of shadow running say new management arrangements for a combined operation, and building capacity.

MAKING A BID FOR AN AWARD

Bids are now invited for major multi authority awards and authority awards. Bids should be submitted by 14 July 2013 to the Department at the address below.

Major multi-authority awards

Bids will be welcome which demonstrate how a group of local authorities will join together to form a multi-authority operation or area. This might, for example take the form of three or four boroughs coming together on their major services, several shire district councils likewise combining all or most of their operations, or one or more districts substantially combining their operations together with the county council.

The bid must set out which services will be shared, and by when. Political agreement from each of the participating local authorities must be secured before bids are submitted. Each bid should include the following:

- A full description of the combined service delivery and /or back office, including details of timing and implementation; this should also indicate whether the proposal is being developed alongside, or as part of, any wider public service reforms, including those supported by the new network;
- A business case for the proposed combination, including information on the purpose of the proposal, its expected costs, benefits and savings, including how the proposal offers value for money;
- Estimated transitional costs in 2013/14 and 2014/15;
- A statement as to why the authorities consider the proposal is particularly innovative and would make a good exemplar for all or a range of local authorities;
- Details of council resolutions for creating the combination; and
- Amount of award sought.

Authority awards

Bids will be welcome from local authorities, individually or jointly, which are pursuing particularly innovative measures for delivering efficiencies, increasing resilience, and giving better value for money for taxpayers, whilst not involving a major combination of services.

Bids could involve proposals for moving to a single chief executive or having a shared senior management team; the adoption of an innovative model for commissioning or for the strategic management of assets by a local authority, either individually or jointly with others; joint procurement arrangements; or several authorities adopting a shared delivery for a particular service. Bids could be made where authorities have already started to share services and have plans for innovative and radical development to extend their current arrangements. All this is not an exhaustive list of proposals for which bids may be made, rather an indication of the kind of innovative proposals which can be considered for an authority award.

The bid must describe the proposal. Where authorities are jointly submitting a bid, political agreement from each of the participating local authorities must be secured before bids are submitted. Each bid should include the following:

- A full description of the proposal;
- Information on the purpose of the proposal, its expected costs, benefits and savings, including how the proposal offers value for money;
- A statement as to why the proposal is particularly innovative and would make a good exemplar for all or a range of local authorities;
- Estimated transitional costs in 2013/14 and 2014/15; and
- Amount of award sought.

ASSESSMENT OF BIDS

Major multi-authority awards and authority awards

Decisions on the selection of bids for awards, and the amount of any award, will be made having regard to the total resources available, the number and nature of proposals received, including the scale of combination in any group proposals and the level of innovation, and the expected costs, benefits and savings of each proposal. Regard will also be had, particularly for major multi-authority awards, to whether the proposal is part of, or potentially connected to, any wider public service reform involving other public and private sector service providers, and whether such wider reforms are supported by the new network.

Awards will be made only where the Secretary of State is satisfied that in his opinion the proposal involves a high degree of innovation for the authorities concerned, and could be an exemplar for other local authorities. If for each category of award the bids meriting support exceed the available resources, decisions on both which bids to select and the amount of any award will be made having regard to the extent to which the bids demonstrate innovation and the level of expected benefits, including savings. The intention, if sufficient bids meriting support are received, is to provide several major multi-authority awards and up to 30 authority awards

Timetable

<i>Activity</i>	<i>Timing</i>
Bids in	14 July 2013
Decision on bids & payment of award from	August 2013
Review	March 2014

Bids should be sent to:

Julie Stephenson
Team Leader
Accountability and Transparency Division
Department for Communities and Local Government
Zone J5, 3rd Floor
Eland House
Bressenden Place
London SW1E 5DU

Email: Julie.Stephenson@communities.gsi.gov.uk

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

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of the Local Government Act 1972.

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