

**Committee:** Executive  
**Date:** Monday 3 March 2014  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

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

## AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

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

4. **Urgent Business**

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

5. **Minutes** (Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting held on 3 February 2014.

## 6. **Chairman's Announcements**

To receive communications from the Chairman.

## 7. **Child Sexual Exploitation and Safeguarding** (Pages 7 - 20) **6.35pm**

Report of Head of Community Services

### **Purpose of Report**

To set out the role the Council plays in Safeguarding children and vulnerable adults, to advise on the Council's response to the issues around Child Sexual Exploitation (CSE), and to inform the Executive on the Community Safety Partnership's CSE action plan.

### **Recommendations**

The meeting is recommended:

- 1.1 To note the work across Oxfordshire and through the Oxfordshire Safeguarding Children's Board in relation to CSE and Safeguarding children and vulnerable adults.
- 1.2 To note the Council's role in Safeguarding and the Community Safety Partnership's action plan developed in response to CSE.

## 8. **Petitioning the Hybrid Bill on High Speed 2 (HS2)** (Pages 21 - 30) **6.45pm**

Report of Head of Strategic Planning and the Economy

### **Purpose of report**

To consider the need to petition during the passage of the Hybrid Bill on HS2

To consider recommending to Full Council that a resolution is passed opposing the HS2 Bill.

### **Recommendations**

The meeting is recommended:

- 1.1 To consider whether Cherwell District Council should petition to oppose the hybrid bill for HS2.
- 1.2 Subject to 1.1 above, to discuss and agree potential petitioning matters as listed in 3.11 below
- 1.3 To consider and, if appropriate, to recommend to Full Council that a resolution is passed opposing the hybrid bill pursuant to section 239 of the Local Government Act 1972 as a necessary pre-requisite to formal petitioning and request the Chief Executive to call an additional meeting of Council.

9. **Oxfordshire Strategic Economic Plan** **7.00pm**

\*\* Please note that with the agreement of the Leader and Chief Executive this report will follow as information is awaited from the Oxfordshire Local Economic Partnership \*\*

10. **Oxford and Oxfordshire City Deal** (Pages 31 - 62) **7.10pm**

Report of Director of Development

**Purpose of report**

For Members of the Executive to note the City Deal and, in particular, to have regard to those aspects of the document which will have an impact on this Authority.

**Recommendations**

The meeting is recommended:

- 1.1 To note the report and in particular those aspects which will have a potential impact on Cherwell.
- 1.2 To note the intention to create a Joint Committee under the Local Government Act 1972 and the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

11. **Performance and Risk Management Framework 2013/14 Third Quarter Performance Report** (Pages 63 - 92) **7.20pm**

Report of Head of Transformation

**Purpose of Report**

This report covers the Council's performance for the period 1 October 2013 – 31 December 2013 as measured through the Performance Management Framework.

**Recommendations**

The meeting is recommended:

- 1.1 To note the many achievements referred to in paragraph 3.1.
- 1.2 To identify any performance related matters for review or consideration in future reports identified in paragraph 3.2.
- 1.3 To note progress on issues raised in the Quarter two performance report highlighted in paragraph 3.3.

**12. Quarter 2 2013/14 Finance Report (Pages 93 - 108)**

**7.30pm**

Report of Director of Resources

**Purpose of Report**

This report summarises the Council's Revenue and Capital performance for the first nine months of the financial year 2013-14 and projections for the full 2013-14 period. These are measured by the budget monitoring function and reported via the Performance Management Framework (PMF).

To receive information on treasury management performance and compliance with treasury management policy during 2013-14 as required by the Treasury Management Code of Practice.

**Recommendations**

The Executive is recommended:

- 1.1 To note the projected revenue and capital position at December 2013.
- 1.2 To note the quarter 3 (Q3) performance against the 2013-14 investment strategy and the financial returns from the two funds.
- 1.3 To note the contents and the progress against the Corporate Procurement Action Plan (detailed in Appendix 1) and the procurement savings achieved at December 2013 (detailed in Appendix 2).

**13. Transformation Working Group Terms of Reference (Pages 109 - 114) 7.40pm**

Report of Chief Executive

**Purpose of Report**

To adopt formal terms of reference for the Transformation Working group involving members and officers of this Council (SNC), Cherwell District Council (CDC) and Stratford-on-Avon District Council (SDC).

**Recommendations**

The meeting is recommended:

- 1.1 To adopt the terms of reference for the Transformation Working Group at Appendix 1.

**14. Acquisition of Graven Hill (Pages 115 - 130)**

**7.45pm**

Report of Director (Bicester)

**Purpose of report**

To update on the negotiations with MOD on the potential acquisition of Graven Hill and the options for developing the site.

## **Recommendations**

The meeting is recommended:

- 1.1 To approve the business case for the acquisition of Graven Hill (subject to due diligence being completed) in order to enable the development of the UK's first large scale self build housing scheme (Appendix 2).
- 1.2 To note the synergies between the Eco Bicester One Shared Vision and the vision for a Graven Hill community that includes a low carbon energy strategy, improved health and wellbeing outcomes, and community led leisure outcomes that include public access to properly managed 38.5 hectare community woodland.
- 1.3 To note the potential of delivering the Graven Hill vision to create 2000 new jobs including apprenticeships.
- 1.4 To approve the acquisition of Graven Hill (Appendix 1) at the agreed purchase price detailed in Appendix 2 and add the scheme to the Council's capital programme.
- 1.5 To approve the use of internal capital resources to meet the payments due at exchange and completion of contract.
- 1.6 To approve the use of borrowing to fund the phased payments for Phase 1 and Phase 2 of the site acquisition as detailed in Appendix 1 and 4.
- 1.7 To endorse the setup of a "Graven Hill Equalisation reserve" to minimise the borrowing impact on the Council's net revenue budget as stated in Appendix 4.
- 1.8 To request a further report at the June 2014 meeting of the Executive , setting out the business case for the governance model for the delivery of the site and proposed legal structure to facilitate the Council's role as "strategic developer"
- 1.9 To approve the appointment of EC Harris as lead consultant (supported by sub consultants) to continue to provide technical support with the pre-development work necessary to support the acquisition which is wholly funded through the capacity grant as set out in Para 3.8.

## **Urgent Business**

### **15. Urgent Business**

Any other items which the Chairman has decided is urgent.

### **16. Exclusion of the Press and Public**

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

1 – Information relating to any individual

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

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

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

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

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

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

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

17. **Graven Hill Site Acquisition - Exempt Appendices 2 - 6** **7.55pm**  
(Pages 131 - 284)

18. **Proposal for a Three Way Shared ICT Service and Harmonisation of ICT Business Applications with South Northamptonshire Council and Stratford-On-Avon District Council** (Pages 285 - 368) **8.05pm**

Exempt Report of Director of Resources

19. **Build! ® Programme Phased Delivery** (Pages 369 - 390) **8.15pm**

Exempt report of Head of Regeneration and Housing

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

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to

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

### **Declarations of Interest**

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

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

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

### **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](mailto:natasha.clark@cherwellandsouthnorthants.gov.uk), 01295 221589

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

Published on Friday 21 February 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 3 February 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 Manager  
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 Customers

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

Officers: Sue Smith, Chief Executive  
Calvin Bell, Director of Development  
Karen Curtin, Director (Bicester)  
Martin Henry, Director of Resources / Section 151 Officer  
Kevin Lane, Head of Law and Governance / Monitoring Officer  
Helen Town, Regeneration and Housing Development Team Manager  
Louise Tustian, Senior Performance & Improvement Officer  
Natasha Clark, Team Leader, Democratic and Elections

#### 83 **Declarations of Interest**

There were no declarations of interest.

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

The Chairman reported that he had agreed to allow Councillor Sibley to address Executive on agenda item 6: Graven Hill Potential Acquisition and Redevelopment Update.

85 **Urgent Business**

There were no items of urgent business.

86 **Minutes**

The minutes of the meeting held on 6 January 2014 were agreed as a correct record and signed by the Chairman.

87 **Chairman's Announcements**

There were no Chairman's announcements.

88 **Graven Hill Potential Acquisition and Redevelopment Update**

The Director (Bicester) submitted a report which provided an update on the due diligence process for the potential acquisition and redevelopment of Graven Hill.

At the discretion of the Chairman, Councillor Sibley addressed Executive.

**Resolved**

- (1) That the progress to date on due diligence be noted.
- (2) That the procurement process and timetable in relation to the proposed Fulfilment Centre be noted.

**Reasons**

This report is for information and provides an update on the due diligence process for the potential acquisition and redevelopment of Graven Hill.

**Alternative Options**

Option 1: To approve the recommendation

Option 2: To reject the recommendation

89 **Draft Budget and Business Plan 2014-15**

The Interim Head of Finance and Procurement submitted a report which provided the second and final opportunity for the Executive to shape and refine the interaction between corporate service plans and financial matters before the final budget would be presented to full Council on 24 February 2014.

Executive thanked and commended the Lead Member for Financial Management and Finance Officers for their hard work in producing a balanced budget.

In introducing the draft 5 year strategy, 2014-15 business plan and public pledges, the Lead Member for Performance highlighted the tabled amended public pledges that had been updated to include "Delivery of the Local Plan to provide a framework for sustainable housing, employment and infrastructure" and "Extend the Joint Working Programme to include new methods of service delivery and more services included in partnership". A savings target of £500k within the agreed timescales had also been set.

### **Resolved**

- (1) That the draft budget in the context of the Council's service objectives and strategic priorities be approved.
- (2) That the balanced budget be approved.
- (3) That Full council be recommended to approve a Council tax freeze.
- (4) That the proposed 2014-15 capital programme (annex to the minutes as set out in the Minute Book) be approved.
- (5) That agreement be given to use 2013-14 retained business rates of £75,000 to pump prime the business rates support team.
- (6) That the draft 5 year strategy, 2014-15 business plan and public pledges, amended as tabled at the meeting (annexes to the minutes as set out in the Minute Book) be endorsed and authority delegated 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.
- (7) That the 2014-15 Business Plan and Budget Equality Impact Assessment be noted.
- (8) That it be noted that the latest MTFs financial forecast was currently being refreshed and would be reported back to the Executive once this exercise had been completed.
- (9) That officers be requested to produce the formal 2014-15 budget book on the basis of the report and associated appendices (annex to the minutes as set out in the Minute Book).
- (10) That the updated budget be recommended for adoption by the Council on 24 February 2014.
- (11) That authority be delegated 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 resolution (10).

### **Reasons**

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 report and appendices represent 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.

### **Alternative Options**

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.

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

### **Resolved**

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

## 91 **Build! ® Programme Update and Next Steps**

The Head of Regeneration and Housing submitted an exempt report which provided an update on the Council's Build! ® programme and proposed next steps.

### **Resolved**

- (1) That the progress to date in the following be noted:
  - Establishing Cherwell District Council as a Registered Provider and developer
  - Establishing Cherwell Community Land Trust as an Industrial and Provident Society
  - Assembling challenging brownfield sites
  - Securing substantial Homes and Communities Agency (HCA) grant funding
  - Developing a robust model for the delivery of self-build housing schemes

- Raising Cherwell's profile locally and nationally as an innovative and proactive local authority
- (2) That the fact that Build! ® works best as 'as a programme' with cross-subsidy within the programme and not as individual sites be noted.
  - (3) That the creation of a Council Build! ® Project board (with members appointed by the Leader and officer representation) to oversee the delivery of Build! ® and which would report into the Place Programme Board be approved.
  - (4) That the following be noted:
    - a) Detailed due diligence was being undertaken on a proposed model for delivery and final ownership of the Build! ® Schemes and the Council's wider development function going forward.
    - b) A report would be brought to the March Executive setting out this proposed model
  - (5) That increased delegated authority to the Procurement Steering Group, in consultation with the Head of Regeneration and Housing and the Lead Member for Financial Management to award contracts up to the value of £1.5m for the Build! ® programme be approved to enable delivery on schedule.

## **Reasons**

This report updates the Executive on the progress to date in establishing the Build! ® programme and 'sets the scene' for the way forward.

The creation of an internal member and officer Build! ® Project board to oversee the delivery of Build! ® and report into the Place Programme Board is considered best practice and important for accountability

## **Alternative Options**

Option 1: To do nothing. This is rejected for the following reasons:

- The Council would own a number of undeveloped sites which would cause maintenance liabilities, additional costs and have a negative impact on reputation with local residents
- The Council would be reneging on its contractual commitment to the HCA and in turn lose funding and credibility
- The HCA would not give a grant as it is only eligible for schemes which deliver housing
- The Council would not optimise the social and financial return on its investment.
- The Council would lose its opportunity to further build its reputation within Government and Industry as a leader in this field.

The meeting ended at 7.50 pm

Chairman:

Date:

## Cherwell District Council

### Executive Meeting

3 March 2014

#### Safeguarding and Child Sexual Exploitation

#### Report of Head of Community Services

This report is public

#### Purpose of report

To set out the role the Council plays in Safeguarding children and vulnerable adults, to advise on the Council's response to the issues around Child Sexual Exploitation (CSE), and to inform the Executive on the Community Safety Partnership's CSE action plan.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the work across Oxfordshire and through the Oxfordshire Safeguarding Children's Board in relation to CSE and Safeguarding children and vulnerable adults.
- 1.2 To note the Council's role in Safeguarding and the Community Safety Partnership's action plan developed in response to CSE.

#### 2.0 Introduction

- 2.1 A paper on CSE in Oxfordshire was considered by the County Council's Cabinet on 26 November 2013. From this work, local authority Chief Executives in Oxfordshire agreed to report to their Executive committees the role their organisations play in Safeguarding and responding to CSE.
- 2.2 As raised in the Home Affairs Select Committee's second report into CSE and response to localised grooming, district councils have an important role to play in Safeguarding and in raising awareness around CSE. This is particularly in terms of sharing information and concerns from frontline workers, and in district councils strategic roles as housing and licencing authorities. This report describes the activities Cherwell District Council (CDC) has undertaken in response to CSE, within the wider context of activities led by Oxfordshire County Council (OCC), Thames Valley Police (TVP), Oxfordshire Safeguarding Children Board (OSCB) and other partners.

The report covers three sections: Page 7

- CSE in Oxfordshire and the national context.
- Key areas of activity by OCC and the OSCB.
- CDC's approach to Safeguarding and its contribution to tackling CSE in Oxfordshire.

### **3.0 Report Details**

#### **Child Sexual Exploitation in Oxfordshire and the National Context**

- 3.1 CSE is a national issue. Over the past few years there have been a number of high profile trials in the Midlands and north of England and in May an investigation by the Daily Mirror identified more than 50 active police investigations underway across the country and a number of trials underway.
- 3.2 The 2013 Operation Bullfinch trial, involving Oxfordshire victims of CSE and defendants, has been one of the most high profile. In May 2013 seven men were found guilty of a total of 59 counts including rape, conspiracy to rape, rape of a child, sexual activity with a child, using an instrument to procure a miscarriage, facilitating child prostitution, conspiracy to facilitate child prostitution and supplying class A drugs. The men are now sentenced to a total of 95 years of imprisonment, including five life sentences.
- 3.3 The abuse uncovered by Operation Bullfinch is known as 'street grooming'. This involves offenders deliberately targeting their young victims with affection, alcohol and drugs; isolating them from friends and family, and then subjecting them to extreme violence, sexual abuse and trafficking.
- 3.4 Operation Bullfinch has demonstrated that victims do not always understand that they are being exploited and the prevailing culture at the time meant that the agencies did not understand the grooming process or recognise the scale of the sexual abuse.

#### **Key areas of activity by Oxfordshire County Council and the Oxfordshire Children Safeguarding Board into CSE**

##### **Serious Case Review**

- 3.5 The OSCB has commissioned a Serious Case Review that will examine the robustness of the professional responses and whether appropriate local and national policies and professional standards were followed. The serious case review is unlikely to be completed before the end of 2014.

##### **The Kingfisher Team**

- 3.6 In November 2012, social workers and Thames Valley Police set up a special joint team called Kingfisher, with support from the local health service and other statutory and voluntary agencies, to prevent, protect and prosecute cases of CSE. A peer review of the early impact of the Kingfisher Team by the Local Government Association in March 2013 identified good practice. The review also commented on strong co-operation between Kingfisher and secondary schools.
- 3.7 Work from the Kingfisher Team is now been taken forward to develop a new Multi-Agency Safeguarding Hub (MASH) - one of the recommendations of the Home Affairs Select Committee report into CSE.



- 3.8 The OSCB is responsible for the co-ordination of the work of agencies responsible for safeguarding children. Its role is not operational but is about assurance that all agencies have appropriate arrangements in place and work together effectively. It is an independent body, with an Independent Chair.
- 3.9 The Board has produced a strategy for tackling CSE that seeks to outline a tailored response to different models of exploitation and protect all young people.
- 3.10 Awareness raising amongst professionals of the “warning signs” of CSE is a critical area for the Board. A new screening tool has been developed for use by practitioners and agencies.
- 3.11 Child protection training for staff working with children now includes a designated section on spotting the signs of, and responding to, CSE. To date this training has been delivered to more than 3,500 multi-agency staff in Oxfordshire, including all frontline county council staff working with children.
- 3.12 CDC and the Safer Communities Partnership activities to tackle CSE contribute to the OSCB overarching strategy and training and awareness raising is part the Action Plan the CSP has established.

#### **Securing resources to tackle CSE**

- 3.13 OCC has increased their children's social care budget from £24m in 2006/7 to £48m in 2013/14, an increase of 80% in real terms. The County Council spent in excess of £3m during Operation Bullfinch on social work and other support to the investigation. In 2013-14 county councillors agreed to provide an additional £1.4m to enable the recruitment of an additional 21 child protection social workers.
- 3.14 The county council have also committed to building four new children’s homes in the county to keep children closer to home.
- 3.15 TVP have invested substantial additional resources into safeguarding children in the Child Abuse Investigation Units.

#### **Absconding and Placements**

- 3.16 OCC have taken action to prevent absconding include strong management oversight and high expectations of school attendance and attainment; ensuring that social workers are immediately aware if a child fails to attend school and that immediate action is taken.
- 3.17 The OSCB Inter-agency Procedure for Children Missing from Home or Care has been updated to reflect the latest guidance. The monthly Missing Persons Panel that tracks and monitors all young people at highest risk within the county. The county council also seek to improve the packages of support that are available to support children to keep their placements. This involves more integrated work with mental health and youth offending services.

#### **Work with Schools**

- 3.18 OCC has briefed head teachers and chairs of governors across the county on CSE.
- 3.19 The Kingfisher Team have developed a model for regular multi-agency forums on CSE which have a dual function: awareness raising and practice development

of all agencies, including schools; and intelligence gathering on children of concern.

- 3.20 Improving behaviour and attendance include:
- Notifying carers of looked-after children immediately if the child fails to turn up for school.
  - Ensuring that looked-after children who are placed in Oxfordshire from outside the county are immediately placed on a school roll at our Pupil Referral Unit and provided with tutor support.
  - Work with schools to help children understand the risks that they may face and the types of child sexual exploitation. Earlier in 2013 all Oxfordshire state school year 8 and 9 children saw a play called Chelsea's Choice, which has now been seen by around 12,000 secondary school children in Oxfordshire, accompanied by a letter and leaflet for parents.
  - A youth mentoring project is in development to work with young men focused on preventing them getting involved in sexual offending and a parents' worker post is being created within a local voluntary sector organisation.
  - Foster carers have also received targeted training on identifying potential warning signs of CSE.

#### **Working with Communities**

- 3.21 The county council are working closely with the police to liaise with community leaders and faith groups and taking action as needed. For example in focused work with families of potential perpetrators and targeted youth mentoring projects. Multi-agency funding has been secured to employ a national charity, Street UK to identify young people and their families 'at risk' in hard to engage communities in relation to child sexual exploitation.

#### **Working with Partners**

- 3.22 Oxfordshire Health and Wellbeing Board have included tackling CSE as a priority in the new Joint Health and Wellbeing Strategy.
- 3.23 The Oxfordshire Safer Communities Partnership (OSCP) and the District Community Safety Partnership (CSPs) are bringing together key players to share intelligence and take appropriate actions to prevent and tackle CSE. There is also work being undertaken to create closer links between OSCB and the CSP's.
- 3.24 Police and Crime Commissioner funding will be used to raise awareness about how to recognise the signs of potential abuse. The health service has a key role to play in terms of identifying potential victims of this abuse and supporting their health needs, which can often be complex.
- 3.25 Support for the introduction of specialist child sexual abuse courts and further protection and support for victims, including offering video-recorded cross examination, and limiting repeated cross-examination by multiple defence barristers when witnesses give evidence.
- 3.26 The county council has reviewed its approach to commissioning housing services for children, families and vulnerable adults to ensure that risks are minimised.

#### **Future direction - longer term strategic issues identified by the County Council**

- 3.27 The OCC Cabinet report (summarised above) identified a number of longer term strategic risks and issues relating to CSE. A selection of the issues are set out below and it is expected that these will be supplemented by the formal recommendations arising from the Serious Case Review when it reports in 2014.
- a) How best to work with vulnerable adolescents who may demonstrate challenging behaviours?
  - b) How best to support victims and families who are currently being abused and do not recognise what is happening to them, or want to be supported?
  - c) How to look for patterns 'horizontally' rather than 'vertically'?
  - d) How to work as effectively as possible with the police and other agencies?
  - e) What is the role of the Oxfordshire Safeguarding Children Board?
  - f) What else is needed for an effective prevention strategy?
  - g) What more is needed to work as effectively as possible with partners, including district councils, health, the criminal justice system, schools, the voluntary and community sector?
  - h) How can the county council best use commissioning arrangements to keep children safe?
  - i) Should the county council bring safeguarding approaches within children and adults services closer together?
  - j) What can other areas learn from Oxfordshire?

### **Cherwell District Council's Response to CSE and Safeguarding**

- 3.28 The Cherwell Community Safety Partnership has established an Action Plan to tackle CSE locally.
- 3.29 CDC plays an active part in the CSP with multi agency representation, including OCC and TVP and it links and contributes to the work of OSCB.
- 3.30 The CSP has worked with other CSP's across Oxfordshire to establish appropriate local strategies for raising awareness and dealing with the signs of CSE. This has been set out in an Action Plan (Appendix A) that is attached to this report. Cherwell's Local Strategic Partnership has also been briefed on the Council's work around Safeguarding and CSE.
- 3.31 The Council has a Safeguarding Policy in place which is reviewed regularly and safeguarding awareness raising is undertaken across the Council, as well as with Voluntary Organisations in receipt of Council funding.
- 3.32 Generalist training is provided to every member of staff as part of their induction and staff who may have greater contact with children and young people, and who have a role to play in safeguarding and promoting children's welfare, have been identified and a programme of refresher training is being rolled out alongside CSE awareness training in conjunction with TVP trainers.
- 3.33 Service Planning undertaken annually also requires that Service Managers consider Safeguarding implications when planning their services.
- 3.34 CDC also participates in Information Sharing Protocols with agencies across the County. Staff are able to make referrals to appropriate agencies and to the Local Area Designated Officer that is employed within the Area Team of the County Council.

- 3.35 Monitoring and evaluation arrangements through an Annual Audit of Section 11 of the Children's Act 2004 is undertaken and reported to OSCB. CDC's return was submitted in January and a peer review took place last month with the opportunity to learn from best practice across the County.
- 3.36 The Head of Community Services is the nominated lead officer for Safeguarding at CDC and ensures that Cherwell District Council's policy procedures and practice meet the appropriate standards. There is good collaboration with other Oxfordshire district authorities to benchmark our service, share good practice, and maintain a presence in the OCSB.
- 3.37 In its capacity as Licensing Authority, the Council is responsible for the administration and enforcement of licences in relation to alcohol and entertainment, gambling, street trading and taxis. All applications are processed in accordance with the Council's own policies and the relevant governing legislation. This includes ensuring that applicants are deemed 'fit and proper' persons to undertake the roles they fulfil, especially if they are to be in contact with vulnerable persons.
- 3.38 Various checks are carried out upon License applicants and where relevant and permitted, checks are carried out through the Disclosure and Barring Service to decipher whether any criminal records are held by the applicants and if so, determine whether or not the applicant is suitable for the role. The Licensing Authority works closely with both external and internal partners to ensure that intelligence is shared proactively.
- 3.39 Other Council work that contributes to Safeguarding includes the Recreation & Sport Activator initiative. The Council employs two full time members of staff (DBS checked) who work across the district to engage young people in positive activities using physical activity. The activator programme works to prevent young people getting involved in anti-social behaviour, encourages healthy lifestyles and provides new opportunities that will divert young people from descending into risky behaviour. Due to the nature of their work, the team work in a variety of settings with young people aged 9-19 years, allowing them to gather intelligence in this area of child protection which can be fed back to the correct authorities.
- 3.40 Joint agency tasking takes place and is coordinated by the Council. This is attended by Housing Officers, ASB staff, Licensing Officers and Community Safety staff. Information and case details are discussed and action planned across the agencies that also attend.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 Safeguarding practices within the Council are well developed. Safeguarding Policy has been reviewed and training and awareness raising is maintained.
- 4.2 Work on CSE has been picked up in Cherwell by the CSP and an Action Plan established that the CSP Board will be responsible for.

## **5.0 Consultation**

- 5.1 Consultation has been undertaken across staff groups internally and with partners within the CSP and the LSP. Page 12



## Links to Corporate Plan and Policy Framework

Safe and Healthy Cherwell.

## Lead Councillor

Councillor George Reynolds, Deputy Leader

## Document Information

<b>Appendix No</b>	<b>Title</b>
1	Child Sexual Exploitation Action Plan
<b>Background Papers</b>	
None	
<b>Report Author</b>	Nicola Riley
<b>Contact Information</b>	Nicola.riley@cherwell-dc.gov.uk

## Child Sexual Exploitation Prevention: Cherwell Community Safety Partnership (CSP) Prevention Group Delivery Plan

This delivery plan sets out how Cherwell CSP is taking forward activity to prevent Child Sexual Exploitation (CSE) through raising public awareness across the district. This strand of activity is being led by the Oxford CSP and supports the wider work of the Preventing CSE sub-group, a key strand of work supporting the OSCB's preventing CSE strategy.

To support this plan funding from the Public Health – Drug and Alcohol – Reducing Reoffending has been received. Substance misuse has been identified as one of the main indicators of CSE. Perpetrators use illegal and legal substances in the grooming process to control a child and young people. Substances are used to entice, control and stupefy a child; this has been evidenced to leads to chaotic use and dependency on substances in the future. The use of substances is also a main 'Push' factor when looking at the home environment e.g. substances misusing parents.

In addition to the districts activities, this plan includes the following **Oxfordshire-wide activities** to prevent CSE through:

- Piloting a new mentoring programme to prevent CSE amongst 'at risk' BME/South Asian males in Oxford, plus work to identify individuals 'at risk' of perpetrating CSE in other localities across Oxfordshire, with potential for a similar pilot in Cherwell
- Undertaking specific training/ raising awareness with other communities or businesses where CSE activity may be more likely to occur
- Raising public awareness, primarily through a 'Say something If you see something' campaign'
- Developing a customer care programme for public transport providers to raise awareness and ensure more consistent practice across Oxfordshire

The **measures of success** that will be used to monitor the impact of our work will be as follows:

- Number and breadth of attendees at training/ awareness event, positive feedback from the event
- Number of young people working with mentors, positive feedback on the value of mentoring and how attitudes have changed
- Number and breadth of local businesses participating in customer care programme, positive feedback from the training
- Reduced CSE activity in the district

The **total cost of this programme of activity is £85k of which Cherwell will be allocated approximately £7.5k** which has come from Police and Crime Commissioner funding to prevent CSE activity and reduce reoffending.

The programme will be **delivered by April 152015**.

## Projects & timescales : delivery plan

### Mentoring

OSCB Action Plan codes	Project work	Lead	Timescale	Cost	Source Budget	Detail
1.5	1. To ensure all members of the CSP have appropriate safeguarding policy/procedures, including a communications plan within their own organisations delivery plans.	Chairman CSP/SPOC	March 2014	Nil	N/A	CSP meetings to confirm compliance and sharing of best practice including successes and barriers
	2. CSP to engage with Training Coordinator to work with volunteer mentors within their district to ensure equitability across Oxfordshire.	Linda Ludlow	December 2013 for tendering of services	£15K	CSP's £55K (Positive future bid)	Response to training needs identified by Oxford CSP. Trainer Coordinator to develop and facilitate training programmes including safeguarding/gangs/CSE Develop volunteer network and build resilience Identify funding to support this role past the life of the current funding.
	3. CSP to identify a SPOC to facilitate 1.5(2) within each of the CSP partner organisations.	Chairman CSP/SPOC	March 2014	Nil	N/A	Each partner to nominate SPOC



OSCB Action Plan codes	Project work	Lead	Timescale	Cost	Source Budget	Detail
1.5	4. Cherwell CSP to develop public, private and third sector awareness in identifying preventing and information sharing.	CSP SPOC	March 2015	£7.5K	CSP £30K	Activity to support vulnerable groups: unknown groups - to be highlighted in scoping and prevalence report for this area of the county

Training						
OSCB Action Plan codes	Project work	Lead	Timescale	Cost	Source Budget	Detail
1.5	5. CSP to identify attendees to support Oxfordshire Community Safety Partnership Campaign – local community and businesses conference	CSP SPOC	March 2014 conference to be held	£6K	CPS £55K (Positive Future bid)	Need to confirm if half or full day conference and should it contain human trafficking. Countywide audience possible 100-150 delegates? Action Plan to be amended.
	6. A. CSCP to identify key organisations to facilitate 'Say Something if you see Something'- training for local businesses (including licensed premises) to prevent CSE activity at their	CSP SPOC/ Linda Ludlow/ NWG /Training coordinator	January 2014 To deliver training	£7K	CSP £55K (Positive Futures)	TVP – neighbourhood teams are looking at developing a list of possible attendees. Delivering training material to local businesses 25/11/13. Individual CPS's to compile list of attendees for local businesses. NWG identified a trainer to deliver a number of half day sessions across the county @ £500 plus expenses per day.

	premises					
	B. CSCP to identify potential trainers within partner organisations to attend Train the trainers event to sustain training pool for 'Say something if you see something' and CSE 2hr awareness training	CSP SPOC/Linda Ludlow/Training Coordinator	January 2014 To identify possible trainers	£2.5K	CSP £55K (Positive Futures)	Develop a pool of trainers to develop training identified by Oxford CSP. TVP to provide contact details for TVP Volunteers. Need to approach other partners to identify possible trainers.

Awareness Raising with Seldom heard communities						
OSCB Action Plan codes	Project work	Lead	Timescale	Cost	Source Budget	Detail
1.4	CSP BME parent pilot project (MUMTA) with potential for expansion to fathers	CSP/SPOC Linda Ludlow/Naseem Sarbatta-Walia	November 2013 To start developing materials	£3K	CSP £55K (Positive Futures)	Raise awareness of how to prevent CSE with BME mothers in Oxford & Banbury To be piloted in March 2014.
Other						
1.5	7. CSP To explore potential to develop a county wide generic training programme for Taxi/private hire & public transport subject to compatibility with local policies and procedures	CSP/SPOC Linda Ludlow/Julian Alison	January 2014 Commence research	None	Cherwell CSP	Identify inconsistencies in Oxon licenses authorities. Identify good practice within county and nationally. Develop good practice: - Customer Care practice throughout the county
	<b>Total cost</b>			<b>£85k</b>		

Delivery of this plan is dependent on CSPs mapping CSE prevention activity in each of their areas to identify any gaps/ duplication.

Other non-funded activity to prevent CSE by each CSP includes:

- development of a CSE-prevention webpage linking to the OSCB CSE webpage
- review of all safeguarding policies and procedures supporting vulnerable children and adults to identify further training needs
- development of prevent CSE Action Plans by December 2013
- review service commissioning to ensure relevant safeguarding policies and procedures are in place

### CSE Prevention Sub-Group

Linda Ludlow (Oxford City Council)

Carys Alty-Smith (Oxfordshire County Council)

Christian Bunt (TVP)

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## Cherwell District Council

### Executive

3 March 2014

#### Petitioning the Hybrid Bill on High Speed 2 (HS2)

### Report of Head of Strategic Planning and the Economy

This report is public

#### Purpose of report

To consider the need to petition during the passage of the Hybrid Bill on HS2

To consider recommending to Full Council that a resolution is passed opposing the HS2 Bill.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To consider whether Cherwell District Council should petition to oppose the hybrid bill for HS2.
- 1.2 Subject to 1.1 above, to discuss and agree potential petitioning matters as listed in 3.11 below
- 1.3 To consider and, if appropriate, to recommend to Full Council that a resolution is passed opposing the hybrid bill pursuant to section 239 of the Local Government Act 1972 as a necessary pre-requisite to formal petitioning and request the Chief Executive to call an additional meeting of Council.

#### 2.0 Introduction

##### 2.1 Why is Hybrid Bill used?

The government wishes to obtain powers to build the railway in order to buy/lease land and obtain (deemed) planning permission. The government is also seeking permission to make road and waterway diversions (temporarily or permanently). Finally, there is a need to modify statutory undertakers' equipment (divert a water main or a sewer for example). A public or private bill can only be used to seek some of these powers, hence a 'hybrid' is required.

## 2.2 Public and Private Bills

A public bill can create or amend public legislation (i.e. legislation that applies to everybody). An individual can make representations to MPs, but committees have no right to be heard.

A Private Bill is usually promoted by organisations such as local authorities or companies and only affects only certain individuals. Those same individuals affected have the right to petition and be heard

## 2.3 Hybrid Bills

Hence, a Hybrid Bill has characteristics of public and private Bills. The **principle** of the proposal is debated in Parliament and the details are **scrutinised** by a Select Committee. Individuals affected by the proposal have a **right** to petition and be heard by the Committee. A principal council can only oppose a public or a private bill by passing a resolution of Full Council in accordance with section 239 of the Local Government Act 1972 – see 7.2. below.

## 3.0 Report Details

### 3.1 When is a Hybrid Bill used?

A Hybrid Bill is use for large infrastructure projects of national significance, such as the Channel Tunnel (1987), the Severn Bridges (1992), the Channel Tunnel Rail Link (1996) and the Crossrail project in 2008.

### 3.2 Hybrid Bill documents

The Bill itself includes a number of key items such as Schedules to the Bill, plans and sections, Estimate of Expense, the Book/s of Reference and supporting documentation such as the Environmental Statement (incl. Code of Construction Practice).

### 3.3 Hybrid Bill process

The Environmental Statement is the key document upon which the public (and local authorities) can comment. The public consultation on the ES commenced on 25 November 2013. It ends on 27 February 2013. A draft response is in preparation.

### 3.4 Who can petition and how?

The process is defined by Parliament rather than HS2 Ltd. Anyone 'directly and specially affected' by the Bill can petition in writing, following prescribed format <http://www.parliament.uk/documents/upload/commonspetitioningkit.pdf> (page 4).

But, a petition must be made in person (by the Petitioner or Agent acting on their behalf) to the Private Bill Office. A petition will not be considered by the Committee unless they or their agent appears (i.e. turns up to allotted session).

### 3.5 Committee powers

The committee has similar but different to departmental Select Committees and it operates more like a court.

Their initial remit is to decide 'locus standi' (i.e. does the petitioner have the status to petition?). It then hears petitions against the Bill, scrutinises all the proposals and reports to House. The committee can amend but cannot reject the Bill.

### **3.6 Committee members**

The Select Committee cannot include any MP's with an 'interest', i.e. along the line of route or linked to the construction or railway industries. Membership is drawn from proportional make-up of the House (i.e. Coalition Government majority).

### **3.7 Rights of parties**

Promoter and petitioner have a right to appear before Committee to make their cases. Petitioners can be heard either in person or by their agent/counsel

### **3.8 Order of proceedings**

The first stage of the process is for the Petitioner to set out how they are affected by the Bill (it is usual to allow petitioner the first and last word). The Petitioner can call witnesses.

The second stage involves the witnesses being cross-examined by promoter, then re-examined by petitioner. Once petitioner's case is made, Counsel for the promoter can call witnesses and witnesses can be cross-examined by petitioner etc.

Finally, the Petitioner has the right of reply.

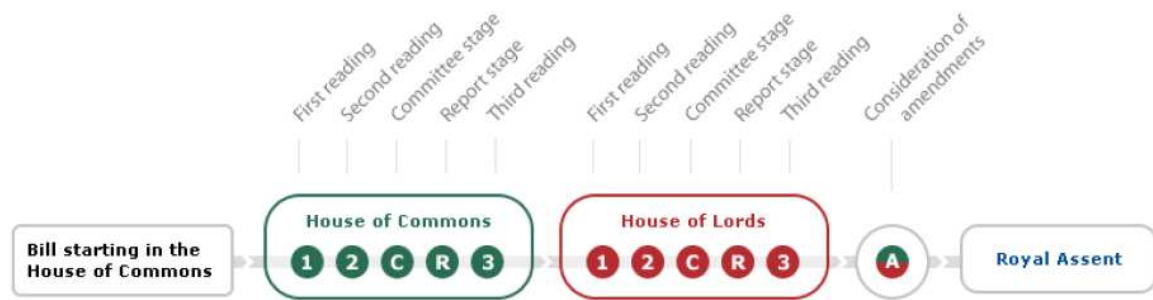
### **3.9 Potential changes**

The Select Committee has powers to suggest changes to the Bill. If Parliament agrees they can instruct the promoter to change the Bill.

Additional powers can subsequently be sought by another consents process through a planning application, the Transport and Works Act (TWA) or a Development Consent Order (DCO).

### **3.10 Estimated timetable for passage of the Hybrid Bill**

See next page



Stage	Estimated date*	Comments
<b>House of Commons</b>		
<b>1<sup>st</sup> reading</b>	End of November hybrid Bill deposited <i>(Source: Commons Private Bill Standing Orders 27 and 27A)</i>	<ul style="list-style-type: none"> <li>• Bill is deposited + supporting documentation (including Formal ES)</li> <li>• Formality - authorises Printing of Bill (though will be electronic).</li> <li>• Checks compliance with the House's rules (Standing Orders) before the second reading can take place.</li> </ul>
<b>Public consultation on Formal ES</b>	Possibly end January 2014	<ul style="list-style-type: none"> <li>• Will be for a minimum of 56 days once Bill deposited <i>(Source: Paving Bill Motion).</i></li> </ul>
<b>ES Examiners Report published</b>	Possibly end February/early March 2014	<ul style="list-style-type: none"> <li>• Examiners Report must be submitted to the House within a period determined by the independent assessor in consultation with the relevant Minister (no earlier than 28 days after close of consultation period).</li> <li>• A period of 14 days must then elapse before 2<sup>nd</sup> reading.</li> </ul>
<b>2<sup>nd</sup> reading</b>	Earliest date would be mid March 2014	<ul style="list-style-type: none"> <li>• Establishes general principles of HS2 and the key features.</li> <li>• Once stage finished there will be no other opportunity to argue about the principle (business case etc).</li> <li>• Launches petitioning period.</li> </ul>
<b>Petitioning period</b>	Period of time to submit petitions defined at second reading	<ul style="list-style-type: none"> <li>• Petitions can be submitted from anyone who is affected by the Bill and can be made personally or through Parliamentary agents.</li> <li>• Set out detailed matters of concern together &amp; request for a specific response or remedy. For example – petitioners may question elements of the proposed route/ effect on particular properties.</li> </ul>
<b>Select Committee**</b>	Starting in April/May/June 2014 onwards. (Total length	<ul style="list-style-type: none"> <li>• Made up of MP's who are not directly affected by the route.</li> <li>• Opportunity to present the case to Select Committee if not able to reach an agreed position with DfT officials</li> </ul>



	dependent on number of petitions)	and HS2 Ltd. <ul style="list-style-type: none"> <li>• Can take months/ over a year (Crossrail sat from Jan 2006 to Nov 2007) Committee decides issues raised in petitions.</li> </ul>
<b>Standing Committee</b>	Date unknown	<ul style="list-style-type: none"> <li>• MPs may table amendments after hearing the petitioners.</li> </ul>
<i>Potential Public Consultation on any further environmental information</i>	<i>Date unknown – could also occur prior to second reading</i>	<ul style="list-style-type: none"> <li>• <i>If further environmental information is needed to make the ES compliant with the EU directive there will be a minimum of 42 days for comments to be submitted. Again comments will have to be published and a summary from the independent assessor.</i></li> </ul>
<i>Potential report on further environmental information</i>	<i>Note above</i>	<ul style="list-style-type: none"> <li>• <i>14 days must elapse before the third reading (unless environmental information is issued before second reading in which case it will need to be 14 days before the second reading).</i></li> </ul>
<b>Report and Third Reading</b>	Date unknown	<ul style="list-style-type: none"> <li>• House considers Bill and may amend or reverse standing committee changes.</li> <li>• This concludes the Commons stage and the Bill is then sent to the House of Lords.</li> </ul>
<b>House of Lords</b>		
<b>1<sup>st</sup> reading &amp; petitioning period</b>	Date unknown	<ul style="list-style-type: none"> <li>• The same process is then repeated in the Lords.</li> <li>• Petitioners can petition the House of Lords which presents further opportunity for objectors to petition and to appear before a select committee.</li> </ul>
<b>2<sup>nd</sup> Reading</b>	Date unknown	
<b>Select Committee**</b>	Date unknown	<ul style="list-style-type: none"> <li>• Crossrail Select Committee was appointed on Feb 2008 &amp; dissolved May 2008.</li> </ul>
<b>Report &amp; 3rd reading</b>	Date unknown	
<b>Commons Consideration of Lords' amendments</b>	Date unknown	<ul style="list-style-type: none"> <li>• Further amendments can be made.</li> </ul>
<b>Royal Assent</b>	2015	<ul style="list-style-type: none"> <li>• General election is in May 2015***</li> </ul>

### 3.11 What matters could CDC petition on?

Cherwell Council has 'Locus Standi' as it represents all of those affected within the district.

By way of protecting both resident and taxpayers within the district, the key consideration is to only petition on matters where it might be seen to be 'reasonable' to expect the promoters to change the bill.

As the principal purpose of the bill is to 'seek permission' to build the railway, the scheme design only needs to be of 'sufficient' detail to enable the passage of the Bill. Hence requests for micro changes to specific sections of the route are inherently unlikely to be successful.

It is therefore suggested that CDC focuses on a number of matters of principle relevant to a rural district and considers areas where changes to methodology or design characteristics will have a net benefit to specific locations in the district. The five principle areas suggested for advancement to petition are:

1. **Noise Standards:** the current guidance is that noise mitigation is NOT considered necessary where average Decibel levels are below 50dBA. In short, an urban area will receive mitigation where noise levels are anticipated to rise from, for example 45dBA to 51dBA, whereas a rural area, such as South Northamptonshire could see levels rise from 25dBA to 49dBA without any mitigation. Further, that suggested night-time max decibel levels (dB Max) are at that which may provoke sleep disruption. Hence, petitioning to achieve a drop in one or more of these levels is suggested.

These are matters of relevance to the impact of the line through Cherwell.

2. **Visual Impact and Intrusion:** the current scheme proposes the use of consistent and largely 'urban' design cues for infrastructure such as roads (off-road access and on-road re-alignments), viaducts and culverts. It is suggested that CDC petitions on the use of designs more appropriate to a rural setting.

These are matters of relevance to specific sites in Cherwell District which CDC is identifying through its mitigation assessment.

3. **Local Design Standards:** as above, the current scheme proposes the use of consistent and largely 'urban' design cues with no specific requirement to 'integrate' the design into the natural setting. To support a more generic 'rural' design principle, it is recommended that CDC petitions on the specific use of locally occurring and present existing design cues to complement our local built and natural heritage and respect our designated conservation areas.

These are matters of relevance to the impact of the line through Cherwell District.

4. **Construction Issues:** the current guidance is generally vague with regards to both construction traffic routes and site access. Petitioning on this issue could seek commitments on which roads would and would not be used and the specific times at which compounds and construction sites would be accessed. With respect to construction traffic, any potential petition would need to seek advice from (and be aligned with) Oxfordshire County Council as the designated highways authority.

These are matters of relevance to the impact of the line through Cherwell District.

5. **Height of Line:** the current proposals restrict horizontal deflections of the line (i.e. changes to the exact route with respect to East or West). However, vertical deflection (i.e. changes to the height of the line) is effectively unrestricted. Petitioning on this matter would seek to restrict the variation to a set number of metres above or below the current proposal.

These are matters of relevance to specific sites in Cherwell which CDC is identifying through its mitigation assessment.

### 3.12 Response from HS2 Ltd

A meeting was held between officers from Cherwell District Council on the HS2 Ltd Petition Manager (Area South) on 30 January 2014 which are relevant to the issues being considered in this report. The five 'potential' petitioning areas were discussed in broad terms and the following comments were made on behalf of HS2 Ltd in relation to them:

- 1. Noise Standards:** these have been agreed through the consultation on the scope and methodology at the time of the Draft Environmental Statement (July 2013). Different noise standards would necessitate a new Environmental Statement
- 2. Visual Impact and Intrusion:** the final detailed design of the scheme will take place in 2015/16. Qualifying local authorities (i.e. those that agree to sign the planning memorandum in Spring 2014) will be consulted on and have influence over the final design. The Environmental Statement (including published photomontages) is intended to represent the 'worst case scenario' and some of the more detailed mitigation is not shown.
- 3. Local Design Standards:** there is a drive towards reducing on-site costs, hence the design is likely to be uniform along the length of line, with for example, bridges built off-site in modular units and transported to construction sites.
- 4. Construction Issues:** HS2 is not able to confirm exact details of which routes will be used and when until the final design stage in 2015/16. The details will be included in the Local Environmental Management Plans (LEMPs) that Cherwell District Council will be consulted on.
- 5. Height of Line:** the published standards permit the line to be lowered without any restriction, but not raised by more than 3 metres. However, any change in elevation is limited by the land that has been safeguarded. For example, constructing a deeper cutting or moving bunds further away from the line (to negate the sound impact of a raised bridge) would only be possible within the safeguarded area (this includes land identified for construction or mitigation that may then be returned to its previous use such as agricultural). In short, this effectively limits the amount of vertical deviation from the proposed route.

### 3.13 Next Steps on HS2

The Draft CDC Response to the Environmental Statement requires refinement prior to submission. In addition, the section-by-section analysis of the issues raised through parish consultation requires completion.

Should the Executive recommend to Council that Cherwell proceed to the petitioning stage, the current anticipated timescale would require petition preparation during March, then approval and submission to Parliament in early May 2014. The CDC Response to the Environmental Statement and the section-by-section analysis of issues would both inform the detail of the petition.

Whilst the exact timing of 'petition hearing' is unknown, past hearings on rail infrastructure projects have progress geographically. Hence, whether the process

begins by considering issues at London (Euston) or Birmingham (Curzon Street), it is 'likely' that local issues will be considered in the Autumn/Winter of 2014.

This is the point at which we 'may' be required to appear in parliament before the Hybrid Bill panel.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The impact upon the district and its residents of proposed mitigation measures is anticipated to be very high. Officers do not feel that the published material provides sufficient reassurance that adequate mitigation will be implemented.

## **5.0 Consultation**

This report has been informed by continuing discussions at meetings attended by local District Councillors, the local Member of Parliament, Parish Councils affected by the routes and representatives of the local action group.

## **6.0 Alternative Options and Reasons for Rejection**

- 6.1 The alternative is not to petition. This option is not recommended as the impact upon the district and its residents of proposed mitigation measures is anticipated to be high.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There is a financial implication to petitioning. It is difficult to be definitive on the costs as the breadth and depth of petition is as yet undetermined. It is intended to petition in collaboration with South Northamptonshire Council to secure economies of scale.

There is an existing HS2 reserve, which currently stand at £14,000 which could be utilised to fund this task.

Comments checked by:

Tim Madden - Interim Head of Finance and Procurement, 0300 003 0106

[Tim.madden@cherwellandsouthnorthants.gov.uk](mailto:Tim.madden@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 7.2 If the Council is to petition it will be necessary to appoint external parliamentary agents to act on its behalf. It is intended to petition in collaboration with South Northamptonshire Council.

Section 239 of the Local Government Act 1972 enables a local authority to oppose a public or private bill where it is satisfied that it is expedient to do so, but only in

accordance with the procedure set down by the Act. There must be a resolution to oppose passed by a majority of the whole number of the members of the Council whether present and voting or not (i.e. at least 26 members) and there must be an advertisement published at least 10 clear days before the meeting in one or more newspapers circulating in the Council's area giving notice of the meeting and its purpose.

Comments checked by: Kevin Lane, Head of Law and Governance, 0300 003 0107  
[Kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:Kevin.lane@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

**Key Decision (Cabinet/Executive reports only) or delete if not Cabinet / Executive report**

**Financial Threshold Met:** no

**Community Impact Threshold Met:** no

### Wards Affected

Fringford

### Links to Corporate Plan and Policy Framework

A Cleaner, Greener Cherwell

### Lead Councillor

Councillor Michael Gibbard - Lead Member for Planning

### Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Adrian Colwell – Head of Strategic Planning and the Economy
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## Cherwell District Council

### Executive

3 March 2014

<b>Oxford and Oxfordshire City Deal</b>
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### Report of the Director of Development

#### Purpose of report

For Members of the Executive to note the City Deal and, in particular, to have regard to those aspects of the document which will have an impact on this Authority.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the report and in particular those aspects which will have a potential impact on Cherwell.
- 1.2 To note the intention to create a Joint Committee under the Local Government Act 1972 and the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

#### 2.0 Introduction

- 2.1 Cities and their surrounding areas are home to 74% of the population and 78% of the jobs, making them important to the long-term growth and economic success of England.
- 2.2 The country needs more business and employment opportunities to grow the economy. The Government believes that transferring powers to the cities will make it easier for them to achieve economic growth and as a result introduced an initiative which committed to unlocking the full growth potential through city deals.
- 2.3 The first wave of these was in the summer of 2012 and focused on the eight largest cities outside of the Capital. The second wave followed in 2013 and was an invitation to a further 20 city areas, including Oxford.
- 2.4 The purpose of these deals was to give England's cities new powers and freedoms. City Deals are agreements between government and a city that give the city control to:

- take charge and responsibility of decisions that affect their area
- do what they think is best to help businesses grow
- create economic growth
- decide how public money should be spent.

2.5 With the help of the Cities Policy Unit these cities were charged with negotiating deals that would give each city new powers in exchange for greater responsibility to stimulate and support economic growth in their area. Each city had to put forward a proposal by January 2013 that showed how they hoped to do this.

2.6 Despite a wealth of assets in the area, Oxford and Oxfordshire have underperformed; growth has been constrained due to insufficient public transport and an at capacity road network, under developed business networks insufficient, housing supply and lack of critical mass to support growth and investment.

### **3.0 Report Details**

3.1 The “Deal” attempts to address some of these challenges and is attached as Appendix 1. It is not the intention to repeat much of its content here, but to draw out the salient points which will have a potential impact on Cherwell.

3.2 The deal focuses on innovation led growth and in particular the investing in new incubation centres to nurture small businesses. One of these will be the Begbroke Innovation Accelerator focusing on advanced engineering, with a total of £11.2m being made available for its development.

3.3 Across the County local partners will look to accelerate the delivery of 7,500 homes. One of the key elements to this will be the lifting of the Housing Revenue Account debt cap for Oxford City. In addition to this there is a commitment to deliver the emerging housing needs soon to be identified within the Countywide Strategic Housing Market Assessment.

3.4 A review of potential Local Development Order locations will take place, and for Cherwell the most likely consideration will be in respect of Graven Hill.

3.5 The key transport projects which are included, although mainly located in other districts, will clearly have a significant impact on the district and particularly the development of the Oxford Science Transit.

3.6 Likewise, the programmes to support apprenticeships and the support for young people as they transition into work will undoubtedly have a direct impact upon the district’s young people’s chances of finding employment.

3.7 It is the intention to establish a Joint Committee under the Local Government Act 1972 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 to oversee these arrangements and to take decisions that will be binding on the partner authorities. This will be comprised of six Local Authority and six private sector representatives (non-voting) chaired on a rotational basis by a Local Authority Leader. This will



require the Executive to delegate decision making powers to the Joint Committee on matters within its terms of reference and this will be the subject of a further more detailed report at the appropriate time.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The deal brings with it a significant number of challenges, but also a significant amount of funding which would not normally have been available. By signalling ambition in this way, it also paves the way for the production of the Local Enterprise Partnerships Strategic Economic Plan and, ultimately, a Growth Fund Bid.

## **5.0 Consultation**

- 5.1 A considerable amount of partner resources went into the production of the document as it went through the various drafting processes.

## **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 note the plan and the envisaged governance arrangements. This is the preferred option and supported by the information in the report.

**Option 2:** Executive could refuse to support the document or engage in the process, but this is not recommended in view of the fact that the City Deal has already been agreed and there are significant amounts of funding involved.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 A sum in excess of £170m is associated with the deal and a further £2 billion per year is being made available through the Growth Fund process, with more promised in future years. The exact opportunity and impact upon Cherwell are not known at this stage.

Comments checked by:

Tim Madden Head of Finance & Procurement Tel.0300 003 0106

[tim.madden@cherwellandsouthnorthants.gov.uk](mailto:tim.madden@cherwellandsouthnorthants.gov.uk)

## Legal Implications

- 7.2 The governance structure being created envisages a Committee/Board being established with the power to bind the local authorities. This cannot be chaired by a non-councillor and the non-councillors cannot have voting rights. Its terms of reference are not yet clear and there will be a further report at the appropriate time seeking agreement to its terms of reference and the delegation of appropriate executive decision making powers, plus the appointment of a member to it.

Comments checked by:

Kevin Lane , Head of Law & Governance Tel. 0300 003 0107

[kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:kevin.lane@cherwellandsouthnorthants.gov.uk)

## Risks

- 7.3 There are a considerable number of potential risks associated with this arrangement, the most significant being non delivery of the promises made and the potential impact that this might have on future funding bids. There are also risks associated with the governance arrangements and the inability of the private sector members to vote. The likelihood of these occurring will be reduced by all of the partners continuing to work towards achieving the promises made, and the governance arrangements being considered as part of a subsequent more detailed report.

Comments checked by:

Claire Taylor , Business Transformation Manager Tel. 01295 221970

[claire.taylor@cherwellandsouthnorthants.gov.uk](mailto:claire.taylor@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Key Decision

**Financial Threshold Met:** No

**Community Impact Threshold Met:** Yes

**Wards Affected** Potentially district wide

### Links to Corporate Plan and Policy Framework

This could explicitly impact upon all of the Councils priorities

### Lead Councillor

Councillor Barry Wood – Leader of the Council

## Document Information

Appendix No	Title
1	Oxford and Oxfordshire City Deal
<b>Background Papers</b>	
None	
<b>Report Author</b>	Calvin Bell Director of Development
<b>Contact Information</b>	0300 003 0103 <a href="mailto:calvin.bell@cherwellandsouthnorthants.gov.uk">calvin.bell@cherwellandsouthnorthants.gov.uk</a>

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# Oxford and Oxfordshire City Deal



**Oxfordshire Local Enterprise Partnership**



## Executive summary

The Oxford and Oxfordshire City Deal aims to unleash a new wave of innovation-led growth by maximising the area's world-class assets, such as the universities of Oxford and Oxford Brookes, and "big science" facilities such as those at the Harwell Oxford Campus and Innovation Campus. It acknowledges the region's strong track record of delivering growth and seeks to support those existing, and new, businesses in achieving their full potential. The deal we have agreed with Government allows us to maintain and grow Oxford & Oxfordshire's status as a prosperous economic area. Our deal will:

- Invest in an ambitious network of new innovation and incubation centres which will nurture small businesses:
  - The Harwell Innovation Hub: focused on open innovation;
  - The UKAEA Culham Advanced Manufacturing Hub: focused on remote handling technologies;
  - The Oxford BioEscalator: focused on the life sciences sector;
  - The Begbroke Innovation Accelerator: focused on advanced engineering sectors.
- Invest in Growth Hub to help small and medium enterprises to grow through better business support – with a particular focus on supporting innovation.
- Accelerate the delivery of 7,500 homes across the county; and recognise that the provision of quality housing will be fundamental to the delivery of innovation-led growth. To support this commitment, Oxford & Oxfordshire will propose an ambitious Local Growth Deal, including a request to lift the Housing Revenue Account debt cap;
- Enable three new transport schemes to support developments at the Enterprise Zone, Northern Gateway and the first phase of the "Science Transit" public transport scheme;
- Deliver over 500 new Apprenticeships for young people;
- Provide £95m of local and national public sector investment with a further £550m of investment from housing providers;
- Lever in nearly £600m of private sector investment through site development, transport infrastructure, skills schemes; and business support services and innovation centres;
- Create 18,600 new jobs and a further 31,400 jobs during the construction phase.

**Our signing of this document confirms our joint commitment to ensure the full implementation of the Oxford & Oxfordshire City Deal, proposed by the Oxford and Oxfordshire Local Authorities and the Oxfordshire Local Enterprise Partnership; consistent with the attached detailed implementation plan. To ensure implementation and demonstrate success we will jointly track progress against milestones and outcomes.**

.....  
Rt Hon Nick Clegg MP  
Deputy Prime Minister

.....  
Rt Hon Greg Clark MP  
Minister for Cities and the  
Constitution

.....  
Cllr Bob Price, Leader  
Oxford City Council

.....  
Cllr Ian Hudspeth, Leader  
Oxfordshire County Council

.....  
Ian Walmsley, Pro-Vice-  
Chancellor  
University of Oxford

.....  
Ian Wenman, Vice-Chairman  
Oxfordshire Local Enterprise  
Partnership

## Introduction and economic overview

Oxfordshire Local Enterprise Partnership brings together business, the universities, colleges, research facilities and local authorities in the area: Oxford City Council, Cherwell District Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council.

Oxford is a global brand, known the world over for its academic excellence and historical significance. The area is amongst the top five Technology Innovation Ecosystems in the world<sup>1</sup>, home to an impressive knowledge-intensive cluster, with 1,500 high tech firms employing around 43,000 people. Oxford and Oxfordshire has a rich set of assets – the University of Oxford is amongst the best in the world, Oxford Brookes University is a top-performing new university, and significant research facilities such as the UK Atomic Energy Authority Culham Centre for Fusion Energy and the Harwell Oxford Science and Innovation Campus in Oxfordshire (site of the national synchrotron facility and ISIS pulsed neutron source).

Taken together, Oxfordshire has a diverse economic base with strengths across a broad base of knowledge-intensive sectors: satellite and data tracking; biomedical engineering; pharmaceuticals and advanced manufacturing, as well as medical software for managing healthcare technology and services.

### The Knowledge Spine



Map provided by kind permission of Oxfordshire County Council

<sup>1</sup> Technology Innovation Ecosystem Benchmarking Study: Key findings from Phase 1, Graham, 2013.

## Why are we doing this?

Despite a wealth of assets in the area, Oxford and Oxfordshire has underperformed, not reaching its full potential when compared with other internationally renowned areas around world-class universities such as Massachusetts Institute of Technology, Stanford or Cambridge.<sup>2</sup>

The recently-published Oxfordshire Innovation Engine report<sup>3</sup> indicated that if Oxford had grown at the same rate as Cambridge between 1997 and 2011, £500m more GVA would have been created in the local economy. The report found that growth in Oxfordshire has been constrained by insufficient public transport and an at-capacity road network, under-developed business networks and lack of critical mass to support growth and investment. In addition, demand for housing and commercial premises has outstripped supply in recent years, leading to a shortage of available property and pricing many employees and businesses out of the market.

City Deal partners are committed to dealing with these issues as a priority in the Strategic Economic Plan and Local Growth Deal bid, and to bring together local resources to make the investment where it is needed to create the right conditions to develop, grow and retain dynamic businesses. City Deal partners see the City Deal as the first phase of achieving Oxford and Oxfordshire's long term ambition for growth which will be set out fully in the forthcoming Strategic Economic Plan.

## The Deal

Oxford and Oxfordshire and the Government have agreed:

- An investment package to deliver an ambitious network of new innovation and incubation centres which will nurture small businesses:
  - The Harwell Innovation Hub: focused on open innovation;
  - The UKAEA Culham Advanced Manufacturing Hub: focused on remote handling technologies;
  - The Oxford BioEscalator: focused on the life sciences sector;
  - The Begbroke Innovation Accelerator: focused on advanced engineering sectors.
  - Invest in Growth Hub to help small and medium enterprises to grow through better business support – with a particular focus on supporting innovation.
- That local partners will invest to accelerate the delivery of 7,500 homes across the county. To support this commitment, Oxford & Oxfordshire will propose an ambitious Local Growth Deal, including a request to lift the Housing Revenue Account debt cap;
- To enable three new transport schemes to support developments at the Enterprise Zone, Northern Gateway and the first phase of the "Science Transit" public transport scheme;
- To deliver over 500 new Apprenticeships for young people;
- To put in place a governance structure that enables Oxford and Oxfordshire local authorities to work together with the Local Enterprise Partnership Board to deliver the City Deal.

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<sup>2</sup> For example, Oxfordshire's GVA per capita has tracked the UK average in recent years despite our latent potential, while Cambridgeshire grew at 2½ times the national rate.

<sup>3</sup> The Oxfordshire Innovation Engine: realising the growth potential (October 2013) available at [http://www.sqw.co.uk/file\\_download/411](http://www.sqw.co.uk/file_download/411)



## Key elements of the deal

### Innovation

Through the City Deal, Oxford and Oxfordshire will maximise the world-class assets in the area and encourage more commercialisation from research. Through the City Deal:

1. A ambitious new network of innovation and incubation centres will be created to drive, business growth, commercialise Intellectual Property and underpin Oxford and Oxfordshire's "innovation ecosystem";
2. The new Oxfordshire Innovation Support Program will strengthen the innovation network and provide direct support to innovation based growth.

### Innovation centres

Through the City Deal Oxford and Oxfordshire have agreed with Government an ambitious programme of investment in a network of four new innovation centres designed to drive business innovation and commercialisation of intellectual property for the benefit of the Oxfordshire economy:

- The **Harwell Innovation Hub** is a facility focused on promoting open innovation based at the Harwell campus, home to "big" science facilities such as the Diamond Synchrotron and the recently relocated European Space Agency and Space Catapult Centre.
- **UKAEA Culham Advanced Manufacturing Hub:** focused on remote handling – which will have applications across a number of different industries where there are extreme environments (nuclear, space, underwater, underground).
- **Oxford BioEscalator:** a new-breed of incubator space designed nurture small spin-off companies in the life science sector with the capacity to grow into mid-sized companies. Situated in the Old Road Campus in Oxford, it will allow co-location with hospital and research facilities and staff (including clinicians, patients and researchers) and sharing equipment that allow "adjacent innovation" to develop at scale. It will also support single teams to manage multiple biotech companies which will significantly reduce management costs ("burn rate")
- **Begbroke Innovation Accelerator:** located at Begbroke Science Park, the project will build on a track record of successful integration of the academic and business communities, and will focus on the advanced engineering sectors of automotive, nuclear materials, advanced materials, robotics, as well as in nano-medicine, pharmaceuticals, motorsport and supercomputing.

### The Oxfordshire Innovation Support Program

City Deal partners will create a tailored business support programme which will bring together a network of existing provision, amplify and enhance existing services to businesses and plug gaps with bespoke programmes in order to promote innovation based growth. The programme will have two parts:

#### 1. Simpler business support

The programme will simplify the support available to local businesses by bringing together on a single website information about the existing support. . The network will have a single brand under the Local Enterprise Partnership and will provide marketing materials and an events calendar that will increase awareness of the national and local service offers that are available.

## 2. Investing in innovative businesses

In addition, City Deal partners have identified a series of bespoke programmes that address gaps in existing provision, are tailored to the specific needs of Oxfordshire businesses and do not duplicate existing services. The programmes represent a substantial new investment in direct business support to help spin-outs and companies at key stages of their development.

- **Business Activation Vouchers** to help early stage businesses access advice and mentoring;
- **Proof of Concept** funds to increase investment to prepare new technologies for more substantial investment;
- **Growth Investment:** scale-up funding to help businesses grow on to the next level; and
- **Innovation Investment Vouchers** to increase use of advanced skills development and increase access to the use of expensive machinery and infrastructure.

The Oxfordshire Innovation Support Programme has been developed by City Deal partners in conjunction with Lancaster University Management School.

To support this programme, the Government will invest £2m which will be matched by £5m from local partners.

## Planning for development

Oxford and Oxfordshire's successful economy, proximity to London and quality of life have ensured that house prices have remained buoyant despite the recent financial crisis. The City Deal should enable further economic growth. However, this success has placed pressure on the local housing market. Oxford and Oxfordshire have overwhelming evidence that the lack of choice and availability of housing and affordable housing is a major barrier to growth. Oxford and other areas in the county are identified as among the least affordable locations in the country, and significantly ahead of London. The universities and businesses in the knowledge economy identify that housing is a significant barrier to the recruitment and retention of staff, including senior management and researchers. More housing is essential for the future of the knowledge economy in Oxford and Oxfordshire.

City Deal partners recognise that a more strategic and ambitious approach towards housing growth is essential to the future of the knowledge economy in Oxford and Oxfordshire, and will ensure that the area continues to be a dynamic place to invest and work.

The City Deal partners' strategy documents, including the recently published Oxfordshire Innovation Engine report<sup>4</sup>, clearly point towards opportunities for housing growth outside the city as well as within Oxford, which will provide residents – and those seeking to live in Oxfordshire - with more and more diverse housing.

The City Deal local planning authorities either have local plans, or are in consultation on local plans, that set the local policies and strategies for local development. They are consistent with national policy and must include robust five year housing supply forecasts to maintain affordability for existing, and new, residents. Alongside these plans, the local planning authorities are developing schedules for levying a Community Infrastructure Levy – and regularly review housing completions against plans. City Deal authorities are currently reviewing policy and practices on building regulations to ensure they do not create unnecessary bureaucracy. In addition, Oxford and Oxfordshire have commissioned an independent Strategic Housing Market Assessment which is due to be published in early 2014, which City Deal partners will review and bring forward housing sites that will meet the needs outlined in the report.

As part of the City Deal, Oxford and Oxfordshire will:

- Accelerate the delivery of 7,500 homes through the combined Oxfordshire Housing Programme by 2018. Over a third (36 per cent) of these will be affordable. This represents 72 percent increase in the number of homes delivered by 2018 against the current forecast and will provide an immediate stimulus to the construction industry, engender confidence in investors and deliver housing for knowledge economy workers;
- Commit to deliver the necessary sites that will meet the housing needs outlined in the Strategic Housing Market Assessment (reporting in early 2014).

The Department for Transport, Network Rail and London and Continental Railways, as part of Great Western Electrification, East-West Rail and the Electric Spine work, will work together to improve and develop Oxford Station, which will have considerable benefit not only as a gateway to the city but also brings the potential to enable considerable development on site and in areas in the near vicinity. Local and national stakeholders, including City Deal partners, have agreed to work together to develop a wider masterplan that focuses on the gains a redeveloped station could enable and the regeneration

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<sup>4</sup> The Oxfordshire Innovation Engine: realising the growth potential (October 2013) available at [http://www.sqw.co.uk/file\\_download/411](http://www.sqw.co.uk/file_download/411)

benefits on adjacent sites. Further details on land assembly and on the allocation of uplift will be agreed as part of Local Growth Deal by summer 2014.

Through the Local Growth Deal, City Deal partners will prioritise measures to address housing affordability across the county and in the city. The Local Growth Deal bid from Oxford and Oxfordshire will include proposals to:

- Deliver a further 1,095 homes on the Oxpens and Blackbird Leys sites within 10 years as part of a 3,000 home programme within the city beginning on site in 2015; and
- Oxford City Council will bring forward the Oxpens site for comprehensive redevelopment by 2015 to include a minimum of 300 residential units, together with office, leisure and other employment uses.

The Government recognises the need for housing growth, and announced its intention to support raising the Housing Revenue Account debt cap by £300m nationally allocated through a competitive bidding process. As a response to the need for economic growth and affordable housing, the Oxford and Oxfordshire partners will have at the heart of its Strategic Economic Plan and Local Growth Fund bid the proposal to raise the Oxford City Housing Revenue Account debt cap by £121m over 10 years. As a first instalment the Growth Fund proposals will include a bid of £30m in 2015/16 and £30m in 2016/17.

### **Simplified planning**

City Deal partners have worked with the Department for Environment, Food and Rural Affairs (Defra), and the relevant agencies in the Defra Network (Environment Agency, Natural England and Forestry Commission) in the development of the City Deal and will in future actively engage with them at an early stage in the design and delivery of the City Deal projects so as to ensure environmental constraints and opportunities are taken into account from the outset. This includes taking account of the green infrastructure strategy being co-funded by Natural England and active engagement during the identification and selection of any new allocations as a result of the Strategic Housing Market Analysis. In addition, Science Vale Oxford (Oxfordshire's Enterprise Zone) enjoys a package of simplified planning measures that are attractive to business and support enterprise. Oxford and Oxfordshire would like to build on these relationships and this experience by developing a package of Simplified Planning measures to enable development in key locations across Oxfordshire to be accelerated. This will include:

- Formalising the early engagement and positive working with the Defra network in strategic planning (including development orders), working together to build resilience to extreme weather events and helping to ensure that growth, where possible leads to the enhancement of important habitats and species. City Deal partners will also take into account the work of Local Nature Partnership and Nature Improvement Areas in growth planning;
- Consideration of Local Development Orders in prioritised development areas such as Harwell; and
- A review of the potential Local Development Orders locations by December 2014.

### **A strategic approach to land**

Oxfordshire's Spatial Planning and Infrastructure Partnership works with the Homes and Communities Agency to identify opportunities in Oxfordshire to maximise value of the local authorities' assets. All the councils have asset management strategies and contribute land to affordable housing where possible. The county council, as the largest landowner, is already working with the Government

Property Unit and has uploaded its assets on to the Government's central civil estate database (e-PIMS).

As part of the City Deal, the Oxford and Oxfordshire local authorities commit to:

- Working with the Government Property Unit and to list their asset on e-PIMS; and
- Sharing expertise and accumulated experience to support project/programme delivery across the county in a cost-effective and lean way.

## Transport to support innovation

City Deal partners are committed to increasing connectivity along the “knowledge spine”, connecting people to jobs, opening up a choice of housing to skilled workers and enabling specific sites. The ambition is to create the conditions that make Oxford and Oxfordshire the location of choice for the world's leading science and technology businesses. A transport system that is fit for purpose is central to creating investor confidence and ensuring residents have a good quality of life. Oxford and Oxfordshire and Government have agreed to invest in critical infrastructure to support the City Deal:

- A package of measures will improve access to the **Science Vale Oxford Enterprise Zone** from the national and local road network. This will increase reliability – and in turn provide the confidence necessary to attract business investment and high skilled employees;
- Schemes to support the regeneration of **Oxford's Northern Gateway** and the A40 approaches to Oxford. The package of measures will relieve congestion and deliver growth at the Northern Gateway development site, including 800 houses, of which 300 are additional to current plans, and up to 8,000 new jobs; and
- City Deal partners have a long-term ambition to transform public transport along the “knowledge spine”; **the Oxford Science Transit** will be a fully integrated public transport system that connects the area's centres of innovation and economic growth with the two universities. It will mean that people using Oxford Science Transit will be able to hop on, and off, high-frequency bus and rail services using “smart” tickets (akin to Oyster cards), planning their journeys using real-time information and updates. The City Deal will enable the first phase of the Science Transit by focusing on the major pinch points in the network: the A34 between Abingdon and south Oxford and the access into Oxford from the A34 along the Oxford Southern Bypass.

### Key arteries: the A34 and A40

Forming part of a wider corridor connecting the Midlands and the South Coast, the A34 through Oxfordshire connects businesses with goods and services, and people with opportunities. The Government acknowledges the importance of this critical transport route for Oxfordshire. City Deal partners have championed improvements to the A34 as demand for movement along this transport corridor can exceed capacity - giving rise to traffic jams and unreliable journey times.

Oxford and Oxfordshire will work in partnership with the Highways Agency to prepare evidence on the Oxfordshire section of the A34, to support potential future investment options for improving journey time reliability as part of the Agency's Route Based Strategy process. The Agency's Solent to Midland Route Based Strategy, which includes the A34, is due to reach its conclusion in March 2015, and its outcomes and recommendations will be considered in determining future investments for the strategic road network.

The A40 is recognised as a key artery for the 'knowledge spine' and essential to the gateway into Oxford. So as part of this deal the City Deal partners and Government will invest a total of £17.8m in highway infrastructure at the A40 Northern Gateway which will deliver improvements to the strategic road corridor and enable the employment and housing development identified at Northern Gateway.

## Developing a locally responsive skills system to support Oxfordshire's growing sectors

To maximise the potential of the area, City Deal partners want to create a locally responsive skills system that will maximise the impact of public investment and drive growth across Oxford and Oxfordshire.

### Supporting uptake of apprenticeships in key sectors

City Deal partners have developed an integrated programme to increase the number of young people taking up Apprenticeships, with a particular focus on courses that will support Oxford and Oxfordshire's growth sectors: advanced engineering and manufacturing; space technology and biosciences. The programme has two elements:

1. Local partners will bring forward increased demand for an additional 525 apprenticeships over three years to drive growth in key sectors of the economy. In return, Government commits to ensuring that funding is made available within the skills system over the three years of City Deal from 2014/15, in line with the level of demand brought forward from employers. Usual Adult Skill Budget funding parameters will apply and this additional capacity will be drawn down when demand outstrips existing local budget capacity. **Subject to affordability and meeting performance and quality thresholds, additional funding will be available to support increases in 19-23 year old Apprenticeships through the growth process.**
2. To support this, Oxfordshire Local Enterprise Partnership will work in partnership with the National Apprenticeship Service and will promote the Apprenticeship Grants for Employers to eligible employers. All eligible learners will commence their Apprenticeships by 31<sup>st</sup> December 2014 in order to qualify, before the programme ends in 2015. In addition, City Deal partners will explore the creation of a locally-funded apprenticeship top-up scheme which will help stimulate further demand for science, technology, engineering and maths Apprenticeships for young people.

Through this Deal, local partners commit to delivering:

- 525 additional Apprenticeships for young people (aged 16-23) over three years from 2014/15; and
- 300 AGE grants targeted at small and medium sized businesses in growth sectors.

### Informing and supporting young people

The City Deal partners will create a new body, provisionally called **Oxfordshire Experience for Work**, which will work closely with the private sector to support young people as they transition into the world of work by supporting them to access relevant, accredited work experience placements which delivers employability skills valued by employers.<sup>5</sup> It will work with the National Careers Service to avoid duplication and align services already delivered locally through the National Careers Service to provide up-to-date Oxfordshire-centric careers advice and guidance based on local labour market information about growth sectors, and will raise awareness amongst young people of science, technology, engineering and maths career choices. It will also broker more strategic links between business and the education sector to encourage more business involvement in schools and colleges, and greater uptake of training such as traineeships and Apprenticeships, in line with the Government's objectives. Oxfordshire Experience for Work will be a brand recognised by young people, the skills provider network and local employers.

Through this Deal, local partners commit to delivering:

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<sup>5</sup> These are outlined by the CBI: positive attitude; self-management; team working; business & customer awareness; problem solving.

- 350 more employers offering accredited work experience opportunities;
- 250 more employers engaging with schools and colleges;
- 150 employers engaging with traineeships; and
- 1,850 more employers with raised awareness of Apprenticeships.



## Leadership and Governance

All of the elements of the Oxford and Oxfordshire City Deal have been designed with input from Oxfordshire Local Enterprise Partnership and key stakeholders. The Deal is underpinned by a commitment to deliver through a collaborative Board and Executive.

The City Deal partners will establish a Joint Committee to act as City Deal Board. The Joint Committee would be established under Section 101 of the Local Government Act 1972, and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012. The Local Authorities will invest powers in the City Deal Board by virtue of representative membership; the Board will comprise 6 local authority and 6 private sector representatives drawn from the wider Local Enterprise Partnership Board membership including the Chairman, university, research institution and private sector business. The City Deal Board will be chaired on a rotational basis by a Local Authority Leader. The City Deal Board (Joint Committee) will ensure that decisions relating to the implementation of this proposal are binding on all parties, thereby bringing confidence to Government and the business community more widely that its ambitions will be delivered. The work of the City Deal Board will be subject to public scrutiny and transparency.

The City Deal Board will be supported by an Executive structure (secretariat), operating under the direction of the Local Enterprise Partnership Chief Executive; it will take forward the growth ambitions identified in the City Deal.

The Board will be supported in its delivery ambition by an "Oxfordshire Growth Board" which will bring together the Local Transport Board, the Spatial Planning & Infrastructure Partnership and economic development professionals through a democratically established/representative membership body led by our local authority partners. The resources of the Executive, by definition, will be available to support each constituent partner to drive forward those projects that support the City Deal ambition and the wider Oxfordshire growth aspirations of the emerging Strategic Economic Plan. The Executive will facilitate co-location and co-ordination of identified staff working on inward investment, economic development, skills and innovation.

Oxfordshire County Council will be designated as the "Accountable Body" for the purposes of the City Deal.

The Partners have signalled their ambition through the City Deal and therefore as they move toward the Strategic Economic Plan and Growth Fund bid, they will review the Local Enterprise Partnership governance and executive arrangement to ensure there is greater clarity and transparency.

The City Deal partnership is committed to delivering the ambition expressed in the City Deal. In addition, the local authorities are already doing much to review and reform the public services they provide in order to deliver more efficient, effective and co-ordinated services across the county. As part of the City Deal, Oxfordshire local authorities agree to take this a step further by working in partnership with the Public Service Transformation Network to spread best practice, learn from other places and to develop a local public service transformation plan.

## Summary of commitments

### Innovation Hubs and Support

Oxford & Oxfordshire commitments	Central Government commitments
<p>To invest the innovation facilities designed to increase the commercialisation of research:</p> <ul style="list-style-type: none"> <li>• Harwell Innovation Hub (£7.1m)</li> <li>• Culham Advanced Manufacturing Hub (£13.4)</li> <li>• BioEscalator (£10m)</li> <li>• Begbroke Innovation Accelerator (£7m)</li> </ul> <p>To invest to create the Oxfordshire Innovation Support Programme (£5m)</p>	<p>To invest the innovation facilities designed to increase the commercialisation of research:</p> <ul style="list-style-type: none"> <li>• Harwell Innovation Hub (£7m)</li> <li>• Culham Advanced Manufacturing Hub (£7.8m)</li> <li>• BioEscalator (£11m)</li> <li>• Begbroke Innovation Accelerator (£4.2m)</li> </ul> <p>To invest to support the Oxfordshire Innovation Support Programme (£2m)</p>

### Planning for development

Oxford & Oxfordshire commitments	Central Government commitments
<ul style="list-style-type: none"> <li>• Accelerate the delivery of 7,500 planned houses by 2018 across Oxfordshire;</li> <li>• Commit to deliver the necessary sites that will meet the housing needs outlined in the Strategic Housing Market Analysis (reporting in early 2014);</li> <li>• Develop simplified planning package – formalising the early engagement and positive working with the Defra network in strategic planning (including development orders), working together to build resilience to extreme weather events and helping to ensure that growth, where possible leads to enhancement of important habits and species. City Deal partners will also take into account the work of Local Nature Partnership and Nature Improvement Areas in growth planning. As part of this, Oxford and Oxfordshire will consider Local Development Orders in prioritised development areas such as Harwell; and review potential locations for Local Development Orders by December 2014;</li> <li>• The district authorities will work with the Government Property Unit and list their assets on e-PIMS by spring 2014;</li> </ul>	<ul style="list-style-type: none"> <li>• The Department for Transport, Network Rail and London and Continental Railways, as part of Great Western Electrification, East-West Rail and the Electric Spine work, will work together to improve and develop Oxford Station. Local and national stakeholders have agreed to work together to develop a wider master plan that focuses on the gains a redeveloped station could enable and the regeneration benefits on adjacent sites. Further details on land assembly and on the allocation of uplift will be agreed as part of Local Growth Deal by Summer 2014;</li> <li>• The Defra network will work with Oxford and Oxfordshire to develop the simplified planning package.</li> </ul>

<ul style="list-style-type: none"> <li>Share expertise and accumulated experience to support project/programme delivery in a cost-effective and lean way across the County.</li> </ul>	
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### Transport for innovation

Oxford & Oxfordshire commitments	Central Government commitments
<p>Drawing together local public sector and private sector contributions to invest in key projects:</p> <ul style="list-style-type: none"> <li>Science Transit - £14.8m</li> <li>Northern Gateway - £10.5m</li> <li>Access to the EZ - £22.7m</li> </ul> <ul style="list-style-type: none"> <li>To work with the Highways Agency to support the delivery of the Route Based Strategy for the A34 (due for completion by March 2015), considering all methods for enhancing the flow of traffic, including “active traffic management.</li> </ul>	<p>Invest in key projects to support the innovation agenda:</p> <ul style="list-style-type: none"> <li>Science Transit - £8.7m</li> <li>Northern Gateway - £7.3m</li> <li>Access to the EZ - £6.1m</li> </ul>

### The locally responsive skills system

Oxford & Oxfordshire commitments	Central Government commitments
<ul style="list-style-type: none"> <li>To support Oxfordshire Experience for Work: £26m of employer match funding support to 2020, representing 17:1 leverage. Oxfordshire Experience for Work will deliver integrated, co-ordinated services for young people to support them during and as they leave school to access appropriate training, further education and employment opportunities. It will also broker links between businesses and the education sector, including accredited work experience, traineeships and Apprenticeships;</li> <li>Develop Oxfordshire Labour Market Intelligence to inform the provision of information, advice and guidance for young people, providers, parents and employers;</li> <li>To work closely with the National Careers Service and schools careers advisers to enable a localised careers offer and ensure that this complements the National Careers Service local offer;</li> <li>Explore the creation of a locally funded top up scheme to support that already on offer through Apprenticeship Grant for Employers. The scheme will help stimulate further demand for science, technology, engineering and maths Apprenticeships in young people. The scheme will be funded by the Local Authorities, Local Enterprise Partnership and aligned with funding</li> </ul>	<ul style="list-style-type: none"> <li>That Government commits to ensuring that funding, within Adult Skills Budget parameters, is made available as needed to meet additional demand within the skills system over the three years of city deal from 2014/15 to support the growth in provision of Apprenticeships (for 16-23 year olds) brought forward by city deal partners: 525 Apprenticeships over three years, at least 325 of which local partners expect to see in areas that will directly support the growth sectors of advanced engineering and manufacturing - automotive/motorsport and composites; space-related technologies; and bio/life sciences and cryogenics;</li> <li>The National Apprenticeship Service commits to working with Oxfordshire Experience for Work to align local activity;</li> <li>The Skills Funding Agency commits to work with the Local Enterprise Partnership to develop a shared approach to strategic skills planning to ensure the relevance, impact and quality of provision meets the needs of businesses;</li> <li>The Skills Funding Agency will make a notional £450,000 ring-fenced allocation of the Apprenticeship Grants for Employers to Oxfordshire Local Enterprise Partnership for</li> </ul>

<p>from Skills Funding Agency and National Careers Service;</p> <ul style="list-style-type: none"> <li>• To develop Oxfordshire experience for work in partnership with the emerging Oxfordshire Innovation Support Programme.</li> </ul>	<p>300 apprenticeships. The Skills Funding Agency will work with Oxford and Oxfordshire to clearly define the employers who are in scope and agree a profile. All eligible learners will commence their Apprenticeships by 31<sup>st</sup> December 2014 in order to qualify, before the programme ends in 2015. The Skills Funding Agency will also monitor and revise the profile to reflect actual demand within the £450,000 ceiling;</p> <ul style="list-style-type: none"> <li>• £1.5m from Department for Business, Innovation and Skills to pump prime the delivery of Oxfordshire Experience for Work across three years from 2014/15.</li> </ul>
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## Oxford & Oxfordshire City Deal Implementation Action Plan

Proposal:	<b>Innovation centres and Oxfordshire Innovation Support Programme</b>	
Summary:	Deliver the network of innovation and incubation centres which will create business growth, commercialise intellectual property and underpin the innovation ecosystem. Implement an Innovation Support Programme which will strengthen the innovation network and provide direct support to innovation based growth.	
Outcome & outputs:	<p>Network of centres: Harwell Innovation Hub ; Culham Advanced Manufacturing Hub; BioEscalator and Begbroke Innovation Accelerator.</p> <p>Targets for the hub over the life of the Oxfordshire Innovation Support Programme are:</p> <ul style="list-style-type: none"> <li>• Additional businesses to be engaged – 837</li> <li>• Jobs created – 207</li> <li>• People trained – 212</li> <li>• Jobs safeguarded – 22</li> <li>• Referrals to national helpline – increase from 30/month to 60/month</li> </ul>	
Milestone	<ul style="list-style-type: none"> <li>• Harwell Innovation Hub: Start on site – April 2014; building completion – April 2015</li> <li>• Culham Advanced Manufacturing Hub – start on site June 2014, completion April 2015</li> <li>• BioEscalator – start on site Jan 2015, completion Jun 2016</li> <li>• Begbroke Innovation Accelerator - start on site Aug 2014, completion Aug 2015</li> <li>• Oxfordshire Innovation Support Programme: “go live” Feb 2014; outcomes achieved – March 2017</li> </ul>	
Key Govt Departments & SRO	BIS	
Resources (City, Govt, private sector, other)	<ul style="list-style-type: none"> <li>• Harwell Innovation Hub: £14.1m comprised of £7m from BIS, £3.1m from STFC JV, and £4m LA borrowing against EZ business rates</li> <li>• Culham Advanced Manufacturing Hub: £21.2m, comprised of £7.8m from BIS, £2m from LA borrowing and £11.4m from the private sector</li> <li>• BioEscalator: £21m, comprised of £11m from BIS, £7m from the private sector and £3m from the University of Oxford</li> <li>• Begbroke Innovation Accelerator: £11.2m, comprised of: £4.2m from BIS and £7m from the University of Oxford</li> <li>• Oxfordshire Innovation Support Programme: £6.1992m, comprised of £1.992m from the Lancaster RGF allocation and £5m from private sector</li> </ul>	
Action:	Owner	Timeline
Agree monitoring requirements with BIS/Lancaster University	O&O	Jan 2014

Draw down funding from Wave 2 Business Support Programme (Lancaster University Regional Growth Fund)	O&O	Jan 2014
Set up the bespoke business support scheme including appropriate links with TSB etc., monitoring processes, commissioning of services and recruitment / training of staff	O&O	Jan 2014
Oxfordshire Innovation Support Programme – “go live”; launch awareness raising activity	O&O	Feb 2014
Business support events begin	O&O	Feb 2014
Work commences on site at Harwell Open Innovation Hub	STFC	Apr 2014
Work commences on site at Begbroke - August 2015	Oxford University	Aug 2015
Work commences on site at Culham – June 2014	Culham Centre for Fusion Energy	April 2015
Work commences on site at BioEscalator – January 2015	Oxford University	Jun 2016
Launch the bespoke support services	O&O	Apr 2014
Critical review of overall progress	O&O	Jun 2014
Monitor outputs and outcomes from coordination and bespoke support service	O&O	Mar 2015-17
Building work on Harwell Open Innovation Hub is completed	STFC	Apr 2015
Lancaster RGF funds are fully defrayed	O&O	March 2015

Proposal:	<b>A locally responsive skills system</b>		
Summary:	Oxfordshire Apprenticeships will increase the number of young people studying Apprenticeships to support the innovation agenda (with a strong focus on science, technology, engineering and maths). Oxfordshire Experience for Work will provide the mechanism through which we will engage, enthuse and encourage additional STEM demand in young people and thus contribute to the delivery of the impacts forecast.		
Outcome & Outputs:	<p>Over the 3 years from 2014/15, the skills element of the Oxford &amp; Oxfordshire City Deal will deliver:</p> <ul style="list-style-type: none"> <li>• 300 AGE grants targeted at SMEs in growth sectors</li> <li>• 350 more employers offering accredited work experience opportunities</li> <li>• 250 more employers engaging with schools and colleges</li> <li>• 500 more employers engaging with traineeships</li> <li>• 1,850 more employers with raised awareness of apprenticeships</li> <li>• 525 additional Apprenticeships for young people (16-23) (75 additional Higher Apprenticeships in STEM subjects, 300 additional Advanced Apprenticeships in STEM subjects and 150 additional Intermediate Apprenticeships)</li> </ul>		
Milestone	<ul style="list-style-type: none"> <li>• Oxfordshire Experience for Work launched in April 2014</li> <li>• 300 additional Apprenticeship Grants for Employers drawn down by December 2014 (subject to demand)</li> <li>• 525 additional Apprenticeships by March 2017 (subject to demand)</li> </ul>		
Key Govt Departments & SRO	Department for Business, Innovation and Skills (BIS); Skills Funding Agency (SFA) and National Apprenticeships Service (NAS)		
Resources (City, Govt, private Sector, other)	<ul style="list-style-type: none"> <li>• BIS / SFA guarantee of funding for 525 additional apprenticeships subject to demand;</li> <li>• £450,000 Skills Funding Agency/National Apprenticeship Service funding for 300 Apprenticeship Grants for Employers;</li> <li>• Oxfordshire Experience for Work: £2m private sector funding; £22m in private sector in kind support; £1.5m funding from BIS.</li> </ul>		
Action:	Owner	Timeline	
Agree Apprenticeship Grant for Employers profile from start to December 2014 in line with notational ring-fenced allocation of £450,000 AGE.	O&O, SFA	Jan 2014	
Agree baseline indicative profile for 525 additional Apprenticeships over three years with Skills Funding Agency	O&O,BIS, SFA	Jan 2014	
Agree expenditure profile for BIS funding to support Oxfordshire Experience for Work	O&O, BIS	Jan 2014	
Design Apprenticeships top-up scheme to support uptake in science, technology, engineering and maths sectors Apprenticeships awareness campaign.	O&O	Jan-Apr 2014	
Local labour market intelligence service launched	O&O	Apr 2014	
Development of Oxfordshire labour market intelligence framework.	O&O	Apr 2014	
“State of Play” – employer engagement with schools report published	O&O	May 2014	
Launch AGE Grant Scheme / Top-up	O&O (SFA, NAS)	May 2014	
Launch Oxfordshire Experience for Work (having worked with local partners, the National Careers Service and National Apprenticeships Service to develop offer)	O&O (NCS, NAS)	Sep 2014	
Higher level Apprenticeship support programme launched (supported by European Structural Investment Funding)	O&O	Sep 2014	

Launch employer consortia, focusing on sectors with labour shortages or significant growth projections	O&O	Sep 2014
Oxfordshire conference on information, advice, guidance and work experience	O&O	Oct 2014
Toolkit of "career pathways into..." launched and distributed across the network	O&O	Dec 2014
All eligible starts for the Apprenticeship Grant for Employers to have taken place before 31 <sup>st</sup> December 2014 to qualify	O&O, BIS,NAS	Dec 2014
Annual review of Oxfordshire Experience for Work	O&O	Mar 2015



Proposal:	<b>Planning for development</b>	
Summary:	A package of measures to take a more strategic and ambitious approach towards housing growth will ensure that the area continues to be a dynamic place to invest and work.	
Outcome & Outputs:	Accelerate the delivery of 7,500 planned houses Simplified planning package for key locations	
Milestone	Strategic Housing Market Analysis published January 2014 District Councils agree the housing allocation	
Key Govt Departments & SRO	Department for Communities and Local Government (DCLG), Department for Transport (DfT) and Department for the Environment, Food and Rural Affairs (Defra)	
Resources (City, Govt, private sector, other)		
Action:	Owner	Timeline
The district authorities will work with the Government Property Unit and list their assets on e-PIMS by spring 2014	O&O local authorities	Apr 2014
City Deal partners will commit the necessary sites that will meet the housing needs outlined in the Strategic Housing Market Analysis	O&O local authorities	
Development of virtual team comprised of Oxford and Oxfordshire authorities to share expertise and accumulated experience to support project/programme delivery in a cost-effective and lean way across the County	O&O local authorities	Apr 2014
Develop simplified planning package – formalising the early engagement and positive working with the Defra network in strategic planning, considering Local Development Orders (LDOs) in prioritised development areas such as Harwell; and review potential locations for LDOs by December 2014	O&O, Defra	Spring – Dec 2014
Acceleration of housing delivery – 7,500 planned houses will have been completed across Oxfordshire	O&O local authorities	Dec 2018

Proposal:	<b>Transport – development of a branded Science Transit and knowledge spine</b>		
Summary:	Increased connectivity along the knowledge spine, providing access to innovation hubs, and linking jobs with houses		
Outcome & outputs:	<ul style="list-style-type: none"> <li>• Branded Science Transit, with improved ticketing</li> <li>• New Link Road connecting A40 and A44, enabling development of jobs and houses in Northern Gateway site</li> <li>• Link road connecting houses in Didcot with Harwell Oxford Science campus</li> <li>• Improvements to junctions and access road at Harwell Oxford Science campus</li> </ul>		
Milestone	<ul style="list-style-type: none"> <li>• Cutteslowe Roundabout modifications delivered (Jan 2016)</li> <li>• Science Transit phase 1 delivered (April 2016)</li> <li>• Wolvercote Roundabout modifications delivered (Jan 2017)</li> <li>• Access to Enterprise Zone delivered (March 2017)</li> <li>• A40/44 link road plans delivered (Jan 2019)</li> </ul>		
Key Govt Departments & SRO	DfT		
Resources (City, Govt, private sector, other)	<ul style="list-style-type: none"> <li>• Science Transit - £23.5m of which £8.7m from DfT and £10.8m from private sector and £4m from local authority borrowing against Enterprise Zone business rates</li> <li>• Northern Gateway - £17.8m of which £7.3m from DfT and £4.5m from private sector and £6m from local authority borrowing against Enterprise Zone business rates</li> <li>• Access to the Enterprise Zone - £28.8m of which £6.1m from DfT and £22.7m public sector local infrastructure fund repaid by Enterprise Zone business rates</li> </ul>		
Action:	Owner	Timeline	
Detailed design of Access to Enterprise Zone	O&O	Jan 2014 – Jan 2015	
Detailed design of Science Transit phase 1	O&O	Oct 2013-Apr 2014	
Detailed design of Cutteslowe Roundabout	O&O	Apr - Dec 2014	
Detailed design of Wolvercote Roundabout	O&O	Apr 2014 – Dec 2015	
Detailed design of A40/A44 Link Road	O&O	Apr 2014 – Oct 2016	
Scheme delivery of Access to EZ	O&O	Apr 2014 – Mar	

		2017
Scheme delivery of Science Transit phase 1	O&O	May 2014 – Apr 2016
Scheme delivery of Cutteslowe Roundabout	O&O	Jan 2015 – Jan 2016
Scheme delivery of Wolvercote Roundabout	O&O	Jan 2016 – Jan 2017
Scheme delivery of A40/44 link road	O&O	Nov 2016 - Jan 2019

Proposal:	<b>Oxford &amp; Oxfordshire Governance structure</b>	
Summary:	We will establish a City Deal Board (Joint Committee). The City Deal Board will meet at least quarterly and will have a dedicated Executive support function (secretariat) under the direction of the LEP Chief Executive. It will have responsibility for all aspects of the City Deal.	
Outcome & Outputs:	The body will take the form of a Joint Committee of the six authorities and six private sector representatives drawn from the wider LEP Board membership including the chairman university, research institution and private sector business. The City Deal Board will be chaired by on a rotational basis by a Local Authority Leader; established under the Local Government Act 1972 and Local Authorities regulations 2012. It will cement joint-working arrangements across the area and fully align it with the Local Enterprise Partnership Board.	
Milestone	Approval of the City Deal Board ToR “go live” – January 2014 Approval of the City Deal Board Executive “go live” – March 2014 First meeting of City Deal Board March 2014	
Key Govt Departments & SRO	CO, BIS CLG	
Resources (City, Govt, private sector, other)	There are no costs associated with establishing joint governance arrangements for the management of the City Deal initiative from Government but there will be commitment from local partners to supporting the operational costs of the Executive Team providing the secretariat support.	
Action:	Owner	Timeline
City Deal Board (Joint Committee) terms of reference agreed	LAs and LEP	Jan 2014
Each authority to sign off the proposed joint committee approach at Cabinet/ Policy Committee at the next available meeting	LAs	Jan 2014
Establish an Executive Team (secretariat) under the direction of the LEP Chief Executive supporting the City Deal Board	LAs and LEP	Mar 2014
This City Deal Board (Joint Committee) will be established under the Local Government Act 1972, and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.	O&O LAs	Mar 2014
Oxfordshire local authorities will work in partnership with the Public Service Transformation Network to spread best practice, learn from other places and to develop a local public service transformation plan.	LAs and LEP, CO	Dec 2014

## Glossary:

BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
CPU	Cities Policy Unit, Cabinet Office
DCLG	Department for Communities and Local Government
Defra	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
FE	Further Education
GVA	Gross Value Added

HMT	Her Majesty's Treasury
LA	Local Authority
LEP	Local Enterprise Partnership
NAS	National Apprenticeship Service
NCS	National Careers Service
O&O	Oxford and Oxfordshire City Deal partners
SFA	Skills Funding Agency
STFC	Science and Technology Funding Council
SME	Small and Medium Enterprise

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## Cherwell District Council

### Executive

3 March 2014

<p><b>Performance Report 2013-2014</b> <b>Quarter Three</b></p>
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### Report of Head of Transformation

This report is public

#### Purpose of report

This report covers the Council's performance for the period 01 October 2013 – 31 December 2013 as measured through the Performance Management Framework.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the many achievements referred to in paragraph 3.1.
- 1.2 To identify any performance related matters for review or consideration in future reports identified in paragraph 3.2.
- 1.3 To note progress on issues raised in the Quarter two performance report highlighted in paragraph 3.3.

#### 2.0 Introduction

- 2.1 This is a report of the Council's performance in the third quarter of 2013/14 measured through the performance management framework. The report covers key areas of performance, these are: performance against the Council's 19 public pledges and 2013/14 business plan.
- 2.2 The report also contains performance information around the Corporate Equalities Plan and the Major Programmes.
- 2.3 To measure performance we use a 'traffic light' system where Green\* is exceeding the target, Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators with commentary is presented in the appendices to this report. As part of the 2013/14 business planning process all

targets have been reviewed focussing on key priorities, where targets don't directly contribute they are no longer reported on.

- 2.4 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.
- 2.5 The Executive is asked to note the significant progress made in delivering the Council's four strategic objectives.

### **3.0 Report Details**

- 3.1 Particular highlights against the corporate priorities include

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

- Support vulnerable residents, focussing on homelessness prevention & housing advice is reporting as Green\*. We have maintained good performance in delivering homeless prevention focused services. In this quarter the Housing Needs Team opened 233 prevention cases, of these, 101 only required advice, 11 did become homeless and 116 were prevented from becoming homeless through casework intervention. In the period a total of 31 homeless applications were taken and 10 full duties accepted. This represents only 13% of those approaching the Housing Needs Team stating they are in housing crisis.
- Number of households living in temporary accommodation is reporting as Green\*. At the end of December 13 there were 28 Households in Temporary Accommodation, the number has gone down mainly as a result of being able to successfully discharge our duties and enable applicants to move on to secure settled accommodation, whilst keeping the numbers of those presenting for homeless duties low due to the continued focus on homeless prevention.
- Processing of major applications within 13 weeks (%) is reporting as Green\*. The improvement measures have resulted in a sustained increase in performance this year to date. Quarter 3 performance of 80% represents a significant improvement on historic performance.
- Processing of minor applications within 8 weeks is reporting as Green. Performance this quarter has continued to show improvement, following the action taken during the previous quarter improved. As anticipated, the backlog in registration took some time to take effect, but the improvement is now expected to be maintained. This reported as Amber last quarter.
- Average time taken to process new Housing Benefit Claims (days) is reporting as Green. A further improvement reflecting the fact that the backlog from summer has been cleared. Performance year to date: 16.74. This reported as Amber last quarter.



- Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments is reporting as Green. The issues reported in the last quarter have now largely been resolved. A new conservation officer has been recruited, who is proving to be a real asset to the team. The level of pre application advice and planning and listed building applications being managed by the team is very high at the moment, which has led to some of the strategic, longer term projects taking longer than initially planned. Conservation Area Appraisals are on target and there are four appraisals and management plans which are very close to being published and should be signed off in the next month. This reported as Amber last quarter.
- % houses developed on previously developed land is reporting as Green\*. 34 of the 74 houses completed in Quarter 3 were on previously developed land. This brings the number to 103 out of 275 year to date. This reported as Red last quarter.

### **A Cleaner Greener Cherwell**

- Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills is reporting as Green. Work to engage with the Cherwell public included :- reprinting and distributing the leaflet on how to reduce energy wastage at home and save money; roadshows to engage with residents directly as part of the Christmas lights events in Kidlington, Banbury and Bicester; funding application for heat district network (DECC) to explore the feasibility of using the heat from the energy generated from waste at the Ardley plan; setting up a working group for solar community pv scheme by approaching businesses in Bicester to have solar panels installed and to use the feed in tariff for further retrofit /energy saving work with Bicester residents.
- Work with partners to progress the delivery of the Masterplan for Bicester is reporting as Green. The Masterplan is making considerable progress and is on track for the initial presentation of the plan to CDC for end Quarter 1, 2014/15. There remain some issue such as traffic modelling that are yet to be completed and could impact on timescales for completion of the masterplan.

### **A Safe, Healthy and Thriving District**

- Number of risk based food premises inspections completed is reporting as Amber. The team remain on target to finish at 100% despite lower than anticipated figures for Quarter 3. This was due in part to a number of food poisoning outbreaks and food alerts from the Foods Standard Agency Year to date performance 458 against target of 436. This had reported as Red last quarter.
- % nuisance cases responded to within the prescribed period (a maximum of 48 hours) is reporting as Green. During the quarter 250 service requests were responded to within the time frame out of 251 received

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

- Improve levels of satisfaction with and access to information provided by the Council is reporting as Green. Engagement via social media continues to increase with Facebook likes up almost 1.5k on the last quarter to 2223. Twitter followers have also increased to 4173. Additional services have been made available online and URL's are being changed to ensure they are 'friendly' and more customer focussed.
- Deliver a council tax increase in 2014/15 which is below inflation is reporting as Green. The Council tax increase will be set in February but will be below inflation at 0%

3.2 The performance management framework allows Councillors to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory, risks to performance are identified or new issues arise. The report also contains direction of travel to highlight areas prior to them becoming an issue. There are a number of such items identified in this report and we recommend responsible officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

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

- Deliver 500 new homes including through planned major housing projects is reporting as Red. House building in the district has been slow due to the recent market conditions therefore it is possible that the end of year target would not be met. However the Council had released a number of large strategic sites in 2013 which have either received planning permission or resolution to approve, with a view to improving delivery. These sites include: Land east and west of Southam Road, North of Hanwell Fields and West of Bretch Hill. Work has also commenced on the Bankside site at Banbury, and other sites in the rural areas such as Arncott and Milcombe are well underway.

### **A Cleaner, Greener District**

- Tonnage of waste sent to landfill is reporting as Amber. The amount of residual waste sent to landfill is above target. Total waste sent to landfill this year to-date is 19,326 tonnes against a target of 17,700. At the same time last year 18,304 tonnes had been sent to landfill. The Environment Agency introduced changes last year which requires street sweepings to be landfilled whereas previously they were recycled. Discussions are being held with Oxfordshire County Council to seek alternative arrangements for these to be recycled. Note: December figures are provisional.
- Number of flytips is reporting as Amber. There has been a small rise in flytipping following a small fall last year. Comparable year to date figure for 2011/12 was 272. This was reporting as Red last quarter.

### **A Safe, Healthy & Thriving District.**

- Reduce domestic burglary incidents reported by 2% (per 1000 Popn.) is reporting as Red. December tends to be the turning point in all crime and therefore a reduction in burglary is anticipated during next quarter.

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

- Car parking revenue (Cash machines & Ringgo) is reporting as Red. Quarter 3 saw a further reduction in car park income. This is in the main due to income reduction from operating a reduced number of car parks in Bicester and the opening of Sainsbury's, a greater impact than was initially projected.
- Sickness absence - Average days sickness absence per FTE – we are unable to report this quarter due to changes in the Payroll system and not being able to run reports at this time. We will report on Quarter 3 and Quarter 4 together.

3.3 Matters raised in the last Quarter's performance report with a progress update in Quarter three. The RAGG\* is included below with an indication of whether the issue has been rectified or is on-going.

The Table below illustrates progress against the last quarter's performance.

<b>Issues raised in the Quarter 2 Report</b>	<b>Progress update</b>
Planning appeals allowed against refusal decision	This is reporting as Red for this quarter. This is the third quarter this measure has been reporting as Red. The performance measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. There is no evidence of poor performance, though this continues to be carefully monitored. The Council has faced disappointing appeal decisions in respect of proposals for major developments. The absence of a demonstrated five year housing land supply has been given significant weight by inspectors in allowing the appeals outweighing the harm identified. If these decisions were removed from the figures the number of appeals dismissed would be close to target.
Percentage of Council Tax collected (cumulative)	This is reporting Amber for this quarter; this is the third quarter this measure has been reporting as Amber. Performance has been maintained for Quarter three.

## 4.0 Conclusion and Reasons for Recommendations

4.1 In this report we show that at the third quarter of 2013/14 the Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities.

The report highlights a small number of areas which the Council needs to keep under review to ensure targets are met. It also demonstrates the Council's proactive performance management of issues raised and the role of Overview and Scrutiny in supporting performance review.

4.2 Paragraphs 3 – 3.2 provide a summary of the Council's performance against its comprehensive performance and risk framework. The detailed performance indicators and commentary against each of these are contained within appendices 1 to 4.

The tables below provide a summary against the pledges and business plan.

### 4.3 Table - Performance Pledges Summary

The table below outlines the 19 pledges which were included in the 2013/14 Council Tax Leaflet and sent to every household in Cherwell. Of these the performance so far is; 0 Green\*, 16 Green, 3 Amber and 0 Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

Full details can be reviewed within Appendix 1

Performance Framework	Performance Red, Amber, Green, Green*				Total
	Red	Amber	Green	Green*	
Corporate Plan: Pledges	0	3	16	0	19
<b>TOTALS</b>	<b>0</b>	<b>3</b>	<b>16</b>	<b>0</b>	<b>19</b>

### 4.4 Table - Performance Business Plan Summary – Appendix 2

Performance Framework	Performance Red, Amber, Green, Green*				Total
	Red	Amber	Green	Green*	
Business Plan : Excluding Pledges	5	9	51	4	69
Corporate Equalities Plan	0	0	14	0	14
Major Programmes	0	2	3	0	5
<b>TOTALS</b>	<b>5</b>	<b>11</b>	<b>68</b>	<b>4</b>	<b>88</b>

#### **4.5 Major Programmes**

The 'major programmes' template is attached as Appendix 4. This new template reflects the Council's ambitious improvement programme around place based regeneration and development and service transformation to deliver improvement and efficiency.

It should also be noted that the template covers both Cherwell and South Northamptonshire programmes, reflecting the shared nature of the agenda. There is one area reporting as Amber relating to Cherwell detailed in Appendix 4.

ICT Shared Services - The ICT Shared Services programme is reporting as Amber which is the same as the last quarter. The Project Board began regular meetings again from November 14 2013 and will review the original business case from 2010 against current circumstances - including the scope change proposal to extend harmonisation across a third Council - and the outline plans for this third stage. Risks around capacity have increased slightly since the last report. There are two events causing this increase: the amount of work generated through "business as usual" helpdesk calls have grown (linked to the recent loss of two experienced helpdesk staff and their vacancies being covered by more junior/less experienced staff) and the imminent loss of the Information Systems Manager.

Service Transformation – is reporting as Amber for this quarter. The HR Shared Service is in the final stages of recruitment,(2 posts are currently unfilled on a permanent basis but are being covered temporarily, pending the recruitment process) but has nevertheless shown very positive signs of embedding well so far, and is being received well by managers, employees and the trade unions across both councils. Plans to bring business cases forward in January for Community Services and Benefit Fraud are on track. Plans for a three way ICT service and a two way Legal Service have been deferred pending the implementation of a new 3 way joint working group, and both are unlikely to be considered before January, causing a delay against the planned schedule, leading to the current assessment of this project as off-track, until we have a new schedule agreed.

#### **4.6 Corporate Equalities Plan**

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

During the last year there have been a number of changes to the legislation and the Council's plans and policies reflect this. As legislation changes Cherwell District Council equalities policies are reviewed. Details in Appendix 3.

#### **4.7 Partnerships**

The corporate partnerships programme is reported twice a year, this will be reported again in Quarter 4.

## 4.8 Recommendations

This report presents the Council's performance against its corporate scorecard for the third quarter of 2013/14. It includes an overview of successes, areas for improvement and emerging issues to be considered.

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

1. To note the many achievements referred to in paragraph 3.1
2. To identify any performance related matters for review or consideration in future reports identified in paragraph 3.2
3. To note progress on issues raised in the Quarter two performance report highlighted in paragraph 3.3

## 5.0 Consultation

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

As part of the process of performance review Overview and Scrutiny Committee have reviewed the performance information for this quarter.

## 6.0 Alternative Options and Reasons for Rejection

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

Option 1: To note the report

Option 2: To request additional information on items and/or add to the work programme for review and/or refer to Overview and Scrutiny.

## 7.0 Implications

### Financial and Resource Implications

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

Comments checked by:

Kelly Wheeler, Service Accountant,

01327 322224, Kelly.wheeler@cherwellandsouthnorthants.gov.uk

## **Legal Implications**

7.2 There are no legal issues arising from this report.

Comments checked by:

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

## **Risk Implications**

7.3 The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Risk Register and reported quarterly to the Audit Committee.

Comments checked by:

Ros Holloway Performance Information Officer  
01295 221758, Ros.Holloway@cherwellandsouthnorthants.gov.uk

## **Data Quality**

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

Comments checked by:

Ros Holloway Performance Information Officer  
01295 221758, Ros.Holloway@cherwellandsouthnorthants.gov.uk

## **8.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** Error! Bookmark not defined.**No**

**Community Impact Threshold Met:** **No**

### **Wards Affected**

All

### **Links to Corporate Plan and Policy Framework**

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

## Lead Councillor

Councillor Nicholas Turner  
Lead Member for Performance and Customers

## Document Information

Appendix No	Title
1	Appendix 1 Business Plan
2	Appendix 2 Corporate Equalities
3	Appendix 3 Programme Management
Background Papers	
None	
Report Author	Louise Tustian, Senior Performance and Improvement Officer
Contact Information	01295 221786 Louise.tustian2@cherwellandsouthnorthants.gov.uk



**Cherwell District Council Business Plan : 2013/2014**  
**A District of Opportunity - Quarter 3 (December 2013)**

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
Work with partners to tackle disadvantage in the District					
CBP1 1.1	Support vulnerable residents through focussing on homelessness prevention and housing advice at current levels of performance	G	G*	↑	We have maintained good performance in delivering homeless prevention focused services. In this quarter the Housing Needs Team opened 233 prevention cases, of these, 101 only required advice, 11 did become homeless and 116 were prevented from becoming homeless through casework intervention. In the period a total of 31 homeless applications were taken and 10 full duties accepted. This represents only 13% of those approaching the Housing Needs Team stating they are in housing crisis.
CBP1 1.1a	Number of households living in temporary accommodation	G Actual 37 Target 41	G* Actual 28 Target 41	↑	At the end of December 13 there were 28 Households in Temporary Accommodation, the number has gone down mainly as a result of being able to successfully discharge our duties and enable applicants to move on to secure settled accommodation, whilst keeping the numbers of those presenting for homeless duties low due to the continued focus on homeless prevention
CBP1 1.1b	Housing advice: repeat homelessness cases	G Actual 0 Target 1	G Actual 0 Target 1	⇒	We continue to have no households present for homeless duties who have previously been accepted as homeless within the last 2 years.
CBP1 1.1c	Average time taken to process Housing Benefit new claims and change events (days)	G Actual 6.91 Target 11	G Actual 7.65 Target 11	↓	Some further slippage compared to the previous quarters as the backlog that built up during summer was cleared. However, performance remains well within target and not a cause for concern. Year to date performance: 6.33
CBP4 3.3c	Average time taken to process new Housing Benefit Claims (days)	A Actual 18.39 Target 18.00	G Actual 16.95 Target 18.00	↑	A further improvement reflecting the fact that the backlog from summer has been cleared. Performance year to date: 16.74
CBP4 3.3d	Average time taken to process change in circumstances (days)	G Actual 5.83 Target 11.00	G Actual 6.46 Target 11.00	↑	Performance remains well within target with good year to date performance of 5.45

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
CBP1 1.2a	Provide Job Club Services across the District	G	G	⇒	<p>15 CDC co-ordinated Job Clubs were held during Quarter 3: 6 in Banbury ( 70* people helped); 6 in Bicester ( 92 people helped) and 2 in Kidlington ( 9 people helped)</p> <ul style="list-style-type: none"> <li>• A Job Club Review meeting with partners, led by CDC and chaired by Sir Tony Baldry MP, was held on 4 Oct. This established priority actions needed, included focus upon the over 50 year old cohort (those unemployed for over 6 months) and plans for Job Fairs to support businesses recruiting locally in 2014, matching them with our Job Club clients.</li> <li>• A workshop with 10 long-term unemployed people was commissioned by CDC to establish more specifically what help is needed. This proved valuable in developing a proposal for funding through the Brighter Futures in Banbury programme.</li> <li>• Venues for Job Clubs have changed to increase their visibility and combine with partners. In Banbury, the venue is now the Town Hall. In Bicester, discussions have been held with the Food Bank, voluntary services and Sainsbury's to consider co-location at a unit in Crown Walk (the business case is being prepared).</li> <li>• On 20 Nov, a Brighter Futures Partnership Day was held at Prodrive with an aim of engaging businesses with partners involve in the regeneration programme in Banbury. This proved to be a successful way for partners to understand the needs of employers in relation to workforce skills required and the opportunities that exist in the town to work with world-class employers.</li> </ul>
CBP1 1.4	Deliver the Brighter Futures in Banbury programme	G	G	⇒	<p>Theme priorities established for the year. Additional multi agency projects funded for 2013-14. Successful November engagement event undertaken. Municipal Journal and IESE Working together award submissions made.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
Balance economic development and housing growth					
CBP1 2.1	Deliver 500 new homes including through planned major housing projects.	A Actual : 80 Target : 85	R Actual 74 Target 140	⇩	House building in the district has been slow due to the recent market conditions therefore it is possible that the end of year target may not be met. However the Council had released a number of large strategic sites in 2013 which have either received planning permission or resolution to approve, with a view to improving delivery. These sites include: Land east and west of Southam Road, North of Hanwell Fields and West of Bretch Hill. Work has also commenced on the Bankside site at Banbury, and other sites in the rural areas such as Arncott and Milcombe are well underway. So far this year to date 275 homes have been delivered against the year to date target of 350.
CBP1 2.3	Promote local economic growth through business advice, support, inward investment and the Local Enterprise Partnerships (LEPs)	G	G	⇨	<p><u>Enterprise Support</u></p> <ul style="list-style-type: none"> <li>- 21 residents were provided with business start-up advice through the Oxfordshire Business Enterprises (OBE) service hosted by CDC</li> </ul> <p><u>Business Development &amp; Investment</u></p> <ul style="list-style-type: none"> <li>- 18 detailed business enquiries were handled, including 7 which could provide valuable investment in sites, premises and jobs in Cherwell.</li> <li>- The Cherwell M40 Investment Partnership met with local businesses and agencies involved in promoting local development to share intelligence and identify mutual aims.</li> <li>- Inward investment enquiries from overseas were handled locally in partnership with UK Trade &amp; Investment's service.</li> <li>-Details provided of Cherwell businesses, interested in exporting, to ensure they were invited to the launch of the Oxon International Business Club on 31 Oct. Support provided to the emerging Oxon Green Business Network - based in Bicester – to develop awareness of opportunities of energy efficiency and environmental technologies amongst local enterprises.</li> <li>- The annual 'Banbury in Business' conference and exhibition was held on 11 Oct. It attracted around 70 people and local press publicity raised the profile of Banbury and Cherwell's economic opportunities.</li> </ul> <p><u>Town Centre Initiatives</u></p> <p>Continue to work with parish/town councils and business groups. The aim is to maximise the use of £100,000 granted by Government to promote economic prosperity through 'town centre initiatives'. Implementation of projects is underway, with the majority expected to be completed by March 2014.</p> <p><u>Local Enterprise Partnerships</u></p> <p>Contributed to LEP bids being prepared for the Strategic Local Plans to inform, for example, EU funding for 2014-2020.</p> <ul style="list-style-type: none"> <li>- CDC has contributed to the development of sector profiles: for example ensuring that Cherwell's performance engineering, logistics and food and drink businesses are reflected in LEP work, developing broadband infrastructure across the whole district and ensuring that business leaders/ambassadors based in Cherwell are informed and involved in opportunities arising from both LEPs.</li> </ul>
CBP1 2.3a	Contribute to creation/safeguarding of 200 jobs	G* Actual 260 Target 160	G Actual 10 (estimated) Target 8	⇩	Quarter 2 figures have been revised following final confirmation of total jobs created at Sainsburys. Quarter 3 figures are provisional at this stage but no concerns as year to date figures 296 against the 193

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
CBP1 2.4	Facilitate on-going development of Cherwell Community Land Trust (CLT)	G	G	⇒	Development of the Community Land Trust is ongoing to include Registered Provider application, applications to secure investment and Board Development.
Develop a robust and locally determined planning framework					
CBP1 3.2	Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	G	G	⇒	Infrastructure Plan will accompany submission of local plan in January 2014. The Community Infrastructure Levy (CIL) is not being introduced until 2015 - preparation for the CIL will follow Local Plan.
CBP1 3.3	Secure implementation of new policy for Developer contributions	A	A	⇒	The status of the Planning Obligations Supplementary Planning Document (July 2011) is still draft. It is still being used for early negotiations between the Council and developers. The Local Plan work will be used to finalise the Planning Obligations Supplementary Planning Document which is not yet complete.
CBP1 3.4	Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	A	G	↑	The issues reported in the last quarter have now largely been resolved. A new conservation officer has been recruited, who is proving to be a real asset to the team. The level of pre application advice and planning and listed building applications being managed by the team is very high at the moment, which has led to some of the strategic, longer term projects taking longer than initially planned. Conservation Area Appraisals are on target and there are four appraisals and management plans which are very close to being published and should be signed off in the next month.
CBP1 3.4a	Percentage of Conservation Areas with published Management Plans	G Actual 65% Target 62.71%	G Actual 65% Target 64.41%	↑	% with Appraisal - 85% (49) (There are four conservation areas that should be formally adopted in January and February this will bring the percentage to 88%) % with a Management Plan - 65% (39) (this will be 72% when we sign off Cropredy, South Newington, North Newington and Steeple Aston in January / February) We have been progressing with the schedule of Conservation Area Appraisals. Four conservation area appraisals are now very close to being signed off. There has been some rework to Cropredy and North Newington and the consultation period for South Newington and Steeple Aston is now over and these will be published shortly. The team are mentoring the new conservation officer to support the research and writing for North Aston Conservation Area Appraisal.

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
CBP1 3.4b	Prepare design guidance for major developments	A	A	⇒	<p>While advice is being given on the majority of strategic sites, the advice is not as timely as it should be due to the pressure of workload. Also, while it is useful to provide advice on other major sites, this is not always possible due to other commitments and a number of sites are being brought forward without design input from CDC. In this period there are a large number of strategic sites coming forward, all at various phases. There is one officer overseeing design advice, who is also responsible for managing the Design and Conservation Team, which takes up a proportion of her time. To address this situation we are intending to recruit an assistant design officer on a temporary contract.</p> <p>Significant input to the following schemes has taken place during the last quarter            Bicester 1 - NW Bicester - Masterplanning work is continuing            Bicester 3 - SW Bicester - Negotiations on Phase 2 proposals. Reserved matters applications for Phase 1 continue to come forward.            Bicester 8 - RAF Bicester - working with the new owners of Bicester Heritage to bring forward a heritage led enterprise            Banbury 4 - Bankside - The reserved matters application for the first phase of development has had significant input at a pre app and a post app stage. A number of design changes have been secured, including an improved landscape and public realm approach, better house types and built form.            Banbury 5 - North of Hanwell Fields - design codes are being developed. These still require a significant amount of work before they can be submitted.            Banbury 9 - Spiceball - The team have provided extensive input to shape the proposals, particularly focused on the character of the canal area, connections across to Spiceball Leisure Centre and the architectural form and vocabulary for the scheme. The application is expected to be presented to Planning Committee in February 2014.            Upper Heyford - Substantial input has been given to Upper Heyford and this project has received a greater proportion of the design input than any other.            Four Reserved Matters applications for the initial phases are currently being reviewed / negotiated, three of which are now close to being acceptable after a number of months negotiation.</p>
CBP1 3.5	Processing of major applications within 13 weeks	G* Actual 76.47% Target 50.00%  (YTD: 72.73%)	G* Actual 80.00% Target 50.00%  (YTD: 75.00%)	↑	The improvement measures have resulted in a sustained increase in performance this year to date . Quarter 3 performance of 80% represents a significant improvement on historic performance.

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
CBP1 3.5a	Processing of minor applications within 8 weeks	A Actual 58.77% Target 65.00%  (YTD : 55.72%)	G Actual 70.30% Target 65.00%  (YTD : 60.60%)	↑	Performance this quarter has continued to show improvement, following the action taken during the previous quarter improved. As anticipated, the backlog in registration took some time to take effect, but the improvement is now expected to be maintained.
CBP1 3.5b	Processing of other applications within 8 weeks	A Actual 74.6% Target 80.00%  (YTD: 75.51%)	G Actual 85.36% Target 80.00%  (YTD : 78.69%)	↑	As for minor applications, performance this quarter has continued to show improvement, following the action taken during the previous quarter. As anticipated, the backlog in registration took some time to take effect, but the improvement is now expected to be maintained.
CBP1 3.5c	Planning appeals allowed against refusal decision	R Actual 53.85% Target 30.00%  (YTD: 50%)	R Actual 40.00% Target 30.00%  (YTD: 45.16%)	↑	The performance measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. There is no evidence of poor performance, though this continues to be carefully monitored. The Council has faced disappointing appeal decisions in respect of proposals for major developments. The absence of a demonstrated five year housing land supply has been given significant weight by inspectors in allowing the appeals outweighing the harm identified. If these decisions were removed from the figures the number of appeals dismissed would be close to target.
CBP1 3.5d	Supply of ready to develop housing sites Annual Return	Annual return	Annual return	n/a	Due to report Quarter 4
CBP1 3.5e	Previously developed land that has been vacant or derelict for more than 5 years	Annual return	Annual return	n/a	Due to report Quarter 4
CBP1 3.5f	% houses developed on previously developed land	R Actual 11.25% Target 25.00%	G* Actual 45.95% Target 25.00% (YTD: 37.45%)	↑	34 of the 74 houses completed in Quarter 3 were on previously developed land This brings the number to 103 out of 275 year to date

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
Work to improve the quality and vibrancy of our town centres and urban areas					
CBP1 4.1a	Progress Bicester Town Centre commercial development : Bicester Community Building Plans	G	G	⇒	Travelodge have confirmed they wish to participate in the scheme, The additional capital funding for this has been agreed and the design process is underway. An exhibition is under way in the pop-up café.
CBP1 4.2	Complete a Masterplan for Bicester	G	G	⇒	Consultation delayed whilst submission is prepared.
CBP1 4.3	Make progress on the Canal Side Regeneration, Spiceball & the redevelopment of the Bolton Road area in Banbury	G	G	⇒	Preparation of revised Canalside Supplementary Planning Document is underway

**Cherwell District Council Business Plan : 2013/2014  
A Cleaner, Greener District - Quarter 3 (December 2013)**

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district					
CBP2 1.2	Reduce the amount of waste sent to landfill	A Actual 6360 Target 5900	A Actual 6400 Target 5900	⇒	The amount of residual waste sent to landfill is above target. Total waste sent to landfill this year to-date is 19,326 tonnes against a target of 17,700. At the same time last year 18,304 tonnes had been sent to landfill. The Environment Agency introduced changes last year which requires street sweepings to be landfilled whereas previously they were recycled. Discussions are being held with Oxfordshire County Council to seek alternative arrangements for these to be recycled. Note: December figures are provisional
CBP2 1.3	Maintain the current high levels of customer satisfaction with our recycling & waste collection services	G Satisfaction 83%	G Satisfaction 83%	⇒	Customer satisfaction survey 2013 shows an improvement of 3% on last year.
Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe					
CBP2 2.2	Work with local communities to continue programme of neighbourhood litter blitzes	G	G	⇒	Next Blitz will be in Bretch Hill area of Banbury 27-31 January
CBP2 2.3	Number of flytips	R Actual 124 Target 105	A Actual 114 Target 109	↑	There has been a small rise in flytipping following a small fall last year. Performance for the year to date is 338 flytips against target of 310 up on last year which at this point in the year was 272 .
Work to reduce our impact on the natural environment, limit use of natural resources and support others in the district to do the same					
CBP2 3.2	Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills	G	G	⇒	Work to engage with the Cherwell public included :- reprinting and distributing the leaflet on how to reduce energy wastage at home and save money; roadshows to engage with residents directly as part of the Christmas lights events in Kidlington, Banbury and Bicester; funding application for heat district network (DECC) to explore the feasibility of using the heat from the energy generated from waste at the Ardley plan; setting up a working group for solar community pv scheme by approaching businesses in Bicester to have solar panels installed and to use the feed in tariff for further retrofit /energy saving work with Bicester residents.



Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
Work with partners to support development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, work & spend their leisure time in sustainable ways					
CBP2 4.1	Work with partners to progress the delivery of the Masterplan for Bicester	G	G	⇒	The Masterplan is making considerable progress and is on track for the initial presentation of the plan to CDC for end Quarter 1, 2014/15. There remain some issue such as traffic modelling that are yet to be completed and could impact on timescales for completion of the masterplan.
CBP2 4.3	Ensure opportunities for local people to participate in the Eco-Bicester programme	G	G	⇒	The Eco Bicester Project Team continues to work with partners to support the development of Eco Bicester. A2Dominion's consultation on the NW Bicester masterplan was attended by approximately 350 people.

**Cherwell District Council Business Plan : 2013/2014**  
**A Safe, Healthy & Thriving District - Quarter 3 (December 2013)**

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
Work with partners to support the development of safe and thriving local communities and neighbourhoods					
CBP3 1.1	Continue to provide wide range of recreational activities/opportunities for young people across district	G	G	⇒	Secured further funding to continue the Sportivate initiative in 2014/15.
CBP3 1.2	Work with partners to maintain already low levels of crime in the district and ensure people feel safe in their communities and town centres	G	G	⇒	All crime remains below last year's final outturn.
CBP3 1.2a	Reduce all crime incidents reported by 1% (per 1000 Popn.)	A Actual: 13.28 Target: 13.26	G Actual: 12.53 Target: 13.27	↑	December saw a slight increase in recorded crime due to increases in reports of violence for this period which is predicted over the festive season. December recorded 611 crimes. The LPA has targeted teams looking at the local offenders causing issues and working with partners have put actions into place.
CBP3 1.2c	Reduce domestic burglary incidents reported by 2% (per 1000 Popn.)	R Actual:0.39 Target: 0.30	R Actual:0.50 Target: 0.30	↓	December has seen a decrease in the number of domestic burglary offences recorded. 18 offences. This is the lowest since September. Thames Valley Police have set up tasking's to proactively reduce the number of offences and work with partner agencies for this to remain low.
CBP3 1.2d	Number of anti-social behaviour incidents involving high and medium risk victims	A Actual: 8 Target: 7	G Actual: 3 Target: 7	↑	No new cases received in December
CBP3 1.2e	Reduce chronic Anti-Social Behaviour cases	G	G	⇒	One persistent case was added this quarter
CBP3 1.2f	% nuisance cases responded to within the prescribed period (a maximum of 48 hours)	G Actual: 97% Target: 96%	G Actual: 98% Target: 96%	⇒	During the quarter 250 service requests were responded to within the time frame out of 251 received
CBP3 1.2g	% nuisance cases resolved within 8 weeks	G Actual: 97% Target: 96%	G Actual: 100% Target: 96%	↑	All cases closed within the quarter were within the specified 8 week time frame
CBP3 1.2h	Metal theft incidents	G	G	⇒	Licensing requirements of the Scrap Metal Dealers Act 2013 implemented in full and on time. Since the licensing regime came into force one scrap metal dealer has had his vehicle seized following work undertaken in partnership with Thames Valley Police.

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
CBP3 1.3a	% of residents when asked feel safe being home alone after dark	A Satisfaction 93%	G	⇒	Further reductions in burglary especially distractions may affect next years survey with a more positive result
CBP3 1.3b	% of residents when asked feel safe walking alone in town centres after dark	G Satisfaction 59%	G	⇒	As reported confidence remains reasonably high
CBP3 1.4	Work with partners/businesses, support public health, safety & environment protection	G	G	⇒	Work with National Catering Association is progressing well with Assured Advice to be issued in three areas generating approximately £1,000 of revenue
CBP3 1.4a	Number of risk based food premises inspections completed	R Actual: 125 Target : 143	A Actual 164 Target 174	↑	The team remain on target to finish at 100% despite lower than anticipated figures for Quarter 3. This was due in part to a number of food poisoning outbreaks and food alerts from the Foods Standard Agency Year to date performance 458 against target of 436
CBP3 1.6	Number of covert surveillance exercises that have been applied for	G	G	⇒	Zero entries for this quarter
Support the local community, voluntary and not for profit sectors to play an active role in the district					
CBP3 2.1	Work with local voluntary sector to provide advisory services for the local community	G	G	⇒	Monitoring report is provided by external partner and is not available at the time of reporting

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
CBP3 2.2	Support volunteering across the district	G	G	⇒	Volunteer connect contract is delivering a broad spectrum of volunteer opportunities, with a particular focus on volunteering as a route into paid employment. Second quarter monitoring meeting will take place in mid January. Focus for the second half of the year will be to get full support across the district including Kidlington and rural areas. Voluntary organisations Forum was held in July jointly with Local Strategic Partnership (LSP) Reference Group. Well attended and feedback was positive.
Provide the best possible access to good quality recreation and leisure opportunities in the district					
CBP3 3.2	Maintain current levels high level of visits / usage to district leisure centres following the successful 2012 Olympic & Paralympics	R Actual 277,155 Target 308,409	R Actual: 271,514 Target: 276,579	⇩	Bicester Leisure Centre remains closed and continues to contribute to below target throughputs. Kidlington Leisure Centre astro turf reopened, throughputs are back on track with a 300 increase in the last month of the quarter. Spiceball Leisure Centre is above target. Overall the year to date position is 50.649 below the 2012 level and this is unlikely to be caught up even with the reopening of the Bicester Leisure Centre in January 2014.
CBP3 3.2a	Maintain current levels of visits/usage to Woodgreen Leisure Centre, North Oxfordshire Academy and Cooper School	G* Actual 44,763 Target 35,645	G Actual: 41,452 Target: 39,405	⇒	All three facilities are up on 2012 levels. Year to date position is up by 19,388, attributable to the Wood Green Leisure Centre pool throughputs during last summer and an increase in dryside usage.
CBP3 3.3	Establish an Independent Trust to secure the long term future of Banbury Museum and maintain access for the community	G	G	⇒	Banbury Museum became independent of Cherwell on 1 November 2013. A monitoring framework was set up and is being trialled. Day to day operations are running smoothly
Support improvement of local health facilities, services and standards across the district					
CBP3 4.1	Work to promote active & independent lifestyles amongst older people	G	G	⇒	Provided support to three older people groups that were in danger of closing. They are now in a stronger position with a more sustainable structure.
CBP3 4.1a	Work with partners to deliver 40 active lifestyle sessions monthly for older people	G	G	⇒	Active lifestyle sessions being delivered to older people groups through a Service Level Agreement with Age UK Oxfordshire

**Cherwell District Council Business Plan : 2013/2014**  
**An Accessible, Value for Money Council - Quarter 3 (December 2013)**

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services					
CBP4 1.1	Continue to implement and embed an effective approach to address the financial impact of Government welfare reform	G	G	⇒	Welfare Reform Project group continues to progress a number of work streams which are addressing the ongoing impact of the government's welfare reforms and identifying where financial issues are arising.
CBP4 1.2	Continue to plan for the implications of the Local Government Resources Review specifically the changes to localisation of business rates and council tax benefit	G	G	⇒	The Local Government Resources Review is now fully implemented and are being incorporated into normal financial and budgetary monitoring processes.
CBP4 1.5	Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery including making more effective use of technology	G	G	⇒	Budget process currently being undertaken with Medium Term Financial Strategy (MTFS) having been updated and the draft budget presented to members and the work programme of the Budget Planning Committee reflecting decisions to be taken during the budget process.
CBP4 1.6	Percentage variance on Revenue budget expenditure against profile (+2% / -5%)	G	n/a		Not yet available: Q3 position for revenue & capital currently being finalised
CBP4 1.7	Percentage variance on Capital budget expenditure against profile (+2% / -5%)	G	n/a		Not yet available: Q3 position currently being finalised
HR001	Sickness absence Average days sickness absence per FTE	G Actual 2.14 Target 4.02	unknown		Due to changes in Payroll services it has not been possible to run reports tis quarter.
Work with partners to reduce Council costs					
CBP4 2.1	Continue to implement and embed shared back office systems & services to secure efficiencies	A	A	⇒	Work in progress. Now being considered against the transformation programme and 3 way working.
CBP4 2.2	Continue to develop and embed the shared ICT service specifically in relation to phase two of the programme (system standardisation and harmonisation)	G	G	⇒	The newly formed Transformation group/team will be reviewing the shared ICT business case.

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
CBP4 2.3	Explore further opportunities with partners to share or provide services, reducing costs and maximising income	A	A	⇒	Ongoing work with partners being undertaken supported by award of transformation funding to support 3 way working with Stratford.
Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance					
CBP4 3.1	Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity	G	G	⇒	Publication of data has continued. The annual report is available on the council's website and financial information is also published.
CBP4 3.2	Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	G	G	⇒	The draft budget consultation is now online this was published in December for members of the public to make comment. An Environmental and Energy survey went live in December for members of the public to make comment about energy efficiency and the environment.
CBP4 3.3a	% Council Tax collected (cumulative)	A Actual 58.09 Target 59.25	A Actual 86.4 Target 87.0	⇒	Consistent performance for Quarter 3
CBP4 3.3b	% NNDR collected	G Actual: 60.47% Target: 60.27%	G Actual: 87.5% Target: 87.5%	⇒	Performance consistent and on track
CBP4 3.3h	Invoices paid within 30 days	A Actual 95.10 Target 98.00	A Actual 96.48 Target 98.00	↑	Increase due to PO's being raised, the % should increase slowly on a monthly basis
CBP4 3.3g	Deliver a council tax increase in 2014/15 which is below inflation	due to report Q3	G	↑	The Council tax increase will be set in February but will be below inflation at 0%
CBP4 3.3i	Car parking revenue (Cash machines & Ringgo)	A Actual £357,209 Target £397,074	R Actual £366,490 Target £429,330	↓	Quarter 3 saw a further reduction in car park income of over £62k, bringing the shortfall for the year to date to £69k. This is in the main due to income reduction from operating a reduced number of car parks in Bicester and the opening of Sainsbury's, a greater impact than was initially projected. It may also suggest that Bicester town centre has not yet recovered from the disruption and/or that the general health of the economy is still depressed. Year to date income is £1,134,814 against target of £1,203,963.
Work to ensure we provide good customer service through the delivery of high quality and accessible services					
CBP4 4.2	Improve levels of satisfaction with and access to information provided by the Council	G	G	⇒	Engagement via social media continues to increase with Facebook likes up almost 1.5k on the last quarter to 2223. Twitter followers have also increased to 4173. additional services have been made available online and URL's are being changed to ensure they are 'friendly' and more customer focussed.

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
CBP4 4.5	Reduce costs by increasing customer use of online services rather than accessing services at Council offices	G	G	⇒	This project is still in the early stages of set-up. The sponsor convened a scoping review meeting at the start of November to ensure current options appraisal work and pilot testing is likely to lead to a viable project delivering the required objectives (which will include a minimum target of 20% reduction in customer contact for each service automated). Current work is around exploring the options to provide a single access route online for Customers, and a request for Expressions of Interest will be issued shortly
CBP4 4.6	Embed programme management, ensuring we have the right projects, properly resourced	G	G	⇒	Programme boards continue to meet regularly.

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**Cherwell District Council : 2013/2014  
Equalities - Quarter 3 (December 2013)**

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
<b>Theme 1 : Fair Access and Customer Satisfaction</b>					
CEQ1.1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇒	This quarter has seen a variety of successful community engagement events from Faith and Disability Forums to specific awareness for the deaf community of the Welfare Reform. Further community events are being planned for Quarter 4.
CEQ1.2	Monitor specific objectives related to older people held within the Rec & Health Plan Implementation and roll out of specific Older People's Strategies	G	G	⇒	Local forums held in Banbury, Bicester and Kidlington.
CEQ1.3	To review the delivery of our Services	A	G	↑	No complaints received relating to discrimination.
<b>Theme 2 : Tackling Inequality and Deprivation</b>					
CEQ2.1	Continue to break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	⇒	Brighter Futures theme priorities established for the year. Additional multi agency projects funded for 2013/14. Successful November partners engagement event undertaken. Municipal Journal Partnership Working and IESE Working Together award submissions made.
<b>Theme 3 : Building Strong and Cohesive Communities</b>					
CEQ3.3	Continue to increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	⇒	No Connecting Community events this quarter although 2 further events are planned for March:- <b>Bicester</b> - in partnership with Oxfordshire Youth Arts Partnership and <b>Banbury (Market Place)</b> - along with the NHS and Rotary Club in April
CEQ3.1	Improve opportunities for different groups within communities to work together and build strong community relations	G	G	⇒	CDC have been shortlisted for an Local Government Award in Community Involvement work.
CEQ3.2	Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.	G	G	⇒	The Independent Advisory Group (IAG) is on-going group with attendance from CDC. At the last meeting a video conference link was held to include representatives from Bicester and Kidlington. Also the group now have representation from the Traveller and Gypsy community who is now attending all IAG meetings, good links were forged.

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
<b>Theme 4 : Positive Engagement and Understanding</b>					
CEQ4.1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇒	Hits' on the Youth website continue to increase and we have had positive feedback from the Youth Councils. Youth Parliament representatives have received additional support to ensure the active input at a County level. Schools engaged in the Local Democracy week culminating with a trip to the Houses of Parliament and a Q & A session with the Local MP, Tony Baldry.
CEQ4.2	Explore and establish links with minority representation/community groups to help	G	G	⇒	Stop Hate UK contract still valid until 31st March 2013. Further promotional work has been done such as leaflets and mailshots to all consultation database reminding that this service is available to all the community.  CDC CSO's have attended the following events and meetings this quarter to better link with difficult to reach individuals  Electric Blanket Testing Banbury Fire Station 10th October 2013 - Attended with Trading Standards, Age UK, Carers Oxfordshire, Sustainable Energy/Warm Homes - charity part funded for local services by CDC Housing Information, Advice & Awareness Day - Castle Quay organised by Outreach with co-operation of Castle Quay Management and partnered by Age UK, Carers Oxfordshire and CAB Volunteer Connect Electric Blanket Testing Bicester Fire Station - 24th October 2013 Montgomery House (NHS GP) Bicester - Meeting to discuss upcoming Outreach event Meeting with Samaritans (Banbury) - potentially may join with Food Bank - 22nd October
CEQ4.3	Raise CDC employees and Partners' awareness of diversity within our community	G	G	⇒	Alzheimer's and Dementia awareness event planned for March/April 2014. This will coincide with the National Alzheimer's Awareness Week organised by the Alzheimer's Society
<b>Theme 5 : Demonstrating our Commitment to Equality</b>					
CEQ5.1	Ensure CDC meets all government requirements	G	G	⇒	The Council continues to maintain compliance against the Quality Act 2010 legislation
CEQ5.2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	This piece of work will commence at the end of Q4 and will be completed by the Corporate Performance Officer.
CEQ5.3	Ensure staff and services promote and embed equality into their work	G	G	⇒	Majority of employees have now attended this course. Training is available for the remainder and for all new staff using E Learning.
CEQ5.4	Maximise output from the Equality & Diversity Steering Group	G	G	⇒	First joint meeting to be held in Quarter 4 and will be reviewed annually.

**Cherwell District Council : 2013/2014  
Programmes - Quarter 3 (December 2013)**

Ref	Programme	Quarter 2 30/09/2013	Quarter 3 31/12/2013	Direction of Travel	Comments on Performance
<b>Place Programme</b>					
CPP01	Eco Town Bicester	G	G	⇒	Work commences in Quarter 1 2014 on Exemplar development at NW Bicester Masterplanning for NW Bicester progressing with public consultation taking place in Quarter 4 2013 Measures to support transition to a low carbon economy progressing within the town.
CPP02	Bicester Town Centre	G	G	⇒	The design works have recommenced with the tentative agreement from the Travelodge board that they wish to identify 53 rooms within this development. The additional capital funding for this is being progressed
CPP03	Banbury Brighter Futures	G	G	⇒	Funding commitments have been made to Homestart for work in Grimsbury, the Credit Union for outreach work and for cognitive behaviour training. These total £17.6k. A partners engagement event in November 2013 is expected to bring forward for new ideas and projects later in the year and in 2014/15.
<b>Transformation Programme</b>					
CTP01	ICT Shared Services	A	A	⇒	The Project Board began regular meetings again from November 14 2013 and will review the original business case from 2010 against current circumstances - including the scope change proposal to extend harmonisation across a third Council - and the outline plans for this third stage. Risks around capacity have increased slightly since the last report. There are two events causing this increase: the amount of work generated through "business as usual" helpdesk calls have grown (linked to the recent loss of two experienced helpdesk staff and their vacancies being covered by more junior/less experienced staff) and the imminent loss of the Information Systems Manager.
CTP02	Service Transformation	G	A	⇒	The HR Shared Service is in the final stages of recruitment,(2 posts are currently unfilled on a permanent basis but are being covered temporarily, pending the recruitment process) but has nevertheless shown very positive signs of embedding well so far, and is being received well by managers, employees and the trade unions across both councils.  Plans to bring business cases forward in January for Community Services and Benefit Fraud are on track.  Plans for a three way ICT service and a two way Legal Service have been deferred pending the implementation of a new 3 way joint working group, and both are unlikely to be considered before January, causing a delay against the planned schedule, leading to the current assessment of this project as off-track, until we have a new schedule agreed.

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## Cherwell District Council

### Executive

3 March 2014

#### Quarter 3 Financial Performance

#### Report of Director of Resources

This report is public

#### **Purpose of report**

This report summarises the Council's Revenue and Capital performance for the first nine months of the financial year 2013-14 and projections for the full 2013-14 period. These are measured by the budget monitoring function and reported via the Performance Management Framework (PMF).

To receive information on treasury management performance and compliance with treasury management policy during 2013-14 as required by the Treasury Management Code of Practice.

#### **1.0 Recommendations**

The Executive is recommended:

- 1.1 To note the projected revenue and capital position at December 2013.
- 1.2 To note the quarter 3 (Q3) performance against the 2013-14 investment strategy and the financial returns from the two funds.
- 1.3 To note the contents and the progress against the Corporate Procurement Action Plan (detailed in Appendix 1) and the procurement savings achieved at December 2013 (detailed in Appendix 2).

#### **2.0 Introduction**

- 2.1 In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue and capital position is reported monthly to the Joint Management Team and formally to the Executive on a quarterly basis. This report includes the position at Q3.
- 2.2 The revenue and capital expenditure in Q3 has been subject to a detailed review by Officers and reported monthly to management as part of the corporate dashboard.

- 2.3 The CIPFA Code of Practice on Treasury Management which this Council has adopted requires a regular budget monitoring report. This full report has been reviewed by the Accounts, Audit and Risk Committee on the 22 January 2014.

### 3.0 Report Details

#### Projected Revenue Outturn

- 3.1 At quarter three the Council is projecting an underspend of £14,000 at the year end. This balance includes demand-led service pressures (detailed by Directorate below). These demand pressures have been addressed in preparing the 2014-15 revenue budgets.

DIRECTORATE	TOTAL		
	ANNUAL BUDGET £000's	PROJECTED OUTTURN £000's	VARIANCE TO ANNUAL PROJECTION
<b>Community &amp; Environment</b>	9,084	9,306	222
<b>Resources</b>	3,117	3,156	39
<b>Development</b>	3,405	3,440	35
<b>Chief Executive</b>	259	259	0
<b>Centrally controlled items &amp; Funding</b>	(15,865)	(16,175)	(310)
<b>(SURPLUS)/DEFICIT SERVICES</b>	0	(14)	(14)
			(400)
<b>Investment Income above amount built into revenue budget:</b>			(400)
<b>Transfer to reserves - MTFS principle of not relying on investment income</b>			400
<b>Net Revenue Projection 2013/14 @ December 2013</b>			(14)

- 3.2 Community and Environment shows a projected overspend of £222,000.

This primarily relates to waste and recycling where the proposed contract changes with the recycling contractor have resulted in £118,000 less income. This was covered by a separate report to Executive on the Recycling Processing Contract. In addition there is also a reduction in refuse and recycling sales and credits of £50,000 mainly due to a reduction in tonnages. Car parking income in Community Services is projected to be £67,000 less than budgeted income.

- 3.3 Resources shows a projected overspend of £39,000.

This primarily relates to telecommunications across the council being overspent by £73,000 but is partly offset by additional land charge income of (£17,000) and

(£17,000) savings in Finance & Procurement mainly from renegotiated bank charges.

3.4 Development shows a projected overspend of £35,000.

Due to the current economic climate and the increasing numbers of voids in Castle Quay, there has been a shortfall in income in quarter which, if the trend continues, will result in a year end under recovery of £210,000. This is partly offset by a projected surplus of planning income in Development Control of (£175,000).

3.5 Centrally controlled items and Funding shows a projected (£310,000) underspend.

This is primarily due to unanticipated income in the form of Section 31 grant for Small Business Rate Relief (£313,000) which has been received by the council.

#### Capital projection 2013-14

3.6 The estimated capital variance at year end is £5.77m of which £5.76m is being requested to be carried forward to 2014-15 after a thorough review of the capital profiling of projects for quarter 3. The variance after the re-profiling is £10,000 which is 0.05% of the total budget and within tolerances.

<b>December 2013 PROJECTIONS</b>	<b>Full-Year Budget 2013/14 £000's</b>	<b>Projected Out-turn 2013/14 £000's</b>	<b>Projection Variance 2013/14 £000's</b>
<b>DIRECTORATES</b>			
Community & Environment Resources	4,037	2,230	(1,807)
Development	418	452	34
	13,489	9,493	(3,996)
<b>Capital Total</b>	<b>17,944</b>	<b>12,175</b>	<b>(5,769)</b>
<b>Identified slippage</b>			<b>5,759</b>
<b>Variance after slippage</b>			<b>(10)</b>

3.7 The capital budget can be analysed as follows:

<b>Capital Budget 2013/14</b>	<b>£000's</b>
Approved Capital programme for 2013/14	7,135
Prior years approved schemes (primarily Cherwell Community Led Programme)	2,353
Slippage from 2012/13 Programme	8,457
	<b>17,944</b>

## Treasury Management Performance Q3 2013-14

- 3.8 The Treasury Management Strategy for 2013-14, which includes the Annual Investment Strategy, was approved by the Council on 25 February 2013. It sets out the Council's investment priorities as being: Security of Capital; Liquidity; and Yield.
- 3.9 The Council will also aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover short term cash flow needs. However, the Council also seeks out value available in significantly higher rates in periods up to 12 months with highly credit rated financial institutions. The Council uses Capita's suggested creditworthiness approach, including sovereign credit rating and Credit Default Swap (CDS) overlay information provided by Capita (this applies in particular to nationalised and semi nationalised UK banks).
- 3.10 Investment rates available in the market have continued at historically low levels. The average level of funds available for investment purposes up to December 2013 was £60.6m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme and ECO Bicester.
- 3.11 It is worth noting that the revenue budget for 2013-14 has been prepared utilising only £150,000 of investment income; however, total Investment income within 2013-14 is forecast to be £550,000. The balance above the £150,000 budget will be used to replenish reserves after transferring interest received in respect of Eco Town funds to the Eco Town reserve.

### Investment performance for quarter ended 31 December 2013 was:

Fund	Average funds invested up to 31 December 2013	Interest Budget at 31 December 2013	Actual Interest at 31 December 2013	Variance	Rate of return %
Fund Managers	£11,840,069	£43,125	£(4,813)	£(47,938)	-0.04%
In House	£60,663,123	£369,775	£415,731	£45,956	0.93%
<b>Total</b>	<b>£72,503,192</b>	<b>£412,900</b>	<b>£ 410,918</b>	<b>£ (1,982)</b>	

- 3.12 At this point in the year we are currently projecting to be on target. The variance shown above for in-house investments has arisen through the timing of interest received.
- 3.134 Members asked officers to review the situation and propose a course of action. Therefore, having taken advice from the treasury advisors Capita and reviewing both the current and projected performance of the external fund managers a



decision has been made to recall these funds. This will result in savings in Fund Management Fees of approximately £18,000 / annum.

### **Procurement Action Plan and Record of Savings 2013-14**

- 3.14 Progress against the Council's procurement action plan is detailed under Appendix 1 with a record of savings achieved to December 2013 detailed under Appendix 2.
- 3.15 The procurement team have delivered cashable savings to date of £53,726 against an annual target of £75,000. Cash collection tender has been successfully delivered with positive feedback received from collaborating councils.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 It is recommended that:
- the contents of this report are noted.
  - the variance on the revenue projections from service demand pressures can be met within existing resources.
  - the variance on capital projections are within the Council's stated tolerances of 5%.

## **5.0 Consultation**

Cllr Ken Atack – Lead member  
for Financial Management

Cllr Atack is content with the report and  
supportive of the recommendations contained  
within it.

## **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: This report illustrates the Council's performance against the 2013-14 Financial Targets for Revenue, Capital, Treasury and Procurement Monitoring. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 These are contained in the body of the report. There are no direct costs or other direct financial implications arising from this report.

Comments checked by: Nicola Jackson, Corporate Finance Manager  
01295 221731 [nicola.jackson@cherwellandsouthnorthants.gov.uk](mailto:nicola.jackson@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

7.2 There are no legal implications. Presentation of this report is in line with the CIPFA Code of Practice.

Comments checked by: Kevin Lane, Head of Law and Governance  
0300 0030107 [kevin.lane@cherwellsouthnorthants.gov.uk](mailto:kevin.lane@cherwellsouthnorthants.gov.uk)

### **Risk management**

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

Comments checked by: Martin Henry, Director of Resources,  
[martin.henry@cherwellandsouthnorthants.gov.uk](mailto:martin.henry@cherwellandsouthnorthants.gov.uk)

### **Equality and Diversity**

7.4 Impact assessments were carried out in advance of setting the 2013-14 budget.

Comments checked by: Martin Henry, Director of Resources,  
[martin.henry@cherwellandsouthnorthants.gov.uk](mailto:martin.henry@cherwellandsouthnorthants.gov.uk)

## **8.0 Decision Information**

### **Key Decision**

**Financial Threshold Met: No**

**Community Impact Threshold Met: No**

### **Wards Affected**

All

### **Links to Corporate Plan and Policy Framework**

All

### **Lead Councillor**

Councillor Ken Atack – Lead Member for Financial Management

## Document Information

<b>Appendix No</b>	<b>Title</b>
1	Corporate Procurement Action Plan 2013-14
2	Procurement Savings Achieved April to December 2013-14
<b>Background Papers</b>	
None	
<b>Report Author</b>	Tim Madden, Interim Head of Finance & Procurement Joanne Kaye, Interim Strategic Finance Accountant
<b>Contact Information</b>	01295 221634 01295 221545

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**Joint Procurement Action Plan 2013/14  
Q3 Update – Appendix 1**

<b>8.1 Embedding Good Governance and Best Practice</b>		
<b>Action</b>	<b>Status</b>	<b>Narrative</b>
<ul style="list-style-type: none"> <li>• Regular engagement with officers at Directorate Management Team, Service Management Team, operational team levels:               <ul style="list-style-type: none"> <li>○ Procurement Manager and Senior Procurement Officers to have regular slot across three tiers of meetings;</li> <li>○ Each directorate to have a senior member of the team assigned:                   <ul style="list-style-type: none"> <li>– Resources – Corporate Procurement Manager</li> <li>– Community and Environment – Senior Procurement Officer (SNC)</li> <li>– Development – Senior Procurement Officer (CDC)</li> </ul> </li> </ul> </li> </ul>	Onward going	Slots booked as appropriate.
<ul style="list-style-type: none"> <li>• Regular updates and reminders via:               <ul style="list-style-type: none"> <li>○ Intranet – ‘Did you know?’ sections, etc</li> <li>○ In Brief – need to know information</li> <li>○ Team briefings</li> </ul> </li> </ul>	Onward going	Intranet and In Brief being used for updates as appropriate.
<ul style="list-style-type: none"> <li>• Use of divisional coordinators as a corporate means of enabling a two-way communication between procurement and the service areas               <ul style="list-style-type: none"> <li>○ Quarterly briefing to Divisional Coordinators</li> <li>○ Ad hoc issue raising by Divisional Coordinators and feeding of information from Procurement.</li> </ul> </li> </ul>	Onward going	Slots booked at SNC as appropriate.

## Joint Procurement Action Plan 2013/14

8.2 Value for Money and Transparency		
Action	Status	Narrative
<ul style="list-style-type: none"> <li>• Deliver significant cost and efficiency savings; Cherwell District Council - £75,000 target and South Northamptonshire £50,000 target.</li> </ul>	Q3 target shortfall for CDC and SNC	<p>SNC - £26,796 - i.e 54% at end of third quarter                      CDC - £53,726 - i.e. 71% at end of third quarter</p>
<ul style="list-style-type: none"> <li>• Meet 50% of the departmental salary cost (£100k – i.e. £50k SNC &amp; £50k CDC) via delivery of capital projects and work for other public sector partners.</li> </ul>	Final figures to be agreed	<p>CDC - £20,000 identified (construction projects for Bicester Community Building and SW Bicester Sports Village)                      SNC – seeking £25,000 for Moat Lane but likelihood of recovery low.</p>
<ul style="list-style-type: none"> <li>• Monitor off contract and expenditure approved without an order:                             <ul style="list-style-type: none"> <li>○ Promoting benefits of correct purchasing sequence;</li> <li>○ Challenging habitual offenders by escalating within Finance.</li> </ul> </li> </ul>	Onward going	<p>SNC monitored via processing of POs – only 2% expenditure without POs &amp; all off contract expenditure challenged at point of issue. CDC monitored via spend analysis and implementation of no PO no payment policy. Off contract spend below 5%. Spend without POs currently running at 33% in Q2</p>
<ul style="list-style-type: none"> <li>• Ensure clear visibility and procedures for all procurement exercises with data published on corporate websites.</li> </ul>	Onward going	<p>Opportunities advertised via Source Northamptonshire, websites and South East Business Portal.</p>

## Joint Procurement Action Plan 2013/14

8.3 Local Business and SME Engagement		
Action	Status	Narrative
<ul style="list-style-type: none"> <li>• Allocate on the forward plan which projects will involve a market engagement exercise with a focus on SMEs.</li> </ul>	Onward going	Projects identified but none yet delivered.
<ul style="list-style-type: none"> <li>• Ensure corporate websites make it easier for local businesses to trade with us:                             <ul style="list-style-type: none"> <li>○ Develop use of engagement forums for all relevant projects</li> <li>○ Seek and record feedback from local businesses</li> </ul> </li> </ul>	Onward going	Updates made to 'Selling to the Council' pages with links to sourcing opportunities across the region – Source Northamptonshire and South East Business Portal. Participated in Oxford City led SME engagement event.
<ul style="list-style-type: none"> <li>• Provide links to both corporate websites on FSB, Chambers of Commerce and other local business link websites;</li> </ul>	Onward going	Following up with latest forward plan.
<ul style="list-style-type: none"> <li>• Attend appropriate breakfast and other meetings.</li> </ul>	Onward going	Looking at opportunities.
<ul style="list-style-type: none"> <li>• Participate in business engagement exercises undertaken by the Economic Development teams at both councils.</li> </ul>	Onward going	Initial discussions with Adrian Colwell to be followed up on.
<ul style="list-style-type: none"> <li>• Track expenditures with local businesses and SME`s.</li> </ul>	Put back to 2014	To be included in upgrade of Financial Management System.

## Joint Procurement Action Plan 2013/14

8.4 Collaboration		
Action	Status	Narrative
<ul style="list-style-type: none"> <li>• Provide a clear forward plan for working between SNC and CDC                             <ul style="list-style-type: none"> <li>○ Monitor outcomes – not just in terms of savings</li> <li>○ Undertake lessons learnt exercise for procurement and service areas after each project</li> </ul> </li> </ul>	Onward going	Forward plan for 2013/14 in place. Lessons learnt exercises undertaken for mobiles (responsibility of monitoring passed to budget holders) and waste project (seeking discounts for onward going supply of wheelie bins and boxes).
<ul style="list-style-type: none"> <li>• Provide a clear five-year work plan with Stratford                             <ul style="list-style-type: none"> <li>○ Assign officers for each project in 2013/14</li> <li>○ Monitor outcomes – not just in terms of savings</li> <li>○ Undertake lessons learnt exercise for procurement and service areas after each project</li> </ul> </li> </ul>	Onward going	Plan for 2013/14 commenced with further discussions taking place about future work for 2014/15.
<ul style="list-style-type: none"> <li>• Review opportunities and evidence follow up with:                             <ul style="list-style-type: none"> <li>○ Strategic Procurement Partnership for Oxfordshire</li> <li>○ Northamptonshire Procurement Forum</li> <li>○ East Midlands Cities and Districts Procurement Forum (Northamptonshire, Nottinghamshire, Derbyshire, Lincolnshire, Cambridgeshire)</li> <li>○ Milton Keynes, Oxfordshire and Buckinghamshire Procurement Partnership</li> </ul> </li> </ul>	Onward going	Looking to undertake joint contract management project with SPPO. Seeking e-tendering opportunities, construction training and lessons learnt from hybrid postal services with East Midlands Cities and Districts Procurement Forum.
<ul style="list-style-type: none"> <li>• Review opportunities with Warwickshire and Buckinghamshire authorities</li> </ul>	Put back to 14/15	



**Joint Procurement Action Plan 2013/14**

8.5 Selling Services		
Action	Status	Narrative
<ul style="list-style-type: none"> <li>• Identify:                             <ul style="list-style-type: none"> <li>○ Contracts to be sold</li> <li>○ Approaches to be sold</li> <li>○ Ideas to be sold</li> </ul> </li> <li>• Create action plan with clear objectives</li> </ul>	Onward going	Internal Audit contract has been reviewed by NBC and Northamptonshire Police – still to receive confirmation. Currently under consideration by DDC.
	Onward going	Looking to identify interested parties for Internal Audit, Dry Recycling, Council Tax Single Person Discount Review contracts and public notice cost reductions.

8.6 Transformation		
Action	Status	Narrative
<ul style="list-style-type: none"> <li>• Assess level of procurement support required for the following programmes:                             <ul style="list-style-type: none"> <li>○ Moat Lane Relocation</li> <li>○ Silverstone</li> <li>○ Brackley Swimming project</li> <li>○ Build! Programme (Affordable Housing across Cherwell)</li> <li>○ Bicester Civic Building</li> <li>○ Canalside and Spiceball Regeneration</li> <li>○ South West Bicester Sports Village</li> <li>○ Postal Services Review</li> </ul> </li> <li>• Agree payment methodology with service areas where appropriate</li> <li>• Report back on outcomes and successes</li> </ul>	Onward going	<ul style="list-style-type: none"> <li>• Moat Lane Relocation – tbc but 100+ days</li> <li>• Silverstone – nil</li> <li>• Brackley Swimming project – tbc</li> <li>• Build! Programme (Affordable Housing across Cherwell) – 60 days</li> <li>• Bicester Community Building – 45 days</li> <li>• Canalside and Spiceball Regeneration – 14 days</li> <li>• South West Bicester Sports Village – 45 days</li> <li>• Postal Services Review – 10 days</li> </ul>

**Joint Procurement Action Plan 2013/14**

<b>8.7 Contract Management</b>		
<b>Action</b>	<b>Status</b>	<b>Narrative</b>
<ul style="list-style-type: none"> <li>• Convene a contract management steering group</li>   <li>• Agree objectives along lines of:                             <ul style="list-style-type: none"> <li>○ Clear contract management methodologies</li> <li>○ Examples of best practice</li> <li>○ Reference guide of 'do's' and 'don'ts'</li> <li>○ Review adoption of hosted corporate contract management system</li> </ul> </li> </ul>	<p>Action to be reviewed in action plan 14/15.</p> <p>Action to be reviewed in action plan 14/15.</p>	<p>Initial discussion over sharing resources with Oxford City and the Strategic Procurement Partnership for Oxfordshire.</p>

<b>8.8 Sustainability</b>		
<b>Action</b>	<b>Status</b>	<b>Narrative</b>
<ul style="list-style-type: none"> <li>• Determine which projects for the year provide the best focus for sustainability considerations</li> </ul>	<p>Onward going</p>	<p>Already considered:</p> <ul style="list-style-type: none"> <li>• SNC waste project – particularly vehicle purchasing</li> <li>• MFDs at SNC – reduction in colour printing</li> <li>• CDC – scrap metal processing from abandoned vehicles</li> <li>• Low energy hand dryers – implemented by FM Officer at SNC and green funding grant being sought at CDC.</li> </ul> <p>To be considered:</p> <ul style="list-style-type: none"> <li>• Bicester construction projects</li> <li>• Electricity re-tender</li> <li>• Building cleaning services</li> <li>• Building materials</li> </ul> <p>Seeking input from Energy Officer at CDC with targets and recording data.</p>

## Appendix 2

Service Area	Contract Description	Contract Value	Cashable with budget reduction	Non-cashable	Capital
Various	P Cards			£59,792	
Finance & Procurement	Internal Audit		£6,930		
Environmental Services	Vehicle Spare Parts - No price increase .				
Environmental Services	Public Toilets Cleaning. Saving for 0.5% below CPI.				
Urban & Rural	Pay & Display Parking Tickets	£2,680	£2,680		
Environmental Services	Scrap Metal Processing from Abandoned Vehicles and Other Sources		£4,240		
ICT	Mobiles		£9,000		
Regeneration & Estates	Mobile Security, Alarm Response & Keyholding	£25,000	£10,000		
Democratic Services	Election printing		£5,524		
ICT	MFD A4 Paper		£275		
Regeneration & Estates	Cleaning Services		£77		
Regeneration & Estates	Electricity supplies		£7,000		
Regeneration & Estates	Gas Supplies		£8,000		
	<b>Total YTD</b>		<b>£53,726</b>	<b>£59,792</b>	<b>£0</b>

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## Cherwell District Council

### Executive

3 March 2014

<p style="text-align: center;"><b>Transformation Working Group</b> <b>Terms of Reference</b></p>
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### Report of Chief Executive

This report is public

#### Purpose of report

To adopt formal terms of reference for the Transformation Working group involving members and officers of this Council (SNC), Cherwell District Council (CDC) and Stratford-on-Avon District Council (SDC).

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To adopt the terms of reference for the Transformation Working Group at Appendix 1.

#### 2.0 Introduction

- 2.1 In 2013 the Department of Communities and Local Government announced the creation of the Transformational Challenge fund and invited applications from councils and other public sector bodies to receive funding from the pot of £7m.
- 2.2 SNC, CDC and SDC were informed in October 2013 had been awarded the full amount sought, £366,932, for their bid which concentrates on the transformation programme that is planned to deliver significant organisational change across all three councils, and is associated with the Programme Office resources to drive and manage those changes
- 2.3 At the respective SNC Cabinet, CDC Executive and SDC The Cabinet meetings in December 2013 each council agreed the governance arrangements and accordingly to establish a Transformation Working Group, which would consider its Terms of Reference and subsequently be submitted back to each council's Executive body for approval.

### **3.0 Report Details**

- 3.1 The membership of the Transformation Working Group is:
- CDC Councillors Nicholas Turner and Ken Atack
  - SDC Councillors Mike Brain and Stephen Thirwell
  - SNC Councillors Ian McCord and Dermot Bambridge
- 3.2 The Transformation Working Group has agreed to hold meetings on the second Tuesday of every month.
- 3.3 The Business Transformation Team is responsible for supporting the Transformation Working Group and managing its work programme.
- 3.4 The Transformation Working Group and CDC/SNC/SDC Joint Arrangement Steering Group have considered and endorsed the Terms of Reference for approval by each council.
- 3.5 As with the CDC/SNC/SDC Joint Arrangement Steering Group, the Transformation Working Group does not have formal decision making powers and is not a formal Committee subject to the Local Government Act 1972. It will therefore meet in private and its agenda papers will not be subject to the access to information legislation.

### **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The draft Terms of Reference have been considered and endorsed by the Transformation Working Group and CDC/SNC/SDC Joint Arrangements Steering Group and are being recommended to all three councils for adoption.

### **5.0 Consultation**

Transformation Working Group	The members representing all three Councils support the proposed terms of reference.
CDC/SNC/SDC Joint Arrangements Steering Group	The members representing all three Councils support the proposed terms of reference and they are being recommended for adoption by all three.

### **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 amend the proposed terms of reference, but this is not recommended as they have the support of all three sets of Council members on the Transformation Working Group and CDC/SNC/SDC Joint Arrangements Steering Group and would delay the Group carrying out its functions.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 There are no financial implications arising from this report.

Comments checked by:

Kelly Wheeler, Service Accountant, 01327 322230,  
Kelly.wheeler@cherwellandsouthnorthants.gov.uk

### Legal Implications

- 7.2 The Transformation Working Group does not have formal decision making powers and is not a formal Committee subject to the Local Government Act 1972. It will therefore meet in private and its agenda papers will not be subject to the access to information legislation.

Comments checked by:

James Doble, Democratic and Elections Manager, 01295 221587,  
james.doble@cherwellandsouthnorthants.gov.uk

### Risk Management

- 7.3 There are no significant risk implications arising directly from this report.

Comments checked by:

James Doble, Democratic and Elections Manager, 01295 221587,  
james.doble@cherwellandsouthnorthants.gov.uk

## 8.0 Decision Information

### Key Decision

**Financial Threshold Met:** No

**Community Impact Threshold Met:** No

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

An accessible and value for money Cherwell

## Lead Councillor

Councillor Nicholas Turner  
Lead Member for Performance and Customers

## Document Information

Appendix No	Title
1	Terms of Reference Transformation Working Group
Background Papers	
None	
Report Author	Natasha Clark, Democratic and Elections Team Leader
Contact Information	01295 221589 Natasha.clark@cherwellandsouthnorthants.gov.uk



**CHERWELL, SOUTH NORTHAMPTONSHIRE & STRATFORD ON AVON COUNCILS**  
**TRANSFORMATION JOINT WORKING GROUP**  
**TERMS OF REFERENCE**

### **1. AIM**

The aim of the Group is to act as a steering group for implementing the transformation award from the Communities and Local Government Department, any matters referred to the Group by the Joint Arrangements Steering Group (JASG) overseeing delivery of the proposed actions, monitoring performance and providing feedback to JASG.

### **2. OBJECTIVES**

- (a) To implement the transformation award, including agreeing the work programme;
- (b) To identify and propose priorities for JASG as to the future programme of shared service working between the three authorities, including the identification of options for reductions in cost across the three Councils' range of services;
- (c) To identify and promote opportunities for innovation in service delivery taking into account research from the public, members, staff and the trade unions, private & voluntary sectors; and,
- (d) To agree the performance criteria for monitoring and reporting on the implementation of the Transformation Award.

### **3. STATUS**

The Transformation Joint Working Group is a three Council joint meeting designed to bring together key members and officers to provide a political steer as to the implementation of the award and feedback on emerging issues and performance. The Group does not hold any formal decision making powers. Relevant executive and non-executive decisions will be referred back to the three Councils for any formal decisions via the JASG.

### **4. MEMBERSHIP**

The Membership of the Group will comprise of:-

- Two elected members of each of the Councils;
- The Joint Chief Executive of Cherwell District Council and South Northamptonshire Council;
- The Chief Executive of Stratford on Avon District Council;
- The Transformation Team Programme Manager.

The lead officer for servicing this sub-group, ensuring production of agendas, notes of meetings and research, will be the Transformation Team Support Officer.

Each Council is entitled to appoint substitute councillors, according to their preference.

The Councils' Chief Finance Officer and Monitoring Officer will be entitled to attend the meetings of the Group.

### **5. QUORUM**

The quorum for the meeting will be one councillor from each Council.

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## Cherwell District Council

### Executive

3 March 2014

#### Acquisition of Graven Hill

#### Report of Director (Bicester)

This report and appendix 1 are public.  
Appendices (2-6) to this report is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972

#### Purpose of report

To update on the negotiations with MOD on the potential acquisition of Graven Hill and the options for developing the site.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the business case for the acquisition of Graven Hill (subject to due diligence being completed) in order to enable the development of the UK's first large scale self build housing scheme (Appendix 2).
- 1.2 To note the synergies between the Eco Bicester One Shared Vision and the vision for a Graven Hill community that includes a low carbon energy strategy, improved health and wellbeing outcomes, and community led leisure outcomes that include public access to properly managed 38.5 hectare community woodland.
- 1.3 To note the potential of delivering the Graven Hill vision to create 2000 new jobs including apprenticeships.
- 1.4 To approve the acquisition of Graven Hill (Appendix 1) at the agreed purchase price detailed in Appendix 2 and add the scheme to the Council's capital programme.
- 1.5 To approve the use of internal capital resources to meet the payments due at exchange and completion of contract.
- 1.6 To approve the use of borrowing to fund the phased payments for Phase 1 and Phase 2 of the site acquisition as detailed in Appendix 1 and 4.
- 1.7 To endorse the setup of a "Graven Hill Equalisation reserve" to minimise the borrowing impact on the Council's net revenue budget as stated in Appendix 4.

- 1.8 To request a further report at the June 2014 meeting of the Executive , setting out the business case for the governance model for the delivery of the site and proposed legal structure to facilitate the Council's role as "strategic developer"
- 1.9 To approve the appointment of EC Harris as lead consultant (supported by sub consultants) to continue to provide technical support with the pre-development work necessary to support the acquisition which is wholly funded through the capacity grant as set out in Para 3.8.

## **2.0 Introduction**

- 2.1 At the October 2012 meeting of the Executive, members gave the approval for officers to proceed with negotiations with the Ministry of Defence with the purpose of acquiring Graven Hill, Bicester. The outline business case for acquisition was set out at that time as the rationale for proceeding with the negotiations. The 'crucial ingredient' of the business case that 'opened doors' to Government support was for Graven Hill to be the UK's first ever large scale self-build housing scheme. From the outset Government (through the Department for Communities and Local Government ~ CLG) has supported Cherwell in this ambition. The Government has confidence in Cherwell as a local authority to deliver this development given its track record of innovation, commitment to growth and pivotal role nationally in promoting self-build through its membership in the Government: Industry Self-Build Working Group and an example of best practice to other local authorities.
- 2.2 Whilst self-build housing was the 'door opener' for Government support, the October 2012 Executive Report set out a wider case for acquiring Graven Hill comprising social, economic and financial 'arguments. Though 18 months have passed since that original report, the business case for acquiring Graven Hill remains the same.
- 2.3 This report sets out the 'journey' since the October 2012 report and aims to instil confidence in members that this officer recommendation to acquire Graven Hill follows:
  - a robust process of due diligence to protect the Council's interests
  - intense negotiations with the MOD to secure the best possible financial deal
  - on-going research and development to ensure CDC is at the forefront of innovation and best practice

## **3.0 Report Details**

### **Background**

- 3.1 In March 2013 the MOD and the Council signed a Statement of Intent to agree to work collaboratively. This included agreement to jointly appoint an independent valuation, with a view to the Council acquiring Graven Hill from the MOD.

## **Due Diligence**

- 3.2 At the June 2013 meeting of the Executive, following the independent valuation of Graven Hill members gave approval for officers to proceed with the necessary due diligence ahead of acquiring Graven Hill. This due diligence has been extensive, covering financial, legal, technical and planning due diligence. The detailed outcomes of each piece of due diligence can be seen in Appendices 3 – 6.
- 3.3 What is important to note is that the due diligence work has been more than a 'desk top exercise'. Officers were successful with a bid to CLG for 'Capacity funding' which has funded this work and been crucial given the level of work that has been necessary. The work has been supported through a team of external consultants to ensure that the best possible advice has been received ahead of this important investment.
- 3.4 **Legal due diligence** has been led by Council officers (lead: Monitoring Officer) supported by the appointment of Trowers and Hamlins ('Trowers') have been appointed through the Oxfordshire Framework. Trowers bring wide ranging experience in the acquisition and delivery of large strategic sites, including public sector land acquisitions and acquisition of sites from the MOD.

The output and status of this work is in Appendix 3.

- 3.5 **Financial due diligence** has been led by Council officers (lead: Chief Financial Officer) supported by Capita Asset Services (formerly known as Sector, the Council's Treasury advisors). The Interim Head of Finance and Procurement has requested Capita Asset Services to undertake an appraisal of the financial modelling undertaken by EC Harris in respect of the Graven Hill Development.

The output and status of this work is in Appendix 4.

- 3.6 **Planning due diligence** has been led by Council officers supported by a combination of input from PJP Planning, EC Harris and Trowers. This has been a very intensive area of work to ensure the outline planning application 'works' for the Council to deliver its vision for Graven Hill. The

The output and status of this work is in Appendix 5.

Planning consent was resolved to be granted to Secretary of State for Defence (subject to resolution of the Section 106 conditions and departure procedures) in June 2013 for the new homes along with a primary school, employment space, pub/ restaurant and a small number of local shops. More than half of the site will be set aside for community woodland with public access, parks and open spaces.

The Planning Committee will consider on 27<sup>th</sup> February 2014 changes to the submitted plans, conditions and Heads of Terms within the Section 106 agreement. The Executive will be updated in relation to this and any associated implications at the meeting on 3 March 2014.

- 3.7 **Technical due diligence** has been led by Council officers, supported through the appointment of EC Harris through the Government Procurement Services Framework. Through this framework, EC Harris (in consultation with CDC officers) has made sub-frameworks to a range of specialists to support this work. This work has included the production of a revised master plan to ensure this 'fits' with a large scale self- build housing development, 're-testing' of assumptions on sales rates and values (of both the commercial and residential elements of the site), impact of phasing and costing of infrastructure works necessary to deliver the site. This has been very much an 'iterative process' as the MOD has finalised its plans for withdrawal, use of its retained land on the site and clarification of the 'red line' around the land which the Council is proposing to acquire.

The output and status of this work is in Appendix 6.

- 3.8 Due to the extent of the due diligence work which is evidenced in Appendices 3-6, it is likely the contract value will exceed the value that can be approved by the Procurement Steering Group, and thus a recommendation of this report is to award a contract up to the value of £850k. This work is being funded through the CLG Capacity bid. We have bench marked this level of expenditure against other large scale developments (source HCA and CLG) and the contract gives good value, given this 'buys' the council a revised master plan, outline planning permission which is 'fit' for the scheme it wants to deliver and confidence that it has a commercially viable proposition. This expenditure is all factored into the financial model as pre-development costs.

### **Governance**

- 3.9 In understanding the implications of the potential site acquisition the Council set up a project board in October 2013 to monitor due diligence progress, evaluate risk and reward of options for developing the site, understand the implications on the Council's finance and to oversee the development of a business case.

The membership of this board includes:

**Member Sponsor.** Cllr Barry Wood, Leader  
Cllr Ken Attack, Lead Member Financial Management  
Cllr Norman Bolster, Lead Member Economic Development & Estates  
Cllr Debbie Pickford, Lead Member Housing

**Project Sponsor** Director (Bicester)  
Head of Governance (Monitoring Officer)  
Head of Finance and Procurement (Deputy CFO)  
Regeneration & Housing Development Team Manager  
Project Accountant  
Technical Project Manager  
External Consultants

This board has met bi-monthly and ensured regular update reports have been given to the Place Programme Board and to the Executive.

- 3.10 As part of the due diligence process a number of workshops has been held to look at the implications of acquiring Graven Hill. These workshops have focussed on financing, self build and the business case. The workshop held on 4 December 2013 focussed on the development of the Council's treasury strategy and consideration for borrowing.
- 3.11 Member workshops were held on 12 and 17 February 2014 (further sessions w/c 2 February 2014) to update on the due diligence process, present the vision for the site and proposed 2 stage approach.

The topics covered:

- the benefits of developing the site
- the creation of a Graven Hill Community
- the alignment with "Eco Bicester One Shared Vision"
- the due diligence process and recommended 2 stage approach
- impact on Council budgets when borrowing funds to facilitate the land acquisition and development costs
- the self build model
- powers and approvals required
- delivery mechanisms

- 3.12 The final business case for the land acquisition is contained within Appendix 1.

#### **The Case for Acquisition "to acquire or not acquire"**

- 3.13 With the 'due diligence phase' complete, the next step is for members to decide whether or not to acquire Graven Hill. The Council is not obliged to buy Graven Hill. If it decides to not acquire then the MOD will 'package' with other sites which it wishes to dispose of and look to get a developer to take the development forward. Though the Council will have some influence on the site through its planning role, it will have significantly less influence on the timing and speed of delivery. However, the business case is based not solely on the 'negatives' of the Council not owning the site, but more on the Council's vision and opportunities this gives by the Council owning the site and acting as strategic developer. This is the backbone to the business case, which has a compelling argument.
- 3.14 The business case for acquiring and developing Graven Hill is three-fold:

#### **Social and environmental business case**

- 3.15 The proposal will deliver **30% affordable** housing stock which will in turn assist the Council with its housing list.
- 3.16 **Socially sustainable communities.** A growing body of evidence suggests that self-build housing supports sustainable communities and a sense of local pride. Research from NaSBA (National Self Builders Association) states that the two most common reasons for people to build their own home are cost and design. Feedback is that having spent time and effort to build their own home, the 'churn' of moves is far lower than on traditional developments. It is therefore no surprise then

that statistically<sup>1</sup> self-builders are less likely to move house and less likely to default on their mortgage payments.

- 3.17 **Environmentally sustainable communities.** Evidence from Build Store suggests that the wish to have an ‘environmentally friendly’ home is one of the reasons that over 40% of people want to build their own home. An energy strategy is being produced for Graven Hill to look at how sustainability can be promoted and to look at the raft of measures being put in place to support the low carbon and affordable warmth agenda.
- 3.18 **Personal health and well-being.** Research from Exeter University found that self-builders reported better health and well-being outcomes than people in traditionally built homes, citing ‘sense of community’ and sense of self-worth. Furthermore the research found that the skills people had learned through building their own homes (including practical and project management) meant that they felt they were more resilient and skilled. For the public sector this is an important factor as personal health and well-being is a key factor in reduced costs to the NHS, higher employment, better educational attainment, lower crime rates and so on.
- 3.19 **Community and leisure provision.** The woodland at Graven Hill is wonderful new amenity space that will be opened up more fully to the public for decades. Furthermore the provision of play areas, sports pavilions, allotments will all add to the quality of life and opportunities for local people. The cafes and bars and small retail centre will provide for the needs of the local community and promote social interaction.
- 3.20 **Social and educational infrastructure.** The development will provide for a 2FE school (with provision to expand to 2.5/3FE if required), sports changing facilities and a community centre on site. It will also provide extensive S 106 planning contributions to off-site provision such as secondary schools, libraries, museums and adult social care.

### **Economic business case**

- 3.21 Graven Hill delivers a ‘**different housing offer**’ in Bicester through self-build housing which compliments the ‘mainstream house builder offer’ on other large strategic sites within Bicester. This will mean it is not ‘competing’ for the same customers, which in turn should accelerate growth. To date nearly 600 people have registered an interest in buying a plot of land at Graven Hill ~ and this is without promoting the Graven Hill opportunity.
- 3.22 In acquiring the land at Graven Hill and being in control means that unlike other developments in the district which ‘sit’ with undeveloped planning consents, there is a political imperative to ensure **delivery happens**. This is crucial for local growth.
- 3.23 Self-build housing is excellent for the **local supply chain** as self-builders will often use local contractors, professional advisors (architects, solicitors, etc.) and source local materials.

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<sup>1</sup> Council of Building Societies



- 3.24 It is estimated (from Local Plan Data) that Graven Hill has the potential to create **2000 new jobs**.
- 3.25 Graven Hill will provide just under **1million sq. ft. of commercial space** for a range of businesses including:
- Premises for new businesses and social enterprise start up premises
  - Premises for businesses already in the District who need larger/better located/better quality premises
  - Premises for businesses who want to relocate or establish a new location in Bicester
- 3.26 The location (near to the M40 and other key A – Roads) and accessibility of Graven Hill makes it a **very attractive location**. Suggested ‘types’ of business who may be interested include
- Major manufacturing to cater for the off-site construction of custom housing solutions
  - High quality office accommodation for research and design facilities
  - Accommodation suitable for hi-tech manufacturing of renewable energy systems
  - Major logistics/distribution uses for a range of products.
- 3.27 Graven Hill will deliver **apprenticeships** in a range of construction trades. The Council’s Build! ® Programme is registered with the Construction Skills Council to deliver the Skills Academy Programme which includes apprenticeships.
- 3.28 Graven Hill will support local infrastructure which is important for **connectivity and the local economy**. This includes off-site highways improvements though a planning obligation under an S 278 agreement and contributions through will also make highways contributions

### **Financial business case**

The delivery of Graven Hill has important financial benefits to the Council.

- 3.29 Securing the asset (acquisition of the land) means that the Council gains control of the land and can consider the delivery option that will **expedite the delivery of the housing growth / employment / financial benefits** outlined for this strategic site and Bicester in the Local Plan.
- 3.30 Graven Hill provides an opportunity to attract **further inward investment** in the form of grant finance from central government and the HCA. It also provides an opportunity to attract European grant and charitable trust grant such as the National Lottery. The sheer level of innovation with the Graven Hill vision makes it well placed to secure inward investment of this kind.

- 3.31 The financial scenarios show that the Council can generate a **financial return** on its investment which can be used to fund other innovative projects throughout the district, replenish capital receipts, support service expenditure and/or ensure any council tax rises are zero or below inflation.
- 3.32 Graven Hill as with all new developments will attract revenue in the form of **additional business rates and council tax income**. There may also be additional funding secured if the New Homes Bonus regime continues. This value will be quantified in the Stage 2 business case.

### **Project Sensitivities**

- 3.33 The overarching 'message' from the due diligence work and in developing the business case is that unacceptable risks have been removed through intense negotiation and other activities such as additional surveys, engagement with utilities and other stakeholders, master planning and amendment of the planning application to align with the vision for self build delivery. Remaining sensitivities are on the whole 'normal sensitivities' associated with any large scale development and these are set out in the business case. Going forward the 'risk and mitigation register' will be kept 'live' to flex to ensure everything possible is in place to mitigate and manage risk. The 'flip side' is of course opportunity. As well as keeping a register on risk it is also important to keep an on-going register of opportunities as they arise. Some of these opportunities are common to all development at this time (house price rises, Government investment) and some are very specific to Graven Hill due to its location and unique selling point (USP) as a large scale self-build development, co-located with extensive woodland, employment opportunities and on-site provision for education, retail and leisure.

### **Recommendation**

- 3.34 Subject to Member approval of recommendation to endorse the business plan and consider a 2 stage approach to delivering the Graven Hill vision and acquire the site, then CDC in its own right will acquire the freehold for Graven Hill from the MOD through a sale and leaseback arrangement to allow for the phased withdrawal of the MOD from the site.
- 3.35 A red line drawing showing location and boundary of the site to be acquired is attached in Appendix 1 of this report.
- 3.36 The acquisition price of the land has been agreed through an independent valuation and detailed in Appendix 2 and 4.
- 3.37 CDC will make staged payments as follows:
- 5% upon exchange: target date w/c 10 March 2014
  - 5% upon completion: target date July 2014
  - 44% upon vacation and receipt of Phase One Land: target date July - Sept 2015
  - Remaining 46% upon vacation and receipt of Phase Two Land: target date July 2019

3.38 In achieving Stage 1 and acquiring the land the Council will

- Own a key strategic site for housing and employment growth in Bicester
- In acquiring the land at Graven Hill and being in control means that unlike other developments in the district which 'sit' with undeveloped planning consents, there is a political imperative to ensure delivery happens. This is crucial for local growth.
- Own an asset with value enhancement potential which can be delivered through development and/or disposal.

#### **Next Steps - Stage 2**

- 3.39 Throughout the due diligence process officers and external consultants have been considering the best 'model' for delivery. This includes assessing the forms of activity that will take place in and the legal and commercial implications.
- 3.40 Alongside the work on due diligence and the business case for acquisition officers have been considering the best model for delivery. This work is nearing conclusion and will be the subject of a further report to executive. This work includes detailed delivery timetable, procurement, recruitment of staff and the formation of a Special Purpose Vehicle (SPV).
- 3.41 A series of workshops will be held in April 2014 to present the options available and optimum delivery model.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The business case sets out why officers are recommending that the Council acquires Graven Hill. It is likely that this is a 'once in a lifetime' opportunity for the Council to make an investment with this level of financial return and deliver such far reaching social and economic outcomes for local people. All development carries risk and this proposal brings with it the requirement for significant investment from the council. The financial return on investment speaks for itself in the business case. This financial return on investment will put the council in a much stronger position in the future and the return can be invested into other opportunities across the district. The return on investment is of course more than just financial. The vision for Graven Hill has an opportunity to deliver far reaching social and economic outcomes that are unlikely to be delivered to the same extent or within the same timescales if led by a private sector developer.
- 4.2 Therefore the recommendation of this report is for the Council to acquire Graven Hill in order to gain control of the land to realise the full potential this vision has to offer.

## 5.0 Consultation

5.1 Due to its confidential nature, the full content of this report has not been shared externally, although a number of external parties are aware of the Council's proposals and therefore have been consulted. To date no individual or organisation has advised against acquisition. Advice has been given on detail and this has helped inform the due diligence process, including master planning and the nature of the vision for the infrastructure, commercial and residential elements of the site.

5.2 The list of organisations consulted are listed below

Government Department for Communities and Local Government (CLG)	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.
Homes and Communities Agency (HCA)	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
National Self Build Association (NaSBA)	NASB recognise the opportunities for individuals and the local economy through large scale self build and custom build housing
Build Off Site Build Store Build Zone National Renovations and Self Build Centre Community Self Build Agency	These organisations recognise the potential for self build and off site manufacturing in both the commercial elements and residential elements of the site
Forestry Commission Woodland Trust	The regional office of the Forestry Commission and Woodland Trust 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
Rail Freight Network (RFN)	RFN have provided a representative who has provided advice on the railway issues
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	Without doing formal marketing of the site we have made contact with over 200 potential residents of Graven Hill 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 Due to the Statement of Intent, there are really only two options available to the Council: to acquire the site or not to acquire the site. A 'compromise' of say the council acquiring with another organisation would require the site to be advertised on the open market which would trigger an updated valuation. This is because the Statement of Intent signed in 2013 related to an off-market sale to Cherwell District Council, further reinforced by Crichel Down rules mean that this can only be to the Council as it has Compulsory Purchase Powers.
- 6.2 Option 1: The recommended option is for the council to acquire Graven Hill.
- 6.3 Option 2: The alternative option is that the Council can choose to not acquire Graven Hill. As set out in section 6.1 this is possible but not recommended as this will be a missed opportunity and risks yet another site securing planning permission with a long time before homes are actually built.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 The Council has worked with EC Harris and Capita Asset Finance to consider the financial and resource implications of this proposal and the detailed due diligence process that the Council has undergone in relation to considering the acquisition of the land and potential role of master developer is contained within Appendix 4.
- 7.2 As a result of the financial due diligence a 2 stage approach was recommended in relation to Graven Hill. Stage 1 being to secure the asset and acquire the land and stage 2 being to consider a business case whereby the Council acts as the master developer to deliver the vision for the "Graven Hill vision". As a result further work on the best 'model' for delivery continues and will be subject to a separate business case in June 2014 ahead of the target date for completion.
- 7.3 In the unlikely event that the Council does not wish to pursue this route then the Council would have acquired an asset that it could choose to sell on with no financial loss to the Council. There are however overage and clawback clauses contained within the sales contract to ensure the MOD shares any uplift in value should the site be sold on.
- 7.4 The full financial implications of acquiring the land are set out in the business case in Appendix 2 and Appendix 4.
- 7.5 The impact of borrowing for the payment of phase 1 and phase 2 will be factored into the Council's medium term financial planning and in order to minimise the impact of the Council's net revenue budget a "Graven Hill Equalisation" reserve will be established.

- 7.6 The Council has the ability to prudentially borrow and this is already covered in Cherwell District Council's; Treasury Management Strategy, Annual Investment Statement 2014/15 which was approved by Council on 24 February 2014.

Comments checked by:

Tim Madden, Interim Head of Finance and Procurement, 0300 003 0106,  
tim.madden@cherwellandsouthnorthants.gov.uk

### **Legal Implications**

- 7.7 The Council has engaged Trowers & Hamlins LLP to consider the legal implications of the Graven Hill acquisition, and the detailed legal due diligence process that Trowers have followed on the Council's behalf in relation to the purchase of the land and its subsequent development for the purposes proposed in this report is contained within Appendix 3.
- 7.8 As the land proposed to be purchased is surplus to MoD requirements, any disposal of it by MoD is subject to the Crichel Down Rules, which require government departments, under certain circumstances, to offer back surplus land to former owners at current market value. There are exemptions, however, if the body to which the land is to be sold could have made a compulsory purchase order to obtain it. Given private sector bodies do not possess the required compulsory purchase powers, the site will need in the first instance to be acquired directly by the Council (which does possess the requisite CPO powers). The Council can accordingly rely on Section 120 of the Local Government Act 1972 to achieve that purchase.
- 7.9 Other statutory provisions on which the Council will seek to rely to progress this project (including the potential for establishing trading vehicles to undertake strategic development of the site) are set out in Appendix 3. These include:
- Section 123 of the Local Government Act 1972 (the power for the Council to dispose of land subject to achieving the best price reasonably obtainable)
  - Section 1 of the Local Government Act 2003 (the power for the Council to borrow)
  - Section 12 of the Local Government Act 2003 (the power for the Council to make investments)
  - Section 1 of the Localism Act 2011 (which gives the Council the power to do anything that an individual may generally do) and
  - Section 111 of the Local Government Act 1972 (which gives the Council power to do any thing which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions).
- 7.10 Appendix 3 does reference a risk to the Council insofar as SDLT liability could arise both on the acquisition of the site by the Council and any subsequent transfer of that site to any trading vehicle established by the Council to progress its strategic development. However, it is reported that that liability will not arise if the land acquisition by CDC and any subsequent transfer to a strategic developer (if such is approved) occurred simultaneously and provided in the meantime the Council does not following exchange of contracts with the MoD in March take any steps to

substantially perform that sale contract (by, for example, going into occupation of the site before completion under licence from the MoD) ahead of such simultaneous completion in June, when the SDLT liability falls to be considered.

- 7.11 It is intended that the Council shall enter into a land agreement with the MoD in advance of a potential contract for sale between the Council and a trading vehicle established by the Council to progress the strategic development of the site, although completion of the Council's purchase and any sub-sale to that vehicle are intended to be simultaneous.
- 7.12 The proposed business plan intended to inform the strategic developer approach mentioned in paragraph 7.2.10 is not required as a prerequisite to entering into the contract between the Council and the MoD for the purchase of the land, given the risk mitigation measures mentioned in Financial / Resource Implications, but it will need to be prepared and reviewed before completion of the land transfer occurs in June 2014.

Comments checked by:

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### **Risk Implications**

- 7.13 The risk implications are as set out in Appendix 2. The overarching 'message' from the due diligence work and in developing the business case is that unacceptable risks have been removed through intense negotiation and other activities such as additional surveys, master planning, the planning application.
- 7.14 Remaining risks are on the whole 'normal risks' associated with any large scale development and these are set out in the business case. Going forward the 'risk and mitigation register' will be kept 'live' to flex to ensure everything possible is in place to mitigate and manage risk.

Comments checked by:

Tim Madden, Interim Head of Finance and Procurement, 0300 003 0106,  
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## **8.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** Yes

**Community Impact Threshold Met:** Yes

### **Wards Affected**

All

## Links to Corporate Plan and Policy Framework

District of Opportunity

### Lead Councillor

Councillor Barry Wood

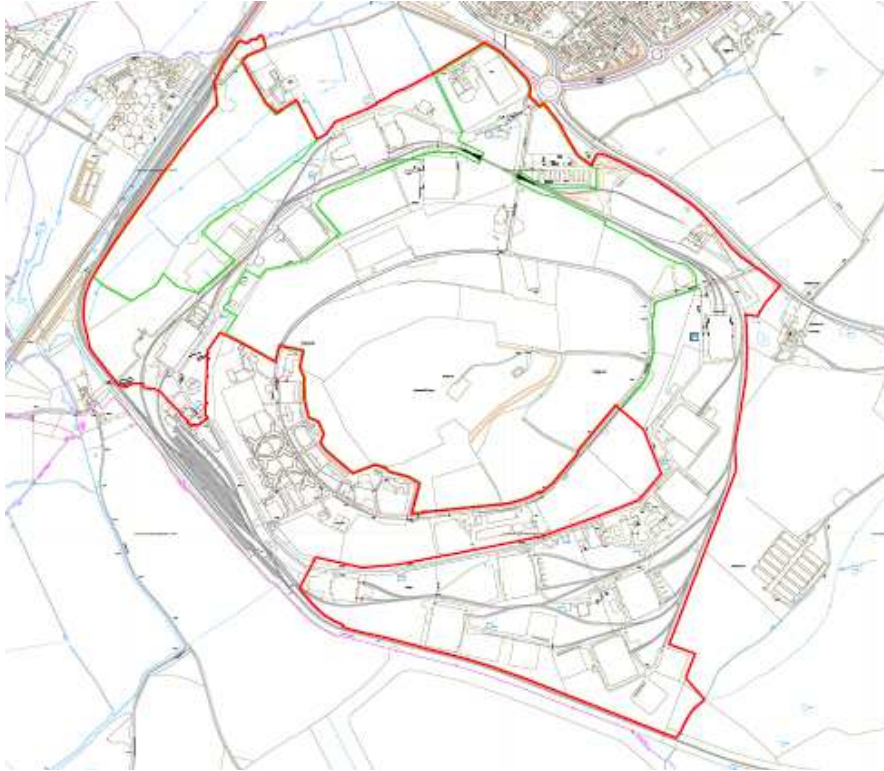
### Document Information

Appendix No	Title
One	Site Plans
Two	Graven Hill Business Case - EXEMPT
Three	Legal Due Diligence Overview- EXEMPT
Four	Financial Due Diligence Overview- EXEMPT
Five	Planning Due Diligence Overview- EXEMPT
Six	Technical Due Diligence Overview- EXEMPT
Background Papers	
None	
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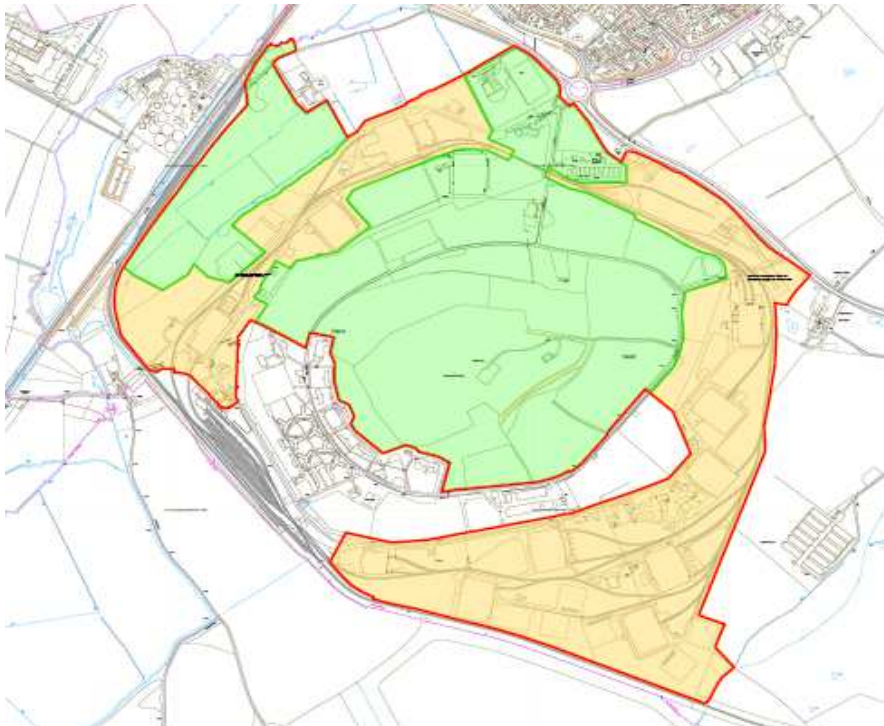


## APPENDIX 1

### Red Line Plan (Land to be Acquired)



### Land Transfer Phasing Plan



## Proposed Self Build Masterplan



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