

Committee: Executive
Date: Monday 1 December 2014
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Urgent Business

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

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

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

6. **Chairman's Announcements**

To receive communications from the Chairman.

7. **Workplace Travel Plan 2015** (Pages 11 - 50)

6.35pm

Report of Head of Strategic Planning and the Economy

Purpose of report

To update the Executive on progress in completing the joint Workplace Travel Plan 2015 and to approve and formally adopt the final draft Travel Plan

Recommendations

The meeting is recommended:

- 1.1 To support the work of officers in their ongoing efforts to introduce a new joint Workplace Travel Plan for South Northamptonshire Council and Cherwell District Council by January 2015.
- 1.2 To approve and adopt the final draft Travel Plan following a recommendation from the Overview & Scrutiny Committee.

8. **Bicester Sports Village Update** (Pages 51 - 56)

6.45pm

Report of Director of Community and Environment

Purpose of report

The purpose of this report is to update the Executive with the latest project position in delivering the pavilion, car park, access requirements, floodlighting and 3G synthetic sports pitch.

Recommendations

The meeting is recommended to:

- 1.1 Note the progress in delivering phase 2 of the Bicester Sports Village project.

9. **Performance Report 2014-15 Quarter 2** (Pages 57 - 90)

6.50pm

Report of Head of Transformation

Purpose of report

The purpose of this report is to present the Council's performance for the period 01 July 2014 – 30 September 2014 as measured through the Performance Management Framework.

Recommendations

The meeting is recommended to:

- 1.1 Note the many achievements referred to in paragraph 3.1.
- 1.2 Identify any performance related matters for review or consideration in future reports identified in paragraph 3.2.
- 1.3 Consider any feedback from the 25 November meeting of the Overview and Scrutiny Committee during which it considered the quarter two performance report.

10. Quarter 2 2014/15 - Revenue and Capital Budget Monitoring Report (Pages 91 - 96) 7.10pm

Report of Head of Finance and Procurement

Purpose of report

This report summarises the Council's Revenue and Capital position, treasury management and procurement performance for the first six months of the financial year 2014-15 and projections for the full 2014-15 period.

To receive information on treasury management performance and compliance with treasury management policy during 2014-15 as required by the Treasury Management Code of Practice.

Recommendations

The meeting is recommended to:

- 1.1 Note the projected revenue and capital position at September 2014.
- 1.2 Note the quarter 2 (Q2) performance against the 2014-15 investment strategy and the financial returns from the funds.

11. Draft Budget and Business Plan 2015-16 (Pages 97 - 112) 7.20pm

****Please note that Appendices A and B will follow as they are still being finalised****

Report of Head of Finance and Procurement and Head of Transformation

Purpose of report

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

This is the first of two opportunities that the Executive has to shape and refine the impending plans before the final budget is presented to Full Council on 23 February 2015.

The report also details the draft strategic priorities, the underpinning key objectives, and deliverables for 2015-16 which sit alongside the draft budget and are to be the subject of wider consultation if approved in principle at this meeting.

Recommendations

The Executive is recommended to:

- 1.1 consider the draft revenue budget detailed in Appendix A (to follow) and agree that it be subject to a period of consultation with the public and other key stakeholders;
- 1.2 consider the recommendations arising from the Budget Planning Committee review of the capital programme that was considered at its informal meeting on 25 November 2014 and detailed in Appendix B (to follow);
- 1.3 note that the final implications of the local government finance settlement will need to be fully considered once the announcement has been made;
- 1.4 advise of any other matters to be taken into consideration in producing a balanced budget for its meeting on 2 February 2015;
- 1.5 endorse the passporting of the Council Tax Reduction Scheme (CTRS) grant to local preceptors.
- 1.6 Agree that the proposed medium term strategic priorities, key objectives and key deliverables for 2015-16, as set out in Appendix C, be referred to the Overview and Scrutiny Committee for consultation prior to the 2nd February 2015 meeting of the Executive.

12. Asset Management Strategy Action Plan (Pages 113 - 118)

7.35pm

Report of Commercial Director (Bicester)

Purpose of report

The purpose of this report is to seek Executive approval to allocate funds from windfall income streams secured in 2014/13 in order to progress the priority actions arising from the Asset Management Strategy Review.

Recommendations

The meeting is recommended to:

- 1.1 Note the proposed priority actions arising from the asset management plan (Para 2.4).
- 1.2 Note that the monitoring of the asset management strategy is currently undertaken by the Accommodation Asset Strategy Board who will be asked to review terms of reference and membership as a result of the asset review.
- 1.3 Approve the allocation of up to £125k from 2014/15 windfall income which will allow the progression of the key activities which focus on the priority actions arising from the Asset Management Strategy Review.
- 1.4 Note that a comprehensive action plan is being developed that will ensure the vision set out in the review document will be delivered by 2019. This action plan will be presented to the Executive in March 2015.

13. Exclusion of the Press and Public

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

1 – Information relating to any individual

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

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

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

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

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

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

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2, 3 and 4 would

be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

14. **Joint Fraud Investigation Team Business Case** (Pages 119 - 136) **7.40pm**
Exempt Report of Head of Finance and Procurement
15. **Woodgreen Leisure Centre Improvements and New Leisure Management Contract** (Pages 137 - 156) **7.50pm**
Exempt Report of Director of Community and Environment
16. **Graven Hill Update** (Pages 157 - 180) **8.00pm**
Exempt Report of Commercial Director (Bicester)

(Meeting scheduled to close at 8.10pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to

democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

Evacuation Procedure

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

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

Sue Smith
Chief Executive

Published on Friday 21 November 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 November 2014 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor Ken Atack, Lead Member for Financial Management
Councillor Norman Bolster, Lead Member for Estates and the Economy
Councillor John Donaldson, Lead Member for Banbury Brighter Futures
Councillor Michael Gibbard, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Clean and Green
Councillor Kieron Mallon, Lead Member for Banbury Developments, Performance and Communications
Councillor D M Pickford, Lead Member for Housing

Also Present: Councillor Barry Richards (representing Councillor Sean Woodcock, Leader of the Labour Group)
Councillor Les Sibley
Councillor Lawrie Stratford

Apologies for absence: Councillor G A Reynolds, Deputy Leader
Councillor Nicholas Turner, Lead Member for Joint Working and IT

Officers: Sue Smith, Chief Executive
Calvin Bell, Director of Development
Karen Curtin, Commercial Director (Bicester)
Ian Davies, Director of Community and Environment
Kevin Lane, Head of Law and Governance / Monitoring Officer
Paul Sutton, Head of Finance and Procurement
Ed Potter, Head of Environmental Services
Natasha Clark, Team Leader, Democratic and Elections

64 **Declarations of Interest**

There were no declarations of interest.

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

The Chairman reported that he had agreed to requests from Councillor Sibley to address the Executive on agenda items 10, North West Bicester Update and 11, North West Bicester Development Framework Supplementary

Planning Document and Councillor Lawrie Stratford on agenda items 7, Local Management Organisations, 10, North West Bicester Update and 11, North West Bicester Development Framework Supplementary Planning Document.

66 **Urgent Business**

There were no items of urgent business.

67 **Minutes**

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

68 **Chairman's Announcements**

The Chairman made the following announcement:

1. Under the Openness of Local Government Bodies Regulations 2014, members of the public were permitted to film, broadcast and report on the meeting, subject to the efficient running of the meeting not being affected.

69 **North West Bicester Development Framework Supplementary Planning Document**

The Head of Strategic Planning and the Economy submitted a report which provided an update on the preparation of a Supplementary Planning Document (SPD) to support proposals for an Eco-town development of up to 6,000 homes on land at North West (NW) Bicester. The report also sought endorsement of the Draft document and approval for public consultation.

In introducing the report the Lead Member for Planning pointed out that the first sentence in paragraph 7.2 of the published report (legal implications) should have been omitted.

At the discretion of the Chairman, Councillors Sibley and Lawrie Stratford addressed Executive.

In response to the addresses, the Lead Member for Planning confirmed that the consultation would start at the end of November for six weeks. The SPD would remain informal planning guidance until it was adopted, which would be after the adoption of the Local Plan.

Resolved

- (1) That the Draft North West Bicester Development Framework Supplementary Planning Document be approved for public consultation.

- (2) That officers be authorised, in consultation with the Lead Member for Planning, to make any further non-substantive changes to the North West Bicester Development Framework Supplementary Planning Document prior to public consultation.

Reasons

The NW Bicester Development Framework SPD will guide future eco-town developments and be used as informal guidance in determining planning applications that have been received and will be submitted as the proposals progress. It follows the standards set out in the Eco-towns PPS and emerging Cherwell Local Plan, providing further detail for consideration in planning applications, the development principles and character areas for the site. It is supported by a Sustainability Appraisal which considers the environmental effects of the masterplan proposals.

The Executive is recommended to note the contents of this report and endorse the vision and principles set out in the Draft masterplan as the basis of the Council's policy to be used as the basis for determining planning applications.

Alternative Options

Option 1: To not prepare and SPD and rely on the Eco towns PPS Cherwell Local Plan policy 1 and submitted Draft masterplan – This option was rejected given the potential for the PPS to be revoked and delay to the Local Plan adoption

Option 2: To commission consultants to prepare the SPD – This option was rejected in favour of the Eco Bicester project team leading on its preparation

Option 3: To await the adoption of the Local Plan before preparing SPD – This option was rejected due to the timescales involved and the necessity to have some form of informal planning guidance when determining the first outline applications later in 2014.

70

Local Management Organisations

The Head of Environmental Services submitted a report which to determine a clear policy regarding developers setting up local management organisations which own and maintain public open space, outdoor sports pitches and play areas on new developments, which then levy a service charge on residents for the maintenance & upkeep of such areas.

At the discretion of the Chairman, Councillor Lawrie Stratford addressed Executive.

Resolved

- (1) That the policy that the Council's strong preference is that public open space, outdoor sports pitches and play areas on new developments continue to be adopted by the Council in conjunction with the relevant

town or parish council with a commuted sum based on accurate costs which reflects the Council's tendered rates for maintenance be approved.

- (2) That the policy that the Council will only consider a local management organisation proposed by any developer if all the conditions set out in the annex to the minutes (as set out in the Minute Book) are met be approved.

Reasons

LMOs maintaining open spaces and play areas can be satisfactory but they can sometimes bring few benefits to residents and usually levy an additional charge to residents. However, there can be potential savings to a developer for such an approach in avoiding a large up front development cost.

Therefore, it is important that a policy on LMOs is in place to ensure adequate safeguards and standards are established and certainty is provided for residents if a developer seeks to follow this approach.

In recent public inquiries, the Council's technical specifications and rates for landscape maintenance were endorsed by the inspector. Consequently the commuted sums requested on new developments have a strong basis for provision.

Alternative Options

Option 1 Approve the policy that the Council's strong preference is for adoption of open spaces, parks and sports pitches with a commuted sum to cover the on-going maintenance.

Option 2: To reject the proposed policy

Option 3: To ask officers to develop alternative proposals

71

Pre-Application Fees for Licensing Act 2003 and Other Licensing Applications

The Director of Community and Environment and Interim Shared Public Protection and Environmental Health Manager submitted a report which sought consideration of the introduction of fees for providing pre-application advice in relation to licence applications subject to consultation.

Resolved

- (1) That the introduction of a discretionary pre-application advice service and charges for licence applications be approved.
- (2) That the introduction of pre-application charging from 1 April 2015 be agreed.

- (3) That the future extension of the scheme to other types of licence applications should this be successful be approved.

Reasons

The Licensing Act 2003 states that all licensing matters must promote the four licensing objectives. With a Licensing Officer giving expert advice to prospective applicants, it is envisaged that this promotion will be satisfactorily achieved.

Introducing a pre-application scheme will provide a quality service to applicants assisting them to get it right first time. This can only enhance the quality of applications submitted to the Council, which may ultimately cut down on the time spent and the cost of dealing with licensing applications at hearings.

Alternative Options

Option 1: To approve the introduction of fees for pre-application advice

Option 2: Not to approve the introduction of fees; officers will continue to provide advice but a fee will not be recovered.

72 **Improvements to Bicester and Kidlington and Gosford Leisure Centres**

The Director of Community and Environment submitted a report which sought consideration of a range of service improvements to Bicester and Kidlington and Gosford Leisure Centres and facility improvements to Kidlington and Gosford Leisure Centre.

Resolved

- (1) That the facility improvements proposed for Kidlington and Gosford Leisure Centre subject to an acceptable outcome of further contractual negotiations be supported in principle.
- (2) That the operational improvements put in place at Bicester and Kidlington and Gosford Leisure Centres be noted and welcomed.
- (3) That a further report on the scope for facility and customer improvements at Bicester Leisure Centre be received.

Reasons

The Council strives for continuous improvement in its services and indeed invites entrepreneurial flair from the operator and this can be regarded as an example of that. Five years after it entered a long term contract for its modernised leisure facilities is a reasonable period for changed patterns of use to be established and improvements to be considered. The proposed improvements will benefit the biggest part of leisure centre customer growth and address the dynamic nature of the health and fitness sector.

By retaining these improvements within the centre's current footprint, it does however mean that users of the Crazy Coliseum will not have like for like facilities provided. The offer of free use of two soft play environments will in some way compensate for this but only in part.

For changes of this nature which are both customer driven and very relevant, officers have requested, that subject to the decision of the Executive, PCL are to undertake a short in centre consultation period from 4 November to gain specific and overall customer views prior to implementation to see whether there are any other improvement and mitigating measure which could be implemented.

Alternative Options

Option 1: Undertake no change. This is not proposed as it would mean that the centre would continue to be constrained in accommodating the growth in health and fitness demand.

73

North West Bicester Update

The Commercial Director (Bicester) submitted a report to advise Members of the expenditure of the Eco Town grant received in 2010 and projects delivered in Bicester, to enable consideration of the proposals for future expenditure and to authorise a change to the delegation for authorisation of expenditure.

Resolved

- (1) That the expenditure that has taken place and the committed funding from the Eco Town grant be noted.
- (2) That the progress that has been made in delivering projects to meet the aims of the One Shared Vision for the Town be noted.
- (3) That the delegation of future expenditure to the Commercial Director (Bicester) in consultation with the Leader of the Council be agreed.

Reasons

Over the last 4 years a considerable amount of work has been done in Bicester and as this report demonstrates a number of outcomes have been delivered. Work has now started on site at NW Bicester on a national exemplar development as well as a masterplan for the whole site being submitted. The Project Team has worked with the promoters A2Dominion to ensure that the development meets the high standards set in the Eco Towns Planning Policy Statement. With work underway on site the potential to deliver key infrastructure on site in the form of the school and eco business centre is now closer, with the school due to start on site in March 2015 and steps now being taken to formalise the delivery of the eco business centre.

A number of projects have been delivered in the town, particularly focussing on energy efficiency and sustainable travel. These have delivered

demonstration projects as sought by DCLG and delivered against the aims of the One Shared Vision for the town.

Over £30m worth of grant funding has been attracted to Bicester, including the DCLG eco town funding. This has been instrumental in the range of projects that it has been possible to deliver in the town. This approach of seeking external funding is continuing with further work being done to enable projects to continue to be delivered in the town.

Grant funding is a small proportion of the overall investment that has taken place in the town. A study by Montague Evans estimated that over £184m of private sector funding has been invested in the town since 2009 in the construction of housing and commercial premises. Furthermore the report concluded in terms of future development as part of the growth of Bicester, the estimated value of the housing sites identified in Bicester is £950 million which is expected to be supported by approximately £700 million of infrastructure investment.

Never the less as the town grows the DCLG eco town funding remains an important source of funding for the delivery of projects in the town. Importantly the funding is enabling a project team to be employed and this is instrumental particularly in the attraction of additional funding and delivery of projects in the town. To maximise the benefits from the grant the ability to recycle funding over time to provide for further investment in the town is sought where feasible.

Future funding will largely rely on the receipt of developer funding to repay the investment in the primary school or income from the eco business centre. Limited funding remains for sustainable travel initiatives and energy efficiency projects is also ring fenced. Other sources of funding are actively being sought including grants from other sources and projects that can be delivered in partnership. This is necessary to be able to continue to deliver projects to meet the outcomes of the One Shared Vision.

The appointment of the Commercial Director (Bicester) has increased the Council's capacity for delivering the planned growth and associated benefits in Bicester along with the required infrastructure. The change of delegation of the eco town funding to the Commercial Director (Bicester) in consultation with the Leader of the Council is recommended to ensure that funding continues to be appropriately targeted.

Alternative Options

Option 1: to leave the delegation with the Chief Executive or not to delegate responsibility for spending eco town funding.

With a Director for Bicester now appointed it is logical that delegation now reflects the revised structure. Much funding is day to day and with no delegation the Council would have less flexibility in the timing of decisions with regard to funding.

Option 2: To commit to future spend of recycled funding

The timing of the receipt of recycled funding is uncertain and over time priorities and pressures can change. It therefore is difficult to commit to funding specific projects at the current time. Some flexibility is therefore sought to review priorities as funding becomes available.

74 **Housing Strategy Priority 5: Homeless Prevention Action Plan Update**

The Head of Regeneration and Housing submitted a report which updated the Executive on the progress of the Homelessness Prevention Action Plan 2013-2015.

Executive commended the Housing Team, and in particular the Homeless Prevention Team, for their hard work in homelessness prevention and on-going work towards achieving the Governments Gold Standard for homelessness services.

Resolved

- (1) That the update of the Homelessness Prevention Action Plan which takes account of learning from the current year's plan, and reflects Cherwell District Council's application for the Gold standard accreditation for homelessness services be approved.
- (2) That for the 2015/16 financial year the ring-fencing of the homeless grant monies provided as part of the Council's general financial settlement awarded by central Government be approved.

Reasons

It is through adopting this Action Plan that the Council makes clear its commitment to the homelessness prevention agenda to both central Government and its partners across the statutory and voluntary sectors

The Homelessness Prevention Action Plan is a result of a review of the previous action plan as directed by Chapter 5 of the Housing Strategy, which requires a review of partnerships.

The adoption of the Homelessness Prevention Action Plan is an important step on the Council's journey to achieving Gold Standard for Homelessness Services, and all that lies behind that award.

Alternative Options

Option 1: Not to endorse the Homeless Action Plan 2015/16 which also requests continued ring-fencing of the DCLG element of council grant for homelessness prevention. This has been rejected as it will lead to an increase in statutory duties to homeless and an increase in spending on provision of expensive temporary accommodation

75 **Exclusion of the Press and Public**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2, 3 and 4 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

76 **Commissioning of Services for Banbury CAB**

The Head of Regeneration and Housing and Interim Shared Community Partnerships and Recreation Manager submitted an exempt report which update the Executive on the delivery of services contracted to Banbury Citizens Advice Bureau (CAB) and requested an extension of the contract for a further 2 years as per the original contract.

Resolved

- (1) That the extension of the current CAB contract by a further 2 years from 1 April 2015 to 31 March 2017, such an extension being contained within the original contract award, be approved.

Reasons

It is anticipated based on contract performance to date that the CAB will have successfully delivered the required services for three years by 31 March 2015. They have complied with all the requirements of the contract offered by the Council and have worked in close contact and in partnership with Council officers. They have established bases in the three main centres of the District as well as offering home visits, telephone advice and an email service to ensure they are accessible to all clients both in employment and those with multiple needs. They are a well-known brand offering quality marked specialist advice which the general public trust.

A contract extension will provide further time for the Council to explore how it may wish to re-engineer advice services for the District. It will provide an opportunity to research how we may be able to work in closer partnership to commission services and give consideration to providing increased value for money in due course.

Alternative Options

Option: Not to extend the Contracts and for the services to be discontinued. This would lead to loss of these three vital services across the District.

Banbury Town Council Open Spaces

The Head of Environmental Services submitted an exempt report which sought approval for additional resources to carry out cleansing operations on behalf of Banbury Town Council in their Parks and Open Spaces.

Resolved

- (1) That the additional revenue resources required for Street Cleansing to carry out Cleansing activities for Banbury Town Council be approved.
- (2) That the additional capital needs in the Environmental Services Vehicle programme in 2015/16 be noted.
- (3) That the opportunities for improving cleansing standards in Banbury be noted.

Reasons

Carrying out Street Cleansing work for Banbury Town Council presents an opportunity to ensure higher cleanliness standards and satisfaction in Banbury. The work is similar to the work already carried out by Street Cleansing for Bicester Town Council and Kidlington Parish Council. The work will also bring in some additional income to the Street Cleansing team.

This work has some risks as does any commercial activity. However the Street Cleansing team has the necessary skills, experience and leadership to ensure this is a successful partnership leading to higher cleansing standards and an efficient use of public funds.

Alternative Options

Option 1: Approve the resources to carry out activities for Banbury Town Council from April 2015.

Option 2: Reject carrying out Street Cleansing work for Banbury Town Council

Option 3: Ask officers to develop alternative options

The meeting ended at 7.40 pm

Chairman:

Date:

Cherwell District Council

Executive

1 December 2014

Workplace Travel Plan 2015

Report of Head of Strategic Planning and the Economy

This report is public

Purpose of report

To update the Executive on progress in completing the joint Workplace Travel Plan 2015 and to approve and formally adopt the final draft Travel Plan

1.0 Recommendations

The meeting is recommended:

- 1.1 To support the work of officers in their ongoing efforts to introduce a new joint Workplace Travel Plan for South Northamptonshire Council and Cherwell District Council by January 2015.
- 1.2 To approve and adopt the final draft Travel Plan following a recommendation from Overview & Scrutiny Committee.

2.0 Introduction

- 2.1 The existing Workplace Travel Plans of the two authorities have reached the end of their intended plan period (published by SNC in 2010, CDC in 2011). The new Plan, prepared by the Lead Officer Transport Policy (SNC), will supersede and replace both documents.

3.0 Report Details

3.1 What are the benefits of the Travel Plan?

Corporate responsibility: This Travel Plan aims to make significant changes to the way people travel to their place of work. This will result in a better local environment for pedestrians and cyclists and result in cleaner air and less congested local streets.

Positive Publicity: Implementing this Travel Plan in full will generate positive publicity and improve South Northamptonshire Council and Cherwell District Council's environmental image.

Increased travel choice: A wider range of travel options, savings and benefits may enhance the recruitment and retention of staff working for SNC and CDC. This Travel Plan will contribute to greater social inclusion by enabling those who do not have access to a car to travel to work or visit the site more easily.

Health Benefits: Many alternative forms of travel include an element of exercise that will lead to a healthier workforce, possibly leading to improved morale and a reduction in health-related absences.

More accessible sites: A decrease in the number of cars arriving at the four workplaces will contribute to reducing congestion at the sites and on the approach roads to the sites. The sites should become more accessible and safer for all staff and visitors. The sites should also become a more attractive place for staff to work and nearby residents to live.

Financial Savings: A Travel Plan can reduce corporate transport overheads by minimising business mileage and has the potential to reduce the number of parking spaces required at each site.

Better Time Management: The automatic use of the car for business travel is not always the most cost effective or efficient option. Alternatives can be cheaper, faster (particularly for long journeys) and provide additional time in which to prepare for meetings or carry out work that would not be possible when sat at the wheel of a car.

3.2 The Scope of the Workplace Travel Plan

This Travel Plan replaces the South Northamptonshire Travel Plan (2010) and the Cherwell District Council Travel Plan (2011). The plan covers the five principal sites operated by South Northamptonshire Council and Cherwell District Council, namely:

- The Forum (Towcester)
- Tove Depot (Towcester)
- Bodicote House (Banbury)
- Thorpe Lane Depot (Banbury)
- Highfield Depot (Bicester)

A small proportion of staff from partner organisations, including Oxfordshire County Council and Northamptonshire County Council are based at these sites (less than 10% in all cases). Staff based at each of the five sites was consulted during the preparation of this Travel Plan and will be expected to support the objectives and contribute to meeting the targets set.

3.3 Staff Travel Survey summary

A comprehensive survey of all staff and members in both local authorities was carried out in March 2014. In total 301 responses (38%) were received from across

the two organisations. Below are some headline figures from the initial analysis. Comparisons are from a survey of 124 SNC staff (46%) in 2008.

Situation in 2014 (2008 in brackets):

- Private car use for commuting purposes 82% (84%)
- Walking/Cycling for commuting purposes 9%
- Public transport for commuting purposes 6%
- Car sharing for commuting purposes 6%

Future demand:

- Support for Home Working 75%
- Support for condensed working hours (9-day fortnight) 64%
- Support for use of Teleconferencing 59% (11%)
- Support for Car Sharing 40% (32%)

It is clear that the results of the survey must feed into the 'Agile Working' programme and that the policies should align.

3.4 Objectives and Targets

The Plan links with the corporate Transformation Agenda and contains six specific objectives:

Objective 1: To reduce unnecessary travel

- To reduce the proportion of visitors driving to the site by offering alternative means of accessing and delivering services
- To reduce staff and member business mileage by actively promoting teleconferencing and car-sharing where appropriate and possible
- To encourage the use of more sustainable modes of transport for work related journeys
- To increase the level of Homeworking from 12% to 25% over 5 years

Objective 2: To encourage the use of more sustainable modes of transport

As part of the overall target, we are setting ourselves the following targets:

- To increase the proportion of employees travelling to work by public transport by 100% over 5 years (from 1.5% to 3.0%)
- To increase the number of car sharers by 50% over 5 years (from 6% to 9%)
- To increase the proportion of employees cycling/walking to work by 30% over 5 years (from 9% to 12%)
- To reduce annual business mileage claims by 7.5% over 5 years
- To reduce the level of solo car use for commuting by 10% over 5 years (from 82% to 73%)
- To reduce the average CO2 of our Grey Fleet by 15% over 5 years (from 166g/kg Co2 to 141g/kg CO2)

Objective 3: To support the corporate priorities 'protecting our quality of life' (SNC) and 'to make Cherwell a cleaner and greener place' (CDC)

- To report progress against targets as part of quarterly corporate performance monitoring

Objective 4: To set out measures that will contribute to satisfying planning condition 16 prior to occupation of the Forum (SNC)

- To ensure that this Travel Plan is complementary to others measures being prepared to satisfy planning condition 16
- To provide monitoring information as required by SNC Development Control
- To ensure that managers from SNC and NCC are fully committed to implementing this Travel Plan and achieving the targets set
- To ensure that staff based at our sites, but employed by partner organisations, embrace the objectives of the Travel Plan and contribute to meeting the targets

Objective 5: To set out measures that will contribute to satisfying BREEAM requirements prior to occupation of the Forum (SNC)

- BREEAM is the most widely used method for assessing, rating, and certifying the sustainability of buildings
- Appendix 2 details where this Travel Plan contributes to the specific requirements of this assessment

Objective 6: To ensure all staff and members are aware of the Travel Plan

All staff and members will be made aware of this plan in five different ways:

- An internal consultation exercise prior to the adoption of the Travel Plan (*this included those staff employed by NCC, OCC and partner organisations based at SNC and/or CDC offices*)
- Formal adoption of the Travel Plan by Cabinet at SNC and Executive at CDC
- Launch of the Travel Plan in January 2015
- Quarterly reporting to committee (Performance Plus data)
- Annual survey of staff

3.5 It is anticipated that the document will be valid for a period of five years from January 2015 to December 2019 inclusive. It will be reviewed annually and only superseded should there be a significant change in the working/travel patterns of either local authority prior to the drafting of the next Travel Plan in Spring 2019.

3.6 A monitoring strategy is being defined to assess our achievements. This travel plan covers staff and visitors travelling to the site for commuting journeys, business travel and deliveries. The travel plan will consider race, gender, religion, disability in its arrangements for people travelling to work.

3.7 The forward timetable is:

29 October 2014	SNC Planning Policy and Regeneration Strategy Committee
10 November 2014	SNC Cabinet
25 November 2014	CDC Overview & Scrutiny Committee

1 December 2014	CDC Executive
December 2014	Workplace Travel Plan submitted to planning (SNC only)
January 2015	Workplace Travel Plan active across SNC and CDC
April 2015	Monitoring and reporting on progress commences

4.0 Conclusion and Reasons for Recommendations

4.1 The committee is asked to approve and formally adopt the Travel Plan.

5.0 Consultation

5.1 The drafting of the Joint Workplace Travel Plan has been prepared by the Lead Officer Transport Policy (SNC) with input from environmental and human resource colleagues from across SNC, NCC and CDC.

5.2 The outcomes and targets were informed by extensive staff survey in March 2014 and staff consultation on the draft document in August 2014.

5.3 Refinements were made during September/October 2014 in response to comments made during consultation and those received from JMT and the Moat Lane Project Board.

5.4 In relation to planning condition 16, positive pre-app advice has been received from both SNC Development Management and NCC Travel Choices in response to the final version attached at Appendix 1.

6.0 Alternative Options and Reasons for Rejection

6.1 The alternative to not preparing a new Workplace Travel Plan is to leave SNC and CDC without a current Travel Plan and risk the late delivery of the Moat Lane scheme as a Travel Plan is a requirement of Planning Condition 16 in relation to occupation of The Forum.

7.0 Implications

Financial and Resource Implications

7.1 The Workplace Travel Plan has been prepared using internal resource and there has been no financial outlay.

Meeting the objectives and targets will have environmental, health and financial benefits for both authorities.

Comments checked by:
Paul Sutton - Head of Finance and Procurement, 0300 003 0106
Paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no legal implications.

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

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

None

Links to Corporate Plan and Policy Framework

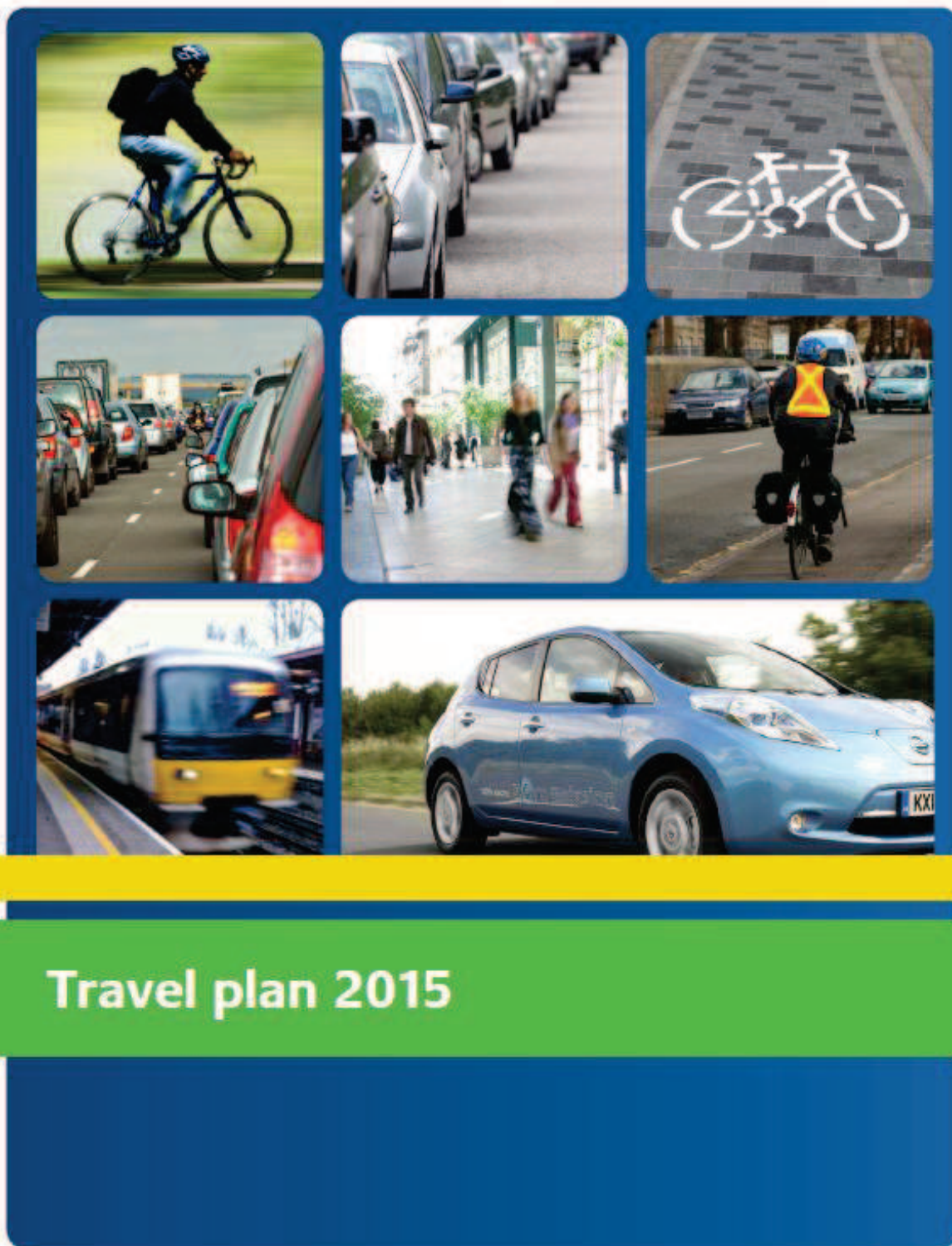
Cherwell: Safe, Green, Clean

Lead Councillor

Cllr Michael Gibbard, Lead Member for Planning

Document Information

Appendix No	Title
1	Draft 2015 Travel Plan
Background Papers	
None	
Report Author	Adrian Colwell – Head of Strategic Planning and the Economy
Contact Information	03000030110 adrian.colwell@cherwellandsouthnorthants.gov.uk



Travel plan 2015

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1. Introduction

“South Northants Council and Cherwell District Council are fully committed to improving the environment at its five principle sites. We have set ourselves ambitious targets to encourage all staff (including those employed by others) and our customers to consider whether it is necessary to travel in order to provide or access our services. And where travel is necessary, to seek more sustainable options, i.e. walking, cycling, public transport and/or car-sharing, to reach our sites or those places where we do business”

This document outlines the joint Travel Plan for South Northants Council (SNC) and Cherwell District Council (CDC). The overall objective of the Plan is to seek to ensure that staff, members and visitors consider, and where possible use more environmentally friendly alternatives to private cars.

Northamptonshire County Council and Oxfordshire County Council were consulted during its preparation and all staff based at the five sites covered by this Travel Plan will be expected to support the objectives and contribute to achieving the targets.

The Plan links with the corporate Transformation Agenda and contains six specific objectives:

1. To reduce unnecessary travel by offering alternative ways to access and deliver services
2. To encourage the use of more sustainable modes of transport where travel is essential
3. To support the corporate priorities ‘protecting our quality of life’ (SNC) and ‘to make Cherwell a cleaner and greener place’ (CDC).
4. To set out measures that will contribute to satisfying planning condition 16* prior to occupation of the Forum
5. To set out measures that will contribute to satisfying BREEAM** requirements prior to occupation of the Forum
6. To ensure that all staff, members and visitors are aware of the Travel Plan

It is anticipated that the document will be valid for a period of five years from January 2015 to December 2019 inclusive. The Plan will be reviewed annually and only superseded should there be a significant change in the working/travel patterns of either local authority (or staff employed by others based at one or more of the sites) prior to the drafting of the next Travel Plan in Spring 2019.

** Planning Condition 16 requires a comprehensive travel plan to be submitted and approved prior to occupation.*

*** BREEAM (Building Research Establishment Environmental Assessment Methodology), first published by the Building Research Establishment (BRE) in 1990, is the world's longest established and most widely used method of assessing, rating, and certifying the sustainability of buildings.*

A monitoring strategy is being defined to assess our achievements. This travel plan covers all staff and visitors travelling to our four sites for commuting journeys, business travel and deliveries.

1.1 What are the benefits of the Travel Plan?

Corporate responsibility: This Travel Plan aims to make significant changes to the way people travel to their place of work. This will result in a better local environment for pedestrians and cyclists and result in cleaner air and less congested local streets.

Positive Publicity: Implementing this Travel Plan in full will generate positive publicity and improve South Northamptonshire Council and Cherwell District Council's environmental image. It will contribute to the corporate priorities, namely, 'protecting our quality of life' (SNC) and 'to make Cherwell a cleaner and greener place' (CDC).

Increased travel choice: A wider range of travel options, savings and benefits may enhance the recruitment and retention of staff working at sites operated by SNC and CDC. This Travel Plan will contribute to greater social inclusion by enabling those who do not have access to a car to travel to work or visit the site more easily.

Health Benefits: Many alternative forms of travel include an element of exercise that will lead to a healthier workforce, possibly leading to improved morale and a reduction in health-related absences.

More accessible sites: A decrease in the number of cars arriving at the five workplaces will contribute to reducing congestion on the approach roads to the sites and the sites themselves. The sites should become more accessible and safer for all staff and visitors. The sites should also become a more attractive place for staff to work and nearby residents to live.

Financial Savings: A Travel Plan can reduce corporate transport overheads by minimising business mileage and has the potential to reduce the number of parking spaces required at each site.

Better Time Management: The automatic use of the car for business travel is not always the most cost effective or efficient option. Alternatives can be cheaper, faster (particularly for long journeys) and provide additional time in which to prepare for meetings or carry out work that would not be possible when sat at the wheel of a car.

Reduction of Carbon Footprint: A reduction in staff traveling and smarter travelling will have a positive impact upon both councils' plans to meet their targets on carbon emissions reduction.

1.2 The Scope of the Travel Plan

This Travel Plan replaces the South Northamptonshire Travel Plan (2010) and the Cherwell District Council Travel Plan (2011).

The plan covers the five principal sites operated by South Northamptonshire Council and Cherwell District Council, namely:

- The Forum (Towcester)
- Tove Depot (Towcester)
- Bodicote House (Banbury)
- Thorpe Lane Depot (Banbury)
- Highfield Depot (Bicester)

A small proportion of staff from partner organisations, including Oxfordshire County Council and Northamptonshire County Council are based at these sites (less than 10% in all cases). Staff based at each of the five sites was consulted during the preparation of this Travel Plan and will be expected to support the objectives and contribute to meeting the targets set.

The Forum is the new main office building in Towcester for South Northamptonshire Council. It covers a floor area of approximately 3900 m² and will accommodate in the region of 150 staff on a daily basis, approximately 90% being SNC staff and 10% NCC. The building has 13 parking spaces for disabled visitors immediately outside, with additional on-street and off-street car park in the vicinity anticipated to provide 207 public spaces (Northampton Road and The Shires). It is anticipated to have 25 cycle racks. This Travel Plan incorporates the stated needs of the staff employed by NCC whom will be based at the Forum.

Tove is the main depot building in Towcester for South Northamptonshire Council. It covers a floor area of approximately 820 m² and accommodates in the region of 50 staff on a daily basis, 100% employed by SNC. The building has 47 parking spaces for staff and visitors including 2 dedicated for disabled drivers. Daily occupancy levels are approximately 80%. Cycle parking is currently only available for staff. Cycle parking for visitors is being explored at the time of writing (July 2014).

Bodicote House is the main office building in Bodicote, Banbury for Cherwell District Council. The floor space of the two buildings is:

- New Bodicote House - 7862m² (of which Sanctuary occupy 492m²)
- Old Bodicote House - 632m² (of which OCC occupy 108m²)

The entire site accommodates in the region of 370 staff on a daily basis with more than 90% being CDC staff, the remainder employed by Oxfordshire County Council and Sanctuary Housing. The building has 281 parking spaces, with 227 dedicated for staff and, 26 spaces for Sanctuary Housing and 28 for visitors including four dedicated disabled. The cycle parking consists of 4 single uncovered stands at the entrance for visitors, 5 stands capable of storing 10 bikes, 5 cycle lockers including two pool bikes

for staff and 6 covered stands capable of storing 12 bikes for staff.

Thorpe Lane is the main depot building in Banbury for Cherwell District Council. It covers a floor area of approximately 303 m² and accommodates in the region of 76 staff on a daily basis, 100% employed by CDC. The building has 50 parking spaces, with 35 dedicated for staff, 8 for fleet vehicles (including an electric vehicle) and 4 for visitors. It has 6 cycle racks for both staff and visitors.

As travel between Banbury and Towcester is common for members of the Joint-Management team and officers employed by both authorities, travel between the sites was identified and analysed as part of the Travel Survey.

Highfield Depot is the main depot covering Bicester, it is mainly used by the environmental services crews and supervisors with no specific workers based and working at this depot full time. It has 26 specific parking spaces for staff and fleet vehicles, and no designated cycle parking.

1.3: Travel Survey and consultation summary

A comprehensive survey of staff and members based at all sites was carried out in March 2014. Staff from Northamptonshire County Council and Oxfordshire County Council who are, or will be, based at one of the five sites were also surveyed. In total 301 responses (38%) were received from across the five offices.

More details can be found in Appendix 1, but below are some headline figures with comparisons, where available, from previous surveys:

- Private car use for commuting purposes 82%
- Walking/Cycling for commuting purposes 9%
- Public transport for commuting purposes 6% (5%, 2010)
- Car sharing for commuting purposes 6%

Future demand:

- Support for condensed working hours (9-day fortnight) 78%
- Support for Home Working 76%
- Support for use of Teleconferencing 59% (11%, 2008)
- Support for Car Sharing 55% (32%, 2008)
- Support for Pool Cars 50%
- Support for discounted bus/train travel 47%

Consultation

The staff/member consultation took place between 4th August and 15th September 2014. As with the Travel Survey, all staff currently based at, or anticipated to be based at, the five sites were consulted.

The respondents highlighted a number of minor grammatical errors and points of clarification and explanation, but the general consensus was in support of the objectives and targets (68% in support). Of those not fully supporting the targets (six respondents), these were evenly split between those feeling that that targets were too ambitious (public transport) or not ambitious enough (public transport). The high level of support for home working was also reaffirmed as an option for appropriate posts.

As a direct result of the consultation feedback, the following changes have been made:

- A revised target in relation to homeworking – up from 20% to 25% (2.1 page 11)
- A new target in relation to reducing emissions from the Grey Fleet (vehicles owned and run by staff/members). This can be found at 2.2 on page 11.
- A new specific objective in relation to BREEAM (See 2.5 on page 12).

1.4: Benchmarking

In order to set realistic targets, it is important to understand how we compare nationally and regionally, but at the same time appreciate the unique nature of our rural setting and the need for private car use by employees, members and customers in areas not well served by public transport.

Modes of Travel

Area	Staff travelling to their workplace by different modes			
	Walking/Cycling	Public Transport	Car - Shared	Car – Solo
ONS 2011 Census Data. National (2013)	14%	12.5%	5%	57%
ONS 2011 Census Data. East Mids. (2013)	13%	8%	2%	73%
SNC/CDC - Mar 2014	9% (target 12%)	1.3% (target 3%)	6% (target 9%)	82% (target 73%)

From this data, targets have been set to reduce solo car use and increase the use of sustainable modes (targets in brackets).

The public transport target will be reviewed should the current downward trend in investment in public transport cease or even reverse. Significant housing growth within the two districts towards the end of the life of this Travel Plan (December 2019) may also provide the opportunity to exceed this target (and bring it closer to the benchmark) through securing developer contributions towards public transport improvements.

Staff Vehicles

A 'grey fleet' vehicle is one which is employee owned and is used for work related journeys. Vehicles tend to be older and have higher emission figures than a company-owned fleet.

The national average emission figure for a 'Grey Fleet' is 169 g/kg CO₂*. The combined Grey Fleet for SNC/CDC has an average emission figure of 166 g/kg CO₂ (September 2014). A target to reduce this by 15% within the life of the Travel Plan has been set. Achieving this figure will reduce the average emissions for our combined Grey Fleet to 141 g/kg CO₂.

Mileage Rates

All four local authorities based at sites covered by this Travel Plan currently pay broadly in line HM Revenues & Customs (HMRC) rates, with any payments in excess of the annual limit being taxable. The table below compares the four authorities.

Vehicle	Business Miles	HMRC Rate	NCC	OCC	SNC	CDC
Car or Van	First 10K miles (exceeding 10K)	45p (25p)	HMRC	HMRC	52.2p (14.4p after 8500 miles)	60p
Motorcycle	All	24p	HMRC	HMRC	HMRC	HMRC
Cycle	All	20p	HMRC	HMRC	HMRC	HMRC

SNC and CDC also pay an additional 5 pence per mile for car-sharing on business. The person claiming must identify those who shared to ensure that one claim for the journey is made.

Homeworking

The national average figure for homeworking is 10.3% (ONS 2011 Census). The current level of homeworking is estimated at 12%, with a target of 25% over the life of the five-year plan.

* Figure from Fleet News (June 2014)

2. Objectives

The objectives of this multi-site Travel Plan are:

2.1. Objective 1: To reduce unnecessary travel

- To reduce the proportion of visitors driving to the site by offering alternative means of accessing and delivering services
- To reduce staff and member business mileage by actively promoting teleconferencing and car-sharing where appropriate and possible
- To encourage the use of more sustainable modes of transport for work related journeys
- To increase the level of Homeworking from 12% to 25% over 5 years

2.2 Objective 2: To encourage the use of more sustainable modes of transport

As part of the overall target, we are setting ourselves the following targets:

- To increase the proportion of employees travelling to work by public transport by 100% over 5 years (from 1.5% to 3.0%)
- To increase the number of car sharers by 50% over 5 years (from 6% to 9%)
- To increase the proportion of employees cycling/walking to work by 30% over 5 years (from 9% to 12%)
- To reduce annual business mileage claims by 7.5% over 5 years
- To reduce the level of solo car use for commuting by 10% over 5 years (from 82% to 73%)
- To reduce the average CO₂ of our Grey Fleet by 15% over 5 years (from 166g/kg Co₂ to 141g/kg CO₂)

2.3 Objective 3: To support the corporate priorities 'protecting our quality of life' (SNC) and 'to make Cherwell a cleaner and greener place' (CDC)

- To report progress against targets as part of quarterly corporate performance monitoring

2.4 Objective 4: To set out measures that will contribute to satisfying planning condition 16 prior to occupation of the Forum

- To ensure that this Travel Plan is complementary to others measures being prepared to satisfy planning condition 16
- To provide monitoring information as required by SNC Development Control
- To ensure that managers from SNC and NCC are fully committed to implementing this Travel Plan and achieving the targets set
- To ensure that staff based at our sites, but employed by partner organisations, embrace the objectives of the Travel Plan and contribute to meeting the targets

2.5 Objective 5: To set out measures that will contribute to satisfying BREEAM requirements prior to occupation of the Forum

- BREEAM is the most widely used method for assessing, rating, and certifying the sustainability of buildings
- Appendix 2 details where this Travel Plan contributes to the specific requirements of this assessment

2.6 Objective 6: To ensure all staff and members are aware of the Travel Plan

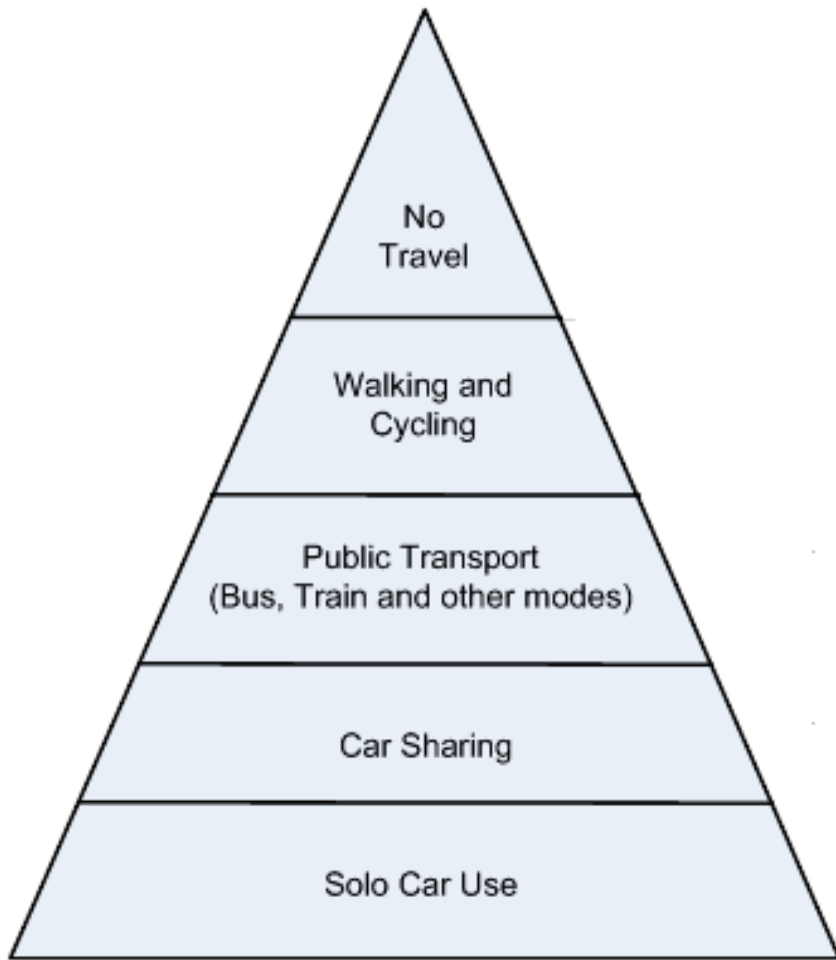
All staff and members will be made aware of this plan in five different ways:

- An internal consultation exercise prior to the adoption of the Travel Plan (*this included those staff employed by NCC, OCC and partner organisations based at SNC and/or CDC offices*)
- Formal adoption of the Travel Plan by Cabinet at SNC and Executive at CDC
- Launch of the Travel Plan in January 2015
- Quarterly reporting to committee (Performance Plus data)
- Annual survey of staff

As the Plan develops it will be appropriate to consider the adoption of further objectives and where appropriate the setting of further targets.

To assist in achieving these targets, all staff based at the five sites will be expected to use the 'Travel Hierarchy' before planning or making every journey. The aim is to be as high on the pyramid as practicable for each journey.

Journeys will be analysed regularly and staff may be asked to justify why a journey was made by a particular mode.



The Travel Hierarchy

3. Implementation

In order to implement the Plan the following will be established:

3.1. A Travel Plan Co-ordinator

The role of Travel Plan Co-ordinator will be met from existing resource and led by the SNC Lead Officer Transport Policy with support from SNC, CDC, NCC and OCC officers where appropriate as follows:

- To oversee the development and implementation of the Travel Plan
- To obtain and maintain commitment and support from senior managers, staff, members and union representatives
- To design and implement effective marketing and awareness raising campaigns to promote the Travel Plan
- To facilitate the establishment of steering groups, working groups, etc.
- To co-ordinate the necessary data collection exercise required to develop the Travel Plan
- To act as a point of contact for all staff requiring information
- To liaise with different departments, e.g. human resources, estates, facilities, etc. and external organisations, e.g. transport operators
- To co-ordinate the monitoring programme for the Travel Plan

3.2. The Travel Plan Working Group

The Travel Plan Working Group was established in 2013. It comprises of representatives from across the two organisations (SNC and CDC). Northamptonshire County Council was fully involved in developing aspects relating to the Forum.

The group is responsible for developing the Action Plan, implementing initiatives and the overall monitoring and review of the Travel Plan. Their role is to:

- Allocate staff to implement the schemes
- Set clear dates for action
- Ensure that the Travel Plan makes progress by holding twice yearly review meetings
- Report progress to Management
- Develop future initiatives
- Expand objectives and targets, and monitoring strategies as initiatives are developed and agreed.

3.3. Staff and Member Focus Groups

The key to the success and implementation of this multi-agency Travel Plan is to involve staff and members at all stages. Following consultation, this will be partly achieved by the formation of staff and member focus groups to develop proposals for

implementation. The focus groups that are formed will depend on the actions agreed by the Travel Plan working group.

3.4. Partnerships

SNC and CDC will endeavour to strengthen evolving partnerships with:

- National organisations such as Sustrans, Association of Commuter Transport, Cycle Touring Campaign, The Pedestrians Association, Environmental Transport Association.
- Regional public transport providers such as Stagecoach, Arriva and Chiltern Rail
- The sustainable transport teams of Northamptonshire and Oxfordshire transport authorities (NCC & OCC)
- Developers through the application process and Section 106
- Local organisations such as employers, appropriate local retailers (for discounts on items such as bicycles, outdoor clothing and footwear)

SNC and CDC will also seek to ensure that links are established with other relevant activities, e.g. the induction process, work-life balance, recruitment and retention strategies.

4. Monitoring

4.1. Monitoring requirements

Both SNC and CDC will monitor the targets within this Travel Plan and report them as part of the wider quarterly performance update.

SNC will be expected to monitor additional targets in relation to planning condition 16 in relation to occupation of the Forum. NCC will also provide monitoring data where appropriate.

4.2. Staff and member survey

SNC and CDC will carry out annual monitoring at all five sites by using a survey based on the comprehensive Travel Survey in March 2014.

The annual monitoring survey will cover:

- Where people come from
- What mode of transport they use to get to work
- How often they need their own car for work purposes
- Suggestions to improve facilities/ initiatives at the site
- Awareness of the Travel Plan

4.3. Specific monitoring strategies

A range of monitoring strategies will be used to ensure that the plan is on target. The following demonstrates the techniques to be used, but is not an exhaustive list.

Quarterly:

- The number of people on the car-share database
- Counts at all car parks (same time/day of the week)
- Counts at all cycle stands (same time/day of the week)
- Monitoring of business mileage
- Monitoring of the 'average' CO2 emissions for the Grey Fleet
- Pool bike usage levels

Annually:

- All-staff/member travel survey to assess effectiveness of the Travel Plan
- Survey of the number of people working from home
- Comparison of car mileage claims vs. train/bus/cycle mileage claims
- Report to the Joint Management Team and Committee

5. Site Audits

5.1. Car Parking

This Travel Plan relates to five distinct sites.

The Forum:

This site has one entrance for car users. The main entrance is approached from Northampton Road. There is anticipated to be a total of 207 public car parking spaces in Northampton Road and the Shires site approximately 300m from the Forum. There are 13 spaces for disabled parking, and 37 on-street spaces for visitors on Northampton Road close to the front entrance. Demand for car parking space is likely to be high. A decision has been made by the Moat Lane Project Board that dedicated member parking will not be included on site.

Tove Depot:

This site has one entrance for car users. The main entrance is approached from Old Tiffield Road. There are currently a total of 47 car parking spaces. There are 45 spaces available for staff and visitors and 2 dedicated spaces for disabled parking. Demand for car parking space is moderate with a typical daily occupancy rate of 80%.

Bodicote House:

This site has one entrance for car users. The main entrance is approached from White Post Road. There are currently a total of 281 car parking spaces. There are 227 spaces available for staff, 30 spaces for visitors including four spaces for disabled parking. Demand for car parking space is high.

Thorpe Lane Depot:

This site has one entrance for car users. The main entrance is approached from Thorpe Lane. There are currently a total of 50 car parking spaces. There are 35 spaces available for staff, 2 spaces for disabled parking, 4 spaces for visitors, 7 spaces for fleet vehicles and 1 space for an electric vehicle. Demand for car parking space is very high.

Highfield Depot:

This site has one entrance for car users. The main entrance is approached from George Street. There are currently a total of 26 car parking spaces for use by primarily fleet vehicles and where available staff users. Demand for car parking space is very high.

5.2. Car Sharing

There is currently no dedicated car parking for car sharers, although this will be addressed through the Travel Plan actions (section 9.4).

5.3. Rail

Rail is a much more realistic option for staff and visitors to Bodicote House and Thorpe Lane Depot (both in Banbury) than for The Forum and Tove (both in Towcester)

Banbury (Bodicote House and Thorpe Lane)

The railway station is approximately 2 miles from either Site. The service from Banbury to Bicester North runs approximately every hour. Services also run from Bicester Town, Heyford and Islip. A new station is planned at Oxford Parkway on the new line built between Oxford and Cambridge.

Towcester (The Forum and Tove Depot)

The nearest railway station is approximately eleven miles from the Site (Northampton), although Milton Keynes (13 miles) is more popular for journeys southwards. Services from Northampton and Milton Keynes run frequently. Services also run from Kings Sutton every hour to Banbury and Bicester North.

Bicester (Highfield Depot)

The nearest railway station is approximately 1 mile from the site. The service operates from Bicester North to Banbury approximately every hour. Services also run from Bicester Town.

5.4. Bus

Banbury (Bodicote House and Thorpe Lane)

A range of bus services from around the county run through Banbury bus station, these services are B1, B2, B5, B8, 50/50A, 488/489, 500, S4, 81/ 81A/ X81, 90/90A, B7, B10, 499, 269/270.

Towcester (The Forum and Tove Depot)

A range of bus services from around the county operate through Towcester – these are the numbers 8, 86, 87 and 89.

Bicester (Highfield Depot)

A range of bus services from around the county operate through Bicester – these are the S5, NS5, X5, 8, 37, 81, 81a, 118, 25, 25a, 94, 18, 21, 30 and 95

5.5. Cycling

Banbury (Bodicote House and Thorpe Lane)

- The sites are accessible by bicycle, but improvements are required

- The cycle parking consists of
 - Bodicote House: 4 single uncovered stands at the entrance for visitors, 5 stands capable of storing 10 bikes, 5 cycle lockers including two pool bikes for staff and 6 covered stands capable of storing 12 bikes for staff
 - Thorpe Lane: 6 cycle racks
- A Sustainable Travel Group is to be established
- Using a bicycle on business is reimbursed at the maximum HMRC tax-free rate of 20ppm

Towcester (The Forum and Tove Depot)

- The sites are accessible by bicycle, but improvements are required
- The cycle parking consists of
 - The Forum: 25 cycle racks
 - Tove depot: staff facilities only
- A Sustainable Travel Group is to be established
- Using a bicycle on business is reimbursed at the maximum HMRC tax-free rate of 20ppm

Bicester (Highfield Depot)

- The site is accessible by bicycle, but improvements are required
- The cycle parking consists of
 - Highfield Depot: staff facilities only
- A Sustainable Travel Group is to be established
- Using a bicycle on business is reimbursed at the maximum HMRC tax-free rate of 20ppm

5.6. Information

A “Travel information” section on both the SNC and CDC intranet will be established in early 2015 with details of bus routes, telephone information lines, pool bikes, the Travel Board and cycle facilities. This information will be accessible to partner staff based at the five sites. It will also be reproduced on the external websites later in 2015.

5.7. Visitors

Visitor numbers at each site vary considerably with the exception of Highfield Depot, which is an operational depot with no visitor facilities.

Each site will be monitored in early 2015. In response to the findings, the Travel Plan Working group will develop and later implement a plan to reduce the number of visitors arriving by car.

6. Staff Details

6.1. Employees

SNC currently employs approximately 220 staff across two sites

CDC currently employs approximately 445 staff across three sites

OCC currently employs approximately 10 staff at Bodicote House

NCC is anticipated to employ approximately 15 staff at the Forum

The number of staff at each site varies considerably on a daily basis and the above figures were correct at the time of writing (October 2014). Surveys carried out by Facilities Management in 2014 indicate that the number of staff 'based on site' on a typical working day is:

- Bodicote House: 350
- Thorpe Lane: 75
- The Forum: 150*
- Tove Depot: 50
- Highfield depot: 40

6.2. Hours of Work

For South Northants Council:

- Core working for the majority of staff are: 9.30am - 12.00pm & 2.00pm - 4.00pm
- Flexible hours are recorded between 8.00am and 6.00pm
- Time-in-lieu is recorded outside flexi hours

For Cherwell District Council:

- Core Working hours for each service is 8:45am – 5.15am with every department providing cover during these hours
- Flexible hours are recorded between 7.00am and 10.00pm
- Time-in-lieu is recorded outside flexi hours

*October 2014 estimate based on survey at Springfields. This figure takes into account staff relocating to Tove plus 15 NCC staff

Oxfordshire County Council:

- Staff work broadly similar hours to CDC

Northamptonshire County Council:

- The two services based at The Forum work outside standard office hours
- The Registrar service is part-time and by appointment only
- The Library hours are 9.00am - 6.00pm from Monday to Friday; 10.00am - 4.00pm on Saturday; and 1.00pm - 4.00pm on Sunday

6.3. Business Mileage

In the twelve months to 31st May 2014, the following journeys were made by staff in the course of their work.

Local Authority	Total business miles travelled (01.06.13 to 31.05.14)	Average no. of business miles travelled per claiming employee
CDC	369,911 miles	1485 miles p.a.
SNC	237,875 miles	1299 miles p.a.
TOTAL	607,786 miles	

These figures are moderate for two rural districts with a mix of market towns and dispersed populations. It should also be noted that South Northants has just one rural train station (Kings Sutton) and public bus services outside the market towns are somewhat limited. Cherwell is better catered for by public transport although away from the key transport corridors, travel by car on business is essential for many staff.

Business mileage by councillors is very low. In addition, a high proportion of members (councillors) at both SNC and CDC do not make any claim for their journeys. As an indication, just 7568 miles was claimed by the 42 members at SNC in the first 4 months of 2015 financial year. This equates to just 10 miles per member per week.

Journeys made by the small number of Oxfordshire County Council staff based at Bodicote House had not been collated at the time of writing (October 2014). Journeys made by Northamptonshire County Council staff to be based at the Forum from March 2015 were unknown at the time of writing (October 2014). Data from both organisations in relation to staff based at Bodicote House and the Forum respectively will be collated from April 2015 and will be analysed to contribute to the targets.

Savings in the order of 60 tons of CO₂ and financial savings in excess of £100,000 could be made in the five-year life of the Plan by meeting the 7.5% target set for a reduction in miles travelled.

6.4. The Grey Fleet

A 'grey fleet' vehicle is one which is employee owned and is used for work related journeys. Vehicles tend to be older and have higher emission figures than a company-owned fleet. The latest analysis (29 September 2014) indicates 415 vehicles are recorded for business use by staff at SNC and CDC combined. Of these, 108 (26%) are low emission vehicles (those with a CO2 emission figure of 120g/kg or below). The 'average' across the two fleets is 166g/kg (typical for 2007 registered Vauxhall Astra 1.6 petrol). A target has been set to reduce this by 15% to 141g/kg (typical for 2012 Vauxhall Astra 1.4 petrol). In-vehicle monitoring of the Grey Fleet is being investigated at the time of writing (October 2014).

6.5. Mileage Rates

All four local authorities based at sites covered by this Travel Plan currently pay broadly in line HM Revenues & Customs (HMRC) rates, with any payments in excess being taxable. The table below compares the four authorities.

Vehicle	Business Miles	HMRC Rate	NCC	OCC	SNC	CDC
Car or Van	First 10K miles (exceeding 10K)	45p (25p)	HMRC	HMRC	52.2p (14.4p after 8500 miles)	60p
Motorcycle	All	24p	HMRC	HMRC	HMRC	HMRC
Cycle	All	20p	HMRC	HMRC	HMRC	HMRC

Reduction in the car reimbursement rate at SNC and CDC to the HMRC tax-free allowance of 45ppm (to align them to NCC and OCC) would reduce expenditure and administration costs (in splitting the taxable and non-taxable element).

However, this specific issue falls outside the scope of this Travel Plan and will be reviewed as part of the wider 'Harmonisation Project'.

7. Travel Survey

A travel survey of all staff and members was undertaken in March 2014. The survey 301 responses, which was approximately 38% of the workforce based at the four sites. SNC and NCC staff anticipated to be based at the Forum were also surveyed.

A summary of the results is below. For further information, please see Appendix 1.

7.1. How Staff currently travel to work?

- 82% of staff mainly travel into work by car (single occupancy)
- 6% mainly use a car shared with others
- 8% mainly walk to work
- 1.3% mainly cycle
- 1.3% mainly used public transport

7.2. Why do they choose to travel this way?

Distance from home to work and the need for the car for work purposes were the main reasons given. Lack of public transport provision/ public transport taking too long and use of the car for other purposes after work also scored highly.

7.3. Where are they travelling from?

Respondents were asked to provide their home postcode. These are shown on the map in the appendix, but are mapped in postcode sectors so as not to identify individual properties.

7.4. What measures would be most popular / effective?

- | | |
|---|-----------------|
| • Support for condensed working hours (9-day fortnight) | 78% |
| • Support for Home Working | 76% |
| • Support for use of Teleconferencing | 59% (11%, 2008) |
| • Support for Car Sharing | 55% (32%, 2008) |
| • Support for Pool Cars | 50% |
| • Support for discounted bus/train travel | 47% |

Please see Appendix 1 for the full survey results.

8. Communication and Marketing

This Travel Plan is integral to the wider process of organisational change within the transformation agenda. This plan contributes to a number of aspects this wider programme.

The target audiences for this Travel Plan are all staff, members and visitors. It is essential that all aspects of this Travel Plan be effectively communicated to all those based at the five principal sites. A vital part of the success of this Plan will also be in letting people know how we are doing. This will be done through the following means:

8.1. Posters

Posters on notice boards around the buildings will be used to highlight transport information and to keep staff informed of special days and events that are being organised.

8.2. Email

Quarterly emails will be sent out to key people (such as the Sustainable Travel Group) to help promote special days and events.

8.3. Staff/Member Induction Training

The Induction Training programme will be updated to inform new staff and members of the key aspects of the Travel Plan. This is especially useful, as research indicates that the best time for people to change travel habits is when they are changing jobs or moving house. Travel to Work information will be included during Induction Training sessions.

8.4. The Launch Event

The Travel Plan will be launched to all staff based at the five sites in early 2015 to promote the work that SNC and CDC have carried out, and to inform people of their new travel choices. Following this, we aim to send regular media releases of how the Travel Plan is progressing to help raise awareness with general public.

8.5. Recruitment information

Alternative travel details regarding how to get to the site via public transport, walking and cycling will be sent out either with application forms or with information about coming to interviews.

8.6. The Intranet

The intranet will be used to promote the 'tax-free' bicycle purchase scheme and outline specific promotional activities going on (such as Bike 2 Work day) and to provide staff

with key information. The intranet will include relevant and up to date bus and train information, the cost of bus passes, maps of walking and cycling routes, information about getting to other destinations for meetings by train or bus, details of the cycle business mileage allowance, guidance on home-working and flexible working and regular updates of the Travel Plan progress.

8.7. The Website

Public transport information and map of walking and cycling links will be included in greater detail and more prominently on the two websites, which can be found at www.southnorthants.gov.uk and www.cherwell.gov.uk.

8.8 Internal Publications/ Newsletters

Press releases with quarterly updates on Travel Plan measures that have been implemented will be supplied to internal publications and newsletters. This method of communication will also be used for general transport information and to promote any internal transport related activities.

9. Action Plan

The following measures will be implemented within the timescale for action:

Short (S)	=	achievable by September 2015
Medium (M)	=	achievable by September 2016
Long (L)	=	achievable by September 2018
Ongoing (O)	=	ongoing

9.1. Measures to increase walking

- 9.1.1. Erect a signs showing the direction and distance or time it takes to walk to each site on key walking routes (e.g. town centre, bus stop). (M)
- 9.1.2. On-going promotion of walking, e.g. internal newsletters promoting health/ environmental benefits. (O)
- 9.1.3. Promote walking on special days, e.g. car free day, TravelWise week. (O)
- 9.1.4. Set up a Sustainable Travel Group which will meet twice a year (S)
- 9.1.5. Provide incentives for people to walk e.g. free fluorescent gear, pedometers, umbrellas, and discounts at walking/ shoe shops, prize draws. (M)
- 9.1.6. Introduce a regular “casual clothes” day (e.g. last Friday of every month). (S)

9.2. Measures to increase cycling

- 9.2.1. Promote the 20ppm rate for using a bicycle on business (S)
- 9.2.2. Promote the tax-free bicycle purchase scheme (S)
- 9.2.3. Erect signs showing the direction and distance or time it takes to cycle to the site on key cycling routes (e.g. town centre/bus stop). (L)
- 9.2.4. Provide a range of secure cycle stands close to the main entrance for staff and visitors. (S)
- 9.2.5. Provide / improve facilities for those arriving by bicycle to include consideration of changing rooms, lockers and drying facilities for wet clothes. (M)

- 9.2.6. Provide incentives for people to cycle e.g. free fluorescent gear, cyclometers, wet weather gear, discounts at cycle shops and prize draws (M)
- 9.2.7. Introduce a regular “casual clothes” day (e.g. last Friday of every month). (S)
- 9.2.8. On-going promotion of cycling e.g. internal newsletters promoting health/ environmental benefits. (O)
- 9.2.9. Promote cycling on special days e.g. bike2work day, car free day, TravelWise week. (O)
- 9.2.10. Set up a Sustainable Travel Group which will meet twice a year (S)
- 9.2.11. Investigate low-cost or free cycle training for staff. (M)
- 9.2.10. Extend the existing pool bike scheme (M)

9.3. Measures to increase public transport usage

- 9.3.1. Investigate subsidies for bus/train tickets for staff to try the bus/ train. (M)
- 9.3.2. Publicise public transport routes, timetables, travel information lines (Traveline: 0870 608 2 608) for staff and visitors by links to public transport information from intranet and websites and maintaining up to date bus timetables in the main reception area. (O)
- 9.3.3. Encourage staff and members to use public transport for business travel. (O)
- 9.3.4. Seek to secure Section 106 monies from all new developments to increase the availability of public transport options (O)
- 9.3.5. Develop existing corporate arrangements with train companies for ticket purchase. (M)

9.4. Measures to increase number of car sharers

- 9.4.1. Mark a priority space(s) at all five sites for those who car share. (M)
- 9.4.2. Provide a car share database for staff, where employees can view offers and requests for lifts from their colleagues. (S)
- 9.4.3. Targeted promotion during 'TravelWise' week. (S)
- 9.4.4. Offer incentives to car share, e.g. free car wash, free MOT, prize draws etc. (O)

9.5. Measures to manage/ reduce car use

- 9.5.1. Investigate training or offer leaflets on safer and greener driving techniques. Offer courses free of charge or at a subsidised rate to all employees/members. (S)
- 9.5.2. Investigate the introduction low emission pool cars available for employee use. (S)
- 9.5.3. Ensure that those who drive more energy efficient cars receive the same or higher mileage rate than those with less efficient cars. (M)

- 9.5.4. Consider options for vehicle monitoring/tracking with the emphasis on reducing costs and total mileage (S)
- 9.5.5. Review the staff car loan scheme to consider how to incentivise those purchasing low emission vehicles. (S)
- 9.5.6. Promote flexi-time so that:
- staff do not have to start and finish at set times (thus making it easier to travel by alternative modes)
 - staff are encouraged to take full days rather than a half day off (thus reducing the need to travel to the site) (M)
- 9.5.7. Investigate compressed working hours further e.g., work 9 days per fortnight for all staff where it does not impact on the service delivered to the public (M)
- 9.5.8. Promote remote and home working:
- Develop terms and conditions for appropriate posts to formalise opportunities for remote and home working
 - Provide equipment and facilities for remote and home workers e.g. drop in centres at different locations
 - Inform staff of the remote and home working opportunities to encourage staff to join the scheme (where appropriate) (M)
- 9.5.9. Promote on-site or local facilities to ensure that staff can avoid making journeys longer than absolutely necessary to use such facilities:
- day nursery for employees children
 - cash point
 - post office
 - canteen
 - gym/well-being centre. (M)
- 9.5.10. Develop opportunities for telephone and video conferencing:
- Provide a video-conferencing facility within the two main office sites (The Forum and Bodicote House)
 - Provide net-conferencing options with web-cams at the three depots
 - Set up training sessions for staff. (L)
- 9.5.11. Encourage the use of public transport for business use (particularly meetings):
- Encourage managers and staff to routinely question/discuss travel expense claims. Why was the journey not taken by public transport?
 - Produce official guidance on which journeys are appropriate by car, and which should be taken where ever possible by public transport
 - Time meetings to facilitate travelling by public transport , provide information to enable delegates to car share
 - Promote the advance booking of cheaper tickets
 - Promote the use of public transport for business use (particularly

- meetings) and make it easier for staff to use alternative modes
- Provide information on timetables, tickets, prices, routes of public transport services to common meeting destinations
- Publish cost comparison table for staff to be included in the Induction handbook showing the cost by car and the cost by public transport to common destinations, (e.g. Birmingham and London).(M)

9.5.12. Monitor business travel:

- Keep clear records on business mileage to monitor change
- Keep records on CO2 emissions for grey fleet (staff owned and run)
- Which modes of transport were used (including bike, bus, train) for which journey to identify where more efficient modes of transport could be used. (O)

9.5.13. Encourage car sharing for business travel:

- Promote the enhanced mileage rate (payable to the officer/member driving) where a share can be proven
- Develop a more formal system to encourage staff/members attending the same meeting to travel together
- Provide delegate lists for those attending meetings to facilitate car sharing. (S)

9.6. Measures to ensure staff/members/visitor awareness of the Travel Plan

9.6.1. Provide information in a dedicated section of the two intranet sites and websites regarding the Travel Plan. (S)

9.6.2. Travel to Work information at induction training. (M)

9.6.3. Travel Awareness Campaign targeting all staff at site

- Regular updates to go to staff via Intranet
- Use of staff notice board to promote initiatives
- Articles on alternative modes of travel for internal magazine.(O)

9.6.4. Participate in Bike to Work Day & TravelWise week. (O)

9.6.5. Make maps available that give information to visitors on travelling to all sites on foot, by bicycle and on public transport. (M)

9.6.6. Alternative transport information to be updated on the Internet. (O)

9.6.7. Distinct and prominent travel information in main reception. (O)

10. Appendices

10.1 Appendix 1

Travel Survey Results (March 2014)

A comprehensive online survey took place during March 2014. Of approximately 800 staff and members based at the five sites (including those anticipated to be based at the Forum), 301 responded to the survey, representing a sample of 38%.

As the vast majority of staff based at Springfields at the time of the survey will be re-locating to the Forum in March 2015, the data from surveys of staff has been used to guide the requirements for the new building, the Forum.

As the levels of home-working is set to increase and a number of staff (approximately 20) will move from Springfields to Tove in March 2015, it has been assumed that the anticipated requirements at the Forum will be approximately 75% of that stated for Springfields.

10.2 Appendix 2

BREEAM (Building Research Establishment Environmental Assessment Methodology), first published by the Building Research Establishment (BRE) in 1990, is the world's longest established and most widely used method of assessing, rating, and certifying the sustainability of buildings.

The requirements for BREEAM 'Good' in relation to the Forum are identified below with an indication as to where this Travel Plan contributes to meeting TRA 05 (01):

1. *A travel plan has been developed as part of the feasibility and design stages which considers all types of travel relevant to the building type and users.*
2. *The travel plan is structured to meet the needs of the particular site and takes into consideration the findings of a site-specific transport survey and assessment that covers the following (as a minimum):*
 - a. *Where relevant, existing travel patterns and opinions of existing building or site users towards cycling and walking so that constraints and opportunities can be identified*
 - b. *Travel patterns and transport impact of future building users*
 - c. *Current local environment for walkers and cyclists (accounting for visitors who may be accompanied by young children)*
 - d. *Disabled access (accounting for varying levels of disability and visual impairment)*
 - e. *Public transport links serving the site*
 - f. *Current facilities for cyclists*
3. *The travel plan includes a package of measures that have been used to steer the design of the development in order to meet the travel plan objectives and minimise car-based travel patterns. This is demonstrated via specific examples such as:*
 - a. *Providing parking priority spaces for car sharers*
 - b. *Providing dedicated and convenient cycle storage and changing facilities*
 - c. *Lighting, landscaping and shelter to make pedestrian and public transport waiting areas pleasant*
 - d. *Negotiating improved bus services, i.e. altering bus routes or offering discounts*
 - e. *Restricting and/or charging for car parking*
 - f. *Criteria for lobby areas where information about public transport or car sharing can be made available*
 - g. *Pedestrian and cycle friendly (for all types of user regardless of the level of mobility or visual impairment) via the provision of cycle lanes, safe crossing points, direct routes, appropriate tactile surfaces, well lit and signposted to other amenities, public transport nodes and adjoining offsite pedestrian and cycle routes.*
 - h. *Providing suitable taxi drop-off/waiting areas.*
 - i. *Ensuring that rural buildings are located with appropriate transport access to ensure that they adequately serve the local community (where procured to do so e.g. community centre).*

4. Where appropriate to the building type, size and intended operation, the travel plan includes measures tailored to minimise the impacts of operational-related transport e.g. deliveries of supplies, equipment and support services to and from the site.

Where the building's final occupier is known, they confirm that the travel plan will be implemented post construction and supported by the building's management during building operation.

BREEAM Requirement	Comments	Satisfied? Yes/No/Partially
1	The Travel Plan has been prepared following extensive staff/member survey, staff/member consultation and double committee cycle: <ul style="list-style-type: none"> • Planning Policy & Regeneration & Strategy Committee on 10th July and 29th October 2014 • Cabinet on 10th November 2014 	Yes
2 a	Extensive Staff and member Travel Survey of all staff to be based at the Forum was undertaken in March 2014. 301 responses were received. The Plan has been prepared based on these findings	Yes
2b	Extensive Staff and member Travel Survey of all staff to be based at the Forum was undertaken in March 2014. 301 responses were received. The Plan has been prepared based on these findings	Yes
2c	The Moat Lane Project Board are reviewing signage at the time of writing (October 2014)	Partially
2d	The building has been designed to be fully accessible. The specific details are covered in a separate access audit	Yes
2e	Extensive Staff and member Travel Survey of all staff to be based at the Forum was undertaken in March 2014. 301 responses were received. The Plan has been prepared based on these findings	Yes
2f	Extensive Staff and member Travel Survey of all staff to be based at the Forum was undertaken in March 2014. 301 responses were received. The Plan has been prepared based on these findings	Yes
3a	This is being investigated at the time of writing (October 2014)	Partially
3b	25 bicycle stands are being installed and changing facilities are being investigated at the time of writing (October 2014)	Yes
3c	These issues are being finalised at the time of writing (October 2014)	Partially
3d	This work is being carried out by the Lead Officer Transport Policy at the time of writing (October 2014)	Yes
3e	There are no parking facilities for staff on-site	Yes
3f	Extensive information will be made available in the main lobby/reception. The Customer Service Manager is leading on this aspect	Yes
3g	Improvements to cycling infrastructure are required. Feasibility work is in progress	No
3h	A drop-off/taxi waiting area is being constructed at the time of writing (October 2014)	Yes
3i	This requirement is not relevant as the location is not rural	N/A

4	<p>The impact of deliveries and operational transport is being minimised through shared procurement. Facilities Management are taking the lead on this.</p> <p>Senior management (Joint Management Team) and the Moat Lane Project Board (MLPB) have been involved in the development of the Travel Plan. Formal updates have been made on:</p> <p>JMT on 20th November 2013 (Shaping the Policy) JMT on 16th July 2014 (First Draft) JMT on 15th October 2014 (Committee Draft)</p> <p>MLPB on 12th June 2014 (Shaping the Policy) MLPB on 17th July 2014 (First Draft) MLPB on 16th October 2014 (Committee Draft)</p> <p>The level of support is high and stretching targets have been approved.</p> <p>Progress against targets will be reported quarterly with an annual update to committee</p>	<p>Yes</p> <p>Yes</p>
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DRAFT

11.0 Contacts:

David Allen - Lead Officer Transport Policy

South Northants Council
Springfields
Northants
NN12 6AE

16th October 2014

01327 – 322268

david.allen@southnorthants.gov.uk

DRAFT

Cherwell District Council

Executive

1 December 2014

Bicester Sports Village Update

Report of Director of Community and Environment

This report is public

Purpose of report

The purpose of this report is to update the Executive with the latest project position in delivering the pavilion, car park, access requirements, floodlighting and 3G synthetic sports pitch.

1.0 Recommendations

The Executive is recommended to:

- 1.1 Note the progress in delivering phase 2 of the Bicester Sports Village project.

2.0 Introduction

- 2.1 At the Executive meeting in October 2014, the Executive considered an update report on the South West Bicester Sports Village project and this report will inform Members of how the project has developed since that meeting. In particular, the focus is on the procurement of the next stage in the project (phase 2 as it is known) to deliver the pavilion, car park, access, floodlights and 3G pitch.

3.0 Report Details

Revised Programme

- 3.1 It has been necessary to review and revise the project plan. The programme to complete this element of the Sports Village in November 2015 requires planning consideration in April 2015. Given that this will be during the pre-election purdah period and that this is a Council sponsored project, this will be delayed until May 2015 at the earliest and therefore a later completion date of January 2016.

Design and Planning Arrangements

- 3.2 Arrangements for the delivery of the programme utilising the majority of the advisers involved in the earlier process have been put in place. This involves Turner and Townsend providing a project coordinating role as well as cost consultancy services. They have appointed LSH Architects to continue the earlier design work

they produced and other consultants as necessary to provide the relevant information required for the planning application.

Construction contractor procurement

- 3.3 Procurement of the construction contractor is being aligned to the design work and planning application processes so that the contract is awarded after the planning consent and therefore takes account of any planning conditions that could have a cost implication. The changes to the programme have resulted in the construction cost certainty not being known until after any corporate capital bid process as agreed at the October Executive meeting. However, there will be a best estimate based on the proposed designs and the suppliers market testing results which will be used for consideration as part of the Council's 2015/16 capital programme.

Facility Operations Management Contractor

- 3.4 Officers are currently developing the procurement process for the Facility Operation Management Contractor (FOMC). This process will be aligned with the construction programme so as to allow the FOMC to have opportunity to influence the final fitting out of the pavilion building.

Consultation

- 3.5 It is proposed to undertake a consultation process in January 2015 with the public, sports clubs and other interested parties as a means of informing all of the project proposals and to gather further views to inform the project detail prior to submitting a planning application.

Project Board

- 3.6 The Project Board is aware of the issues highlighted in this report and the Board meetings have been aligned with key stages in the programme to ensure the project remains on track and any risks are managed accordingly.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Bicester Sports Village project is now being progressed in the agreed form albeit slightly later than expected. The planning application will now be presented in time for determination post May elections which moves the anticipated project completion date to early 2016.

5.0 Consultation

Bicester Town Council

6.0 Alternative Options and Reasons for Rejection

- 6.1 The project has been approved and is progressing in accordance with these approvals. There are no other options being considered at this time other than proposals to remain within the approved funding envelope.

7.0 Implications

Financial and Resource Implications

- 7.1 Financial and resource implications were reported in the October report and remain the same.

Comments checked by Paul Sutton, Interim Head of Finance and Procurement, 030000 30106 paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications arising from this update report. Law and Governance continues to provide guidance and advice as necessary as this project progresses.

Comments checked by Richard Hawtin, Team Leader – Non-contentious, Tel: 01295 221695, Email: richard.hawtin@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 The risks associated with this report are related to the potential costs/available budget and are currently being mitigated through the design and market testing exercise. However, if there are any financial issues following this process then options will be presented for Members consideration at a future Executive meeting. Risks associated with this project are managed by the Project Board. Risks will be escalated as and when necessary through the corporate risk register.

Comments checked by Louise Tustian, Acting Corporate Performance Manager 01295 221786 louise.tustian2@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All Bicester wards and surrounding rural wards.

Links to Corporate Plan and Policy Framework

A Safe, Healthy and Thriving District.

Providing the Bicester Multi-Sports Village would enable residents of Bicester and surrounding areas including children, young people and adults to take part in greater opportunities for meaningful, structured regular sport and physical activity.

This would give each individual the health related benefits of a physically active lifestyle and is consistent with Eco Bicester – One Shared Vision.

A District of Opportunity

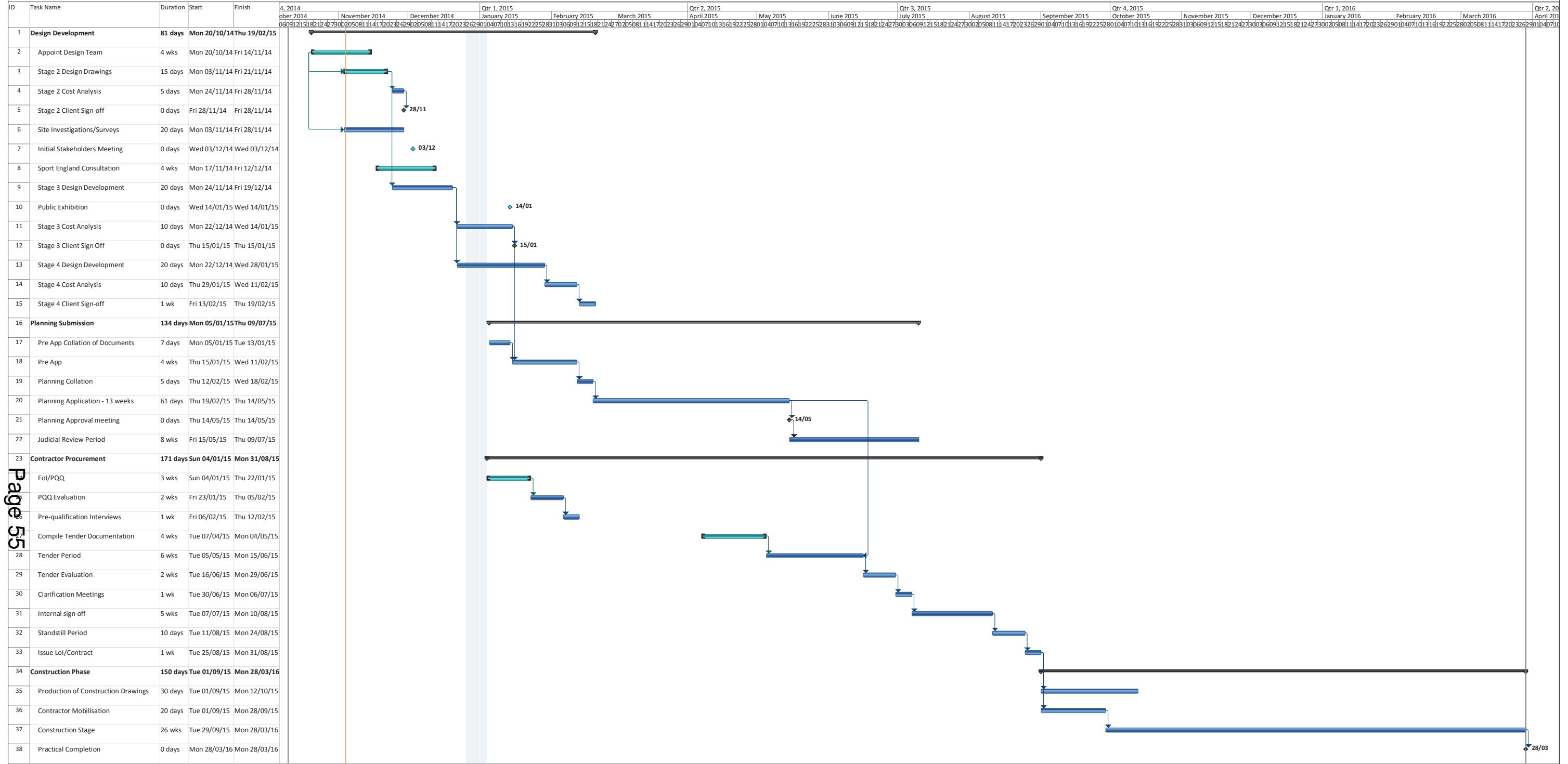
The Bicester Multi-sports Village would provide a training facility for sports clubs to train and compete in their chosen sport. This would give players a participatory opportunity and give coaches and volunteers the opportunity to gain nationally recognised qualifications. If the full scheme was progressed the pavilion would also provide a much needed conference, function and meeting venue for Bicester increasing the facilities on offer to all organisations and companies.

Lead Councillor

Councillor George Reynolds, Deputy Leader.

Document Information

Appendix No	Title
1	Phase 2 Project Programme
Background Papers	
None	
Report Author	Ian Davies, Director of Community and Environment
Contact Information	03000030101 ian.davies@cherwellandsouthnorthants.gov.uk



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Cherwell District Council

Executive

1 December 2014

<p>Performance Report 2014-2015 Quarter Two</p>

Report of Head of Transformation

This report is public

Purpose of report

The purpose of this report is to present the Council's performance for the period 01 July 2014 – 30 September 2014 as measured through the Performance Management Framework.

1.0 Recommendations

The meeting is recommended to:

- 1.1 note the many achievements referred to in paragraph 3.1
- 1.2 identify any performance related matters for review or consideration in future reports identified in paragraph 3.2
- 1.3 consider any feedback from the 25 November 2014 meeting of the Overview and Scrutiny Committee during which it considered the quarter two performance report.

2.0 Introduction

- 2.1 This is a report of the Council's performance in the second quarter of 2014/15 measured through the performance management framework. The report covers key areas of performance, notably: performance against the Council's 14 public pledges and its 2014/15 business plan.
- 2.2 The report also contains performance information around the Corporate Equalities Plan, Partnerships 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%. Detailed performance indicators with their associated commentary are presented in the appendices to this report. As part of the 2014/15 business planning

process all targets have been reviewed focussing on key priorities. Where targets do not directly contribute to the strategic priorities 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/achievements against the corporate priorities in quarter two include:

Cherwell: A District of Opportunity

- Promote inward investment and support appropriate economic growth within the district is reporting as Green. New marketing material for Local Plan sites is due to be prepared. Existing marketing material maintained on Cherwell Investment Partnership's (CHIP) website - www.cherwell-m40.co.uk. News stories added and e-newsletters sent to all businesses on the database every month. Development of a self-search database of available commercial property also available through website. Distribution of leaflets to promote the Velocity business grants to Cherwell businesses together with an information day for businesses held at Bodicote in June.
- Develop a whole Council 'Better Business' approach to support new and existing businesses is reporting as Green. Progress continues to embed the Regulatory code. Briefing sessions for regulatory staff took place in November. The draft Enforcement Policy has been approved by Executive and is out for consultation. Work continues with the Economic Development Team to improve support to businesses. A successful first workshop resulted in a number of innovative ideas including a checklist for pop-up shops to enable them to "get it right" first time. Economic Development and Environmental Health officers are now meeting through SEMLEP to develop this initiative further. This will include exploring the Better Business for All Initiative across the SEMLEP region and implementation in Cherwell.

Safe, Green and Clean

- Customer satisfaction with Household Recycling services is reporting as Green; this has increased by 5% to a satisfaction rate of 88%. Food and garden waste collection and dry recycling have both increased as reported through the annual satisfaction survey. Our Waste Collection service has recorded customer satisfaction at 82% which is the highest level achieved to date.

- Number of All Domestic Burglary incidents reported is reporting as Green*. Burglary has continued to fall over the year as against last year. Burglary initiatives and communication packages have lifted community awareness. However the most likely positive effect has been the lack of cross border offending. YTD: 86 incidents reported against target of 105 - reduction on same period 13/14 of 20.4%.

Thriving Communities

- Processing of major applications within 13 weeks is reporting as Green*. A figure of 95% has been achieved this quarter. This figure represents sustained and significant progress, compared with historic performance.
- Processing of minor applications within 8 weeks is reporting as Amber, an improvement from last quarter. Performance this quarter is below target but this does not represent a long term trend and is expected to recover by the end of quarter three. Year to date performance is 73.88%. The figure for October was 75%.

Sound Budgets and Customer Focussed Council

- Increase our use of social media to communicate with residents and local businesses is reporting as Green. Facebook and Twitter are now an integral part of the communications function. A wide range of service areas are using the social media channels to promote their messages and generate sales, with a limited budget. In the last quarter the Communications Team were announced the winners of the APSE (Awards for Public Service Excellence) for the campaign they delivered through Facebook 'A Rubbish Guide to Christmas'. Other successes include the uptake in the Summer Holiday Hubs – which reached a record high attracting 2609 bookings.
- Deliver a new approach to communications for the Bicester Master Plan is reporting as Green, an improvement on the last quarter. A draft marketing and communications strategy for Bicester has now been developed, bringing together all of the different aspects we are trying to promote under the banner of www.all-about.bicester.com. A multi-functional team will now be formed to ensure the delivery of this plan.

- 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

- Bicester town centre regeneration including the Council Commercial Building is reporting as Amber. Since July 2014 there has been a prolonged period of seeking clarification and reduction in the construction costs for the Community Building, which have substantially increased due to construction inflation and specification. A report was submitted on 20 Oct to confirm the way forward with a start on site expected in Jan 2015.

Safe, Clean and Green

- Number of fly tips enforcement actions are reporting as Red for this quarter. Despite the number of fly tips to date this year, little evidence has been found thereby reducing the opportunity for enforcement actions. During the quarter, there were two successful prosecutions, one fixed penalty notice and three formal cautions. However performance year to date is on a par with last year. Year to date 123 against target of 120
- Tonnage of waste sent to landfill is reporting as Amber this quarter. Quarter 2 saw a small increase in waste sent to landfill although still on track for the year thanks to good performance in Quarter 1. Year to date: 12,911 tonnes against target of 12,926

Thriving Communities

- Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School is reporting as Red for this quarter. Overall an exceptionally good performance for both Quarter 2 and full year to date. Performance was up 45,159 against target in Quarter 2. Full year 739,163 visits up by 90,834 on same period in 2013 (648,329). This is due to an all-round good performance at the District Leisure Centres but particularly a good performance at Bicester Leisure Centre as a result of the reopening of the play and teaching pool. All centres have seen an increase generally with Health and Fitness performing particularly well. This is a positive position to be in the contract year 5 benchmarking test period. Visits to North Oxfordshire Academy and Cooper are on track but are affected by continued fall in visits to Woodgreen Leisure Centre during Quarter 2.
- This is due to a reduction in several areas:-
 - 3607 less pool users particularly in August due to the inclement weather
 - less event and party bookings, particularly weddings - this year has dropped by c6670
 - Boxing Club has relocated to a dedicated facility with a loss of approximately 2,100 throughputs
 - 250 less on bowling due to a later season start attributed to heater replacement works

Officers are working with Parkwood Leisure to develop the programme to address the fall in throughputs. YTD 62,952 against target of 75,604.

- Processing of minor applications within 8 weeks is reporting as Red for this quarter. Performance this quarter is below target but this does not represent a long term trend and is expected to recover by the end of the next quarter. Year to date performance 73.88%. The figure for October was 75%.

Sound Budgets and Customer Focussed Council

- Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies is reporting as Amber this quarter. The planned corporate project to co-ordinate a shift to online channels and with it remove unnecessary work from service delivery processes remains on hold pending decisions about three way service delivery although additional services may be implementing their own process changes and reporting these separately.

4.0 Conclusion and Reasons for Recommendations

4.1 In this report we show that during the second quarter of 2014/15 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.

4.2 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.

4.3 Paragraphs 3 – 3.2 provide a summary of the Councils performance against its comprehensive performance and risk framework. The detailed performance indicators and commentary against each of these are contained within appendices 1 to 5.

4.4 Major Programmes

The ‘major programmes’ template is attached as Appendix 4. This 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.

Place Programme	Bicester Strategic Project is reporting as Amber for this quarter. Discussions with the pre-construction contractor are prolonged due to construction inflation and have resulted in a delay to start on site from the planned July 2014 date.
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	Build! Is reporting as Green for this quarter. 6 schemes are now completed and occupied. All bar 4 sites are now in CDC ownership. CDC officers are working collaboratively with OCC to agree the most suitable site for the supported housing scheme for people with physical disabilities and learning disabilities. 4 Schemes are now on site, 5 have completed demolition works, and 2 have demolition yet to start.
Transformation Programme	ICT Infrastructure & Applications Harmonisation is reporting as Green. Work to implement the three-way shared financial management system (Civica Financials) is getting underway in earnest, and the project team is in place. This project has been boosted by the receipt of £300,000 from the Transformation Challenge Award. Work has also commenced to put in place a network connection between Cherwell and Stratford DC which will facilitate the delivery of some of the other work streams of the ICT Harmonisation project; for example email archiving will now be delivered by expanding the existing system in use at Stratford out to the other two councils, simplifying the implementation and reducing costs for all three partners.

4.5 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.

As legislation changes Cherwell District Council equalities policies are reviewed. Details can be found in Appendix 3.

4.6 Partnerships

The corporate partnerships programme is reported twice a year; this is the first report for this performance year. Details can be found in Appendix 5 – all reporting as Green.

4.7 Recommendations

This report presents the Council's performance against its corporate scorecard for the second quarter of 2014/15. It includes an overview of successes, areas for improvement and emerging issues to be considered.

5.0 Consultation

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 and any comments or issues raised will be fed back to the Executive verbally at this meeting.

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 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:

Nicola Jackson

01327 322224, Nicola.jackson@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 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: No

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

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 Kieron Mallon

Lead Member for Banbury Developments, Communications and Performance.

Document Information

Appendix No	Title
1	Appendix 1 Pledges
2	Appendix 2 Business Plan
3	Appendix 3 Corporate Equalities
4	Appendix 4 Programme Management
5	Appendix 5 Partnerships
Background Papers	
None	
Report Author	Louise Tustian, Acting Corporate Performance Manager
Contact Information	01295 221786 Louise.tustian2@cherwellandsouthnorthants.gov.uk

Cherwell District Council Business Plan : 2014/2015 Corporate Pledges - Quarter 2

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
A District of Opportunity					
CBP1 2.3	Progress work on the North West Bicester exemplar site	G	G	⇨	A start on site for the Phase 1 Exemplar was achieved at the end of April 2014, good progress is being made on the infrastructure and foundations for the first houses. First residential occupancies expected in June 2015
CBP1 2.4	Delivery in North West Bicester of the Eco Business Centre	A	A	⇨	An options appraisal is being developed that is also considering how the Eco Business Centre could be combined with the other local centre requirements which need to be delivered by a third party. We are currently reviewing proposals and will be taking a report to the December Executive - the delivery is expected to remain on target.
Safe, Green and Clean					
Page 65 CBP2 1.1	Maintain a household recycling rate of above 57%	G Actual 62.0% Target 57.0%	G Actual 59.7% Target 57.0%	⇩	Recycling ahead of same period last year (57%) though slightly down on Quarter 1. Some increase in dry recycling however a significant increase in food and garden waste.
CBP2 2.1	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	G 2013 : 70%	A Actual 68% Target 70% 2014	⇩	2014 satisfaction survey recorded 68% of residents satisfied with street and environmental cleanliness, slightly down on last year's performance of 70% quoted in Quarter 1 column. We are currently working on an action plan regarding the satisfaction survey drop and will be able to report back in detail our intentions by the end of November.
CBP2 2.1a	Undertake 6 neighbourhood blitzes with community involvement	G Actual 1 Target 1	G Actual: 2 Target: 1	⇧	Two neighbourhood blitzes were successfully carried out in Langford Village area in Bicester and Grimsbury area of Banbury. Both were very well received by members of the public who participated in these initiatives. Three have been carried out at the mid year point and therefore on target to deliver 6 in total .
CBP2 3.2	Work with local police and licence holders to ensure our town centres remain safe and vibrant in the evenings	G	G	⇨	Cherwell Safer Communities Partnership (CSCP) continues to fund CDC Anti-Social Behaviour teams' operational initiatives such as late night patrols in licenced premises, joint patrols with Thames Valley Police in ASB hotspots including enforcement of Designated Public Protection Orders (DPPO) within Banbury and Bicester. These initiatives are funded by TVP Police and Crime Commissioner
CBP2 4.1	Maintain the Council's five year commitment to reduce our carbon footprint by 22% by 2016	A	A	⇨	A new Action Plan is currently being developed for 2015 onwards. We are still experiencing issues with commissioning of the biomass boiler at Bicester Leisure. Quarter 2 Data tables unavailable until mid/late November.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Thriving Communities					
CBP 3 1.1	Deliver 150 units of affordable homes in the district and support opportunities for self build and developing self build skills	G Actual: 30 Target: 30	G Actual: 35 Target: 35	⇒	For the second quarter Cherwell has hit its affordable housing target for 2014-15 and it is expected that next quarters target will also be achieved, well on course for delivering more affordable homes for the district. In this quarter there have been 28 new rented homes and 7 new shared ownership properties for first time buyers.
CBP3 1.1b	Delivery 150 self-build housing projects as part of HCA funded grants programme	A Actual 13 Target 14	G Actual 12 Target 11	⇧	Currently there is a lot of activity on various sites in both Banbury and Bicester. Work is well underway at Newton Close which is providing 21 homes for shared ownership. Purchasers will complete internal works themselves, carpentry, plaster boarding, kitchens, decorating, tiling, floor coverings and landscaping ~ 12 of these are now completed to shell to enable the self builders to start and it is these that are included for this report. In Banbury work has commenced on three empty properties, which are being renovated, St Leonards House, Juniper Court and 2 Broughton Rd. These properties can be purchased with the assistance of an equity loan. They will be finished to a shell stage for purchasers to complete. A discount on the market value will be offered in return. Work has also started on 2 new developments, The Orchard and Calthorpe House. The Orchard is 16 x 2 and 3 bedroom homes for shared ownership and Calthorpe House is 15 apartments for affordable rent. Marketing is currently being done through Help to Buy South, Rightmove, The Council's website and Facebook page. Twitter is also used for posting of programme updates and activity. Further applicants have gone through the training scheme and this will be on-going.
CBP3 2.4	Continue working with partners to provide support to improve the lives and opportunities for the most vulnerable individuals and families in the district, building on Brighter Futures in Banbury Programme	G	G	⇒	The multi agency work targeted at the Brighter Futures wards has continued to supplement the core services provided by key partners. There have been many new initiatives commenced. The Cherwell Community Bank as the local credit union has been increasing its presence locally and is planning for a Sunshine Centre launch. Preparation is also well underway for the second partners engagement event on 3 December 2014, this time discussing the voluntary sector.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
CBP3 2.5	Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training.	G	G	⇨	<p>Organised Banbury Job Fair on 26 Sept which attracted over 242 job seekers and 30 businesses/organisations, generating excellent press coverage and positive feedback from employers and job seekers.</p> <p>Active participation in the Brighter Futures in Banbury programme, including the implementation of a new project to provide additional job club support for the long-term unemployed in Neithrop/Ruscote/Grimsbury. Attended the Connecting Communities event at the Sunshine Centre on 1st August.</p> <p>Help provided to Bicester Food Bank to explore the options for its co-location with Job Club. Urgent assistance also provided to the Bicester Studio School working group to identify a site and develop the curriculum for its opening in Sept 2016.</p> <p>CDC continues to operate its Cherwell Apprenticeship programme - now in its fourth year. Leading by example, CDC worked with Oxfordshire County Council (OCC) to enable and promote the 'Apprenticeships' held in Banbury & Bicester in August 2014</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 67</p> <p>CBP3 2.5a</p>	Contribute to the creation and safeguarding of jobs	G* Actual: 59 Target: 50	G* Actual: 152 Target: 50	⇧	<p>Job Fairs held in Bicester and Banbury, attracted over 100 and 240 job seekers respectively. More employers are seeking help through this service with staff recruitment and partner organisations such as Volunteer Connect, National Careers Service and the College use the clubs as a 'shop window' to provide advice, guidance and work readiness training and support.</p> <p>Weekly Job Clubs continue to be held - alternating between Banbury, Bicester and Kidlington. A total of 703 individual visits by job seekers were been made during the quarter to the job clubs and fairs.</p> <p>Job Seekers Allowance claimant rates fell (improved) to 0.6% (581 people) in Cherwell during August 2014. However, redundancies do occur and in September for example Heraeus Alba announced the planned closure in December 2014 of its UK operation in Banbury. 30 of its staff attended the Banbury Job Fair in the same week as the announcement and all are expected to find work seamlessly through the support being offered by the company and - though notification by CDC - Job Centre Plus regional resources.</p> <p>The creation of 152 jobs this quarter reflects those that the Council has had a direct involvement in enabling - through helping companies in job clubs and fairs (such as Paterson Health Care), by providing advice and information (e.g. to Wirth Research) or by working in partnership (e.g. with Banbury & Bicester College)</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Sound Budgets and Customer Focussed Council					
CBP4 1.1	Extend the Joint Working Programme to include new methods of service delivery and more services delivered in partnership	G	G	⇒	A detailed options appraisal is currently being developed to explore alternative ways of delivering services. Options and recommendations will be presented to the council meeting in December for Members to set out a strategy for the governance of joint working
CBP4 3.1	Continue to improve our website, and implement additional online services for customers	A	G	↑	One further service – Excess Waste – is now available online with others being considered. During Quarter 3, focus will be on SOCITM assessment and reviewing the Housing Pages on the website to meet the external assessment.
CBP4 4.2	Deliver the savings targets £500,000 within the agreed timescales.	G	G	⇒	Savings will be delivered as part of the budget setting process and reported to Budget Planning Committee.

**Cherwell District Council Business Plan : 2014/2015
A District of Opportunity - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities.					
CBP1 2.1	Northwest Bicester: Delivery of the Masterplan to the agreed timescales	G	G	⇒	CDC has carried out an "Issues and Options" public consultation on the Masterplan for NW Bicester, as the first step towards producing a supplementary planning document for the site to guide applications and planning decisions. The intention is that the SPD will be approved by Executive as informal policy guidance by the end of the year. Good progress is being made on this aspect of the work, which will result in the Council having detailed planning policy guidance against which to assess future planning applications for the site.
CBP1 2.4	Bicester town centre regeneration including the Council Commercial Building	A	A	⇒	Since July 2014 there has been a prolonged period of seeking clarification and reduction in the construction costs for the Community Building, which have substantially increased due to construction inflation and specification. A report was submitted on 20 Oct to confirm the way forward with a start on site expected in Jan 2015.
CBP1 2.5	Graven Hill: deliver the Council's vision for this strategic site	G	G	⇒	The risk of Judicial Review has passed and has not been realised. A final "base" financial model for the Development Company has been produced and will be continuously monitored. An update report on delivery will be taken to the December Executive and reported to the Partnering Board to reflect any changes in economic conditions or variations to the assumptions which underpin the model
Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.					
CBP1 3.1	Wood Green, Banbury – secure the delivery of new homes on the site and continue to improve the physical environment of the area	G	G	⇒	Lincoln House has now been demolished and procurement exercise for a main contractor complete, with planning permission secured subject to completion of the legal agreement. Design work is underway for Phase Two of Orchard Way to include demolition of garages, new parking improvements to concourse and landscaping.
CBP1 3.2	Secure an agreed scheme for the delivery of the Bolton Road site in Banbury	G	G	⇒	Discussions on Local plan Policy held with the Developer and agreed further design progress. Increased number of residential units to approximately 200. Further design proposals to be submitted to clarify mix of residential property, car park numbers, and mix of retail and commercial. Likely start on site subject to planning early 2016. Report on the vacation of Vinci car parks from the existing lease agreement for Bolton Road car park was considered by Executive in September 2014. Further discussions with Vinci have now been completed, and an anticipated release from the lease is now expected the first week of January 2015. Legal documentation around the lease termination is being prepared, and a further report to Executive is scheduled for November 2014
CBP1 3.3	Work with the developer to secure delivery of the extension to the Castle Quay shopping centre in Banbury, an improved retail commercial offer and the Spiceball development	G	G	⇒	Revised planning application was made, and we are now moving into the development agreement negotiation stage. It is anticipated that start on site will be Spring 2015, but there are still some planning conditions that need to be discharged as part of the on-going process.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Implement the Masterplan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.					
CBP1 4.1	Agree next steps for the development options for Kidlington against agreed timescales and milestones	A	A	⇒	Masterplans follow on from Local Plans. These are currently delayed while the Local Plan issues are resolved
Promote inward investment and support appropriate economic growth within the district.					
CBP1 5.1	Produce marketing material to promote commercial and industrial business sites and the area	G	G	⇒	New marketing material for Local Plan sites is due to be prepared. Existing marketing material maintained on Cherwell Investment Partnership's (CHIP) website - www.cherwell-m40.co.uk. News stories added and e-newsletters sent to all businesses on database every month. Development of a self-search database of available commercial property also available through website. Distribution of leaflets to promote the Velocity business grants to Cherwell businesses together with an information day for businesses held at Bodicote on 24 June.
Page 70 CBP1 5.2	Develop the role of the Cherwell Investment Partnership (CHIP) to provide a hub for inward investment	G	G	⇒	63 business enquiries were answered in quarter 2. Day-to-day contact held with members of the Cherwell Investment Partnership (CHIP) - consisting commercial estate agents, skills providers, recruitment companies, local business groups and others involved in supporting business investment & growth. Meetings with several developers and business investors, and also with the Beaumont Road Industrial Estate Group to tackle specific issues facing existing businesses. CHIP Working Group held on 24 July to gather market intelligence and to consult with businesses on matters relating to the Council's work on business rates, the Local Plan, town centre initiatives and broadband roll-out. Represented Cherwell at Technology conference at Silverstone on 2 July to showcase local enterprise and skills. The Banbury town centre initiative has made progress in reducing the number of vacant shops and the Old Town Party held on 12 July enabled the traders to promote the vitality of the town with CDC providing money and officer time. Arranged for Banbury Chamber of Commerce to visit Rugby Business Improvement District in response to local businesses wishing to explore this option for raising additional funding to enhance services.
Deliver high quality regulatory services that support the growth of the local economy.					
CBP1 6.1	Develop a whole Council 'Better Business' approach to support new and existing businesses	G	G	⇒	Progress continues to embed the Regulatory code. Briefing sessions for regulatory staff have been organised for November and the draft Enforcement Policy has been approved by Executive and is out for consultation. Work continues with Economic Development Team to improve support to businesses. A successful first workshop resulted in number of innovative ideas including a checklist for pop up shops to enable them to "get it right" first time. Economic Development and Environmental Health officers are now meeting through SEMLEP to develop this initiative further. This will include exploring the Better business for All Initiative across the SEMLEP region and implementing in Cherwell.

Cherwell District Council Business Plan : 2014/2015
Safe, Green and Clean - Quarter 2

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible					
CBP2 1.2	Tonnage of waste sent to landfill	G Actual 6531 Target 6566	A Actual 6842 Target 6360	↓	Quarter 2 saw a small increase in waste sent to landfill although still on track for the year thanks to good performance in Quarter 1. Year to date: 12,911 tonnes against target of 12,926
CBP2 1.3	Residual household waste per household (kgs)	G Actual: 108 Target : 109	A Actual: 113 Target: 107	↓	Cherwell performs well when compared to other district authorities The targets used here are the outturns from the previous year
CBP2 1.4	Maintain the current high levels of customer satisfaction with our waste and recycling services	G	G	⇒	The 2014 Council's annual satisfaction survey was completed in mid July and saw an improvement in both areas
CBP2 1.4a	Customer satisfaction with Waste Collection services	2013 Satisfaction Rate 82%	G Actual 85% Target 82%	↑	This element of the service saw a 3% improvement over the 2013/14 satisfaction rate of 82% and is the highest level achieved to date.
CBP2 1.4b	Customer satisfaction with Household Recycling services	2013 Satisfaction Rate 83%	G Actual 88% Target 83%	↑	Increase in satisfaction with the food and garden waste collection 86% up by 5% and dry recycling 88% an increase of 5%.
Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.					
CBP2 2.1c	Number of fly tips recorded (compared with same period 2013/14)	R Actual 121 Target 100	A Actual 127 Target 124	↑	There has been an increase in fly tips countywide although no reason has yet been identified - year to date 248 fly tips recorded against 224 reported in same period 2013
CBP2 2.1c	Number of fly tips enforcement actions (compared with same period 2013/14)	G* Actual 64 Target 34	R Actual 59 Target 86	↓	Despite the number of fly tips to date this year, little evidence has been found thereby reducing the opportunity for enforcement actions. During the quarter, there were two successful prosecutions, one fixed penalty notice and three formal cautions. However performance year to date is on a par with last year. Year to date 123 against target of 120
Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.					
CBP2 3.1	Explore new partnerships delivery models for the management and operation of Closed-Circuit Television (CCTV)	G	G	⇒	Latest information suggests Thames Valley Police wish to pursue a single control room in Oxfordshire. Meetings with other districts and TVP on-going, regarding feasibility.
CBP2 3.2	Reduce costs of Closed-Circuit Television CCTV	G	G	⇒	Overall costs are fixed at this time. Further savings in the future are unlikely unless income can be generated from CCTV usage in CPE or reduced expenditure in collaboration with other districts.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
CBP2 3.2a	% of residents when asked feel safe being home alone after dark	G 93% in 2013	G 94% in 2014	↑	Results from the 2014 Annual Customer Satisfaction Survey showed a small but positive improvement. Q1 figure relates to the survey in 2013/14 and Q2 figure relates to the survey for 2014/15. This survey is an annual one and therefore the performance for Q3 and Q4 will remain as reported in Q2.
CBP2 3.2b	% of residents when asked feel safe walking alone in town centres after dark	59% in 2013	59% in 2014	⇒	Although the score of 59% satisfaction has remained the same as last year, town centre violence is decreasing. It is however disappointing that 41% remain unsatisfied however only 13% are very disappointed. Police patrols have increased and the Local Police commander has allocated funds for extra patrols. the result of 59% has remained constant over the past 3 years. Q1 figure relates to the survey in 2013/14 and Q2 figure relates to the survey for 2014/15. This survey is an annual one and therefore the performance for Q3 and Q4 will remain as reported in Q2.
CBP2 3.2c	Number of All Crime incidents reported	G Actual 1758 Target 1886	G* Actual 1633 Target 1897	↑	All crime remains lower than at this time last year. However the margin is small, but the district has maintained a steady but slow decrease over the last four years. YTD: Actual 3391 Target 3783 - reflecting a reduction of 9.5% over same period last year
CBP2 3.2d	Number of All Domestic Burglary incidents reported	G Actual 45 Target 50	G* Actual 41 Target 55	↑	Burglary has continued to fall over the year as against last year. Burglary initiatives and communications packages has lifted community awareness. However the most likely positive effect has been the lack of cross border offending. YTD: 86 against target of 105 - reduction on same period 13/14 of 20.4%
CBP2 3.2e	Number of All Violence against the Person (without injury) incidents reported	G* Actual 95 Target 136	G* Actual 119 Target 170	↑	Violence against the person has decreased against last year by 14.75%. It is disappointing to see the satisfaction survey results reporting a static 59% despite these reductions. In general fear of crime is reducing overall according to the survey. Satisfaction in dealing with ASB is up slightly. Cherwell continues to work with the police and partners through JATAC and Operation Groups. Burglary initiatives, Operation Jazz (night time nuisance) and ASB operations with the police continue. Year to date -Actual 214 against Target 306
CBP2 3.2f	Anti-Social Behaviour (ASB) incidents involving high and medium risk victims	G	not available		Metrics for both these parameters were derived from a TVP soft suite known as CEDAR. CEDAR has now been replaced by a new 'NICHE' system which records data in a different way. We have, as yet, been unable to extract the data we need but are currently in discussions with TVP to resolve this issue
CBP2 3.2g	Monitor persistent or resistant Anti-Social Behaviour (ASB) cases	G	not available		
CBP2 3.2h	Percentage of nuisance cases responded to within prescribed period of 48 hours	G Actual 97.57% Target 96.00%	G Actual 97.67% Target 96.00%	⇒	The second quarter of the year has shown an increase in the number of service requests received to 300. Of these 293 received a response within the specified service standard time.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
CBP2 3.2i	Percentage of nuisance cases resolved within 8 weeks	A Actual 94.03% Target 96.00%	G Actual 96.00% Target 96.00%	↑	288 of the 300 cases received in Quarter 2 were responded to in 8 weeks, an improvement over Quarter 1 performance. Year to date - 752 cases received full year 713 were resolved within 8 weeks.

Cherwell District Council Business Plan : 2014/2015 Thriving District - Quarter 2

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 1 30/09/2014	Direction of Travel	Comments on Performance
CBP3 2.2c	Average time to process change in circumstances (days)	G* Actual 3.72 Target 12	G* Actual 4.16 Target 12	↓	Overall processing remains well within target due to the prioritisation of new claims and the automation of many changes reported through ATLAS system
CBP3 2.3	Number of covert surveillances applied for	G Actual 0	G Actual 0	⇒	No applications were made during the quarter for covert surveillances.
Provide high quality housing options advice and support to prevent homelessness.					
CBP3 3.1	Deliver the approved new Homelessness Prevention Strategy and action plan	G	G	⇒	An event for partners "Growing through Partnerships" was held on 24 September 2014 to inform and consult a range of partners on the new draft Homeless Prevention Action Plan which will be followed by a report to Executive in November 2014.
CBP3 3.2	Support vulnerable residents focussing on homelessness prevention and housing advice	G	G	⇒	In this quarter 36 homeless applications have been taken with 21 cases accepted for a full homeless duty. Homelessness has been prevented in 84 further cases. This compares to Quarter 2 last year (2013/14) when 37 homeless cases were taken with 16 accepted and 117 cases prevented from becoming homeless.
CBP3 3.2a	No of households in temporary accommodation	G* Actual 33 Target 41	G* Actual 31 Target 41	↑	The number in temporary accommodation remains steady. This figure reflects the success in discharging duties to those owed a full duty as quickly as possible through one suitable offer of accommodation only.
CBP3 3.2b	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 in the last 2 years.
Work to promote and support health and wellbeing across the district					
CBP3 4	Work to promote and support health and wellbeing across the district	G	G	⇒	This work is on-going and reflected in many of the Council's services, most notably leisure, housing and environmental health. Further activity will take place following the OCCG funded secondment of an additional member of staff for one year.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 1 30/09/2014	Direction of Travel	Comments on Performance
CBP3 4.1	Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector	G	G	⇒	Most recent activity of the Community Partnership Network has focussed on the growing pressures on GP's, the need for greater integration between physical and mental health services and the on-going funding pressures of the OUHT. The services at the Horton General Hospital continue to grow as a whole but in the context of change in specialist services due to clinical and technology reasons within a reducing financial envelope.
Provide high quality and accessible leisure opportunities.					
CBP3 5.1	Maintain a minimum usage level of visits to leisure facilities (Total of visits to District Leisure Centres and WGLC, NOA and Cooper)	G* Actual 372,086 Target 326,411	G* Actual 367,077 Target 321,918	⇒	Overall an exceptionally good performance for both Quarter 2 and full year to date. Performance was up 45,159 against target in Quarter 2. Full year 739,163 visits up by 90,834 on same period in 2013 (648,329) This is due to an all-round good performance at the District Leisure Centres but particularly a good performance at Bicester Leisure Centre as a result of the reopening of the play and teach pool. All centres have seen an increase generally with Health and Fitness performing particularly well. This is a positive position to be in the contract year 5 benchmarking test period.
CBP3 5.1a	Number of visits to District Leisure Centres (Spiceball, Kidlington & Gosford and Bicester)	G* Actual 343,964 Target 295,570	G* Actual 332,247 Target 277,155	⇒	Visits to North Oxfordshire Academy and Cooper are on track but are affected by continued fall in visits to Woodgreen Leisure Centre during Quarter 2. This is due to a reduction in several areas:- : 3607 less pool users particularly in August due to the inclement weather : Less event and party bookings, particularly weddings - this year has dropped by c6670 : Boxing Club has relocated to a dedicated facility with a loss of c2,100 throughputs : 250 less on bowling due to a later season start attributed to heater replacement works
CBP3 5.1b	Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School	A Actual 28,122 Target 30,841	R Actual 34,830 Target 44,763	⇩	Officers are working with Parkwood Leisure to develop the programme to address the fall in throughputs YTD 62,952 against target of 75,604

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 1 30/09/2014	Direction of Travel	Comments on Performance
CBP3 5.2	Commence Phase 2 pavilion works for SW Bicester Sports Village	G	A	↓	Performance issues with the Design and Build contractor has meant a different approach and will now delay the anticipated completion date until late Autumn 2015.
CBP3 5.3	Increase access to Leisure and Recreation opportunities through development and outreach work	G	G	⇒	Working with Bicester Sports Clubs to deliver a Sports Development Strategy for the town. Expected to be completed in January 2015.
Provide support to the voluntary and community sector.					
CBP3 6	Continue to support the voluntary sector and community groups	G	G	⇒	Volunteer development (delivered through "Volunteer Connect" contract with Citizens Advice Bureau (CAB)) shows good progress, including regular attendance at Job Clubs to promote volunteering as a route into employment. Volunteer Driver Service (also delivered through "Volunteer Connect" contract with CAB) provided 754 journeys in Quarter 2. CDCs contract with CAB was the subject of an Overview & Scrutiny report on 03/09/14. O&S recommended Executive extend the contract for a further two years. Successful Voluntary Organisations Forum took place on 01/10/14. BFIB partner Engagement forum on 03/12/14 will focus on support to voluntary organisations.
CBP3 6.1	Secure social and community infrastructure for housing developments across the District	A	G	↑	Providing suitable community Infrastructure has been picked up by LSP as an area of significance. Initial scoping documents have been prepared and consultants need to be secured in the next quarter to undertake the work identified. Ixia will also be contracted to provide an update to the Councils Public Art policy
Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.					
CBP3 7.1	Continue programme of Conservation Reviews	G Actual 2 Target 1	R Actual 0 Target 1	↓	Although no conservation reviews were completed this quarter the YTD figure is on target. Work continues to be temporarily delayed on conservation areas to mitigate reduced staff levels during this period. Priority has been given to responding to planning consultations at this time. The vacant post is due to be filled by the end of November after which greater progress can be made.
			G YTD Actual 2 Target 2	⇒	

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 1 30/09/2014	Direction of Travel	Comments on Performance
CBP3 7.2	Establish a register of Local Heritage Assets	G	G	⇒	The team has produced clear guidance to support the community making nominations in their neighbourhood. Following the seminars in April, a talk was given in the parish Liaison meeting in June. Some submissions have since been received but the overall response rate is low. It is planned to write again to the Parish Councils to call for nominations and to explore other avenues to increase submissions
CBP3 7.3	Provide design guidance on major developments	G	G	⇒	Advice has continued to be given on all strategic sites, and the majority of other major sites
CBP3 7.4	Introduce revised planning enforcement policy	G	G	⇒	Planned for later in this financial year
CBP3 7.5	Processing of major applications with 13 weeks	G* Actual 90.63% Target 50.00%	G* Actual 95.00% Target 50.00%	↑	A figure of 95% has been achieved this quarter. This figure represents sustained and significant progress, compared with historic performance
Page 77 CBP3 7.6	Processing of minor applications with 8 weeks	R Actual 55.17% Target 65.00%	A Actual 60.60% Target 65.00%	↑	The measures taken to improve the performance on minor applications has had an immediate impact and the figure for this quarter is just under 61%. Year to date performance 57.62%
CBP3 7.7	Processing of other applications within 8 weeks	A Actual 76.97% Target 80.00%	R Actual 70.76% Target 80.00%	↓	Performance this quarter is below target but this doesn't represent a long term trend and is expected to recover by the end of the next quarter. Year to date performance 73.88%
CBP3 7.8	Percentage of planning appeals allowed against refusal decision (%)	R Actual 40.00% Target 30.00%	R Actual 55.56% Target 30.00%	↓	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. Year to date performance 47.37%
Work to ensure rural areas are connected to local services					
CBP3.8	Roll out the service implementation of Broadband with Oxfordshire County Council	G	G	⇒	Following the Executive decision to fund an extension of the Oxfordshire County Council / Broadband Delivery UK superfast broadband roll out, all parishes have been informed of their current planned coverage. Discussions have been held with several parishes and potential service providers. The extended coverage with CDC funding will be announced in November 2014.

Cherwell District Council Business Plan : 2014/2015 Sound Budgets and a Customer Focused Council - Quarter 2

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Reduce the cost of providing our services through partnerships, joint working and other service delivery models.					
CBP4 1.2	A new Human Resources (HR) strategy designed to support new methods of service delivery involving more partners increased organisational capacity and efficiency, improved workforce planning and development, visible recognition for innovation	A	A	⇒	A three way HR and Organisational Development Strategy is being developed and consulted upon with an agreement expected during Quarter 3
CBP4 1.2a	Increase organisational capacity and efficiency	A	A	⇒	
CBP4 1.2b	Improve workforce planning and development	A	A	⇒	
Page 78 CBP4 1.3	Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies	A	A	⇒	The planned corporate project to co-ordinate a shift to online channels and with it remove unnecessary work from service delivery processes remains on hold pending decisions about three way delivery although additional services may be implementing their own process change and reporting these separately.
CBP4 1.4	Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities	G	G	⇒	Work to implement the three way shared financial management system (Civica Financials) is getting underway in earnest and the project team is in place. The project has been boosted by the receipt of £300,000 from the Transformation Challenge Award. Work has also commenced to put in place a network connection between Cherwell and Stratford DC which will facilitate the delivery of some of the other work streams of the ICT Harmonisation project, for example email achieving will now be delivered by expanding the existing system in use at Stratford out to the other two councils, simplifying the implementation and reducing costs for all three partners. Electronic Document Record Management (EDRM), while not scheduled to begin yet has received a boost in the shape of a £475,000 award from Transformation Challenge for a four way deployment.
CBP4 1.5	Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies an savings; deliver a minimum of 10% financial savings	G	G	⇒	A 3 way shared ICT service is in operation and during Quarter 2 a 3 way shared legal service went live. Feasibility studies are currently underway to look at opportunities in other support services including human resources.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
CBP4 1.6	Maximise income through designing services that can attract a market	G	G	⇒	A market appraisal is currently underway to explore opportunities for trading and income generation. At the present time ad hoc opportunities are being pursued such as sharing ICT services with South Staffs Council and offering HR services to one of the local Police and Crime Commissioners.
ø					
CBP4 2.1	Increase our use of social media to communicate with residents and local businesses	G	G	⇒	Facebook and Twitter are now an integral part of the communications function. A wide range of service areas are using the social media channels to promote their messages and generate sales, with a limited budget. In the last quarter the Communications Team were announced the winners of the APSE (Awards for Public Service Excellence) for the campaign they delivered through Facebook 'A Rubbish Guide to Christmas'. Other successes include the uptake in the Summer Holiday Hubs – which reached a record high attracting 2609 bookings
Page 79 CBP4 2.1a	Social media ratings : Facebook likes	A Actual 4459 Target 4600	A Actual 4994 Target 5200	⇒	Facebook continues to grow steadily in terms of "likes" breaking through the 5,000 barrier which is the number of "likes" Facebook considers you need to be a 'serious player in social media'. A minimum of three stories per day are planned and posted and these are supplemented with unplanned posts – including lost dogs and travel disruptions throughout the district.
CBP4 2.1b	Social media ratings : Twitter followers	G Actual 4663 Target 4625	G Actual 4790 Target 4750	⇒	The Twitter presence continues to grow although at a slower pace than Facebook. CDC is reaching its maximum in terms of the businesses we are following and during Q3, a review of the 'businesses' we are following will be undertaken to remove those who add no value to our site. This may lead to a slight dip in the number of followers initially, but this clear out, should allow us to follow other businesses to which we are better aligned. The Council has tweeted 2820 times and currently follows 308
CBP4 2.2	Support the increased use of the CDC website as a communications and transactional tool	G	G	⇒	During Q2 there were 181,772 visits to the CDC website, with 100,941 unique visits. One further service – Excess Waste – is now available online with others being considered. During Q3, focus will be on SOCITM assessment and reviewing the Housing Pages, as they undertake an assessment for an external body
CBP4 2.3	Deliver a new approach to communications for the Bicester Master plan	A	G	↑	A draft marketing and communications strategy for Bicester has now been developed, bringing together all of the different aspects we are trying to promote under the banner of www.all-about.bicester.com. A multi-functional team will now be formed to ensure the delivery of this plan.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
CBP4 2.4	Continue to develop our business focused communications	G	G	⇒	Revised branding proposals for three distinct areas of Economic Development have been developed and will be discussed with the Head of Service during Q3 with a view to implementing the new concepts in the same period. A dedicated communications officer will work with the team, attending regular meetings to ensure that messages for residents, businesses and visitors are promoted as widely as possible. During Q2 a social media marketing campaign was utilised to promote the Banbury Job Fair, resulting in a record number of attendees.
CBP4 2.5	Maintain/improve customer satisfaction ratings with Communications	G	G	⇒	Satisfaction with communications is monitored through the annual customer satisfaction survey. The last report demonstrated an increase in the number of residents who felt they were well informed by CDC. Cherwell Link also continues to score highly in terms of a channel of engagements and social media continues to grow steadily enabling us to communicate our messages more widely and to groups of people who would not normally engage with the Council through traditional communications channels.
Improve customer service through the use of technology and responding to customer feedback					
CBP4 3.3	Implement the Individual Electoral Registration system in accordance with legislative timetable	G	G	⇒	All legislative requirements met and a high data match rate of 98,000 out of 108,000 electors has been achieved. Letters have been sent to the 10,000 yet to be verified for inclusion on the new register
CBP4 3.4	Deliver significant reduction in phone contact by implementing additional online services	A	A	⇒	Suspension of the Customer Relationship Management (CRM) and Customer Portal project pending 3 way working reviews will impact on the opportunity to achieve "significant " reductions. This said work continues in the interim to use current software provision to implement online services where viable.
CBP4 3.5	Increased capacity to build service delivery processes suitable for online services	G	G	⇒	Staffing resource is now in post and currently undergoing training. Two vacant apprentice posts are out for recruitment.
CBP4 3.6	Create a measurable plan - significantly increasing customer demand met through self service	A	A	⇒	Suspension of the CRM and Customer Portal project pending 3 way working reviews will impact on the opportunity to achieve "significant " increase in use of self serve. That said work continues in the interim to use current software provision to implement online services and self serve channels where viable.
CBP4 3.7	Target the reduction of avoidable contact from customers	G	G	⇒	Work continues with other services to review publications and letters prior to issue to prevent avoidable contact. Marketing the "fast track" system for benefit claims has seen an increase in use (up to an average of 33.8%) which reduces the need for repeat visits, e mails or correspondence.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Produce and deliver a rolling 5 year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities					
CBP4 4.1	Deliver an annual balanced budget setting out the five year financial plan (Medium Term Financial Strategy)	G	G	⇒	MTRP update (July Exec) shows £1.6m shortfall rising to £5.5 by 2019-20. Full report and detail will be presented to JMT
CBP4 4.1a	Percentage variance on capital budget expenditure against profile (+2% / -5%)	G Actual 0.1% Target +2/-5%	G Actual 0.7% Target +2/-5%	⇒	£111,000 underspend after £1.8m slippage A full report will be presented to Budget Planning Committee
CBP4 4.1b	Percentage variance on revenue budget expenditure against profile (+2% / -5%)	G Actual 3.3% Target +2/-5%	G Actual 0.9% Target +2/-5%	⇒	£133,000 overspend A full report will be presented to Budget Planning Committee
CBP4 001/2/3	Sickness absence - average days lost per full time equivalent (FTE) (note: cumulative throughout the year : full year target 8 days)	G Actual 1.13 Target 2.00	G* Actual 2.57 Target 4.02	⇩	Average days lost per FTE in Quarter 2 compares well against same period last year of 2.14 Short term absence 1.48 days and long term 1.09 per FTE
Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.					
CBP4 5.1	Commission and introduce a new Asset Management Strategy	G	G	⇒	Asset Management report has been reported to Executive and the recommendations to take forward are now with the Chief Executive and the Commercial Director (Bicester)
Deliver below inflation increases to the CDC element of Council Tax.					
CBP4 6	Deliver below inflation increases to the CDC element of Council Tax	G	G	⇒	Council Tax has been frozen for 2014/15.
CBP4 6.1	Percentage of council tax collected	A Actual 29.88% Target 30.25%	A Actual 58.20 Target 59.25	⇒	Slightly behind target due to the new recovery regime of sending reminders in month.
CBP4 6.2	Percentage of NNDR collected	G Actual 32.91% Target 31.50%	G Actual 60.30 Target 60.25	⇒	Ahead of target and well placed to match last years excellent performance

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**Cherwell District Council : 2014/2015
Equalities - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Theme 1 : Fair Access and Customer Satisfaction					
CEQ1 1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇒	<p>The next Cherwell Faith Forum planned in Banbury on the 10 February 2015. One of the key objectives for the forum is to continue to improve attendance and awareness of the forum among local faith communities and groups. This will be discussed at Cherwell Faith Forum Committee meeting in November.</p> <p>Attended the Ethnic Minorities Consultative Forum; this group is run by the Oxfordshire County Council to ensure consultation and engagement with different ethnic minorities living in local area. This was the first meeting of the group and one of the first objectives is to build on attendance (meeting attended by 6 people representatives of Asian, young people, representatives of local schools). It will be possible to link up with the group and to bring council consultations/policies for their review. The next meeting is planned in November/December.</p> <p>During this period the consultation wall was available at the "Love of Reading" and "Aspire and Achieve" Connecting Communities events. This helped to engage with local residents and communities; 3 people were keen to learn about volunteering initiatives and we were able to link them with Arch Oxfordshire, an organisation looking for volunteers to support young people with reading problems. Further feedback was also passed to the children centres.</p>
CEQ1 2	Monitor specific objectives related to older people held within the Recreation Strategy	G	G	⇒	A broad range of activity is being provided for older people either individually or in groups through a service level agreement with Age Concern and other projects and events. The recreation strategy objectives are being met on time and within budget.
CEQ1 3	To review the delivery of our Services	G	G	⇒	CDC capture whether their formal complaints across all service areas are linked to discrimination. Quarter 2 - 1 complaint received - Protected Characteristic - Disability. Complaint once investigated was invalid. Work is on going to expand the range of regular customer satisfaction reporting through Housing Services.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Theme 2 : Tackling Inequality and Deprivation					
CEQ2 1	Continue to break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	⇒	The multi agency work targeted in the Brighter Futures wards has continued to supplement the core services provided by key partners. There have been many new initiatives commenced. The Cherwell Community Bank as the local credit union has been increasing its presence locally and is planning for a Sunshine Centre launch. Preparation is also well underway for the second partners engagement event on 3 December, this time focussing on the voluntary sector.
Theme 3 : Building Strong Communities					
CEQ3 1	Improve opportunities for community groups to work together to build strong communities	G	G	⇒	Approximately one third of Cherwell's population is rural. Consideration of potential impacts does occur in some cases, but usually informally. There is no mechanism in place for monitoring the regularity and consistency of these considerations. Street wardens continue to develop good relations with the Hub in prevention of CSE and the Prevent terrorism agenda. CSCP Action plan is being reviewed and those targets achieved or no longer viable are being replaced to reflect the Police and Crime Commissioners new plan for 2015.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
CEQ3 2	Attend Thames Valley Police (TVP) Advisory Panel to improve consultation & community relations	G	G	⇒	Attendees at the recent event had an opportunity to discuss some of the demonstrations which happened in Banbury in relation to the situation in Gaza. The demonstrations were peaceful and were not a police issue however attendees felt this topic should be raised at the next Faith Forum. This will be raised at the next Faith Forum Committee meeting in November.
CEQ3 3	Increase CDC's knowledge/understanding of wider community to ensure we fulfil residents needs within our services	G	G	⇒	Successful Knowing our Communities session with Dementia as the topic was held at both Cherwell and South Northants Council. Very well attended to listen to the speaker from Alzheimer's Society In October. Disability Sports Development Plan has now been completed and will be posted on the Council's website.
Theme 4 : Positive Engagement and Understanding					
CEQ4 1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇒	Parliament trip and other projects planned for Local Democracy week. Cherwell District Council youth website is updated regularly. Continued attendance at Oxfordshire County Council quarterly meeting alongside community groups to review the implementation of the Children and Young Peoples plan.
CEQ4 2	Explore and establish links with minority representation/community groups to help us improve our services	G	G	⇒	In addition to Job Clubs, Food Banks and regular stands at venues to promote and provide Council Services, the Customer Service Officers attended the following:- Aspire and Achieve Sunshine Centre Event Connecting the Community Event Age UK drop in Banbury Play Day in People's Park Seniors Forum CDC Outreach Presentations were also given at:- Seniors Fair, Steeple Aston Begbroke Coffee Morning Stop Hate UK 24 hour Hate Crime reporting service is available to all within the district - plans put in place during Quarter 2 for promotion of Stop Hate UK for Hate Crime Awareness Week during Quarter 3. Contact still established between Ministry Of Defence & HMP Bullingdon Prison via invite to attend all community engagement/forum events and to be involved in all Council consultations.
CEQ4 3	Raise internal awareness of diversity in community	G	G	⇒	Contact still established between Ministry Of Defence & HMP Bullingdon Prison via invite to attend all community engagement/forum events and to be involved in all Council consultations.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Direction of Travel	Comments on Performance
Theme 5 : Demonstrating our Commitment to Equality					
CEQ5 1	Ensure the Council meets all government requirements	G	G	⇒	Cherwell District Council continues to monitor all Equality legislation to ensure compliance.
CEQ5 2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	Planning for the 2014/2015 assessment will start during Quarter 4 of this year with completion of assessment taking place during Quarter 1 of 2015/2016.
CEQ5 3	Ensure staff and services promote and embed equality into their work	G	G	⇒	The E-Learning module introduced 2 years ago is used for all new starters and as refresher training. In addition some sessions have been delivered via face to face training. Member training is a Democratic consideration that will be completed during 2015
CEQ5 4	Review whether Corporate Equality Steering Group is having beneficial service impact to the Council Steering Group	G	G	⇒	During Quarter 2 a consultation has taken place with all steering groups members where it was agreed that the steering group will become an e-mail group only as meetings are no longer beneficial and viable. These Officers will continue to be member champions within their service areas and a point of contact for the Corporate Policy Officer.

**Cherwell District Council : 2014/2015
Programmes - Quarter 2**

Ref	Programme	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Comments on Performance
CDC Place Programme				
CPP01	Banbury Development (7 Areas; CQ2; Bolton Road; Gateway; Hella; CM40; Mondelēz; Canalside)	G	G	The Project Board has met regularly in the last period and engaged in an intensive period of information gathering and analysis from which a plan can be developed during the second half of the year.
CPP02	Bicester Strategic Project	G	A	Discussions with the pre-construction contractor are prolonged due to construction inflation and have resulted in a delay to start on site from the planned July 2014 date.
Page 87 CPP03	Graven Hill	G	G	<p>The Executive approved the acquisition of the land and development of master developer business case on 3 March 2014. Contracts were exchanged on 14 March 2014 with completion achieved on 11 August 2014.</p> <p>Since then, the focus has been on finalising due diligence - planning, technical, legal and financial and establishing the governance structure. In order to manage this, the delivery team has met weekly and formal board meetings every 4 weeks.</p> <p>A new corporate governance arrangement is now established and under way, incorporating the Graven Hill Holding company accountable to the Council's Partnering Board which meets quarterly.</p> <p>Governance focus for the next period will be to establish and agree the implementation plan, develop the detail of the business plan and overall approach, and on the resourcing side recruit a non-executive director and an Operations Director for the Development Company, Sales and Marketing expertise and a project coordinator.</p> <p>The risk register is fully updated and the previous red risk of Judicial Review has passed and has not been realised. Project within budget allocated.</p>
CPP04	Build!	G	G	<p>6 schemes are now completed and occupied. All bar 4 sites are now in CDC ownership. CDC officers are working collaboratively with OCC to agree the most suitable site for the supported housing scheme for people with physical disabilities and learning disabilities. 4 Schemes are now on site, 5 have completed demolition works, and 2 have demolition yet to start.</p>

**Cherwell District Council : 2014/2015
Programmes - Quarter 2**

Ref	Programme	Quarter 1 30/06/2014	Quarter 2 30/09/2014	Comments on Performance
CPP04	Brighter Futures in Banbury	G	G	<p>The Brighter Futures in Banbury Programme continues its multi-agency activity. In addition to the core targeted services of individual organisations, developments in the last quarter have included an initiative specifically for returning the over 50s to work, the opportunity for summer days out for Sunshine Centre families, supporting single parents and their return to training/education, improving the skills of family child minders, additional family support via Homestart in Grimsbury and raising ambition in year six pupils through Banbury and Bicester College opportunities.</p> <p>Much preparation has been undertaken for the second Brighter Futures Partners Engagement event which will be held in the Banbury and Bicester College on 3 December.</p>
Transformation Programme				
Page 88 01	ICT Infrastructure & Applications Harmonisation	G	G	<p>Work to implement the three-way shared financial management system (Civica Financials) is getting underway in earnest, and the project team is in place. This project has been boosted by the receipt of £300,000 from the Transformation Challenge Award.</p> <p>Work has also commenced to put in place a network connection between Cherwell and Stratford DC which will facilitate the delivery of some of the other work streams of the ICT Harmonisation project; for example email archiving will now be delivered by expanding the existing system in use at Stratford out to the other two councils, simplifying the implementation and reducing costs for all three partners.</p>
TP02	Channel Shift (including paper light and EDRM)	A	A	<p>Channel shift as a corporate project is in abeyance pending decisions around three-way delivery. EDRM, while not scheduled to begin yet, has received a boost in the shape of a £475,000 award from Transformation Challenge.</p>
TP03	Harmonisation of Terms & Conditions	A	A	<p>A solution has been identified and agreed to address the inequity in pay and terms and conditions for disaffected staff in shared services between Cherwell District Council and South Northamptonshire Council. Further work to harmonise pay and terms and conditions of employees across CDC, SNC and Stratford DC will be subject to the decisions of the three Councils in relation to the future governance /operating model</p>
TP04	Organisational Development (OD)	G	G	<p>The Organisational Development project is on track as a 3-way project with Stratford on Avon Council, and will be linked closely to the development required by the proposed new model of operation. A draft OD Strategy and Action plan have been drawn up and are now being consulted on at all three Councils. This will be implemented when the democratic process has been finalised to approve the strategy</p>

Significant Partnerships 2014/2015 : Mid year

Partnerships reports six-monthly	30/09/2014	Comments on Performance
Sub-Regional Partnerships		
Oxfordshire Partnership Board	G	The Board continues to meet every six months and recently focussed on the significance and implications of the military presence in Oxfordshire, the work and funding of the TV Police and Crime Commissioner and the health and social care challenges in Oxfordshire, all of which have a significance for Cherwell.
Health and Well Being Partnership Board (H&WB)	G	The wide ranging well being agenda is reflected through this Board with good District engagement through the supporting Health Improvement Board. There is a current and growing focus on potential Oxfordshire County Council funding reductions for supported housing functions which are an important aspect of the Council's housing service.
Environment and Waste Partnership	G	The Oxfordshire Waste Partnership was formally dissolved during the Summer 2014. The Oxfordshire Environment & Waste Partnership is due to meet in early November 2014
Oxfordshire Safer Community Partnership (OSCP)	G	Community safety continues to support OSCP, through attendance and compliance with terms of reference and briefings to the lead member on the board.
Oxfordshire Stronger Communities Alliance (OSCA)	G	Watching brief kept on Oxfordshire Stronger communities alliance. It doesn't achieve much beyond the networking opportunities afforded by its meetings.
Local Enterprise Partnerships (LEP) (Oxfordshire)	G	The Council contributes to OLEP and in particular works with Invest in Oxfordshire, an OLEP service, on inward investment enquiries
Local Enterprise Partnerships (LEP) (South Midlands)	G	The Council contributes to SEMLEP including development of Strategic Economic Plan (SEP) and joint funding bids with South Northants Council
Cherwell-specific Partnerships		
Cherwell Local Strategic Partnership (LSP)	G	LSP board has refined its focus on the five key priorities that it hopes to be able to benefit most from its cross sector partnership working approach. The Reference Group conference will be held jointly with the Parish Liaison on 12 November. Officers are currently considering (given the limited support resource available to the LSP Board) how to ensure the appropriate breadth of agenda and senior level engagement
Cherwell Safer Community Partnership (CSCP)	G	The Community Safety Partnership continues to meet quarterly with police and partners. The PCC has suggested that funding for 2015-16 will be the same as for this year, subject to any unforeseen funding issues. The partnership has informed the police that further funding of police posts will cease in 2015-16. What grant is received will be for priorities of youth and ASB.

Significant Partnerships 2014/2015 : Mid year

Partnerships reports six-monthly	30/09/2014	Comments on Performance
Cherwell M40 Investment Partnership (CHIP)	G	The group - involving the Council, College, Job Centre+ and Developers Agents to review economic opportunities in the district. The Group has contributed to the development of the GVA Employment Land Review to assess the need for land and the quantity of business premises
Banbury Town Centre Partnership (BTCP)	G	The BTCP receives input from the Town Centre Coordinators appointed using Portas funding. They are currently working with the town businesses to identify a package of additional marketing and promotional changes in support of strengthening the town centre as a place to shop, visit and spend leisure time
Bicester Vision (BV)	G	All objectives remain on track. The Partnership continues to meet monthly with Cherwell's Commercial Director (Bicester) as Vice-Chair.
Homelessness Strategy Partnership	G	The steering group has met to monitor the actions in the homelessness prevention action plan. End of year - a group of internal and external partners is monitoring the delivery of Cherwell's ambitious Homelessness Prevention Action Plan. The plan is designed to continue the Council's strong focus on homelessness prevention through partnership. Grant funding has been provided to The Hill young people's centre and BYHP to provide a family focussed approach to homelessness prevention with young people, to Reducing the Risk for domestic abuse outreach. Further funding is provided to Connection to work with single homeless people and to YMCA for work in the Youth Foundation Learning Centre
Cherwell RSL Partnership & Sanctuary Housing Group	G	RP management partnership group has met on a quarterly basis. Partnerships are developed through additional communications on particular topics such as sustainability or lettings monitoring. Excellent feedback is received from Registered Partners on the way partnerships are supported here. A new annual appraisal system is planned to monitor registered providers operating in the district.
NW Bicester Strategic Delivery Board	G	Board continues to meet quarterly and provides updates on all aspects of NW Bicester delivery (Eco Bicester, NW Bicester Primary School, Employment & Skills) as well as Risk and Finance Monitoring statements. The Action Plan (Forward Plan) update was submitted to the October meeting
Banbury Brighter Futures	G	The multi agency work targeted in the Brighter Futures wards has continued to supplement the core services provided by key partners. There have been many new initiatives commenced. The Cherwell Community Bank as the local credit union has been increasing its presence locally and is planning for a Sunshine Centre launch. Preparation is also well underway for the second partners engagement event on 3 December, this time focussing on the voluntary sector.

Cherwell District Council

Executive

1 December 2014

Quarter 2 2014/15 – Revenue and Capital Budget Monitoring Report

Report of Director of Resources

This report is public

Purpose of report

This report summarises the Council's Revenue and Capital position, treasury management and procurement performance for the first six months of the financial year 2014-15 and projections for the full 2014-15 period.

To receive information on treasury management performance and compliance with treasury management policy during 2014-15 as required by the Treasury Management Code of Practice.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the projected revenue and capital position at September 2014.
- 1.2 Note the quarter 2 (Q2) performance against the 2014-15 investment strategy and the financial returns from the funds.

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 Budget Planning Committee on a quarterly basis.
- 2.2 The revenue and capital expenditure in Q2 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 will be reviewed by the Accounts Audit and Risk Committee on the 3 December 2014.

3.0 Report Details

Projected Revenue Outturn

3.1 At quarter two the Council is projecting an overspend of £50,000 at the year end.

Directorate	Annual Budget	Projected Outturn	Projected Variance
	£000	£000	£000
Bicester Regeneration	181	181	0
Community & Environment	9,456	9,702	246
Resources	2,850	2,914	64
Development	3,459	3,199	(260)
Chief Executive	175	175	0
Centrally Controlled Items	(1,730)	(1,730)	0
Cost of Services	14,391	14,441	50
Sources of Financing	(14,391)	(14,391)	0
(Surplus)/Deficit	0	50	50

3.2 Bicester Regeneration is projected to be on budget.

3.3 Community and Environment shows a projected overspend of £246,000.

Community & Environment	Annual Budget	Projected Outturn	Projected Variance
	£000	£000	£000
Community Services	3,534	3,757	223
Environmental Services	5,922	5,945	23
	9,456	9,702	246

- Community Services (projected £223,000 overspend)**
 The overspend is predominantly a result of reduced car parking income of £336,000. The projection takes into account the impact of car park income in Bicester and falling demand generally which is also compounded by falling Excess Charge Notices. These are mitigated in part by salary savings in Customer Services (£17,000), Safer Communities (£54,000) and Car Parks (£35,000).
- Environmental Services (projected £23,000 overspend)**
 Additional salary and agency costs in Waste and Recycling has resulted in a net projected overspend of £103,000. These are partly offset by reduced fuel costs across the service, due to lower than budgeted cost per litre amounting to (£41,000). Reduced vehicle repairs required amount to (£12,000) and the sale of obsolete vehicles amounts to (£22,000).

3.4 Resources shows a projected overspend of £64,000.

Resources	Annual Budget	Projected Outturn	Projected Variance
	£000	£000	£000
Transformation	705	637	(68)
Information Services	(11)	30	41
Finance & Procurement	1,051	1,231	180
Law & Governance	1,105	1,016	(89)
	2,850	2,914	64

- Transformation (projected £68,000 underspend)**
 HR are currently forecasting an underspend of £23,000 due to additional income from the secondment of HR staff to Stratford District Council. Performance and Communications are forecasting underspends due to salary savings.
- Information Services (projected £41,000 overspend)**
 ICT are forecasting an overspend relating to telephony.
- Finance & Procurement (projected £180,000 overspend)**
 Finance is forecasting an overspend relating to Rent Allowances and an expected reduction in the level of Government subsidy.
- Law and Governance (projected £89,000 underspend)**
 The underspend is related to recovery of legal fees and salary savings on two vacant posts (£17,000) and an increase in income from personal search fees (£45,000).

3.5 Development shows a projected underspend of (£260,000).

Development	Annual Budget	Projected Outturn	Projected Variance
	£000	£000	£000
Strategic Planning & the Economy	789	789	0
Public Protection & Development Management	1,622	1,272	(350)
Regeneration & Housing	1,048	1,138	90
	3,459	3,199	(260)

- Development Management (projected £350,000 more income)**
 Pre-Application Fee income is currently projecting income £50,000 above budget and Planning Fee Income is currently projecting a £300,000 above budget. It has been agreed to vire some of these funds for legal advice required for Castle Quay 2.
- Regeneration and Housing projected to be £90,000 overspent**
 The main overspend (£82,000) relates to abortive costs from the Crown House scheme that have been transferred from Capital.

3.6 **Chief Executive is projected to be on budget.**

3.7 **Centrally Controlled Items is projected to be on budget.**

3.8 **Sources of Financing**

Investment is currently slightly higher than budgeted and this trend is expected to continue, however any income above budget will be transferred to reserves.

Income from Business Rates Growth/Pooling and Section 31 grants is expected to be significantly higher than budgeted however the position will not become clear until later in the financial year. In any event income above budget will be transferred to reserves.

3.9 **Capital Projected Outturn Position at September (Period 6)**

Directorate	Annual Budget	Projected Outturn	Slippage	Variance
	£000	£000	£000	£000
Bicester Regeneration	4,837	4,837	0	0
Community & Environment	4,058	2,501	1,585	28
Resources	839	851	0	12
Development	20,456	20,075	230	(151)
	30,190	28,264	1,815	(111)

The net Capital projection as at September 2014 is within budget tolerances at - 0.7% variance. The slippage predominantly relates to the South West Bicester Sports Village.

The above budget of £30.2m includes £16.3m of profiled spend on the Build! programme. The total budget for this programme was increased by £9.5m to £22m by Council in May 2014 and is to be complete by March 2016.

Treasury Management Performance Q2 2014-15

3.10 The revenue budget for 2014-15 has been prepared utilising only £49,190 of investment income; however, total Investment income within 2014-15 is budgeted as £320,000. The balance above the £49,190 budget will be used to replenish reserves after transferring interest received in respect of Eco Town funds to the Eco Town reserve.

Investment Income position as at 30 September 2014

Fund	Average funds invested up to 30-Sep-14	Interest Budget at 30 Sep 2014	Actual Interest at 30 Sep 2014	Variance	Rate of return %
In House	£60,486,477	£160,000	£183,783	£23,783	0.60%
Total	£60,486,477	£160,000	£183,783	£23,783	

4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended that:

- the contents of this report are noted.
- 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.

6.2 Option 1: This report illustrates the Council's performance against the 2014-15 Financial Targets for Revenue, Capital 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

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

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. Any increase in risk will be escalated through the corporate risk register.

Comments checked by: Louise Tustian, Acting Corporate Performance Manager
01295 221786 louise.tustian@cherwellandsouthnorthants.gov.uk

Equality and Diversity

- 7.4 Impact assessments were carried out in advance of setting the 2014-15 budget. Comments checked by: Caroline French, Corporate Policy Officer
01295 221586 caroline.french@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision: No

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Ken Atack – Lead Member for Financial Management

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Paul Sutton, Head of Finance and Procurement Joanne Kaye, Interim Strategic Finance Accountant
Contact Information	0300 0030106 01295 221545

Cherwell District Council

Executive

1 December 2014

<p>Draft Budget and Business Plan 2015-16</p>

Report of Head of Finance and Procurement and Head of Transformation

This report is public

Purpose of report

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

This is the first of two opportunities that the Executive has to shape and refine the appending plans before the final budget is presented to Full Council on 23 February 2015.

The report also details the draft strategic priorities, the underpinning key objectives, and deliverables for 2015-16 which sit alongside the draft budget and are to be the subject of wider consultation if approved in principle at this meeting.

1.0 Recommendations

The Executive is recommended to:

- 1.1 consider the draft revenue budget detailed in Appendix A (to follow) and agree that it be subject to a period of consultation with the public and other key stakeholders;
- 1.2 consider the recommendations arising from the Budget Planning Committee review of the capital programme that was considered at its informal meeting on 25 November 2014 and detailed in Appendix B (to follow);
- 1.3 note that the final implications of the local government finance settlement will need to be fully considered once the announcement has been made;
- 1.4 advise of any other matters to be taken into consideration in producing a balanced budget for its meeting on 2 February 2015;

- 1.5 endorse the passporting of the Council Tax Reduction Scheme (CTRS) grant to local preceptors.
- 1.6 Agree that the proposed medium term strategic priorities, key objectives and key deliverables for 2015-16, as set out in Appendix C, be referred to the Overview and Scrutiny Committee for consultation prior to the 2nd February 2015 meeting of the Executive.

2.0 Introduction

- 2.1 At its meeting of the 6 October 2014, the Executive approved the budget strategy for the Council for 2015-16 and beyond. The strategy itself set out the underlying assumptions and principles within the budget. The key principles agreed were:
 - Protect front line services
 - Focus attention on corporate and service priorities and improving performance
 - Maximising joint working potential
 - Maximise procurement opportunities and contract negotiations
- 2.2 This report sets out the latest projection for the 2015-16 revenue budget based upon the above guidelines and assumptions. The budget has been constructed using assumptions for Revenue Support Grant and Baseline Business Rates (the old formula grant settlement equivalent) as well as New Homes Bonus and Business Rates Growth.
- 2.3 The Chancellor of the Exchequer's Autumn Statement is due to be announced on the 3 December and the settlement is expected a short time after that. Any impact of the settlement and revisions to estimates for New Homes Bonus or Business Rates Growth will be the subject of a further report to Executive.

3.0 Report Details

- 3.1 **Draft Budget**
- 3.2 The report details the current position with regard to the draft budget for 2015-16. Attached to this report at Appendix A is the detailed draft budget. As is usual at this stage, the draft position shows a deficit, together with suggestions on how a balanced position can be achieved by February 2015, subject to any proposed changes that may arise during the consultation process.
- 3.3 The draft budget itself has been prepared prior to the financial settlement being announced. Members will be advised of the implications on the council of that settlement once these are known.
- 3.4 Appendix B contains the proposals from the Budget Planning Committee in relation to capital bids for the Executive to consider.

- 3.5 **Business Planning: Draft strategic priorities, key objectives and core deliverables for 2015-16**
- 3.6 Cherwell District Council has a robust approach to business planning which complements the budget setting process and ensures that it has a strategic and joined up approach to the two, which in turn is of benefit to our residents and service delivery across the District.
- 3.7 During the current business planning cycle a full review of the Council's medium term financial position has been undertaken (the medium term financial strategy). Alongside this the Executive has drafted a set of medium term strategic priorities and financial objectives which have been used to inform the development of the annual budget and business plan.
- 3.8 Considerable emphasis has already been placed upon the views of local residents in the development of these medium term strategic priorities by using the results of the 2014 customer satisfaction survey.
- 3.9 Budget priorities identified by research undertaken with the citizens' panel have also been used to inform the development of the draft priorities, along with other sources of information such as the local and national financial context within which we operate. This information informs the review of the strategic priorities, and in turn shapes the development of the key objectives and actual deliverables for the forthcoming year.
- 3.10 The Executive continues to value the importance of an open, transparent and engaging approach to developing the strategic priorities of the Council and the underpinning key objectives and annual deliverables. Consequently the views and input of the Overview and Scrutiny Committee will be invited in relation to the draft strategic priorities, key objectives and deliverables for the year ahead at its meeting in January 2015, to ensure a meaningful approach to consultation with members across the whole of the Council, as well as with residents, as part of the budget consultation arrangements.
- 3.11 Taking account of customer feedback and socio-demographic change is key to ensuring the success and relevance of the five year business strategy. However the medium term financial strategy has been updated to reflect the shift in funding arrangements to use New Homes Bonus and localised Business Rates as income streams. Reflecting the external policy and funding environment a number of key challenges have informed the development of the (draft) five year business strategy priorities and these include:
- **Managing growth:** delivering the right type of economic development and working to ensure that appropriate economic and housing growth supports the financial sustainability of the council. The growth and delivery agenda will have high profile over the coming five years; consequently the Masterplans for Bicester, Banbury and Kidlington are all reflected in the draft strategic priorities. Business regulation that supports business development is essential as is planning performance. Affordable housing and appropriate housing development are also reflected within the medium term strategic objectives.

- **Service delivery:** ensuring core services (i.e. those services highly valued by local residents) continue to be delivered to a high standard in the most cost effective way. This includes recycling and waste management, street cleansing, dealing with anti-social behaviour, safeguarding our residents and businesses and ensuring the District remains a low crime area
- **Supporting communities:** making sure the health, leisure, culture and community development services that are delivered or commissioned by the council, meets four outcomes
- **Strong financial management and a continued focus on customers:** a financial strategy that delivers income generation through appropriate development, asset management and lower cost service delivery models (of all types). A Medium Term Financial Strategy that moves the council to a long term position of financial sustainability. The delivery of high quality enabling services to support our core services and ensuring that the council continues to effectively communicate with and respond to customer need and demand.

3.12 The draft strategic priorities, the key objectives that underpin them and the associated deliverables for 2015-16 are set out in Appendix C and will be subject to consultation alongside the 2015-16 budget and business plan objectives.

3.13 The annual business plan and service planning

3.14 Underpinning the five year strategic priorities the council will agree an annual business plan and budget to deliver these objectives. The business plan will be prepared following the consultation process and in readiness for the February meeting of Executive.

3.15 All Heads of Service will prepare a service plan that ensures the delivery of the Council's strategic business plan and medium term priorities. The annual business plan and Directorate/divisional service plans inform the performance management framework of the Council. Performance progress will be reported on a quarterly basis and through the Council's annual report (to be published in June 2015).

Council Tax Reduction Scheme

3.16 In 2013-14 Council Tax Benefit was abolished and replaced with a Council Tax Reduction Scheme. This change in the scheme had a detrimental impact on the Council's taxbase calculation meaning that less income was received in Council Tax.

3.17 A direct impact of a reduction in the taxbase is that Town and Parish Council's also receive less Council Tax as a result of this change in national policy. In the current financial year £349,000 was distributed to Town and Parish Councils to help mitigate the impact of the new scheme. The intention is to 'passport' the same amount of funding to Town and Parish Councils in 2015-16 and Executive are asked to endorse this approach.

- 3.18 It is also anticipated that over time this funding should be reduced as Town and Parish Councils have their own tax raising powers and currently are not subject to any restrictions on the level of Council Tax they set whereas major preceptors (County Councils, Police and District Councils) are.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members of the Executive are asked to consider the recommendations above.

5.0 Consultation

Councillor Atack, Lead Member for Financial Management

Councillor Mallon, Lead Member for Banbury Developments, Communications and Performance

The proposed five year business strategy priorities, key objectives, annual deliverables and the 2015-16 budget will be subject to public consultation.

The draft budget will be/has been considered by the Budget Planning Committee.

The proposed five year business strategy priorities, key objectives and annual deliverables will be subject to review and consultation with the Overview and Scrutiny Committee to ensure that any proposals for the 2015-16 business plan are representative of the whole Council.

Suggested amendments to the strategy, plan and budget will be brought to the Executive meeting in February 2015 to represent a final draft of the business strategy, 2015-16 annual budget and business plan with a view to agreeing that both be recommended to the February 2015 Full Council meeting.

6.0 Alternative Options and Reasons for Rejection

- 6.1 This is the draft budget and options for the overall budget for the Council will be considered at its meeting in February.

7.0 Implications

Financial and Resource Implications

- 7.1 The financial implications are contained within this report.

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

Legal Implications

7.2 There are no direct legal implications arising out of this report.

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

8.0 Decision Information

Key Decision Yes

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Ken Atack
Lead Member for Financial Management

Councillor Kieron Mallon
Lead Member for Banbury Developments, Communications and Performance

Document Information

Appendix No	Title
Appendix A Appendix B Appendix C	Draft Budget 2015-16 – to follow Capital Programme 2015-16 – to follow Draft medium term strategic priorities, key objectives and annual deliverables for 2015-16
Background Papers	
None	
Report Author	Paul Sutton, Head of Finance and Procurement Jo Pitman, Head of Transformation.
Contact Information	Jo.pitman@cherwellandsouthnorthants.gov.uk Tel: 0300 0030108 Paul.sutton@cherwellandsouthnorthants.gov.uk Tel: 0300 003 0106



**DISTRICT COUNCIL
NORTH OXFORDSHIRE**

Draft strategic priorities, key objectives and key deliverables for 2015/16 for consultation.

Summary:

4 strategic priorities

24 key objectives

- **District of Opportunity = 6 key objectives**
- **Safe, Green, Clean = 4 key objectives**
- **Thriving Communities = 8 key objectives**
- **Sound Budgets and Customer Focussed Council = 6 key objectives**

Cherwell: A District of Opportunity

Implement the Cherwell Local Plan as the framework for sustainable housing, new employment and infrastructure investment over the next 20 years

- Deliver a Community Infrastructure Levy (CIL), Bicester, Banbury Town and Kidlington Masterplans and SPDs for strategic sites to guide investment.

Complete and implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities.

- Northwest Bicester: facilitate the 5 applications for the site
- Northwest Bicester: delivery of the Eco – Bicester business centre
- Complete the Bicester town centre regeneration including the council commercial community building
- Graven Hill: deliver the demonstration project on the Graven Hill site
- Graven Hill: set up a sales and marketing suite to promote the plots
- Graven Hill: appoint an infrastructure contractor
- Deliver the SW Bicester Phase 2 (sports pavilion and 3G pitch)

Complete and implement the Masterplan for Banbury helping to provide retail, employment and town centre development opportunities.

- The extension and improvement of Woodgreen Leisure centre as a better facility for the town
- Prepare a scheme for the redevelopment of the Bolton Road site
- Secure a start on site by the developer subject to the detailed development agreement being completed, and maximise the Council's income and returns from Castle Quay and Castle Quay 2
- Take steps to develop a Masterplan for the redevelopment of Canalside within Banbury Town Centre redevelopment
- Commission and complete a commercial appraisal for Banbury town centre, and subsequently bring forward appropriate redevelopment proposals for urgent consideration
- Develop a car parking strategy for the town
- Review future arts provision
- **Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre afforded by its location.**
- Agree the next steps for the development options for Kidlington against agreed timescales and milestones
- Establish new management arrangements for SBSG on behalf of KPC

Cherwell: A District of Opportunity cont...

Promote inward investment and support business growth within the District.

- Support business growth, skills and employment in local companies and the visitor economy to strengthen the economy of the District.
- Continue to use the Cherwell Investment Partnership as a hub for inward investment and ensuring sufficient business sites and employment land are available to meet the needs of the District.
- Produce marketing material to promote commercial and industrial business sites to the area

Deliver high quality regulatory services that support the growth of the local economy.

- Build on the Council's 'Better Business' approach to support new and existing businesses
- Work proactively with developers on both planning applications and pre-application enquiries to enable the speedy delivery of new commercial projects
- Identify the blockages to development and investigate a range of solutions, in consultation with planning agents
- Provide high quality responsive regulatory services
- Embed the Regulatory Code and Corporate Enforcement Policy

Cherwell: Safe, Green, Clean

Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible.

- Maintain a minimum 57% recycling rate
- Maintain levels of customer satisfaction with the recycling and waste services

Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.

- Maintain customer satisfaction with street cleansing
- Undertake 6 neighbourhood blitzes with community involvement

Work with partners to help ensure the District remains a low crime area, reducing fear of crime, tackling Anti-Social Behaviour and focussing on safeguarding our residents and businesses.

- To develop an alternative CCTV operational system for our Urban centres
- Continue to work with the local police and licence holders to ensure our town centres remain safe and vibrant in the evenings

Reduce our carbon footprint and protect the natural environment.

- Deliver the Council's Biodiversity Action Plan "Protecting and Enhancing Cherwell's Natural Environment"
- Develop and begin Implementation of a new carbon management plan from 2015-20 which increases the energy efficiency of the organisation and lowers the carbon footprint

Cherwell: Thriving Communities

Deliver affordable housing and work with private sector landlords to help improve affordable housing options.

- Deliver 150 units of affordable housing and 100 self-build housing projects as part of the HCA funded Build! programme whilst exploring new diverse funding regimes for the longer term sustainability of affordable housing across the district. And the potential development of an off-site construction facility for the long term production of off-site units for affordable housing
- Extend the current enforcement action within the private sector to bring back into use empty dwellings, and improve the housing sector private stock. Encourage private sector landlords to improve their stock through targeted grant action and other housing advice.

Work with partners to support financial inclusion and help local people into paid employment.

- Commissioning of high quality financial and debt advice for vulnerable residents.
- Effective implementation of welfare reform and administration of benefits. Delivery of the Brighter Futures in Banbury programme to provide opportunities in some of the District's most disadvantaged people.
- Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training.
- Extend Jobs Match service to support local companies to fill vacancies
- Extend the contract with CAB for debt advice, volunteering and volunteer driver scheme

Provide high quality housing options advice and support to prevent homelessness.

- Deliver the actions identified within the revised Homelessness prevention strategy adopted by the Council.

Work to provide and support health and wellbeing across the District.

- Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector.
- Enable the development of volunteer transport schemes to support the health and wellbeing needs of vulnerable residents.

Cherwell: Thriving Communities cont.

Provide high quality and accessible leisure opportunities.

- Maintain a minimum usage level of visits to leisure facilities
- Commence Phase 2 pavilion works for South West Bicester Sports Village
- Increase access to leisure and recreation opportunities through development and outreach work
- Procure new contract arrangements for Woodgreen Leisure Centre including new dry side facilities
- To construct a new pavilion and open the new outdoor sports facilities at Bicester Sports Village

Provide support to the voluntary and community sector.

- Secure social and community infrastructure for housing developments across the District
- Continue to support the voluntary sector and community groups
- Continue to support the growth & development of neighbourhood community associations
- Increase and promote volunteering opportunities throughout the District.
- Local Strategic Partnership

Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.

- Continue programme of Conservation Reviews
- Provide design guidance on major developments

Work to ensure rural areas are connected to local services.

- Work with BT/BDUK and Oxfordshire County Council to extend Superfast Broadband across the District
- “Rural Proof” significant new policies and initiatives to ensure they are equitable to rural residents

Cherwell: Sound Budgets and Customer Focused Council

Reduce the cost of providing our services through partnerships, joint working and other service delivery models.

- Extend the joint working programme to include:
 - New methods of service delivery
 - More services delivered in partnership
- Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies
- Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities
- Through a 3-way Working Group with South Northamptonshire and Stratford on Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies and savings; deliver a minimum of 10% financial savings.
- Make successful bids for external funding
- Maximise income through designing services and implementing delivery vehicles that can attract a market
- Deploy solutions which reduce 'non-productive' time spent travelling between sites and deliver reductions in mileage and subsistence costs through increased use of technologies such as video conferencing.
- Review all ICT contracts to harmonise where possible to gain cost savings through economies of scale achieved through increased joint working.

Work to effectively communicate with local residents and businesses to better understand and respond to their needs

- Continue to increase our use of social media to communicate with residents and local businesses
- Continue to support the increased use of the Council website as a communications and transactional tool
- Continue to develop the Council's website and maintain the SOCITM rating of 3/ 4 stars
- Continue to develop our business focused communications

Cherwell: Sound Budgets and Customer Focused Council cont.

Improve customer service through the use of technology and responding to customer feedback.

- Implement additional online services for customers and deliver a significant reduction in phone contact in relation to those services
- Increased capacity to build service delivery processes suitable for online self-services
- Bring about a measurable plan to increase significantly the proportion of our total customer demand that is met through self service
- Target the reduction of avoidable contact from customers by:
 - Improved information signposting
 - More information on-line
 - Improved letters and communications with clear, understandable instructions and information

Deliver rolling strategy of the five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.

- Deliver the rolling annual balanced budget setting of the financial plan (Medium Term Financial Strategy)
- Deliver the savings targets within the agreed timescales
- Develop and implement a Car parking strategy
- Continue the implementation of the programme of harmonisation of ICT business applications with our core partners; SNC and SDC.
- Insert appropriate working to reflect decision in relation to proposed new strategic governance operating model (subject to decisions of the 3 councils)

Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.

Develop and implement a commercial investment strategy, incorporating DTZ recommendations as adopted.

Deliver below inflation increases to the CDC element of Council Tax.

- CDC Council Tax element frozen for 15/16

Section 3: Performance Pledges 2015/16

Each year from the agreed key objectives and actions detailed across our strategic priorities several are highlighted as performance pledges. These are key activities that reflect local priorities and these pledges demonstrate our commitment to the delivery of important local services and new projects to help make Cherwell a great place to live. Our pledges to the residents of Cherwell are included published within the council tax leaflet, delivered to every household in the District; in every quarterly review of progress undertaken by the Council's Executive and in our annual report, published at the end of each financial year. For 2015/16 our pledges are: -

Cherwell: a district of opportunity

- ➔ Make progress onsite for the initial housing development at North West Bicester.
- ➔ Progress work on North West Bicester exemplar site
- ➔ Make progress on site for the initial infrastructure at Graven Hill and promotion of the self-build plots
- ➔ Commission and complete a commercial appraisal for Banbury town centre, and subsequently bring forward appropriate redevelopment proposals for urgent consideration
- ➔ Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre

Cherwell: safe, green, clean

- ➔ Maintain the District's high recycling rate
- ➔ Improve local residents' satisfaction with street and environmental cleanliness continuing our successful programme of neighbourhood litter blitzes
- ➔ Work with the local police and licence holders to ensure our town centres remain safe and vibrant in the evenings.

Cherwell: thriving communities

- ➔ Continue working with our partners to provide support to the most vulnerable individuals and families in the district, building on the Brighter Futures in Banbury programme.
- ➔ Deliver 150 units of affordable homes in the District and support opportunities for self-build and developing self-build skills.
- ➔ Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training.

Cherwell: sound budgets and customer focused council

- ➔ Deliver the savings target £500,000 within the agreed timescales.
- ➔ Continue to improve our website, and implement additional online services for customers
- ➔ Extend the Joint working Transformation Programme to enable the council to save money and maintain a low council tax.

DRAFT

Cherwell District Council

Executive

1 December 2014

Asset Management Strategy Action Plan

Report of Commercial Director (Bicester)

This report is public

Purpose of report

The purpose of this report is to seek Executive approval to allocate funds from windfall income streams secured in 2014/13 in order to progress the priority actions arising from the Asset Management Strategy Review.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the proposed priority actions arising from the asset management plan (Para 2.4).
- 1.2 Note that the monitoring of the asset management strategy is currently undertaken by the Accommodation Asset Strategy Board who will be asked to review terms of reference and membership as a result of the asset review
- 1.3 Approve the allocation of up to £125k from 2014/15 windfall income which will allow the progression of the key activities which focus on the priority actions arising from the Asset Management Strategy Review.
- 1.4 Note that a comprehensive action plan is being developed that will ensure the vision set out in the review document will be delivered by 2019. This action plan will be presented to the Executive in March 2015.

2.0 Introduction

- 2.1 At the September 2014 Executive / JMT Business Planning meeting, the Executive received a presentation on the results of the Asset Review and proposed Asset Management Strategy priorities prepared in collaboration with specialist advice by property services company DTZ.
- 2.2 The Asset Review & Strategy was created to:
 - Clarify the extent of the Council's property portfolio,

- Provide some 'purpose' to the portfolio through a re-organisation of the property interests into meaningful 'Sub-Portfolios',
- Provide information about annual liabilities and sources of income
- Challenge the retention of some property interests
- Highlight priorities and issues that will need to be resolved
- Identify specific objectives and actions to address the issues, and
- Scope out the delivery platform required to drive the actions identified forwards.

2.3 As a result of the high-level Portfolio Review and the emerging issues and opportunities, it was agreed the focus of the Asset Strategy will be as follows:

- Ensuring VFM Operational Offices
- Maximising the potential of Council Car Parks
- Enabling the supply of community buildings
- Securing Investment in our leisure facilities
- Securing a new depot
- Seeking new sources of sustainable income streams
- Investing wisely to secure appropriate investment returns
- Creating a robust resource to drive results
- Investing in Systems to enable informed decision making

2.4 The Focus Areas set out above require further analysis and detailed consideration to enable consideration of a range of options to determine the most appropriate outcome for the Council. A series of Next Step activities have, therefore, been defined as follows: (those in bold indicate a 2014/15 priority)/

- 1) Asset Strategy Resource Plan**
- 2) Data and Systems Plan
- 3) Operational Offices Plan**
- 4) Operational Depot Plan
- 5) Car Parks Plan**
- 6) Leisure Buildings Plan
- 7) Community Buildings Plan**
- 8) Local Centres Plan**
- 9) Commercial Investment Plan

2.5 In order to inform this work and support strategic projects underway across the District, revenue funding is required in this financial year and this report is looking to secure these funds.

3.0 Report details

3.1 At the current time an Accommodation Asset Strategy Board provides a forum for debate and discussion about property matters. The Board comprises the Lead Members for Finance and Estates/Economy. The officer support is made up of representatives of Estates, Regeneration, Housing, Finance, and Bicester.

3.2 The role and responsibilities of the Board will need to be clarified having regard to the actions and priorities arising out of the Asset Strategy.

- 3.3 A detailed action / resource plan is being generated and will be presented to the board responsible for monitoring the asset strategy in January 2015 together with revenue and capital bids for the 2015/16 budget process.
- 3.4 In the meantime the initial review of resources and key priorities requires revenue budgets of up to £125k in 2014/15 to fund:
- Car Park / Operational Offices Review – specialist consultancy/resource - £50-£100k
 - Community Buildings /Local Centre Review – internal project group and specialist consultancy - £5-10k
 - Resource Plan requires capacity for Project Co-Ordinator / Valuation Resource- £15k
- 3.5 Any use of specialist consultants will be subject to demonstrating VFM and will be subject to the Council`s procurement process.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is important that a number of specialist reviews are commissioned in this financial year in order to inform the work programme, capital programme and current strategic development projects. It has been estimated that the resources required total £125k in 2014/15 and these costs can be met from windfall income subject to Executive approval.
- 4.2 The draft action plan will be presented to the governing board in Jan 2015 and then to Executive in March 2015.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

- 6.1 There is an option not to provide funding during 2014/15 and submit bids for the 2015/16 budget process. This is not recommended as a number of priority actions require resources now as they impact on other Council projects and priorities.

7.0 Implications

Financial and Resource Implications

- 7.1 There is a requirement to provide revenue budget of up to £125k to fund priority actions detailed in Para 2.4.
- 7.2 These funds can be met from within existing budgets. Any further capital or revenue expenditure will need to be considered as part of the 2015/16 budget process.

Comments checked by:
Paul Sutton, Head of Finance and Procurement, 0300 0030106,
Email: paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.3 There are no legal implications as a result of this report.

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

Risk Implications

7.4 There are no direct risks as a result of this report. In preparing a comprehensive action list for implementing the asset management strategy a risk and mitigation register will be compiled and monitored.

Comments checked by:
Paul Sutton, Head of Finance and Procurement, 0300 0030106
Email: paul.sutton@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision **Yes**

Financial Threshold Met: **Yes**

Community Impact Threshold Met: **No**

Wards Affected

All

Links to Corporate Plan and Policy Framework

Most people use public assets, such as council buildings, leisure centres, car parks and community facilities. They help shape the character of local areas and influence the quality of life for local people. They make an important contribution to local priorities. This proposal will enable the Council to deliver its vision for asset management which will meet the objectives of all of the Council's Strategic Objectives:

- **District of Opportunity**
- **Thriving Communities**
- **Safe Green and Clean**
- **Sound Budgets and Customer Focused Council**

Lead Member

Councillor Norman Bolster
Lead Member for Estates and the Economy

Document Information

Appendix No	Title
None	
Background Papers	
2014 – 2019 Asset Review and Strategy (exempt)	
Report Author	Karen Curtin, Commercial Director (Bicester)
Contact Information	Karen.curtin@cherwell-dc.gov.uk 0300 0030202

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