

Committee: Executive
Date: Monday 3 February 2014
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 - 6)

To confirm as a correct record the Minutes of the meeting held on 6 January 2014.

6. **Chairman's Announcements**

To receive communications from the Chairman.

Service Delivery and Innovation

7. **Graven Hill Potential Acquisition and Redevelopment Update** **6.35pm**
(Pages 7 - 12)

Report of Director (Bicester)

Purpose of Report

The purpose of this report is to update on the due diligence process for the potential acquisition and redevelopment of Graven Hill.

Recommendations

The meeting is recommended:

- 1.1 To note the progress to date on due diligence.
- 1.2 To note the procurement process and timetable in relation to the proposed Fulfilment Centre.

Value for Money and Performance

8. **Draft Budget and Business Plan 2014-15** (Pages 13 - 52) **6.45pm**

Report of Interim Head of Finance and Procurement

Purpose of Report

The Council is required to produce a balanced budget for 2014-15 as the basis for calculating its level of Council Tax. It has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years.

The first draft was reported to the Executive meeting on 2 December 2013. The information has now been updated to reflect changes since then and, subject to any further changes. Members may wish to include tonight, this final draft will be used to prepare a final budget proposal to be presented to full Council on 24 February 2014.

Recommendations

The meeting is recommended:

- 1.1 To consider and approve the draft budget in the context of the Council's service objectives and strategic priorities.
- 1.2 To approve the balanced budget.
- 1.3 To recommend to full council a Council tax freeze or amend the proposals contained within this report to recommend a different level of Council Tax.
- 1.4 To agree the proposed 2014-15 capital programme (Appendix 2).
- 1.5 To agree using 2013-14 retained business rates of £75,000 to pump prime the business rates support team as set out in paragraph 3.18.
- 1.6 To endorse the draft 5 year strategy, 2014-15 business plan and public pledges (Appendices 3, 4 and 5) be endorsed and to delegate authority to the Director of Resources in consultation with the Leader of the Council and the Lead Member for Performance and Customers to make any minor amendments to the plan or pledges as required before final publication in March 2014.
- 1.7 To note the 2014-15 Business Plan and Budget Equality Impact Assessment (Appendix 6).
- 1.8 To note the latest MTFS financial forecast is currently being refreshed and will be reported back to the Executive once this exercise has been completed.
- 1.9 To request officers to produce the formal 2014-15 budget book on the basis of the attached report and associated appendices.
- 1.10 To recommend, subject to any further changes Members may wish to include tonight, the updated budget for adoption by the Council on 24 February 2014.
- 1.11 To delegate authority to the Head of Finance and Procurement, in consultation with Director of Resources and the Lead Member Financial Management to amend the contributions to or from general fund balances to allow the Council Tax increase to remain at the level recommended by Executive to full Council following the announcement of the final settlement figures and as a result of any financial implications arising from recommendation 1.10.

Urgent Business

9. Urgent Business

Any other items which the Chairman has decided is urgent.

10. Exclusion of the Press and Public

The following report contains exempt information as defined in the following paragraph of Part 1, Schedule 12A of Local Government Act 1972.

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

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider it 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 of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

11. **Build! ® Programme Update and Next Steps** (Pages 53 - 70) **7.15pm**

Exempt Report of Head of Regeneration and Housing

(Meeting scheduled to close at 7.30pm)

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 24 January 2014

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Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 6 January 2014 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 Norman Bolster, Lead Member for Estates and the Economy
Councillor John Donaldson, Lead Member for Banbury Brighter Futures
Councillor Michael Gibbard, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Public Protection
Councillor 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 Gordon Ross, representing the Leader of the Labour Group
Councillor Tim Emptage, Leader of the Liberal Democrat Group

Apologies for absence: Councillor Sean Woodcock, Leader of the Labour Group

Officers: Ian Davies, Director of Community and Environment
Karen Curtin, Director (Bicester)
Adrian Colwell, Head of Strategic Planning and the Economy
Kevin Lane, Head of Law and Governance / Monitoring Officer
Tim Madden, Interim Head of Finance and Procurement
Ed Potter, Head of Environmental Services
Natasha Clark, Team Leader, Democratic and Elections

72 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

74 **Urgent Business**

There were no items of urgent business.

75 **Minutes**

The minutes of the meeting held on 2 December 2013 were agreed as a correct record and signed by the Chairman, subject to the following amendment:

Record apologies for Councillor Nicholas Turner

76 **Chairman's Announcements**

The Chairman had no announcements.

77 **Local Plan Annual Monitoring Report**

The Head of Strategic Planning and the Economy submitted a report which sought approval of the Local Plan's Annual Monitoring Report (AMR) including a review of the District's Five Year Housing Land Supply Position.

In introducing the report, the Lead Member for Planning explained that the AMR had been prepared for the period 1 April 2012 to 31 March 2013 and presented information on development that took place or was permitted over that period and provided a comprehensive review of housing land supply. The AMR also reports on progress in preparing the Local Plan and associated policy documents.

The Lead Member for Planning reported that a comprehensive review of housing land supply had been undertaken for the AMR which took account of the Inspector's conclusions, housing completions and permissions as at 31 March 2013, appeal decisions, the up-to-date position on all anticipated housing sites in consultation with developers and agents, and current market conditions.

The application of the 'Sedgefield' approach had produced a housing land supply of 4.7 years (including the additional 20% as required by the National Planning Policy Framework). This meant that the district was in a 'shortfall' position of 357 dwellings in the current 5 year land supply period, but falling to 94 homes (and a supply of 4.9 years) for the period 2014-19 which would commence from 1 April 2014.

In response to Members' questions and request for an update on the timetable for the Banbury Masterplan and Kidlington Framework Masterplan, the Head of Strategic Planning and the Economy confirmed that both draft Masterplans were scheduled to be submitted to the February Executive meeting to seek approval to release for public consultation.

Resolved

- (1) That the Annual Monitoring Report be approved and the Head of Strategic Planning and the Economy be authorised to make any necessary minor amendments in consultation with the Lead Member for Planning.
- (2) That the district's housing delivery position be noted and the review of the District's Five Year Housing Land Supply be endorsed.
- (3) That the need for the Head of Strategic Planning and the Economy to consider potential implications for current planning applications in consultation with the Head of Development Management and to advise the Planning Committee as required be noted.

Reasons

An Annual Monitoring Report is presented to Members for formal approval to ensure there is up to date monitoring information available to inform policy making, consideration of planning applications and Council decision-making.

A comprehensive review of housing land supply taking into account the conclusions of a recent appeal decision (Deddington) shows that the district presently has a 4.7 year housing land supply and a shortfall of some 357 dwellings. This up-to-date position will need to be reported in relevant planning application cases.

Alternative Options

Option One: To approve the Annual Monitoring Report as recommended

Option Two: To seek partial reconsideration of the Annual Monitoring Report.

Option Three: Not to approve the Annual Monitoring Report

Option One is recommended. Options Two and Three would create delay and/or uncertainty with potential adverse consequences for decision making.

78

Council Tax Base for 2014/15

The Interim Head of Finance and Procurement submitted a report which sought consideration of the calculation of the Council Tax base for 2014/15.

Resolved

- (1) That the report of the Head of Finance and Procurement, made pursuant to the Local Authorities [Calculation of Tax Base] [England] regulations and the calculations referred to therein for the purposes of the Regulations (annex to the Minutes as set out in the Minute Book) be approved.

- (2) That it be resolved that, in accordance with the Regulations, as amended, the amount calculated by Cherwell District Council as its council tax base for the year 2014/15 shall be 47,609.
- (3) That it be resolved that the tax base for parts of the area be in accordance with the figures shown in column 13 of appendix 2 to the report (annex to the Minutes as set out in the Minute Book).
- (4) That it be resolved to continue with any discretionary and locally set discount awards which the Executive previously has resolved to give.

Reasons

The collection rate used is a best estimate of the percentage of the total amount due for 2014/15. It is based on previous year's collection rates. Over the most recent years, the amount collected has been steady at between 98.25% and 98.5% and there is no suggestion that this will change for 2013/14.

The change from council tax benefit to a local reduction scheme has had little impact on ability to pay and as the scheme remains the same for 2014/15 there should be no effect on the collection levels. New homes and businesses are being created across the district which should aid the economic situation generally.

It is therefore recommended to maintain the 98% collection rate used in previous years.

The estimate of adjustments applied to take account of new properties likely to become available during the year could be varied. However, the estimate is based on conversations with developers and known planning approvals and is factored downwards to allow for delays and other unforeseen problems.

The appendices to the report show the most up to date position of the Council Tax base and the adjustments have been made to take account of changes during 2014/15.

Alternative Options

Option 1: To reject the tax base calculation. The figures in this report could be rejected and a new calculation made. However, this would result in further delays for all preceptors in calculating their own precept to be levied on the Council. The figures used are taken from the Northgate i-World council tax system and are all accurate as at 1 December 2013. All other adjustments and estimates have been calculated using previous years methods.

South West Bicester Sports Village Progress Update

The Head of Community Services submitted a report which provided a progress report on the Bicester Sports Village project.

Resolved

- (1) That the progress on the construction of Phase 1 (grass pitches, cycle track and landscaping) and the appointment of a contractor to progress the design and planning application for Phase 2 (pavilion and car park) and Phase 3 (Athletics track, synthetic grass pitch, tennis courts, etc...) be noted.

Reasons

This is a Project Board update report to advise Executive of progress.

Alternative Options

The Project has been approved and is progressing in accordance with these approvals. There are no other Options being considered.

80 **City Deals**

The Chairman report that information relating to city deals was still awaited and the item was therefore deferred.

81 **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(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.

82 **Proposed Business Case for Implementing Phase Two of a Shared Service for Environmental Services**

The Head of Environmental Services submitted an exempt report which sought approval for the implementation of stage 2 of Shared Services for Environmental Services.

Resolved

- (1) That implementation of the Shared Environmental Service Stage 2 Business Case be approved.

Reasons

There are two different structures used to deliver the services at the two councils. A fully integrated shared service will require a common management and supervisory structure which spans both councils. This offers the opportunity for financial savings whilst still retaining a resilient structure.

The consultation period has given staff the opportunity to the proposed business case. A number of minor changes have been made to the business case following staff comments and questions.

Alternative Options

Option 1: Support the proposed Business Case in Appendix 2.

Option 2: Not support the Business Case

Option 3: Ask officers to develop alternative options

The meeting ended at 7.10 pm

Chairman:

Date:

Cherwell District Council

Executive

3 February 2014

<p>Graven Hill Potential Acquisition and Redevelopment Update</p>
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Report of Director (Bicester)

This report is public

Purpose of report

The purpose of this report is to update on the due diligence process for the potential acquisition and redevelopment of Graven Hill.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the progress to date on due diligence.
- 1.2 To note the procurement process and timetable in relation to the proposed Fulfilment Centre.

2.0 Introduction

- 2.1 Since Autumn 2012 Officers have been in negotiation with the MOD to acquire Graven Hill, Bicester. There has been significant support and input from Government Ministers resulting in a Statement of Intent being signed by both organisations. The reason why Government has been so supportive is that it delivers against a number of national policy objectives including release of public land, growth, off site manufacturing and the delivery of large scale self-build housing opportunities.

3.0 Report Details

- 3.1 Due diligence is continuing with good progress being made on the various work streams and both parties (CDC and MOD) are working towards the end of the financial year as target date to achieve exchange of contracts

- 3.2 Trowers & Hamblins 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.
- 3.3 A project team and project board has been set up to ensure a prudent approach to the due diligence and formation of the business case. As stated in the July 2013 report to the Executive, the due diligence includes:
- a) **Financial due diligence**, supported by EC Harris and Capita whose roles include 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. The Council's Regeneration and Housing Team 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.
 - b) **Legal due diligence** supported by Trowers and Hamblins Solicitors whose role includes to work with the MOD's legal team on the contractual elements of the site disposal and the appropriate legal structure for acquisition.
 - c) **Planning due diligence** which also includes early work on master planning and implications of a large scale self- build housing scheme.
 - d) **Technical due diligence, supported by EC Harris, Watermans and Hoarlea**, which includes site investigations, assessment of services and constraints to development
- 3.4 Three Member Workshops have been delivered with a third workshop planned to take all members through the business case and the proposals for the delivery of Graven Hill, the proposed financial model for acquisition and structure required for delivery.
- 3.5 As part of the outline planning application and to facilitate the exit from the site of MOD activities 'resolution to grant planning permission' was given in May 2013 for the construction of a Fulfilment centre on C site.
- 3.6 As reported since then the MOD is undertaking a procurement process to evaluate whether their logistics can be delivered by the private sector and as a result they are in a tender process with private sector bidders. As part of this process the bidder will need to determine where they want to base their operation with Bicester being one potential location.
- 3.7 On 21 January 2014 the Council was informed of who the bidders were and as part of the tender process will have meetings with the 2 bidders to promote and recommend the Bicester location for their logistics operation bid. The bidders have until August 2014 to submit their proposals – Dates in table below;

<p>MOD Contract Bidders Notice Logistic Commodities and Services (Transformation) Project Proposed/Estimated ITT Issue Date: 20/12/2013 Proposed/Estimated ITT Return Date: 22/08/2014 Proposed Issue Date of Contract: 19/12/2014 Proposed Completion Date of Contract: 16/03/2028</p>
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- 3.8 At the October 2013 meeting Council gave approval for the potential acquisition and redevelopment of Graven Hill to be added into the Policy Framework and subject to an approved business case make available the capital sums required to purchase and develop the site.
- 3.9 Subject to the completion of the due diligence providing necessary assurance and subject to a strong and detailed business case, a further report will be taken to the Executive recommending the potential acquisition and redevelopment of Graven Hill. We are currently working to a timetable that if the business case is approved will enable exchange of contracts by the end of the financial year.
- 3.10 The potential acquisition will be funded through a mix of capital reserves and prudential borrowing. The ability to prudentially borrow is already covered in Cherwell District Councils; Treasury Management Strategy, Annual Investment Statement 2013/14, Section 2.4, Page 6.
- 3.11 It was necessary for Council to approve the potential acquisition and redevelopment of Graven Hill to be added into the Policy Framework ahead of the business case being completed and presented to the Executive for consideration.

4.0 Conclusion and Reasons for Recommendations

- 4.1 In order to further the potential acquisition and redevelopment of Graven Hill it is recommended that Council approve the recommendations as set out in this report.

5.0 Consultation

<p>Government Department for Communities and Local Government (CLG)</p>	<p>CLG have been very involved in supporting Cherwell’s potential acquisition and negotiations with the MOD in recognition of its support to national agendas on growth and release of public land assets.</p>
<p>Homes and Communities Agency (HCA)</p>	<p>HCA recognise the significant contribution this site will make to housing delivery and as an exemplar of new forms of delivery such as custom build and self build housing</p>
<p>National Association of Self Builders (NASB)</p>	<p>NASB recognise the opportunities for individuals and the local economy through large scale self build and custom build housing</p>
<p>Build Off Site</p>	<p>Build Off Site recognise the potential for off site Manufacturing in both the commercial elements and residential elements of the site</p>

Forestry Commission	The regional office of the Forestry Commission have given advice and confirmed that this site provides an opportunity for local people to enjoy the extensive woodland and the benefits to the environment
Government Department for Business, Innovation and Skills (BIS)	BIS have been involved in discussions about the commercial elements of the site and optimising benefits and value
Local residents	Over 200 potential residents of Graven Hill have been made contact with to gather views on self build, design etc. This has provided Officers with a sample of over 10% of potential residents from a range of household sizes and incomes and tenures.

6.0 Alternative Options and Reasons for Rejection

6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To approve the recommendation

Option 2: To reject the recommendation

7.0 Implications

Financial and Resource Implications

7.1 There are no financial implications for this report. There will be detailed financial due diligence completed as part of a wider business case for acquisition. The ability to prudentially borrow is already covered in Cherwell District Council's; Treasury Management Strategy, Annual Investment Statement 2013/14, Section 2.4, Page 6.

Comments checked by:

Tim Madden, Interim Head of Finance and Procurement, 0300 0030106
tim.madden@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no legal implications for this information report. Detailed legal due diligence is underway covering issues relating to title, contract as well as governance issues for the council in acquiring and developing Graven Hill.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107
kevin.lane.@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All Bicester wards

Links to Corporate Plan and Policy Framework

District of Opportunity

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Karen Curtin Director (Bicester)
Contact Information	karen.curtin@cherwell-dc.gov.uk 0300 0030102 Helen.town@cherwell-dc.gov.uk 07816 542464

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Cherwell District Council

Executive

3 February 2014

Draft Budget and Business Plan 2014-15

Report of Interim Head of Finance & Procurement

This report is public

Purpose of report

The Council is required to produce a balanced budget for 2014-15 as the basis for calculating its level of Council Tax. It has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years.

The first draft was reported to the Executive meeting on 2 December 2013. The information has now been updated to reflect changes since then and, subject to any further changes. Members may wish to include tonight, this final draft will be used to prepare a final budget proposal to be presented to full Council on 24 February 2014.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider and approve the draft budget in the context of the Council's service objectives and strategic priorities.
- 1.2 To approve the balanced budget.
- 1.3 To recommend to full council a Council tax freeze or amend the proposals contained within this report to recommend a different level of Council Tax.
- 1.4 To agree the proposed 2014-15 capital programme (Appendix 2).
- 1.5 To agree using 2013-14 retained business rates of £75,000 to pump prime the business rates support team as set out in paragraph 3.18.
- 1.6 To endorse the draft 5 year strategy, 2014-15 business plan and public pledges (Appendices 3, 4 and 5) be endorsed and to delegate authority to the Director of Resources in consultation with the Leader of the Council and the Lead Member for Performance and Customers to make any minor amendments to the plan or pledges as required before final publication in March 2014.

- 1.7 To note the 2014-15 Business Plan and Budget Equality Impact Assessment (Appendix 6).
- 1.8 To note the latest MTFs financial forecast is currently being refreshed and will be reported back to the Executive once this exercise has been completed.
- 1.9 To request officers to produce the formal 2014-15 budget book on the basis of the attached report and associated appendices.
- 1.10 To recommend, subject to any further changes Members may wish to include tonight, the updated budget for adoption by the Council on 24 February 2014.
- 1.11 To delegate authority to the Head of Finance and Procurement, in consultation with Director of Resources and the Lead Member Financial Management to amend the contributions to or from general fund balances to allow the Council Tax increase to remain at the level recommended by Executive to full Council following the announcement of the final settlement figures and as a result of any financial implications arising from recommendation 1.10.

2.0 Introduction

- 2.1 This report sets out the draft revenue budget for 2014-15 for the Council which will form the basis of the council tax setting report which is due to go to Council on the 24 February 2014. The report covers the information and work undertaken since Draft 1 of the budget was considered by Executive and Budget Planning Committee in December.
- 2.2 The report also looks at the impact of the local government settlement which was announced on 18 December. It sets out the steps which have been undertaken to produce a balanced budget and the capital programme.
- 2.3 Throughout the autumn officers have been preparing the budget in line with the guidelines for preparation considered by the Executive at its meeting of the 7 October 2013. A copy of the guidelines is repeated at Appendix 1 for ease of reference. This has set out the framework within which the budget has been developed.
- 2.4 The budget has been subject to consideration by the Budget Planning Committee which has also been heavily involved in assessing the proposed capital programme. The initial recommendations of that committee were presented to Executive at its meeting of 2 December and subsequent recommendations from its consideration of further ICT capital bids at its meeting of 21 January.

3.0 Report Details

Draft Revenue Budget

- 3.1 The draft budget presented in December 2013 presented a funding gap of £320,083. The budget presented in this report follows further work across a number of areas identified in the previous report in order to arrive at a balanced budget

position. Table 1 below sets out the draft General Fund Revenue Budget for consideration by the Executive.

Table 1: General Fund Revenue Budget	Budget	Draft Budget 2	Variance from 13/14 Budget
	2013-14	2014-15	
Net Expenditure	£15,365,552	£15,812,753	£447,201
Capital Charges Reversed	-£3,323,392	-£3,341,264	£17,872
Net Expenditure Services	£12,042,160	£12,471,489	£429,329
Centrally Controlled Items	£1,831,956	£1,919,054	£87,098
Net Budget Requirement	£13,874,116	£14,390,543	£516,427
Funding			
Investment Income	£150,581	£72,000	£78,581
Government Grant	£7,210,000	£6,398,000	-£812,000
Council Tax Compensation Grant <small>(now in above)</small>	£155,415	£0	-£155,415
Collection Fund	£100,000	£209,830	£109,830
New Homes Bonus	£0	£1,013,000	£1,013,000
Retained Business Rates	£0	£400,000	£400,000
Council Tax	£5,763,992	£5,879,712	£115,720
Council Tax Support Grant	£494,128	£418,000	-£76,128
Proposed Budget	£13,874,116	£14,390,543	£516,426
Shortfall / surplus		£0	£0
% Change			3.7%
Council Tax			
Number band D equivalents	46,672	47,609	
2014-15 Cost of Band D equivalent	£123.50	£123.50	
2013-14 Cost of Band D equivalent	£123.50	£123.50	
	£5,763,992	£5,879,712	

The finalisation of support allocations, capital charges and internal recharges may result in the service total being re-allocated across the three service areas but the bottom line totals and budget requirement will not change.

- 3.2 In order to balance the budget and secure the £320,000 deficit from Draft Budget 1, further reductions in costs and increases in income were taken into account. The main drivers for this are summarised in Table 2 below and these adjustments have resulted in a balanced budget.

Table 2: BUDGET MOVEMENT DRAFT 1 TO FINAL (Main Drivers)	
Draft 1 Shortfall	£320,000
Additional new homes bonus funding	-£143,000
Critical review of expenditure	-£69,000
Building blocks – category 2	-£33,000
Review of income	-£75,000
Final Draft	£0

- 3.3 The above actions have succeeded in balancing the budget. Table 3 below sets out a 'high level walk' from the 2013-14 net budget to the proposed 2014-15 net budget highlighting cost pressures and reductions.

Table 3: High Level Budget Walk 2013-14 to 2014-15	£m
Opening Net Budget	13.9
Building Blocks	-0.2
Efficiencies	-0.3
New Joint Working	-0.1
Inflation	0.2
Unavoidable Growth	0.7
Growth	0.1
Investment Income Decrease	0.1
New Homes bonus	-1.0
Retained business rates	-0.4
Government Grant Reductions	1.0
Other	0.4
Draft Base Budget 2013-14	14.4

- 3.4 These movements are further analysed in the tables below

Unavoidable Growth

Table 4: Unavoidable Growth	
Reduction in sale of glass and textiles from recycling contract	£148,000
Reduced landfill diversion credit	£40,000
Cost of new waste transfer arrangements	£50,000
Increase in the cost of pensions (see below)	£364,000
Benefits administration subsidy grant reduction	£103,000
	£705,000

Growth

Table 5: Growth	
Project management – Development Control	£75,000
Estates maintenance & repair	£20,000
Private Sector Housing team	£38,000
	£133,000

Pensions actuarial valuation

- 3.5 Every three years the Oxfordshire County Council pension fund is subject to an 'actuarial valuation' which reviews the current pension fund to ensure its assets can meet the future liabilities. The actuarial valuation for the 3 year period starting 1 April 2014 shows an increasing deficit which causes an additional cost pressure in 2014-15 of £364,000. This is due to the decreasing number of active pension members contributing to the scheme. This pressure was in excess of the amount assumed within the budget and has created a cost pressure in future years.

Budget Reductions

- 3.6 There have been £307,000 in efficiencies achieved which can be classified as cost reductions of £192,000 which have no service impact and fee income (demand increases) which totals £115,000.
- 3.7 A summary of the £0.2 million building blocks identified from each service is listed below.

Table 6: Building blocks	
Community Services – CCTV savings, increased income for summer activities, delete spare mileage budgets	£20,000
Community & Environmental Services Administration – delete vacant post and spare hours	£34,000
Finance & Procurement – Contract renegotiations and reduction in bank charges	£46,000
Law & Governance – land searches income budget	£25,000
Transformation – cease to fund data analysis service	£5,000
Strategic Planning – increase planning income	£100,000
Regeneration & Housing – licence fees and grant fees	£3,000
	£233,000

Proposed Council Tax 2014-15

- 3.8 The level of council tax being proposed is £123.50 pa at Band D and this is in line with Council commitment of a zero increase. Should the proposal of a zero % increase be adopted the Council will also receive £63,000 in an additional Compensation Freeze grant for 2014-15 and 2015-16. Although this will be a separate grant in 2014-15, for 2015-16 it will be subsumed into the general government grant for the Council and will lose its separate identity.
- 3.9 The above budget assumes a zero increase in Council Tax. At present the Government has not issued its referendum threshold. This is expected in mid-February. As a result, the Council Tax freeze grant for 2014-15 has not been incorporated into these plans. If confirmed, this will be treated as windfall income.
- 3.10 If the Executive were minded to change the Council Tax increase within this report they should be aware that a 1% increase would equate to an increase in income of £58,797. However, if this was implemented then the Council would forego the compensation grant of £63,000. The difference in the figures is as a result of the calculation of the CLG grant not taking into account the reduction in the tax base due to the council tax reduction scheme.

Local Government Finance Settlement

- 3.11 On the 18 December 2013, Local Government Minister Brandon Lewis MP made a written statement on the provisional local government finance settlement for 2014-15. This also contained provisional figures for 2015-16. This statement is still provisional and the final settlement is likely to be announced towards early / mid February 2014.

- 3.12 Overall the impact upon the Cherwell District Council funding position is broadly similar to that which has been forecast. The key change is shown below.

	2013-14 adjusted £000	2014-15 £000	2015-16 £000
Settlement Funding Assessment	8,414	7,265	6,124
% reduction		-13.7%	-15.7%

The grant figure of £7.265 million differs from that shown in Table 1 as it includes all government funding including elements that are within services (e.g. the homelessness grant).

- 3.13 This compares to our forecasts as follows:

	2013-14 adjusted £000	2014-15 £000	2015-16 £000
Funding	8,414	7,265	6,124
Forecast		7,324	5,871
Grant for NDR (to be confirmed)		43	53
Variance (£)		-16	306

- 3.14 At the Autumn Statement, the government announced that the NDR baseline would be increased by 2% rather than the agreed inflation of 3.2% but that the cost of this would be recompensed to local authorities. The grant adjustment set out above assumes this is the case but confirmation has not yet been received as to the actual amounts. The reduction in spending power for Cherwell is -2.6% compared to the national average reduction of 2.9% with no authority experiencing a decrease of more than 6.9%. However, as in previous years, the government focusses on comparative figures concerning a local authority's "revenue spending power" which also incorporates a council's New Homes Bonus, several specific grants and the new efficiency support grant.
- 3.15 Overall, the above shows a small additional deficit in 2014-15 but in 2015-16 the amount of grant is greater than had been anticipated. The impact of this has been incorporated into the 2014-15 budget but the 2015-16 position will need to be reviewed when the medium term forecast is updated.

Treasury Management Strategy 2014-15

- 3.16 The Council's investment income budget for 2014-15 has been compiled on the basis of close tracking of actual and likely interest rates and with the help of external advice. The emphasis has been on the least risky places to invest the Council's money and this, along with the continued low interest rates on offer and the agreed use of capital receipts has led to a continuing of low levels of investment income built into the budget. In budgetary terms this is prudent and places the Council at less risk of exposure in-year. A revised Treasury Management Strategy is being prepared and will be recommended to Full Council in February 2014.

Business Rates Pooling

- 3.17 At its meeting of the Executive of 7 October 2013, Executive agreed “that support in principle be shown for continuing to work on business rate pooling and agreement be given to carry out more detailed work to ascertain whether Cherwell District Council forms a pool with the County or not for 2014-15 and authority be delegated to the Director of Resources in consultation with the Lead Member for Financial Management to make the final decision.” Following further work and discussion, the decision was taken to join the pool with Oxfordshire County Council and West Oxfordshire District Council. The detail of the figures is still being calculated however there will be a significant benefit to Cherwell as a result of these arrangements.

Business Rates Support

- 3.18 Following the localisation of business rates, there are significant incentives to attracting businesses into the area and thereby generating additional income streams. In order to maximise the opportunities of this, it is proposed to set up a Business Rates Support team across both Cherwell Council and South Northants Council. The cost of this is expected to be £75,000 per authority on an on-going basis. It is anticipated that this will become self-funding through additional income generated. However, there will be an initial need for the team to be set up in the first year which will require pump priming funds. It is proposed to pump prime the team for the first year using 2013-14 retained business rates for this purpose initially.

2014-15 Capital Programme

- 3.19 The proposed new capital schemes for 2014-15 total £3.864 million as set out at Appendix 2. The Budget Planning Committee reviewed all the proposed capital bids during November and made recommendations to the Executive at its meeting of 2 December 2013. Following a recommendation by Executive, the Budget Planning Committee then further considered the ICT bids at its meeting of 21 January and agreed the following ICT bids:

- Citrix - Expansion to Support Agile Working (£20,228)
- Electronic Document and Records Management Pilot – SharePoint (jointly with SNC) - £35,000
- Aerial Imagery (£10,000)
- Microsoft Hyper – V (£14,000)
- VMware virtual centre site recovery software (£35,000)

These have been included within Appendix 2.

The Future – Medium Term Financial Strategy 2015-16 to 2019-20

- 3.20 The coming years will present even further challenges which in the main will relate to the continued cuts to the level of government grants received, local government reform and welfare reform. The Council’s has a strong track record and commitment to delivering efficiencies and this will continue in order to manage the challenges facing the authority in the future.

- 3.21 The forward planning together with the joint working with South Northamptonshire Council (and any others we choose to collaborate with) strengthens our position to meet the forecast challenges of future years. The Council will update its MTFS forecast to be included in the 2014-15 budget book and will be presented to the Executive once complete.

Five Year Business Strategy, 14/15 Business Plan, performance pledges and service plans

- 3.22 Appendix 3 sets out the high level priorities for the Council's five year strategy. These inform the council's annual business plan and budget which in turn inform operational service plans.
- 3.23 Appendix 4 sets out the council's objectives for 2014-15 and Appendix 5 the council's draft performance pledges. The business plan and performance pledges form the basis of the council's performance management framework and progress will be reported quarterly.
- 3.24 After the budget, five year strategy and plan have been agreed they will be published as formal documents and will be available from March 2014.

Public consultation

- 3.25 The Council has informed its business strategy, annual plan and budget by undertaking public consultation including using the Citizen's panel to undertake budget focus groups in the north and south of the district and a customer satisfaction survey.
- 3.26 In addition the draft budget has been available on the Council's consultation portal for comment and the council's scrutiny committee has also reviewed the documents. The Lead Member for Performance and Customers will give a verbal update with feedback from the scrutiny process.

Impact assessment

- 3.27 An impact assessment of the 2014-15 budget and business plan has been carried out and is attached at Appendix 6.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The above narrative alongside the appendices represents the draft budget for approval by the Executive. If agreed, this will be taken onto Council on 24 February and will be considered alongside the setting of the 2014-15 Council Tax.

5.0 Consultation

- 5.1 This report has been considered by Councillor Ken Atack, Lead Member for Financial Management.

The Executive has considered the budget through different reports from October through to December.

The Budget Planning Committee has considered the budget through its meetings during October to January.

The Council has consulted on its budget and priorities via the annual satisfaction survey and using the Citizen's panel to look at budget issues. Executive have used the results of these consultations to develop the content of the business plan. The draft budget has also been on the Council's consultation portal.

6.0 Alternative Options and Reasons for Rejection

6.1 This report presents a final analysis of the Council's draft 2014-15 revenue and capital budget. This will be presented to Council on the 24 February to support the setting of the Council Tax.

6.2 It is a legal requirement to set a balanced budget and the recommendations as set out represent what is believed to be the best way of achieving this. Alternative options are:

To reject the current proposals and to make alternative recommendations or ask officers for further information.

7.0 Implications

Financial and Resource Implications

7.1 The financial effects of the revenue budget are identified in the report. The new capital schemes are detailed in Appendix 2. Any decisions made in relation to on-going expenditure or income in the budget for 2014/15 will have repercussions in future years when current forecasts indicate the financial environment is likely to become increasingly difficult. The Council has a statutory duty to set a balanced budget and could incur the intervention of the Secretary of State if it failed to do so.

Comments checked by: Nicola Jackson, Corporate Finance Manager
01295 221731 nicola.jackson@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2. The Council is legally required to set a balanced budget which the recommendations will achieve if approved by Executive and Council. Due consideration of external responses to consultation is also required and has taken place as part of the budget process.

Comments checked by:
Kevin Lane, Head of Law and Governance, 0300 0030107
kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision **Yes**

Financial Threshold Met: **Yes**

Community Impact Threshold Met: **Yes**

Wards Affected

All Wards will be affected by the budget

Links to Corporate Plan and Policy Framework

Enhancing the Council Performance

Lead Councillor

Councillor Ken Atack, Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix 1	Budget Guidelines
Appendix 2	New Capital Bids 2014-15
Appendix 3	Five Year Business Strategy
Appendix 4	2014-15 Business Plan
Appendix 5	Public Pledges
Appendix 6	Business Plan and Budget Equality Impact Assessment
Background Papers	
None	
Report Author	Tim Madden, Interim Head of Finance and Procurement
Contact Information	0300 003 0106 tim.madden@cherwellandsouthnorthants.gov.uk

GUIDELINES FOR THE PREPARATION OF THE 2014/15 BUDGET

Principles

- Protect Frontline Services
- Focus attention on corporate and service priorities and improving performance
- Maximise joint working potential
- Maximise procurement opportunities and contract negotiations

These budget guidelines have been developed within a consistent corporate framework to ensure:

- implementation of agreed savings and efficiency proposals
- resources are allocated to Council priorities
- inappropriate competition between services for resource allocations is minimised
- there is a transparent method for charging a fair cost between internal Council services.

The guidelines are designed to positively encourage managers and elected members to do the following:

- bring forward ideas and options to make more effective use of existing resources, clearly identifying how the ideas may develop over a 3-year period, including any requirements for pump priming money.
- link the budget setting process to Service Plans and the requirement for the identification of options, which will produce efficiency savings.
- focus attention on corporate and service priorities and improving performance.

Budget Deliverables

1. Prepare and submit draft revenue estimates for 2014/15 and the next 4 years (5 year forecast) which fully reflect the service priority and consultation event findings and match the current duration of the MTFS.
2. Prepare and submit a draft 5 year capital programme. All schemes to carry a full project appraisal including strategic objective, priority, value for money assessment, and details of any revenue impacts. All capital project appraisals will be validated by the Budget Planning Committee. All schemes previously approved to start in 2013/14 and onwards will be carried through for consideration.
3. The 2013/14 projected outturn at September 2013, adjusted to take account of the full year effect of savings identified in setting the 2014/15 budget, and one off items will be assumed to be the “**base budget**”. This will then be further adjusted for savings identified within the Executive’s £0.5m promise action plan. The budget will be prepared by the Corporate Finance Team and signed off by Head of Finance and Procurement.

Budget Timetable

The revenue and capital budget is agreed by full Council before 11 March each year. The 2014/15 budget will be considered at Council in February 2014.

Revenue Budget Guidelines

Income

In building income budgets it is essential that a realistic assessment of income achievement is undertaken. Budget holders should use their knowledge of past trends and current market conditions in assessing income levels for the future and the scope for increases in fees and charges.

It is important to look at not only financial information but also non-financial information such as activity data on customer usage and trends to help build realistic income estimates.

Variations to the existing approved budget for income must be clearly identified and explained.

Variations in fees and charges need to be considered taking into account the Council's priorities and objective to ensure that proposals are consistent with these priorities and objectives.

Growth

- It is the aspiration that the net impact of all growth items should be **ZERO**.
- Growth arising from changes in legislation / regulation or service planning will **ONLY** be allowed if it is fully funded by transferring resources within the same service or from within the same Directorate. Any such transfer either within the same service or the same Directorate can only come from demonstrably lower priority services. A growth proforma should be completed detailing full requirements.

Financial assumptions - should be used in estimating changes in expenditure and income over the medium term.

- Provide for general inflation in 2013/14 on all expenditure (excl payroll) and fees and charges as per forecasts in our MTFS model and will be used in the budget module as below:

Year	CPI %
2014/15	2.7%
2015/16	2.7%
2016/17	2.7%
2017/18	2.7%
2018/19	2.7%

Current CPI at August 2013 is 2.7%

- Payroll - payroll inflation is included at the following levels:

Year	%
2014/15	1.25%
2015/16	2.0%
2016/17	2.0%
2017/18	2.0%
2018/19	2.0%

- Council Tax should be forecasted with 0% increases and held at 2010/11 levels.

Year	CPI %
2014/15	0%
2015/16	0%
2016/17	0%
2017/18	0%
2018/19	0%

- Interest rates should be forecasted as below:

Year	Average Interest Rate
2014/15	0.75%
2015/16	0.75%
2016/17	0.75%
2017/18	0.75%
2018/19	0.75%

All financial indices above are subject to further review in the budget process and may be subject to change.

Savings

Each Directorate is required to work up a full range of budget savings options at 10%, 15% and 20%. These options will be presented as potential Budget savings. A standard template is provided (requesting information on lead-in times, one off costs and impact on priorities, services and policies).

Directorates are encouraged to be “free thinking” in drawing up options which:

- identify opportunities for new efficiency savings.
- identify areas with reducing levels of income and identify opportunities for reducing corresponding expenditure.
- challenge current methods of service delivery and identify alternative ways of providing services.
- challenge existing policies and service levels so a complete range of service reductions are identified.
- have considered every issue relating to the potential saving (including lead-in times, one-off costs and impact on services and policies).

- have considered the statutory requirement to provide the service and at what minimum level, or whether the service is discretionary.
- Explicitly consider if there is scope for efficiencies via closer working with other local authorities particularly in light of our own and South Northants closer working.

Capital programme Guidelines

- Capital resources are reducing over the life of the MTFs. The development of 5 year rolling capital programme and resources should be drawn up within the context of the following objectives:
 1. The generation of additional reserves and balances, with appropriate contingencies.
 2. Opportunities to invest to save.
 3. Maintaining Council assets and the Council's infrastructure to agreed standards.
- A capital project appraisal is required for each bid and this will be validated by the Budget Planning Committee who will make recommendations for schemes to be included in the 2014/15 capital programme. All schemes previously approved to start in 2014/15 and onwards will be carried through for consideration.

Procurement

When setting both the 2014/15 budget and future years, regard should be given to the Corporate Procurement Strategy and the Council's Contract Procedure rules. In particular, budgets and projections should be based on Corporate and agreed framework contracts. Further advice and guidance can be obtained from the Council's Procurement Team.

Risk

The budget process is fundamental to the Council's financial management regime and Members need to be assured that all pertinent issues are properly considered when making key decisions on the Council's future finances.

In drawing up revenue budget proposals, risk assessments should be undertaken to test the robustness of proposals and to identify key factors which may impact on the proposals put forward. Where appropriate action plans should be put in place to manage/mitigate the risks identified – this may include a risk provision within the budget which can be calculated by your service accountant.

With a £14m Revenue Budget covering all the Council's services and activities, the potential for an issue to be missed or not considered properly will always be there. The budget process is designed to minimise this risk and throughout the process there are frequent meetings with Joint Management Team and Executive to review.

NEW CAPITAL BIDS 2014/15								Appendix 2	
Bid No.	Capital Scheme	Service	Lead member	Head of Service	Full Value	Profiled Spend			Cummulative Full Value
						2014/15	2015/16	2016/17	
1	Cooper Sports Hall Roof	Community	Cllr George Reynolds	Chris Rothwell	£ 100,000	£ 100,000			£ 100,000
8	Bradley Arcade Roof Repairs	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 125,000	£ 122,000	£ 3,000		£ 225,000
18	Mandatory Disabled Facilities Grants (gross amount, of which £375k is CDC)	Housing	Cllr Debbie Pickford	Chris Stratford	£ 750,000	£ 750,000			£ 975,000
24	Environmental Services Vehicle Replacement Scheme	Environment	Cllr Nigel Morris	Ed Potter	£ 672,000	£ 672,000			£ 1,647,000
10	DPS Access Audit	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 20,000	£ 20,000			£ 1,667,000
33	GCSX Secured Area - Wall Garden - PNC Compliance (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 20,000	£ 20,000			£ 1,687,000
3	Woodgreen Leisure Centre Bowls Hall Heater	Community	Cllr George Reynolds	Chris Rothwell	£ 65,000	£ 65,000			£ 1,752,000
22	Glass Bank Recycling Scheme	Environment	Cllr Nigel Morris	Ed Potter	£ 25,000	£ 25,000			£ 1,777,000
20	Customer Self-Service Portal and CRM Solution	Community	Cllr Nicholas Turner	Chris Rothwell	£ 80,000	£ 55,000	£ 25,000		£ 1,857,000
21	Recycling Bank Scheme	Environment	Cllr Nigel Morris	Ed Potter	£ 25,000	£ 25,000			£ 1,882,000
17	Discretionary Housing Grants	Housing	Cllr Debbie Pickford	Chris Stratford	£ 275,000	£ 275,000			£ 2,157,000
35	San Storage Renewal (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 81,000	£ 81,000			£ 2,238,000
36	Server Replacement Programme (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 30,000	£ 30,000			£ 2,268,000
16	Empty Homes and Work-in-default (recoverable) Enforcement	Housing	Cllr Debbie Pickford	Chris Stratford	£ 100,000	£ 100,000			£ 2,368,000
12	18 & 19 Thorpe Place - Replacement Roof Lights	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 27,000	£ 27,000			£ 2,395,000
19	Planning and Building Control replacement of ICLIPSE (Northgate) DMS	Development Management	Cllr Michael Gibbard	Andy Preston	£ 84,000	£ 84,000			£ 2,479,000
26	ESXI PROD 2 - capacity forward planning (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 15,000	£ 15,000			£ 2,494,000
29	Lync 2013 (professional fees, equipment, IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 43,800	£ 43,800			£ 2,537,800
32	Desktop PC Replacement	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 59,200	£ 59,200			£ 2,597,000
37	Netback Up Upgrade	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 75,000	£ 75,000			£ 2,672,000
9	Works in Connection with Condition Survey - Year 2	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 300,000	£ 300,000			£ 2,972,000
15	Upgrade to Uninterrupted Power Supply & Back up Systems	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 375,000	£ 325,000	£ 40,500	£ 9,500	£ 3,347,000
23	Energy Efficiency Scheme	Environment	Cllr Nigel Morris	Ed Potter	£ 50,000	£ 50,000			£ 3,397,000
5	Elections Polling Booths and Count Tables	Democratic	Cllr Barry Wood	Kevin Lane	£ 49,840	£ 49,840			£ 3,446,840
25	ISCSI Traffic Separation (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 20,000	£ 20,000			£ 3,466,840
28	Modular Development of CSM - Cherwell Helpdesk Software	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 25,280	£ 25,280			£ 3,492,120
6	Replacement Air Conditioning Plant at Banbury Museum	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 35,000	£ 35,000			£ 3,527,120
11	Improvements to Amenities to Orchard Way Shops	Regeneration	Cllr Norman Bolster	Chris Stratford	£ 27,500	£ 27,500			£ 3,554,620
38	Security Logging Software	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 25,000	£ 25,000			£ 3,579,620
2	North Oxfordshire Academy - astro turf pitch	Community	Cllr George Reynolds	Chris Rothwell	£ 150,000	£ 150,000			£ 3,729,620
4	Stratfield Brake Floodlights	Community	Cllr George Reynolds	Chris Rothwell	£ 20,000	£ 20,000			£ 3,749,620
27	Hyper V Environment (IT hardware)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 14,000	£ 14,000			£ 3,763,620
30	Aerial Imagery Update (professional fees)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 10,000	£ 10,000			£ 3,773,620
31	Citrix - Expansion to Support Agile Working	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 20,228	£ 20,228			£ 3,793,848
34	VMware Virtual Centre Site Recovery Manager (disaster recovery)	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 35,000	£ 35,000			£ 3,828,848
40	Sharepoint - Joint Bid with SNC	Information Technology	Cllr Nicholas Turner	Jo Pitman	£ 35,000	£ 35,000			£ 3,863,848
TOTAL RECOMMENDED BIDS FOR 2014-15					£ 3,863,848	£ 3,785,848	£ 68,500	£ 9,500	

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Five Year Business Strategy

Priorities for the 5 year strategy

The table below presents the Council's strategic priorities for its 5 year business strategy. This strategy sits alongside the council's medium term financial strategy and is underpinned by an annual business plan, budget and performance management framework that sets out the milestones, performance measures and budget that will drive the council's delivery of services and major projects.

A Cherwell: A District of Opportunity	B Cherwell: Safe, Green, Clean	C Cherwell: Thriving Communities	D Cherwell: Sound budgets and a customer focused Council
a1. Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure.	b1. Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible.	c1. Deliver affordable housing and work with private sector landlords to help improve affordable housing options.	d1. Reduce the cost of providing our services through partnerships, joint working and other service delivery models.
a2. Implement the master plan for Bicester helping to provide new housing, jobs and leisure opportunities.	b2. Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.	c2. Work with partners to support financial inclusion and help local people into paid employment.	d2. Work to effectively communicate with local residents and businesses to better understand and respond to their needs
a3. Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.	b3. Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.	c3. Provide high quality housing options advice and support to prevent homelessness.	
a4. Implement the master plan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.	b4. Reduce our carbon footprint and protect the natural environment.	c4. Work to promote and support health and wellbeing across the district.	d3. Improve customer service through the use of technology and responding to customer feedback.
		c5. Provide high quality and accessible leisure opportunities.	d4. Produce and deliver a rolling five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.
a5. Promote inward investment and support appropriate economic growth within the district.		c6. Provide support to the voluntary and community sector.	

<p>a6. Deliver high quality regulatory services that support the growth of the local economy.</p>		<p>c7. Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.</p>	<p>d5. Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.</p>
		<p>c8. Work to ensure rural areas are connected to local services and the retail centres provided in the two market towns.</p>	<p>d6. Deliver below inflation increases to the CDC element of Council Tax.</p>

DRAFT: 2014–15 Business Plan Objectives and Milestones

Each of the objectives and milestones within this document will be underpinned by performance measures that will be reported via the council's quarterly performance management framework.

A			
Cherwell: A District of Opportunity			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
a1. Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure.	<ul style="list-style-type: none"> Meet the Local Plan milestones including preparation for the examination process 	Quarterly update	Adrian Colwell
a2. Implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities.	<ul style="list-style-type: none"> Northwest Bicester: Delivery of the Masterplan to the agreed timescales Northwest Bicester: Delivery of the eco – Bicester business centre Bicester town centre regeneration including the council commercial building Graven Hill: deliver the Council's vision for this strategic site 	Quarterly update	Karen Curtin
a3. Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.	<ul style="list-style-type: none"> Wood Green – secure the delivery of new homes on the site and continue to improve the physical environment of the area Secure an agreed scheme for the delivery of the Bolton Road site Work with the developer to secure delivery of the extension to the Castle Quay shopping centre an improved retail commercial offer and the Spiceball development 	Quarterly update	Chris Stratford
a4. Implement the Masterplan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.	<ul style="list-style-type: none"> Agree next steps for the development options for Kidlington against agreed timescales and milestones 	Quarterly update	Chris Stratford
a5. Promote inward investment and support appropriate economic growth within the district.	<ul style="list-style-type: none"> Produce marketing material to promote commercial and industrial business sites and the area Develop the role of the Cherwell Investment Partnership to provide a hub for inward investment 	Quarterly update	Adrian Colwell

a6. Deliver high quality regulatory services that support the growth of the local economy.	<ul style="list-style-type: none"> • Develop a whole Council 'Better Business' approach to support new and existing businesses • Introduce revised planning enforcement policy 	<p>Major Planning apps Minor Planning apps Other Planning apps Appeals (consider new government measure of major appeals lost over 2 years) Pre planning advice within 25 working days No of PPA's(planning performance agreements) in place</p>	<p>Ian Davies /Chris Rothwwel</p> <p>Andy Preston</p>
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Cherwell: Safe, Green, Clean

5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
b1. Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible.	<ul style="list-style-type: none"> • Maintain a minimum 57% recycling rate 	<p>Cost of collection per household (annual) Customer satisfaction Percentage waste recycled target 57% Kg waste per household Waste tonnage sent to landfill</p>	Ed Potter
b2. Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.	<ul style="list-style-type: none"> • Increase customer satisfaction with street cleansing • Undertake 6 neighbourhood blitzes with community involvement 	<p>No of flytips Programme of neighbourhood litter blitzes Customer satisfaction survey</p>	Ed Potter

b3. Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.	<ul style="list-style-type: none"> • Explore new partnerships delivery models for the management and operation of CCTV • Continue to work with the local police and licence holders to ensure our town centres remain safe and vibrant in the evenings 	Reduced costs of CCTV ASB measures Fear of crime	Chris Rothwell
b4. Reduce our carbon footprint and protect the natural environment.	<ul style="list-style-type: none"> • Maintain our 5 year commitment to reduce our carbon footprint by 22 % by 2016. 	Carbon Management Plan and CO2 savings Annual Green House Gas report	Ed Potter

C Cherwell: Thriving Communities			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
c1. Deliver affordable housing and work with private sector landlords to help improve affordable housing options.	<ul style="list-style-type: none"> • Deliver 150 units of affordable housing and 150 self-build housing projects as part of the HCA funded grant programme 	No of affordable housing units No of self-build properties built	Chris Stratford
c2. Work with partners to support financial inclusion and help local people into paid employment.	<ul style="list-style-type: none"> • Commissioning of high quality financial and debt advice for vulnerable residents. • Effective implementation of welfare reform and administration of benefits. • Delivery of the Brighter Futures in Banbury programme to provide opportunities in some of the district's most disadvantaged • Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training 	Benefits measures NEETS, skills development apprenticeships and Job Clubs	Chris Stratford Tim Madden Ian Davies Adrian Colwell
c3. Provide high quality housing options advice and support to prevent homelessness.	<ul style="list-style-type: none"> • Deliver the approved new Homelessness Prevention Strategy and action plan 	Homelessness figures Temporary accommodation figures Homelessness prevention figures	Chris Stratford

c4. Work to promote and support health and wellbeing across the district.	<ul style="list-style-type: none"> Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector 	Quarterly update	Ian Davies
c5. Provide high quality and accessible leisure opportunities.	<ul style="list-style-type: none"> Maintain a minimum usage level of visits to leisure facilities Commence Phase 2 pavilion works for SW Bicester Sports Village Increase access to leisure and recreation opportunities through development and outreach work 	Target to be the outturn from 13/14	Chris Rothwell
c6. Provide support to the voluntary and community sector.	<ul style="list-style-type: none"> Secure social and community infrastructure for housing developments across the District Continue to support the voluntary sector and community groups 	Quarterly update	Chris Rothwell
c7. Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.	<ul style="list-style-type: none"> Continue programme of Conservation Reviews Establish a register of Local Heritage Assets Provide design guidance on major developments 	5 reviews per year	Andy Preston
c8. Work to ensure rural areas are connected to local services.	<ul style="list-style-type: none"> Roll out the service implementation of Broadband with Oxfordshire County Council 	Quarterly update	Adrian Colwell

D			
Cherwell: Sound budgets and a customer focused Council			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
d1. Reduce the cost of providing our services through partnerships, joint working and other service delivery models.	<ul style="list-style-type: none"> Extend the joint working programme to include: New methods of service delivery More services delivered in partnership A new HR strategy designed to support new methods of service delivery involving more partners increased organisational capacity and efficiency improved workforce planning and development visible recognition for innovation Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies and savings; deliver a minimum of 10% financial savings. Maximise income through designing services that can attract a market Make successful bids for external funding 	Quarterly update	Jo Pitman
d2. Work to effectively communicate with local residents and businesses to better understand and respond to their needs	<ul style="list-style-type: none"> Increase our use of social media to communicate with residents and local businesses Support the increased use of the CDC website as a communications and transactional tool Deliver a new approach to communications for the Bicester Master plan Continue to develop our business focused communications 	Social media ratings Online transactions Customer satisfaction ratings	Jo Pitman

<p>d3. Improve customer service through the use of technology and responding to customer feedback.</p>	<ul style="list-style-type: none"> • Implement the Individual Electoral Registration system in accordance with legislative timetable • Implement additional online services for customers and deliver a significant reduction in phone contact in relation to those services • Increased capacity to build service delivery processes suitable for online for self service • Bring about a measurable plan to increase significantly the proportion of our total customer demand that is met through self service • Target the reduction of avoidable contact from customers by: <ul style="list-style-type: none"> ○ Improved information signposting ○ More information on-line ○ Improved letters and communications with clear, understandable instructions and information 	<p>Measures and quarterly update Govmetric</p>	<p>Kevin Lane Chris Rothwell</p>
<p>d4. Produce and deliver a rolling five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.</p>	<ul style="list-style-type: none"> • Deliver an annual balanced budget setting out the five year financial plan (Medium Term Financial Strategy) • Deliver the savings targets within the agreed timescales 	<p>Budget variance on capital and revenue within 2%</p>	<p>Tim Madden</p>
<p>d5. Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.</p>	<ul style="list-style-type: none"> • Commission and introduce a new Asset Management Strategy 	<p>Quarterly update</p>	<p>Chris Stratford</p>
<p>d6. Deliver below inflation increases to the CDC element of Council Tax.</p>	<ul style="list-style-type: none"> • CDC Council Tax element frozen for 14/15 		<p>Tim Madden</p>

Performance Pledges 2014/15

Cherwell: A District of Opportunity

1. Make progress onsite for the initial housing development at North West Bicester.
2. Progress work on North West Bicester exemplar site
3. Delivery in Northwest Bicester of the Eco Bicester Business Centre

Cherwell: Safe, Green and Clean

4. Maintain a household recycling rate of above 57%
5. Improve local residents' satisfaction with street and environmental cleanliness continuing our successful programme of neighbourhood litter blitzes.
6. Maintain the Council's five year commitment to reduce our carbon footprint by 22% by 2016

Cherwell: Thriving Communities

7. Continue working with our partners to provide support to the most vulnerable individuals and families in the district, building on the Brighter Futures in Banbury programme.
8. Work with the local police and licence holders to ensure our town centres remain safe and vibrant in the evenings.
9. Deliver 150 units of affordable homes in the district and support opportunities for self build and developing self build skills.
10. Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training.

Cherwell: Sound Budgets and Customer Focused Council

11. Deliver the savings targets within the agreed timescales.
12. Continue to improve our website, and implement additional online services for customers

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EQUALITY IMPACT ASSESSMENT

2014/2015 Business Plan and Budget Equality Impact Assessment

Equality Impact Assessments

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Equality Impact Assessment (Part 1)

Part 1: INITIAL SCREENING DETAILS ASSESSING POLICIES AND ACTIVITIES - GUIDANCE FOR STAFF

Notes:

1. As a result of this exercise, you will have checked that your policy or activity does not have adverse impact on equality groups and you will have identified relevant action that you need to take, and the likely costs/resources associated with any improvement. The equality groups covered are at present: Disability, Gender Reassignment, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation, Age and Marriage or Civil Partnership.

This is not simply a paper exercise - it is designed to make sure that your policy or activity is delivered fairly and effectively to all sections of our local community.

2. Please note that the Council is required to publish the results of these assessments, and updates, therefore your completed Appendices may be public documents.
3. Appendix 1 questionnaire (to be completed for each relevant Strategy, Policy or Service Development) is for use regardless of whether your policy or activity is aimed at external customers or internal staff.

Please tick/delete as appropriate: Is this EIA for a:

Strategy	<input checked="" type="checkbox"/>	Existing	<input checked="" type="checkbox"/>	(2012/13 assessment reviewed annually)
Policy	<input type="checkbox"/>	New/Existing	<input type="checkbox"/>	
Service Development	<input type="checkbox"/>	New/Existing	<input type="checkbox"/>	

Name of Strategy, Policy or Service Development:

2014/15 Corporate Business Plan and Budget

AIMS, OBJECTIVES AND PURPOSE OF THE POLICY OR ACTIVITY:

The Corporate Business Plan contains detailed measures and targets which underpin the delivery of Cherwell District Council's strategic priorities throughout 2014/2015.

PLEASE LIST THE MAIN STAKEHOLDERS/BENEFICIARIES IN TERMS OF THE RECIPIENTS OF THE ACTIVITY OR THE TARGET GROUP AT WHOM THE POLICY IS AIMED:

- All Cherwell Residents

If the activity is provided by another department, organisation, partnership or agency on behalf of the authority, please give the names of these organisations/agencies:

N/A

Lead officer	Caroline French
Contact	01295 221586 caroline.french@cherwell-dc.gov.uk
Service area	Performance
Directorate	Transformation
Assessment date	22/01/2014
Assessment review date	January 2015

Equality Impact Assessment (Part 1)

STAGE 1 – INITIAL SCREENING ASSESSMENT

Q	Screening Questions	Y/N
1.	Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	N
2	Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	N
3	Is there any evidence that information about the policy or activity is not accessible to any equality groups?	N
4	Has the Council received any complaints about the policy or activity under review, in respect of equality issues?	N
5	Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	N
6	Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	Y Potential
7	This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	N
8	Will there be a negative impact on any equality groups? If so please provide brief details below.	N
	Equality Impact:	
	Disability	
	Gender Reassignment	
	Pregnancy and Maternity	
	Race	
	Religion or Belief	
	Sex	
	Sexual Orientation	
	Age	
	Marriage and Civil Partnership	
9	Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community?	N
10	There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:	Y
11	Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	N

Proceed to In Depth (Full) Assessment (complete Stage 2) if the answer is YES to more than one of the above questions.

For any YES answers include an improvement action in your Equality Improvement Plan.

Declaration

I am satisfied that an initial screening has been carried out on this policy or activity and an In Depth (Full) Equality Impact Assessment is not required. I understand that the EIA is required by the Council and take responsibility for the completion and quality of this assessment.

Completed by: Caroline French

Date: 22/01/2014

Countersigned by: Claire Taylor, Corporate Performance Manager

Date:

Equality Impact Assessment (Part 1)

Please detail below your evidence which has determined whether you have answered either Yes or No to the initial screening questions.

Screening Questions	Narrative
Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	No, all of the targets and measures within the Business Plan are compliant with the Equality Act 2010
Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	No, all measures, targets and strategic priorities are compliant with the Equality Act 2010.
Is there any evidence that information about the policy or activity is not accessible to any equality groups?	No, the Business Plan is published on Cherwell District Council's website. Cherwell District Council's priorities are driven by the Corporate Consultation programme and Budget Consultation process. Where there are known equality groups with low response rates the survey boosts sample sizes to ensure good response rates. There are also arrangements to consult with specific equalities groups, for example via the faith and disability forums.
Has the Council received any complaints about the policy or activity under review, in respect of equality issues?	No
Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	No
Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	The Business Plan highlights an exploration between Cherwell District Council and its partners with regards to sharing or providing services at a reduced cost. Specific impact to employees, partners or contractors cannot be identified at this time but may become

	<p>apparent throughout the year as business cases are developed. All service reconfigurations and/or potential redundancies will be undertaken in line with the council's human resources policy and with staff consultation.</p>
<p>This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.</p>	<p>No</p>
<p>Will there be a negative impact on any equality groups?</p>	<p>National Policy in relation to the Government Welfare Reform will continue to take effect during 2014/15. The council will work with partners to provide advice and support to mitigate the impact of changes.</p> <p>Due to on-going constraints in terms of Local Government Funding the Business Plan contains a target to secure significant savings during the course of 2014/15. Any initiatives that may have impact upon equality groups have will undergo the specific EIA process.</p>
<p>Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so please explain.</p>	<p>No, the EIA has not identified any specific objective or target within the business plan likely to have a negative effect on community relations.</p>
<p>There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:</p>	<p>No specific consultation has taken place against the actual Business Plan for 2014/2015; however Cherwell District Council's priorities are driven by the Corporate Consultation Programme and Budget Consultation. Were surveys are undertaken equalities groups with lower response rates are subject to 'sample boosting techniques' to ensure Cherwell District Council receives a reflective response</p>

	from the whole community.
Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	No

Equality Impact Assessment

PART 2: STAGE 2 – IN DEPTH (FULL) ASSESSMENT

	EQUALITY DUTIES	OUTCOME
1	What evidence is there from stakeholders that different equality groups might have different needs, concerns and priorities in relation to issues addressed by the policy or activity (this includes the results of consultation with an involvement of different equality groups)?	The Business Plan underpins the creation of the Corporate Priorities. Cherwell District Council set their priorities by evidence gathered by following the Corporate Consultation Programme.
2	How does the proposed policy or activity contribute towards meeting our strategic objective to encourage continual improvement in public services so that they meet the changing needs of diverse communities and provide fair access for all?	The detailed measures and targets within the Business Plan underpin Cherwell District Council's strategic priorities.
3	How does the policy or activity contribute to our duty to promote positively equality of opportunity?	<p>There are a variety of objectives within the Business Plan which have a positive impact:</p> <p>2014/2015 will see further successful delivery of the Brighter Futures in Banbury project which aims to break the cycle of deprivation and address health inequalities in the three most deprived areas of Banbury. By working with Partners it aims to reduce the number of young people not in education, employment or training.</p> <p>Cherwell District Council will continue to provide a wide range of recreational activities and opportunities for young people across the district.</p>
4	Will it help eliminate unlawful discrimination or harassment in any way or encourage or hinder community relations?	The Business Plan outlines how Cherwell District Council will achieve it's Corporate Priorities on a yearly basis. The community feed into this process

		via the Corporate Consultation process.
5	What evidence is there to suggest that the policy or activity could affect some equality groups differently – this is not just about numbers but the seriousness and degree of the adverse impact.	No
6	If there is an adverse impact, what amendments can be made to the policy or practice to mitigate or remove this negative impact?	No
7	If your activity is provided by a partner, private or voluntary sector organisation on a contract basis please list any arrangements have you made or plan to make to help ensure that these comply with equality.	N/A
8	How will it help ensure that information about this policy or activity is accessible to equality groups.	The Business Plan for 2014/2015 is available on Cherwell District Council's website.
9	If this strategy, policy or service development impacts upon other services please list which services and what arrangements have been made.	N/A
10	Have you compared your policy or activity with similar local authorities, if so with what results?	The Business Plan is relevant to the local area so the content of this has not been compared to similar local authorities. The performance against the Business Plan is monitored and comparisons made.
11	Please list any consultation with equality groups in support of the above equality duties.	Covered as per the Corporate Consultation Process
12	Please list the equality groups you have consulted with.	Covered as per the Corporate Consultation Process.
13	Please list in your Improvement Plan any changes to your policy or activity that you have made, or you plan to make as a result of consultation with different equality groups.	Please see below action list.
16	Who has agreed these recommendations?	To be agreed by the Cherwell DC Executive Committee.
17	How is it intended to monitor and report on the impact of this	Please see below action list

	assessment?	
18	Please list any performance targets relating to equality that your policy or activity includes.	Performance targets will be identified via specific EIA's .
19	Please list any changes to your policy or activity that you have made or plan to make as a result of monitoring.	N/A
20	Please list any staff training issues on equality arising from this assessment, (and include this in your improvement plan).	N/A – however equalities e-learning is available to all staff as a refresher and is mandatory for all new employees to the Council as part of the council's training and development policy.
21	How do you plan to publicise the results of this assessment? Include this in the Improvement Plan.	EIA to be published on Cherwell District Council's website.

Notes:

1. The in-depth (full) assessment must consider all available data and research. This could include the results of employee or stakeholder surveys, the results of consultation, audits, service reviews, employment monitoring data, population data, research findings, and data collected through monitoring the implementation of the policy or activity and evaluations of projects/programmes, data about the performance of local services.
2. The assessment above must also state how the policy was assessed and the details of the methods of involvement of appropriate people, for example, staff networks, external stakeholders and equality groups.

Completed by: Caroline French
Role: Corporate Policy Officer
Date: completed: 22nd January 2014

Declaration

I am satisfied that an In Depth (Full) Assessment has been undertaken.
I understand that this EIA is required by the Council and take responsibility for its completion and quality.

Countersigned by: Clare Taylor,
Date:

Part 3 - Assessment of Potential Negative Impacts and Desired Positive Outcomes

Potential Negative Impact	Mitigation
National Policy – Government Welfare Reform	Cherwell District Council believes this reform will continue to impact on specific equality groups during its roll out. As this is national policy Cherwell District Council will not be able to take any mitigating actions but will ensure effective communication to all equality groups as and when impacts become clear.
Secure significant savings taking into account of the national changes to Local Government Funding	<p>Due to on-going financial constraints within local government funding the Business Plan contains an assumed target with regards to savings. This will become clearer as our medium term financial assumptions are formalised.</p> <p>The impact of any savings identified will be considered in year and subject to service specific EIAs where appropriate.</p>

Objective	Desired Positive Outcomes
Deliver the Brighter Futures in Banbury Programme	2014/2015 will see further successful delivery of the Brighter Futures in Banbury project which aims to break the cycle of deprivation and address health inequalities in the three most deprived areas of Banbury.
Continue to provide a wide range of recreational activities and opportunities for young people across the district.	Recreation and Sport activators will continue to work in areas of deprivation and hard to reach groups to support young people and integrate them into positive activities local to them.

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