

# Public Document Pack



**Committee:** Executive

**Date:** Monday 30 November 2015

**Time:** 6.30 pm

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

## Membership

**Councillor Barry Wood (Chairman)**

**Councillor Ken Atack**

**Councillor John Donaldson**

**Councillor Tony Ilott**

**Councillor D M Pickford**

**Councillor G A Reynolds (Vice-Chairman)**

**Councillor Norman Bolster**

**Councillor Michael Gibbard**

**Councillor Kieron Mallon**

**Councillor Nicholas Turner**

## AGENDA

**1. Apologies for Absence**

**2. Declarations of Interest**

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

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

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

**4. Urgent Business**

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

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

To confirm as a correct record the Minutes of the meeting held on 2 November 2015.

**6. Chairman's Announcements**

To receive communications from the Chairman.

**7. Carbon Management Plan (Pages 7 - 44) 6.35pm**

Report of Head of Environmental Services

**Purpose of report**

To review the performance of the previous Carbon Management Plan which covered the period April 2009 – March 2015 and to consider the proposed Carbon Management Plan for the period April 2015 – March 2020.

**Recommendations**

The meeting is recommended:

- 1.1 To note the avoided energy costs and the reduction in carbon emissions in the period April 2009 – March 2015.
- 1.2 To support the proposed Carbon Management Plan for the period April 2015 – March 2020.

**8. Performance Management Framework 2015/16 Quarter 2 Report (Pages 45 - 84) 6.45pm**

Report of Head of Transformation

**Purpose of report**

To present the Council's performance for the period 01 July – 30 September 2015 (quarter two), as measured through the performance management framework.

**Recommendations**

The meeting is recommended to:

- 1.1 note the achievements referred to in paragraph 3.1 (Table 1)
- 1.2 identify any performance related matters for review or consideration in future reports identified in paragraph 3.1 (Table 2)
- 1.3 note any oral feedback on performance issues from Overview & Scrutiny Committee at its meeting on 24 November 2015 provided directly to The Leader.

**9. Quarter 2 2015-16 - Revenue and Capital Budget Monitoring Report (Pages 85 - 94) 6.50pm**

Report of Director of Resources

## **Purpose of report**

This report summarises the Council's Revenue and Capital position as at the end of the first six months of the financial year 2015-16 and projections for the full 2015/16 period.

## **Recommendations**

The Executive is recommended:

- 1.1 To note the projected revenue and capital position at September 2015.

## **10. South West Bicester Sports Village (Pages 95 - 100)**

**6.55pm**

Report of Director of Community and Environment

### **Purpose of report**

To consider the progress and latest position regarding the project.

### **Recommendations**

The Executive is recommended:

- 1.1 To note the progress and activities of the project.
- 1.2 To support the actions taken to secure the earliest external funding contribution and delivery of the 3G artificial turf pitch.
- 1.3 To receive a further report on 1 February 2016 on the capital cost of the project following receipt of construction tenders and the delivery of the project in 2016.

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

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

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

Members are reminded that whilst the following items have 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, Paragraph 3 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.”

12. **South West Bicester Sports Village - Exempt Appendix** **7.00pm**  
(Pages 101 - 102)

13. **Safeguarding** (Pages 103 - 166) **7.05pm**

Exempt Report of Director of Community and Environment

14. **New Woodgreen Leisure Centre Management Contract and Facility Improvements** (Pages 167 - 170) **7.10pm**

\*\* The appendix to this report will follow as it is currently being reviewed and finalised \*\*

Exempt Report of Director of Community and Environment

**(Meeting scheduled to close at 7.20pm)**

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to [natasha.clark@cherwellandsouthnorthants.gov.uk](mailto:natasha.clark@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.

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### **Mobile Phones**

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### **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 20 November 2015

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## Cherwell District Council

### Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 2 November 2015 at 5.30 pm

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

Councillor Ken Atack, Lead Member for Financial Management  
Councillor Norman Bolster, Lead Member for Estates and the Economy

Councillor John Donaldson, Lead Member for Housing  
Councillor Michael Gibbard, Lead Member for Planning  
Councillor Tony Ilott, Lead Member for Public Protection  
Councillor Kieron Mallon, Lead Member for Banbury Futures  
Councillor D M Pickford, Lead Member for Clean and Green  
Councillor Nicholas Turner, Lead Member for Change Management, Joint Working an IT

Also Present: Councillor Sean Woodcock, Leader of the Labour Group

Officers: Sue Smith, Chief Executive  
Calvin Bell, Director of Development  
Martin Henry, Director of Resources / Section 151 Officer  
Adrian Colwell, Head of Strategic Planning and the Economy, for agenda items 7 and 8  
Kevin Lane, Head of Law and Governance / Monitoring Officer  
Jo Pitman, Head of Transformation, for agenda items 10 and 12  
Alex Keen, Team Leader (Minors), for agenda item 7  
Natasha Clark, Team Leader, Democratic and Elections

#### 60 **Declarations of Interest**

Interests were declared in the following agenda items:

#### **7. Graven Hill: MOD Bicester Sites D & E Ambrosden Road Upper Arcott.**

Sue Smith, Declaration, as a Director of Graven Hill Village Holdings Limited and Graven Hill Village Development Company Limited.

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

There were no petitions or requests to address the meeting.

62 **Urgent Business**

There were no items of urgent business.

63 **Minutes**

The minutes of the meeting held on 5 October 2015 were agreed as a correct record and signed by the Chairman.

64 **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.

65 **Graven Hill: MOD Bicester Sites D & E Ambrosden Road Upper Arncott**

The Head of Development Management submitted a report which informed Executive of the outcome of the consultation process in respect of the draft Local Development Order (LDO) previously agreed by Executive for Phase 0 and part of Phase 1 of the redevelopment of Graven Hill. The report also sought a decision on whether to adopt the LDO, subject to the minor modifications outlined in the report.

In introducing the report, the Lead Member Planning advised Executive that since the publication of the agenda one further comment had been received. If agreed, the Order could be in force from 15 December 2015.

**Resolved**

- (1) That the outcome of the consultation process undertaken in respect of the draft Local Development Order (LDO) be noted.
- (2) That the proposed modifications to the draft LDO be agreed.
- (3) That the modified LDO (annex to the Minutes as set out in the Minute Book) be adopted.
- (4) That the requirement to notify the Secretary of State of a decision to adopt a LDO as soon as practicable, and no later than 28 days after the Local Planning Authority has adopted the Order be noted.

**Reasons**

The draft Local Development Order would facilitate and encourage self build and custom build housing at Graven Hill by simplifying the planning process whilst providing certainty that individuality and variety in design would be



supported within the parameters set by the Masterplan and Design Code to be approved under the outline planning permission.

The consultation response has not raised any significant issues or objections to the draft LDO, and only minor modifications are proposed in response to the comments received, to clarify the requirements of the LDO and to ensure that it is effective in facilitating the delivery of custom build and self-build development.

It is therefore recommended that Executive agree to adopt the modified LDO and that the Secretary of State is notified of the decision to adopt the LDO in accordance with Article 38(11) of the Town and Country Planning (Development Management Procedure) Order 2015.

### **Alternative options**

- (a) Not to agree the draft LDO. Delivering the development through the traditional reserved matters route would not facilitate the desired level of individuality and variety in design.
- (b) To adopt the LDO without modifications. This would not address the issues raised in the consultation response and would fail to take the opportunity to clarify the requirements of the LDO and safeguard the delivery of custom and self-build development.

66

### **Neighbourhood Planning: Application for Designation as Neighbourhood Area - Weston on the Green Parish**

The Head of Strategic Planning and the Economy submitted a report to consider an application to designate Weston-on-the-Green Parish as a Neighbourhood Area for the purpose of preparing a Neighbourhood Plan.

### **Resolved**

- (1) That the application to designate the Parish of Weston-on-the-Green as a neighbourhood area under Section 61G of the Town and Country Planning Act 1990 (as amended) be approved.
- (2) That the Head of Strategic Planning and the Economy be authorised to issue a Notification of Decision pursuant to resolution (1).

### **Reasons**

The Parish Council of Weston-on-the Green has made an application for the designation of its administrative areas as a neighbourhood area for the purpose of preparing a Neighbourhood Development Plan. The application is valid, has been publicised and a number of representations have been received. None of the comments raised are considered to warrant the refusal of the application and it is considered that the proposed neighbourhood area would be coherent and appropriate.

### **Alternative options**

Option 1: To refuse and amend the designation of the neighbourhood area providing reasons why

Option 2: To defer consideration

67 **Notification of Urgent Action - Free Christmas Parking After 3.00pm**

The Director of Community and Environment submitted a report to notify Members of urgent action taken by the Director of Community and Environment for a Free after Three Christmas parking pilot to run from Saturday 28 November 2015 to Sunday 10 January 2016 inclusive.

**Resolved**

- (1) That the urgent action taken by the Director of Community and Environment be noted.

**Reasons**

The Director of Community and Environment took urgent action in consultation with the Leader of the Council to approve the proposed Free after Three Christmas parking pilot due to the need to meet the timeframe for the legal process, which can be effected by publishing a Notice of Variation at least once in a newspaper circulating in the area at least 21 days before it is due to come into force. A copy of the notice must also be displayed in each off-street car park from the date of publication until the date on which it comes into force.

**Alternative options**

As this report is for the information of Members there are no alternative options to consider.

68 **A Business Case to Create a Joint Communications and Marketing Service with South Northamptonshire Council**

The Head of Transformation submitted a report which presented the final business case for a Joint Communications and Marketing Service across Cherwell District and South Northamptonshire Councils following consultation with staff and Unison and sought approval of the non-staffing elements of the business case.

69 **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.

70 **A Business Case to Create a Joint Communications and Marketing Service with South Northamptonshire Council - Exempt Appendix**

Executive considered the exempt appendix to the report.

**Resolved**

- (1) That the exempt appendices be noted.

71 **Readmittance of the Press and Public**

**Resolved**

That the press and public be readmitted to the meeting.

72 **A Business Case to Create a Joint Communications and Marketing Service with South Northamptonshire Council**

Having readmitted the press and public, Executive voted on the recommendations.

**Resolved**

- (1) That the final business case and the consultation responses in relation to non-staffing matters be considered and noted.
- (2) That the decision of the Joint Commissioning Committee on 29 October 2015 to approve the staffing aspects of the business case be noted.
- (3) That the proposed final business case to share a joint Communications and Marketing Service between Cherwell District Council (CDC) and South Northamptonshire Council (SNC) be approved, subject to similar consideration and approval by SNC Cabinet.
- (4) That authority be delegated to the Head of Transformation, in consultation with the Leader of the Council whose portfolio includes Communications, to make any non-significant amendment/s that may be required to the business case following the decision of this meeting or SNC Cabinet.
- (5) That authority be delegated to the Director of Resources and Head of Transformation, to be responsible for implementation of the business case, including the costs of any potential redundancies, subject to the business case being agreed by both Councils.

## **Reasons**

The business case represents a significant step in the transformation programme across CDC and SNC. The proposed joint team would provide an improved and strengthened service to support both Councils in how they communicate internally and externally given the increasingly complex communications environment in which they operate.

## **Alternative options**

Not to agree the recommendations.

The meeting ended at 6.05 pm

Chairman:

Date:

## Cherwell District Council

### Executive

30 November 2015

#### Carbon Management Plan

#### Report of Head of Environmental Services

This report is public

#### Purpose of report

To review the performance of the previous Carbon Management Plan which covered the period April 2009 – March 2015 and to consider the proposed Carbon Management Plan for the period April 2015 – March 2020.

#### 1.0 Recommendations

The Executive is recommended:

- 1.1 To note the avoided energy costs and the reduction in carbon emissions in the period April 2009 – March 2015
- 1.2 To support the proposed Carbon Management Plan for the period April 2015 – March 2020

#### 2.0 Introduction

- 2.1 In 2011, a target of 22% was set using a baseline of 2009/10, for a reduction in carbon emissions. This target would reduce the Council's impact on the natural environment as well as providing financial savings through the reduction in the use of energy.
- 2.2 This reduction in energy was expected to have realised savings of up to £1 million and to reduce the carbon footprint by 1,195 tonnes or 22%.
- 2.3 A large number of projects have taken place during the period 2011 -15 to; increase the energy efficiency of buildings, install photovoltaics on many Council buildings, install woodchip boilers and improve the fuel consumption of the Council's vehicle fleet.
- 2.4 Many of these projects have been very successful with solar PV installations generating £89k/year. Buildings, especially Bodicote House, have seen a near 25% reduction in carbon emissions from the projects delivered.

- 2.5 Unfortunately, despite many successful projects the overall reduction in carbon emissions was less than expected being an 11.1% reduction. One factor was the national electricity grid factor which is determined by the mix of carbon producing and non-carbon electricity used across the country. The factor rose compared to 2009/10 due to a number of events including several nuclear reactors being taken out of service for unplanned maintenance in 2014/15. Without this change in electricity factor, the overall reduction in emissions would have been a 15.2% reduction. Financially, the savings, income and cost avoidance to the Council and its contractors totalled £1,100,000 over the 5 years.
- 2.6 Other elements which contributed to the overall carbon emissions not being achieved included delays in the delivery of the woodchip boiler at Bicester Leisure Centre.
- 2.7 The largest source of emissions are the Council's Leisure Centres which account for 57% of overall emissions. With the centres new or recently refurbished the opportunities for easy wins on energy efficiency are small. A reduction over 8% was achieved but this is well below the 22% reduction target. The Council's vehicle fleet accounts for 22% of overall emissions with the majority attributable to the refuse collection vehicles. For these, a reduction of over 4% was achieved. The main elements of this reduction were re-planning rounds and a number of small improvements in engine efficiencies. However, there were few changes in large vehicle technology as anticipated in 2011, which could deliver large reductions in carbon emissions.
- 2.8 More details of the performance between 2009-2015 is set out in Appendix 1 .The proposed Carbon Management Plan for 2015-2020 is set out in Appendix 2.

### **3.0 Report Details**

- 3.1 One of the four strategic priorities for the Council is Safe, Clean and Green. Minimising the impact on the environment is an important priority.
- 3.2 Reducing the overall energy consumption of the Council is beneficial because it helps reduce the financial pressures on the Council as well as reducing the carbon emissions which helps protect the environment.

#### **Carbon Management Plan 2009-2015**

- 3.3 A carbon management plan has been in operation for a number of years to help reduce energy spending by up to £1m and to reduce emissions by 22%.
- 3.4 A large number of actions took place over the period 2009 – 2015 to reduce energy consumption and hence emissions. In many areas these have been successful. Reductions in energy in our buildings have been achieved through insulation, lighting changes as well as the use of solar PV.
- 3.5 Unfortunately, the 22% reduction has not been met due to a number of factors. The electricity factor is one major factor (which is the factor the electricity industry uses to see how much carbon is produced by each kilowatt hour generated). Despite the growth in renewable electricity, the electricity factor for 2014/15 was higher than 2009/10 due to several nuclear power plants having being taken out of commission

during 2014/15 for maintenance. If the electricity factor had not risen in 2014/15, then an overall reduction of 15.6% would have been achieved. Despite this, the savings through additional income and cost avoidance to the Council and its contractors totalled £1,100,000 over the 5 years.

- 3.6 There are four main sources of carbon emissions – The Leisure Centres (more than 55%), the Vehicle Fleet (22%), Council Buildings (20%) and Business Mileage (2%). In two areas, Council Buildings and Business Mileage, significant reductions in emissions have been achieved through a variety of projects. However, in the remaining two areas, reductions have been a lot smaller
- 3.7 The Leisure Centres have all been rebuilt in recent years to good standards of energy efficiency. Consequently, the opportunity to improve energy efficiency at the Leisure Centres has been relatively small.
- 3.8 The Council’s fleet is varied but the largest users of fuel are the refuse collection vehicles (RCVs). The RCVs are renewed on a 7-8 year cycle. Although the newer vehicles produce much less Nitrous oxides (NOx) and particulates (soot), the amount of carbon dioxide has only fallen by small amounts. Although alternative fuels exist for smaller vehicles, for RCVs the diesel engine is the most suitable engine. Work has taken place to reduce mileage through collection round reviews and considering the disposal point for all materials. Small savings have been achieved even though the District’s population and service is growing.

**Carbon Management Plan 2015-2020**

- 3.9 The new Carbon Management Plan looks to set a target of 10% reduction over the 5 years of the plan. As the Councils performance forms part of the national targets against a 1990 baseline, the Council should also use the earliest possible data, which should be based on 2008/09 data. In addition, the national targets and the recommended Department of Energy and Climate Change (DECC) guidance include all greenhouse gases, not just carbon dioxide. The difference between carbon dioxide reports and Greenhouse Gas reports are highlighted in the table below. By converting the carbon dioxide targets to Greenhouse Gas targets the Council can take a better account of its impact on the environment, with all of the changes implemented the councils performance of reduction is approximately 21%.

<b>Emissions included in Carbon Dioxide Reports</b>	<b>Emissions included in Greenhouse Gas Reports</b>
<b>Carbon Dioxide – CO<sub>2</sub></b>	<b>Carbon Dioxide – CO<sub>2</sub></b> <b>Methane – CH<sub>4</sub></b> (25 times more potent than CO <sub>2</sub> ) <b>Nitrous Oxide – N<sub>2</sub>O</b> (298 times more potent than CO <sub>2</sub> )

Figure 1: Difference between Carbon Dioxide Reports and Greenhouse Gas Reports

- 3.10 This target can be broken down to a reduction of 2% per year between 2015 – 2020 against the baseline considering there is a reduction of 21% already
- 3.11 The vehicle fleet is unlikely to deliver large reductions in carbon emissions unless there is a major change in large vehicle technology. In addition, the district is due to

grow significantly which will mean more vehicles will be required. Improvements in fuel consumption on smaller vehicles from more efficient engines, possible hybrid engines and lighter vehicle bodies are likely to be achieved. But the eighteen RCVs account for more than 75% of fuel usage and in the future, the number of RCVs will increase. Although some reduction will be highlighted by the change in the reporting on Greenhouse Gases, specifically the Nitrous Oxides which previously went unreported will now be accounted for. Eight RCVs are due for replacement over the next two years with a Euro VI standard engine. Euro VI engines reduce NOx levels by 75% compared to Euro V. CO2 emissions between Euro V and Euro VI are similar. Consequently there may only be a small CO2 reduction from changing these eight RCVs but the reduction on NOx will be more significant.

- 3.12 A number of successes on reducing energy consumption at the Council's buildings have been achieved. Future opportunities such as renting out more space in Bodicote house, renewing boilers when they become old and inefficient and more efficient IT equipment should deliver energy reductions in the coming years.
- 3.13 Reductions in business mileages should continue with the smart use of technology, conference calling and the increasing uses and flexibility that electronic devices give.
- 3.14 Leisure Centres account for more than half of emissions. While it will be difficult to significantly reduce emissions at modern leisure centres, opportunities will arise to improve insulation, lighting efficiency etc.
- 3.15 The plan does not detail every action or initiative to be undertaken, the major reason for this is the every changing legislation surrounding the green sector. For example there are currently proposals to reduce the Feed-In-Tariff, government rebate for renewable electricity generation, by 87% and making our future solar PV project business cases unviable. By not listing every possible future project the Council can remain flexible in achieving the target by capitalising on the most viable and value for money measures as they become available. With this in mind the key methods already detailed are a broad overview of key projects which we expect to effect.
- 3.16 Financially, even if the greenhouse gas reduction target is met, the Council will still pay higher fuel bills due to the amount at which electricity and gas costs are expected to rise. There are various measures of reaching the greenhouse gas target which have different financial implications. As a result the maximum possible savings, income and cost avoidance achievable to the Council and its contractors is £1,033,000

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

- 4.1 The Carbon Management Plan for 2009-15 has helped deliver energy savings which have been financially beneficial to the organisation. Carbon emissions have reduced even though the reductions have been less than initially hoped for. Many projects implemented have brought about significant benefits, for instance PV panels generating £89k income per year.
- 4.2 A new Carbon Management Plan for 2015–2020 will help outline further reductions in the future. There are a number of unknowns, especially regarding Government



policy. For instance, recent changes in Solar feed in tariff mean that the economics of installing any future PV panels do not currently look attractive. However, by taking opportunities when they arise such as replacing outdated technology with the latest in technology, reductions can be achieved

## **5.0 Consultation**

- 5.1 The internal Use of Natural Resources Group has been consulted in formulating both the review and future plan. This has officer representation from facilities service, leisure services, procurement, ICT, fleet and HR.

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

- 6.1 The following alternative options have been identified.

Option 1: Approve the recommendations as set out.

Option 2: Reject the recommendations

Option 3: Ask officers to develop alternative options

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 Expenditure on energy is significant for the Council, energy efficiency plans can help minimise these costs.

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

### **Legal Implications**

- 7.2 There are no legal implications with this report.

Comments checked by Kevin Lane Head of Law & Governance, 03000030107, Kevin.lane@cherwellandsouthnorthants.gov.uk

### **Risk**

- 7.3 A Carbon Management Plan covering the main activities of the Council and setting out plans to reduce the impact on the environment has been in place for some years. Updating the plan covering the period up to 2020 minimises the risk to the Council and shows a commitment to the Safe, Clean and Green strategic priority

Comments to be 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

### Lead Councillor

Councillor Debbie Pickford, Lead Member for Clean & Green

### Document Information

Appendix No	Title
1	Carbon Management Plan 2009-2015
2	Carbon Management Plan 2015-2020
Background Papers	
None	
Report Author	Ed Potter, Head of Environmental Services
Contact Information	0300 003 0105 ed.potter@cherwellandsouthnorthants.gov.uk

**Cherwell District Council**

**Carbon Management Plan 2009 – 2015 Review**

Date: 25/08/2015

Version control number: 1.3

Author: Sam Thomas

### Executive Summary

In 2011 Cherwell District Council adopted a Carbon Management Plan with two key targets, to reduce the council's carbon footprint by 22% (1195 tonnes of CO<sub>2</sub>) by 2015 against a 2009 baseline and to realise savings of up to £1,070,000. The council services and activities included in the scope of the plan are corporate buildings, leisure centres, fleet and business mileage.

While good progress has been made on reducing the carbon footprint, the council has fallen short of meeting the target; achieving a direct reduction of 11.1%. This is due partly to some factors beyond the council's control. Part of the reason for not achieving the target was due to how the electricity across the UK is generated and the carbon factors used to calculate the carbon footprint in the final year (2014/15). If this had not changed then the council would have achieved a reduction of 15.2%. In addition to this, the original Carbon Management Plan did not account for the districts increasing population, placing ever more demand on services.

During the course of the five years of the plan further projects were identified to help meet the target and while these made a contribution they were unfortunately not enough to meet it. The Bicester Biomass boiler was one of the projects identified after the target was set and if there were no problems this would have allowed the council to meet the target. Unfortunately there were delays to the building of the boiler and teething problems associated with the integration with existing leisure centre systems, which meant the savings and income are being realised later than planned. Additionally there have been a number of notable successes; the solar PV installations across the council are generating more electricity than expected and are continuing to save and generate an income of £89,000 per year. Some of the councils sites have dramatically reduced its consumption of electricity and gas; one in particular showing reductions of 52% and 38% respectively. Ultimately the improvements in infrastructure and efficiencies will continue to save the council both financially and environmentally in the future.

With regards to financial savings, income and cost avoidance this has totalled £1,100,000; more than was originally thought achievable due to the greater than expected fluctuations in energy prices. Ultimately therefore the Carbon Management Plan has been partly successful in achieving a reduction in the carbon footprint and financially a success.

## 1.0 Introduction

CDC is continually striving to be amongst the best performing councils in the country and recognises that its activities have an impact on climate change. Recognising and reducing the carbon footprint is a long standing aim of the council and the need to monitor and reduce greenhouse gas emissions from all estates and activities is more paramount than ever before.

In 2006/7 Cherwell District Council set a 5 year reduction target for reducing 520 tonnes of carbon dioxide (CO<sub>2</sub>) emissions by 2011/12 using the Department for Environment Food and Rural Affairs (DEFRA) 2005 guidance. Subsequently National Indicators were introduced, including indicators specifically for local authorities to monitor and report the reduction of emissions for their estates and activities.

The change in guidance and scope from the National Indicators meant the original target was severely limited and in order to build on this original target a carbon management plan was drawn together with the aid of the Carbon Trust.

A target was set in 2011, using a baseline of 2009/10, for a reduction in carbon emissions of 22%.

Whilst noting two key objectives the plan would contribute towards:-

- Reducing Cherwell's impact on the natural environment, limiting the use of natural resources and support others in the district to do the same (Cleaner and Greener)
- Providing value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services (Value for Money)

It is undeniable that local authorities are facing an unprecedented challenge with their longer term resources and financial sustainability. The exceptional appreciations in the energy markets herald significant market increases and volatility for the future; it cannot be ignored that a reduction in the underlying causes of the emissions (the consumption of electricity, heating and vehicle petrol/ diesel based on fossil fuels) will yield significant financial savings.

The Carbon Management Plan 2009-15 identified potential savings of £1,070,000 and, if not addressed, acknowledged the costs to the council would increase by over £100,000 per year. With the associated impacts of uncontrollable climate change well recognised and the financial benefits undeniable, a review of the Carbon Management Plan 2009-15 is required as a first step to implementing a new plan and is set out in this report.

## 2.0 Overview of the Carbon Management Plan 2009-15

In order to properly analyse the successes and failures of the council’s previous carbon management plan, understanding the situation of when the plan was set and the subsequent projections must first be understood.

The Carbon Management Plan 2009-15 divided the emissions into the following areas in order to properly identify and distribute the different work areas to council personnel:

- CDC Buildings
- Fleet
- Business mileage
- Leisure facilities

Figure 1 provides a breakdown of these emission sources from the 2011 carbon management plan document.

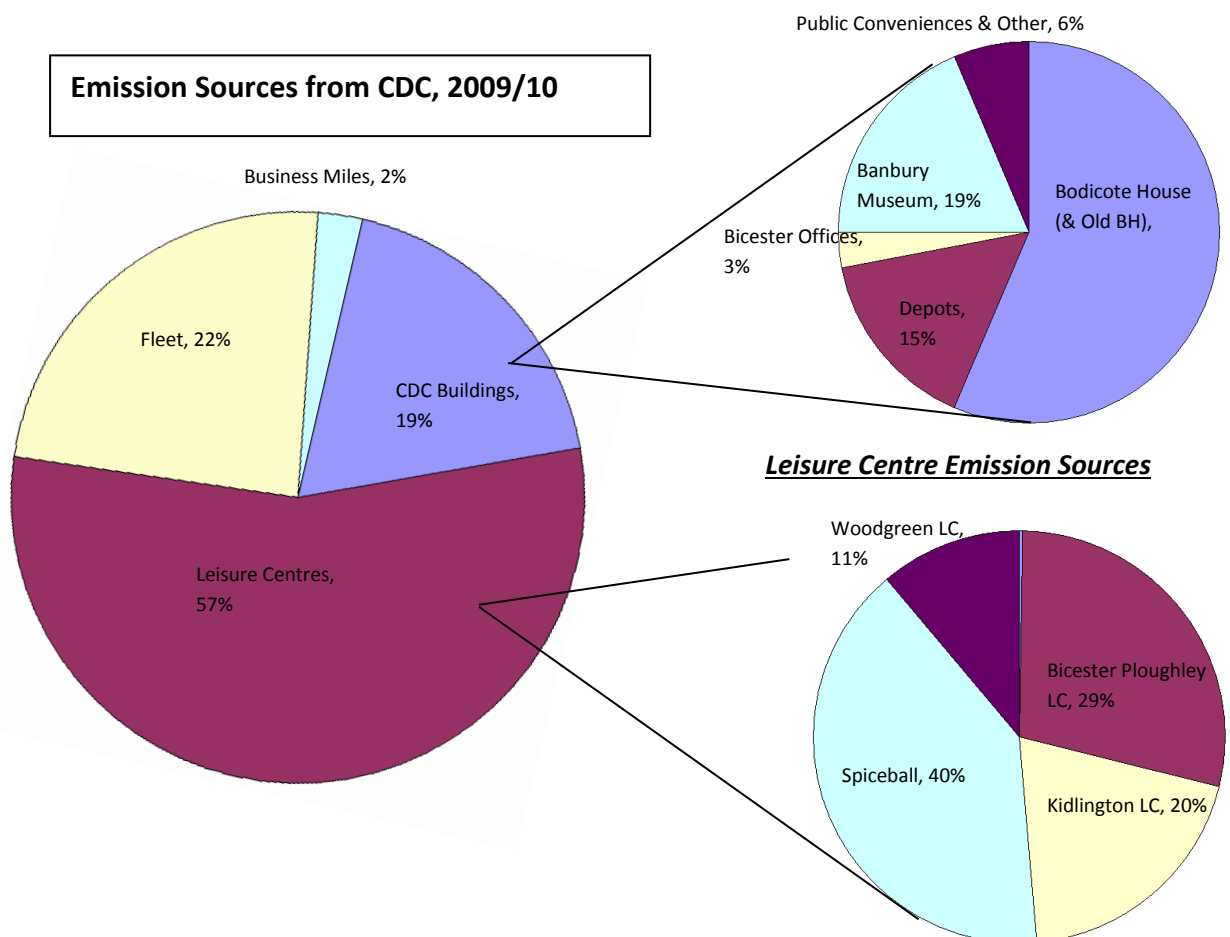


Figure 1: Cherwell District Council emission source from baseline

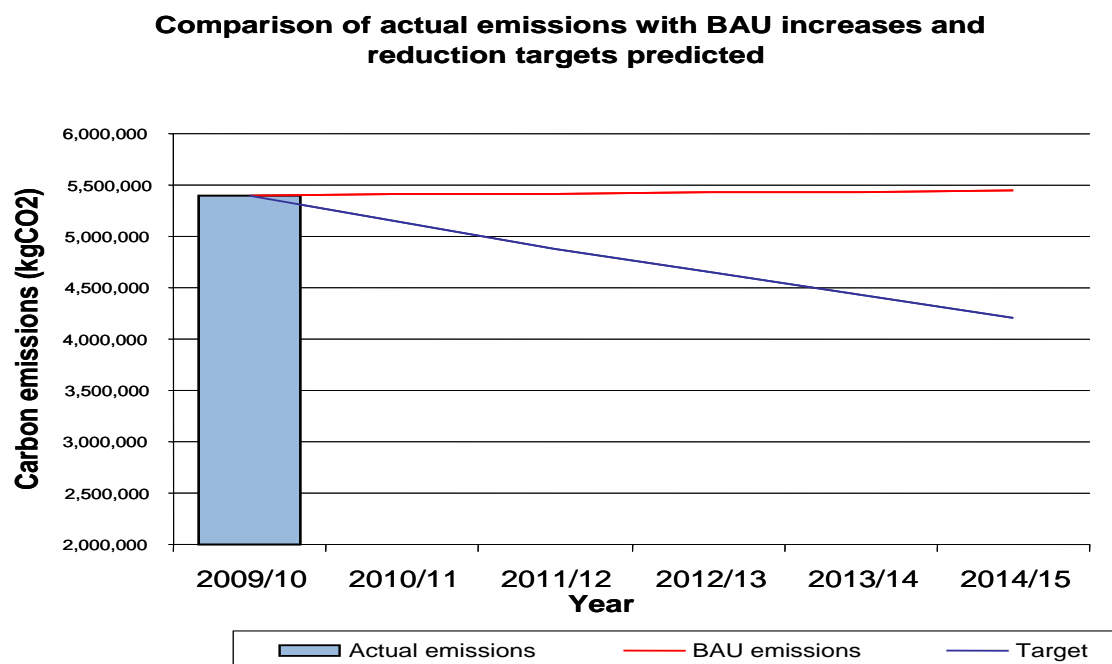
The leisure centres account for the largest proportion of energy use across the council and are therefore the largest source of emissions. This is followed by the fleet operations; which cover refuse and recycling collections, the street cleaning service and landscaping services. The council buildings cover not only the main offices at Bodicote House but also the two depots, Banbury museum and a portfolio of other smaller properties. Business mileage is travel incurred by officers in the course of their duties utilising their own vehicles.

It has been recalculated that the expenditure on energy totalled £1,390,000 for the financial year 2009/10. It should be noted that the leisure provider Parkwood Leisure are liable for a significant element of the costs detailed within the electricity and gas margin.

## 2.1 Projections and Plans from the Carbon Management Plan 2009-15

In 2009 it was identified that an approach where no modifications or action was taken by the council would be known as business as usual (BAU). This approach based on a rise in costs of 1.7% per year for all fuels and 0.7% rise in consumption for business and fleet mileage only (no increase in consumption for gas and electricity).

The BAU approach determined that the increase in emissions would be approximately 1% in total over 5 years with an increase in costs to £1,507,990 this is highlighted in Figure 2.



**Figure 2: Comparison of actual emissions with BAU increases and target**

The plan itself was drawn together from a number of highlighted projects across different council departments, some of which were drawn from energy audits conducted by the Carbon Trust in 2011. A full list of these projects can be found within Annex 1.

These projects were identified to contribute towards meeting the target of a 22% reduction in the carbon footprint. It should also be noted that even if all the projects identified in the list were implemented they would still not be able to meet the 22% reduction target. A gap of approximately 2.5% was expected (such that 19.5% of the target had identifiable projects planned for).

This target was implemented in consultation with the Carbon Trust and council officers with the knowledge of the gap. As it was fully anticipated to be a challenging and ambitious target, it was predicted further projects would be identified within the intervening years in order to meet the target.

If the carbon reduction target was met by the anticipated reduction in consumption of fossil fuel derived heating, electricity and petrol/diesel, there would be significant financial savings available. The anticipated difference between the council's energy costs in 2009, from a business as usual approach (i.e. no change), and the implementation of the plan would be significant; over the five years totalling a potential saving of £1,070,000.



### 3.0 Performance of the Carbon Management Plan 2009 – 15

An overview of the performance is highlighted in Figure 3.

Of the 22% target, an overall 11.1% reduction in carbon dioxide was achieved.

Total Tonnes of CO <sub>2</sub>	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	% variance from 09/10
<b>Buildings</b>	1,035.6	899.3	705.6	744.0	760.9	778.5	-24.8%
<b>Fleet Emissions</b>	1,199.4	1,117.6	1,075.2	1,149.5	1,154.7	1144.5	-4.6%
<b>Business Mileage</b>	124.7	130.0	121.0	119.4	109.2	100.6	-19.3%
<b>Leisure Centres</b>	3,029.5	3,082.6	2,903.3	2,776.4	2,775.6	2765.6	-8.7%
<b>Total</b>	<b>5,389.1</b>	<b>5,229.5</b>	<b>4,805.0</b>	<b>4,789.3</b>	<b>4,800.4</b>	<b>4,789.3</b>	<b>-11.1%</b>

Figure 3: Performance of carbon management plan 2009-15

It should be noted there was a significant alteration in the guidance between 2011 and 2014/15 relating to how the carbon footprint is calculated. Specifically the carbon factors set in the most recent year are provisional and often have to be altered to account for corrections in later years.

A good example of this is the electricity grid. Approximately 6% of the UK's electricity in 2014 was imported from France, in order to calculate the UK's electricity carbon factor France's electricity carbon factor needs to be calculated first. As a result the carbon factor for each year regularly changes and any progress can be masked in the headline figures. A more detailed review of the service areas are undertaken in the following sub-sections.

One significant impact upon the calculations was the grid electricity carbon factor during the final year of 2014/15. In autumn 2014 a potential fault was discovered and investigated in a number of the UK's nuclear reactors, at the same time several nuclear reactors were turned off for scheduled maintenance. In order to meet the UK's demand for electricity the deficit was covered by increased production from a number of gas power stations and by bringing a number of mothballed fossil fuel power stations back into productivity. The result was that the carbon factor for using grid electricity in 2014/15 was higher than it was in 2009/10. This was ultimately masking the progress which was achieved in reducing the council's underlying energy consumption. If the carbon factor for the previous year (2013/14), was taken into consideration the council would have saved the equivalent of 15.2% against the target. This highlights the reliance of the council upon outside factors in determining its carbon footprint.

The Cherwell district between 2009 – 2015, has experienced significant amounts of growth; as a result the council has been responsible for achieving ever more. A good example is the population growth; the population is estimated to have increased by approximately 3,000 between 2011 and 2014 to 144,500, equivalent to 2%. This increase in population results in a bigger demand on services such as waste and recycling collections. This in turn raises the council's fuel consumption due to increased collections.

In the year 2014/15 the total fuel bill of the council was £1,286,000. Of the estimated £1,070,000 savings over the 5 years that were anticipated with the business as usual approach, a total of £436,500 was saved. However the business as usual approach was ultimately incorrect as it failed in the assumption on two accounts – the volatile and ever increasing prices of energy and that the council would not increase its consumption through natural growth to cover the increasing demands placed upon it by a growing district.

The BAU approach anticipated electricity prices would rise a total of 8.79% over the course of the Carbon Management Plan, in actual terms they rose 33% (significantly less than the domestic market due to how the council and its contractor's energy is procured). When the prices of energy are taken into consideration the overall savings, improvements and avoided costs accounted for £950,000. However there is a further income stream related to the Feed-in-Tariff (government rebate for renewable electricity production) and the Renewable Heat Incentive (government rebate for renewable heat production), which total £150,000 across the 6 solar and 1 biomass projects. Therefore total savings, cost avoidance and related income over the 5 years are £1,100,000.

### 3.1 Building Performance

The council's buildings carbon footprint encompassed a number of different work streams (outlined in appendix 1); specifically technology, cultural change and property which was encompassed by the target. The total reduction target was 6.38% of the 22% target, or 343 tonnes of carbon dioxide.

The total carbon dioxide saved was 257 tonnes, however as mentioned in the previous section the electricity factor for 2014/15 was unforeseeably abnormal. Once this is taken into consideration the saving was 312 tonnes.

The technology workstream identified a 1.35% reduction target made of three projects: the roll out of Wyse thin client computers, the introduction of more efficient projectors and the reorganisation of the computer server room.

The Wyse thin clients were trialled in 2010 and were found not to be able to deliver the performance required. As a result the full council roll-out was altered to an upgrade in the hard drives, which increased the performance compared to the previous equipment but was not capable of delivering the electricity savings anticipated. The final completion of this roll out was in 2014.

The overhead projectors in the meeting rooms was rolled out in 2013 delivering the anticipated savings, albeit minor in comparison to the other projects.

The reorganisation of the server room and the air conditioning units was implemented in 2014; the council in the intervening years has been joining its IT systems to two other councils – Stratford District Council and South Northants Council. As a result the initial savings calculated did not take into consideration the future needs of the joint IT systems. Subsequently, the potential savings achieved were smaller than was originally calculated.

The cultural change workstream identified a reduction of 0.75% or 40 tonnes of CO<sub>2</sub> via staff engagement to reduce the carbon footprint. Due to staff changes and natural progression in order to meet this target a high level of engagement was required. As resources were scaled back this workstream was strategically reworked and refocused. An example of this would be instead of engaging with staff to switch off lights when required, automatic sensors to switch the lights off were installed. As a result, although some aspects of this target were achieved it should and has been treated in conjunction with the wider overall building performance target.

The property workstream consisted of a number of projects highlighted in appendix 1. There have been a number of notable successes; these include the lighting upgrades, the HVAC replacement (Heating, Ventilation and Air Conditioning) and the solar PV in particular. The installation of Solar PV across Thorpe Lane Depot, Bodicote House and the leisure centres is producing an annual saving of 164 tonnes of CO<sub>2</sub> and financial savings/generation of £89,000 per year. This is more than was originally expected and is highlighted in Figure 4. Additionally some sites have seen a total refurbishment such as Thorpe Lane Depot; which has seen a drop in gas consumption by 38% and electricity consumption by 52%.

	Total kWp production for 2014	System size kWp	Total Cost over lifetime	Total income per year	Lifetime income	ROI	Carbon Savings (Tonnes of carbon dioxide)
Bod House	42,264	50	£154,000	£9,500	£192,000	6.25%	21
TLD stores	67,175	81	£187,000	£19,500	£391,000	10.49%	33
TLD workshop	12,132	14	£60,000	£5,500	£106,000	8.85%	6
Bicester	12,374	12	£60,000	£3,500	£64,000	5.32%	6
Kidlington	89,987	100	£260,000	£21,500	£428,000	8.21%	44
Spiceball	31,882	30	£113,000	£7,500	£147,000	6.55%	16
Woodgreen	109,488	132	£307,00	£22,500	£447,000	7.27%	54
Total	365,301	419	£1,140,000	£89,000	£1,776,000	7.79%	181

Figure 4: Solar PV production for council sites for the year 2014 (based on original cost and electricity cost of 2014/15)

However a number of identified projects were ultimately not implemented. These included:-

- Voltage optimisation - expected to save the council 46.5 tonnes. Upon further investigation was found not to be able to achieve the savings initially identified. The technology works in correcting the inefficiencies of three phase power usually delivered at a voltage of 242V to 230V, unfortunately upon investigation it was found the inefficiencies were minimal and the savings could not be achieved to justify the cost of installation.
- Installation of smart meters - capable of delivering savings of 51 tonnes of CO<sub>2</sub> at a cost of £15,000. Following discussion with neighbouring councils regarding teething problems and

meters with limited lifetimes, the project was delayed. Figure 5 shows a gas smart meter consumption recording for two consecutive days for the same site, the top shows an inefficient heating cycle and the other an efficient heating cycle; smart meters enable identification of these losses which can subsequently be corrected. The council's current electricity supplier subsequently began to automatically upgrade the meters in 2015, as a result due to value for money and the limited resources available this project was postponed

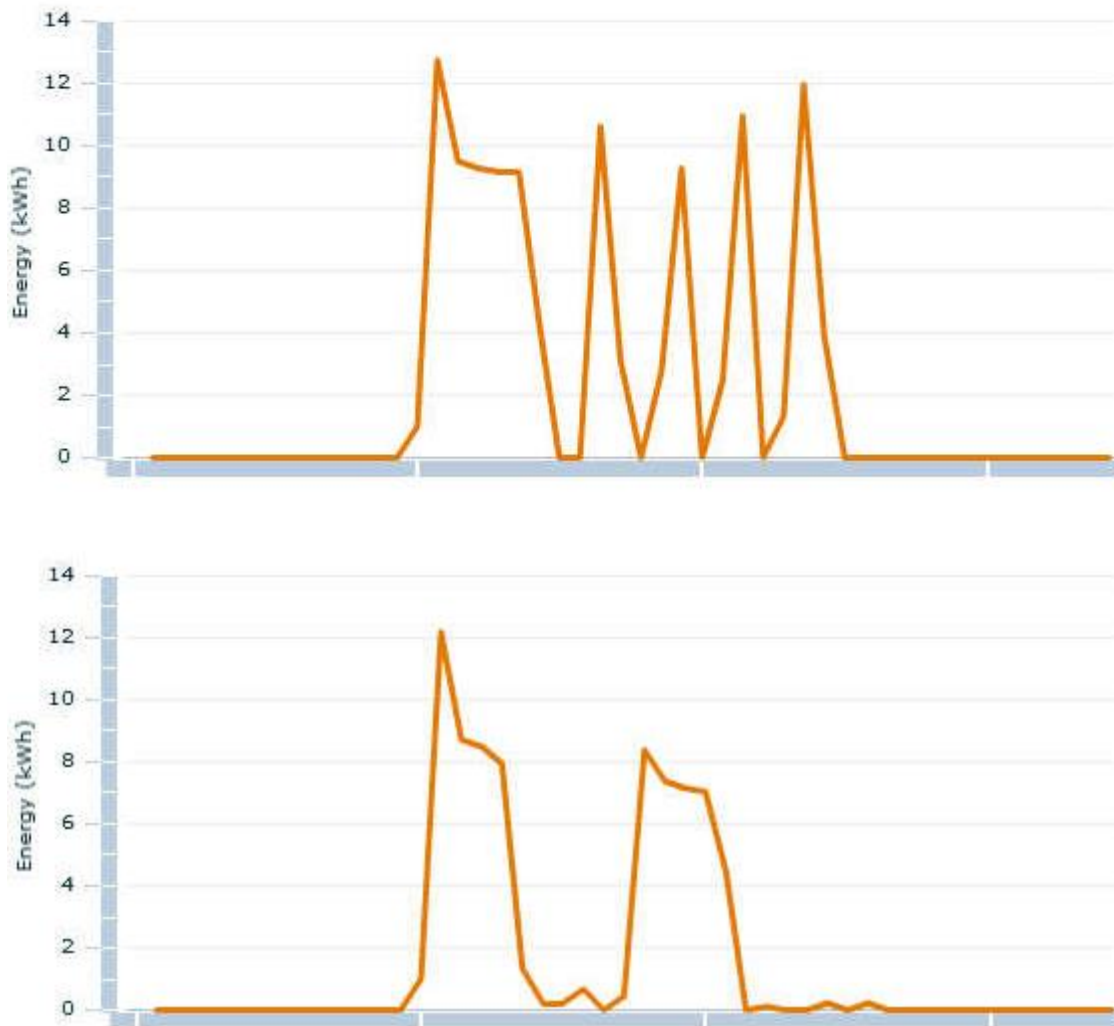


Figure 5: Smart meter consumption recording tool, top graph showing an inefficient heating cycle and the bottom an efficient cycle

Several additional projects were identified after the original list; these included lighting projects, the HVAC replacement and loft insulation top up. However these projects did not overcome the shortfall in the projects which did not go ahead.

It should also be noted that overall significant savings have been achieved in these services as highlighted in Figure 6.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	% variation from 2009/10

<b>Total Electricity</b>	783.62	647.90	531.96	541.10	559.54	609.70	-22%
<b>Total Gas</b>	252.0	251.4	173.6	202.9	201.4	168.8	-33%

Figure 6: CO2 Emissions from Buildings

### 3.2 Fleet Emissions

Fleet emissions accounted for 24% of the council's carbon footprint in 2014/15. The fleet emissions sub target equated to 2.36% of the overall target and a reduction of 127 tonnes of CO<sub>2</sub>.

The carbon saving achieved was 4.6% or 55 tonnes, but this is misleading as explained below. Figure 7 highlights the progress made by the council and its contractors.

Total year Tonnes CO2	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	% variation from 2009/10
<b>CDC Fleet</b>	1095.11	1073.67	1035.36	1031.59	1040.27	1030.50	-6%
<b>Contractors fleet</b>	104.25	43.93	39.82	117.93	114.42	114.04	9%
<b>Total</b>	<b>1199.35</b>	<b>1117.60</b>	<b>1075.18</b>	<b>1149.52</b>	<b>1154.69</b>	<b>1144.54</b>	<b>-4.6%</b>

Figure 7: Fleet Emissions CO2 split

Specifically the projects were designed to impact upon the council's vehicle fleet by a waste and recycling rounds review, the introduction of an electric vehicle and the increase in efficiency of the vehicles. It should be noted the majority of the fleet footprint is in relation to the waste/recycling collection vehicles.

The more efficient vehicles are all based upon diesel. At the start of the Carbon Management Plan, there was anticipation of a variety of different fuel based technologies coming forward such as: liquid petroleum gas (LPG), light natural gas (LNG), compressed natural gas (CNG), hydrogen based fuels, electric vehicles etc. Unfortunately none of these have become mainstream in the UK, for a variety of reasons. As a result the opportunities to fundamentally reduce the carbon footprint of the waste and recycling fleet have been severely limited.

No progress was made by the contractor's fleet (responsible for landscaping) in reducing their carbon footprint.

The successes can be highlighted in the first few years in Figure 7. Although higher efficiency vehicles were purchased throughout the course of the carbon management plan, this had to contend with the increased number of properties and people within the district. The increase in the number of properties between 2009 - 2015 totalled approximately 1,900, the equivalent to a 3% increase.

### 3.3 Business Mileage

The business mileage aspect of the council's carbon footprint was identified as one of the smallest parts, but financially represented a significant outlay. Accordingly in the 2009-15 Carbon

Management Plan there was not a specific target set but an agreement to put a plan in place to facilitate the carbon reduction.

Two staff travel plans adopted by the council (2011-2014, and a joint Cherwell and South Northants plan 2015-2019) have introduced a range of measures to promote alternative methods of travel. A number of examples of these are:

- Introduction of bike mileage rates and pool bikes
- Promotion of car sharing
- Homeworking policy

In terms of the business mileage the carbon footprint has dropped by 19.3%. This is a combination of both a significant drop in the number of miles being conducted (approximately 45%), an increase in the fuel efficiency of vehicles and a change in the driving habits of staff. Specifically these driving habits refer to choice of vehicles – smaller vehicles are generally more fuel efficient. In 2009/10 almost 70,000 miles were conducted in large vehicles compared to 26,000 in 2014/15. This is despite the council joining several of its services with South Northamptonshire Council and Stratford District Council creating an increase in business mileage between the council offices.

Consequently the financial cost has changed from £386,000 to £212,000 and significant savings are continuing to be made each year.

### 3.4 Leisure Centres

The leisure centres account for the largest proportion of emissions within the scope of the council operations, the target set for the leisure centres was 10.39% of the target or equivalent to 559 tonnes of CO<sub>2</sub>. The achieved emissions reduction was 263 tonnes, as detailed in Figure 8. As noted previously, the electricity carbon factor in the year 2014/15 was abnormally high due to problems with the UK nuclear reactors and relates to a difference of approximately 55 tonnes of carbon dioxide when compared to 2013/14 for the leisure centres. In addition the number of residents in the district has increased and subsequently the demand on the council services has had an impact upon the energy consumption of the council as more services are on offer at the leisure centres.

Total		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	% variation from 2009/10
Bicester Ploughey	Electricity	475.21	518	468.41	456.90	411.52	509.77	7.3%
	Gas	380.86	458.35	448.57	430.66	391.11	321.97	-15.5%
Kidlington Leisure	Electricity	363.94	356.52	346.88	319.17	301.81	295.38	-18.8%
	Gas	232.69	240.59	232.45	228.74	243.12	192.55	-17.3%

<b>Spiceball</b>	Electricity	695.19	843.38	734.72	740.30	691.32	754.08	8.5%
	Gas	511.20	295.59	326	361.69	368.73	338.81	-33.7%
<b>Woodgreen Leisure</b>	Electricity	130.81	147.91	134.06	73.57	132.34	144.99	10.8%
	Gas	203.02	186.37	185.68	136.17	210.27	178.64	-12.0%
<b>Drayton Pavilion</b>	Electricity	25.20	24.88	17.46	17.28	15.83	16.93	-32.8%
	Gas	11.39	10.85	9.34	11.96	9.49	12.54	10.1%
<b>Total</b>		<b>3029.50</b>	<b>3082.64</b>	<b>2903.32</b>	<b>2776.45</b>	<b>2775.56</b>	<b>2765.64</b>	<b>-8.7%</b>

**Figure 8: Carbon Dioxide Emissions Leisure**

Of the initial solar calculations completed for the Carbon Management Plan, there was a significant alteration, specifically surrounding the solar PV at Spiceball leisure centre. Unfortunately this project had to be scaled back to approximately half of what was originally intended, due to the weight restrictions upon the building's roof.

Another significant project noted was the energy management improvement; this relates to how the leisure centre staff, within the facilities, operate the apparatus and applied to all equipment from pool heating to running machines. An arbitrary figure of a 213 tonnes of carbon dioxide reduction was attached to this project but failed to take into account the increased usage of the leisure facilities by residents over the course of the plan. As a result this figure would not have necessarily been achievable to begin with and the savings that were made would have been reduced by the increases in demands placed upon the services.

Bicester leisure centre was identified as a site with an opportunity to replace the existing gas boilers with either; combined heat and power (CHP) or a biomass boiler. This was initially identified as a saving of 40 tonnes of carbon dioxide. Following further feasibility work and investigations it was decided to install a biomass boiler capable of delivering 90% of the sites heat via renewable energy. This would provide savings equivalent to over 400 tonnes of carbon dioxide (based on the 2010/11 consumption) or approximately 8% of the 22% target. For the boiler to achieve the full reduction capable it would be required to be in operation prior to 2014/15, but following the capital bid, the project was delayed until summer 2014 whereupon it suffered from a number of teething problems. The delays and problems have been varied from the initial application for planning permission by the contractor, delivery of necessary parts to the site and integration of the boiler with existing leisure centre systems, amongst others. As a result of this delayed start and teething problems the biomass boiler was not able to achieve its full capabilities within the timeframe required but as Figure 8 shows has begun to make a significant impact and ultimately will make savings for the council within future years. To date the biomass boiler has provided 20% of the Bicester Leisure Centre heat and saved 81 tonnes of carbon dioxide.

Several additional projects were identified; including lighting upgrades to sports halls and potential insulation upgrades, which proved successful.

The performance of the leisure centres highlights a significant amount of work and success which was achieved; however the restrictions by initial projects, which were not achievable, hindered the realisation of the target. Further projects were identified, most notably the biomass boiler which

would have made a significant step towards achieving both the leisure centre target and subsequently the overall reduction target. However delays and problems resulted in this not being able to be completed within the timeframes of the original Carbon Management Plan.

### 3.5 Procurement of Energy

Although not originally part of the first Carbon Management Plan the procurement service covers how the council purchases its energy and has had a significant influence on reaching the financial savings in terms of the negotiation of its contracts. In 2012, Cherwell DC chose to stay with its current energy framework contractor, the savings related to this contract fall into six categories and total on average £32,000 per year. This is highlighted below in Figure 9.

Category	Saving per year
Avoided wholesale cost	£3,900
Aggregation of Multiple Portfolio's	£1,800
Lower Energy Management Fee's	£7,100
Avoided OJEU and Legal Fee's	£5,000
Non-Energy Cost Avoidance	£1,300
Market Volatility Control	£13,000

Figure 9: Table Highlighting Procurement Savings

## 4.0 Summary of performance

The need for Cherwell District Council to address its carbon footprint has been proved ever more urgent with the later releases of the Intergovernmental Panel on Climate Change (IPCC) reports. As such the council was proved right in setting itself an ambitious and challenging target of reducing its carbon footprint by 22% against a 2009/10 baseline. This target consisting of a number of projects identified following a Carbon Trust review of Cherwell's buildings and procedures but also included a gap of 2.5% for subsequent projects to be identified. As part of the 22% carbon reduction target financial savings of up to £1,070,000 were possible.

The carbon reduction savings reached was 11.1%. However there were a number of key oversights that were made as part of the original target; that the energy costs would rise at a stable and predictable manner, that the district would not grow such that there would be an increase in demands on the services provided and the carbon factors used to calculate the carbon footprint would be consistent. When the anomalous grid electricity carbon factor is taken into consideration the realistic carbon saving achieved was 15.2%. Equally when the wildly fluctuating energy prices are taken into consideration the savings, income and cost avoidance of the carbon management plan total £1,100,000.

Ultimately the carbon management plan had an ambitious 22% reduction target; it can be described as ambitious due to the gap in savings from the identified projects and the target. However additional projects were identified which would have seen the council surpass the target. A number of sizeable projects originally identified were not realisable upon further investigation or had to be scaled back. Although the biomass boiler, if it realised its full potential, would have overcome these



setbacks, it was delayed and suffered from early integration problems. Similarly other projects not in the original carbon management plan were identified, but these could not overcome the deficit. A number of notable successes have been achieved however:

- Lasting savings have been made in combating the business mileage,
- The council's carbon footprint for corporate buildings has seen reductions of 1/3<sup>rd</sup> for gas and 1/5<sup>th</sup> for electricity,
- Guaranteed future income from solar pv has been implemented
- Further carbon savings are possible in the future from the biomass boiler.

Even though the target was missed this does not take into account the significant efforts and successes in meeting the 15.2% reduction and therefore cannot be considered a failure. In conjunction of meeting this reduction of the original financial target set (£1,070,000) the final cost avoidance, savings and income amounted to £1,100,000 and therefore this goal was achieved.

## Appendix 1: list of projects by workflow

### Technology

Project Ref	Project Description	Annual Savings	Quantification Justification and Other Comments.
		tCO2	
PR 22	Bodicote House - Server Room Air Con	42.0	
PR 23	Bodicote House - Wyse Computer Roll out	33.1	
NEW9	Projector Replacement	0.5	

### Cultural Change

Project Ref	Project Description	Annual Savings	Quantification Justification and Other Comments.
		tCO2	
PR 5	All Buildings - Energy Awareness - Green Champions	41.5	5% - 10% reduction opportunity advised from Carbon Trust literature. KWh savings presented shows 3% estimate.

### Property

Project Ref	Project Description		Quantification Justification and Other Comments.
		tCO2	
PR 1	Solar PV at Thorpe Lane Depot	6.8	Part of Thorpe Lane Depot refurbishment
PR 4	Bodicote House - PIRs (lighting sensors) 1st Phase	3.1	Part of Use of Natural Resource Work stream Group
PR 6	All Buildings (ex Leisure Centre) – Automated Meter Readers/ Smart Meters	51.9	5% reduction opportunity advised from literature on AMR/ Smart Meter packages. Operating cost of approx - £10,000.00 is due to insourcing.
PR 7	Solar PV at Bodicote House	25.7	Various proposals provided from different companies. Figures shown are from Solar Century Proposal using high number of Active PV area.
PR 15	Depots - Biomass at Thorpe Lane Depot	10.1	Figures from Contractor proposals. Renewable Heat Incentive not yet incorporated.
PR 17	Depot - Lighting at Thorpe Lane Depot	5.8	Part of Thorpe Lane Depot refurbishment
PR 20	Bodicote House - Biomass (Old Bodicote House)	40.5	Figures from Contractor proposals. Renewable Heat Incentive not yet incorporated.

PR 21	Bodicote House – PIRs (lighting sensors) 2nd Phase	2.7	
PR 25	Bodicote House - PIRs (lighting sensors) 3rd Phase	2.6	
PR 26	Solar PV at Thorpe Lane Depot (Phase 2)	13.6	Reroofing of stores building allowing the placement of Solar PV
PR 28	Civic Building - Museum : Solar PV (discontinued)		
PR 29	Bodicote House - Voltage Optimisation	46.4	To be conducted in later stages of Plan
NEW3	Bodicote House Car Park Lighting	7	To be installed by 2014
NEW4	Bodicote House External Lighting	7.5	To be installed by 2014
NEW5	Heating Ventilation and Air Conditioning change at Bodicote House	35.6	To be installed by 2014
NEW6	Bodicote House roof insulation top up	10	To be installed winter 2013
NEW7	Water Boiler Timers across Bodicote House	1	
NEW8	Thorpe Lane Depot Lights Replacement	4.5	To be installed by 2014

## Fleet

Project Ref	Project Description	Quantification	Justification and Other Comments.
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		tCO2	
PR 18	Transport: Fleet - 2.5% reduction over 5 years per year	60.5	Part of Use of Natural Resource Work stream Group. Figure of 239179kWh derives from 9750l of diesel converted to kcCO2e and reconverted multiplied over 5 years.
PR 19	Transport: Fleet - Insourcing	33.8	Part of Use of Natural Resource Work stream Group. Figure of 133470kWh derives from 27204l of diesel converted to kcCO2e and reconverted. Although insourcing, the 27000litres of fuel saved will decrease by approx 7000litres due to additional work.
PR 24	Transport - Fleet: Rounds review	37.2	Part of Use of Natural Resource Work stream Group. Figure of 147187kWh derives from 6000l of diesel converted to kcCO2e and reconverted multiplied over 5 years.

## Leisure

Project Ref	Project Description		Quantification Justification and Other Comments.
		tCO2	
PR 2	Leisure Centre - Spiceball Solar PV System	31.2	Advised from Carbon Trust survey and report

## Appendix 1

PR 3	Leisure Centre - Woodgreen Solar PV System	59.2	Advised from Carbon Trust survey and report
PR 8	Leisure Centre - Woodgreen Pool temp control/circulation and review boiler controls	39.0	Advised from Carbon Trust survey and report
PR 9	Leisure Centre - Woodgreen - Energy management	3.3	Advised from Carbon Trust survey and report
PR 10	Leisure Centre - Woodgreen (PIRs (lighting sensors) and lighting)	7.2	Advised from Carbon Trust survey and report
PR 11	Leisure Centre - Spiceball, Bicester, Kidlington - Energy management improvement	213.1	Advised from Carbon Trust survey and report. Awareness assuming 7% reduction

## Appendix 1

PR 12	Leisure Centre - Spiceball, Bicester, Kidlington- review lighting	29.8	Advised from Carbon Trust survey and report. However, should be reviewed.
PR 13	Leisure Centre - Spiceball Variable Speed Drive controls	15.2	Advised from Carbon Trust survey and report
PR 14	Leisure Centre - Bicester Combined Heat and Power /Biomass	40.3	Advised from Carbon Trust survey and report
PR 16	LC Bicester – Solar PV System	20.5	advised from Carbon Trust survey and report
PR 31	Leisure Centre - Voltage Optimisation across all sites	119.8	To be conducted in Y3/4. KWh savings calculated at 7% rather than 10%. All 4 Leisure Centre Sites will need to be included to realise savings.

## Appendix 1

NEW1	Woodgreen Pool Cover	20.3	
NEW2	Bicester Sports Hall Lighting	13.3	Install before March 2013



**Cherwell District Council**

**Carbon Management Plan 2015 – 2020**

Date: 09/11/2015

Version control number: 1.3

Author: Sam Thomas

### Summary

The two targets that this carbon management plan form are the following:

- A greenhouse gas reduction target of 2% per year between 2015 and 2020 against a 2008/09 baseline
- Cost avoidance estimate target: £1,033,000

### Introduction

The publication of the Intergovernmental Panel on Climate Change (IPCC) fifth assessment in 2014 identified an even higher probability (95-100%) than previous reports that human influence is the dominant cause of global warming between 1951 to 2010. This has been widely recognised by Cherwell District Council following publication of the previous IPCC reports, subsequently leading to the signing of the Nottingham Declaration committing Cherwell, amongst other things, to contribute to the UK climate change programme.

This consequently resulted in the council's first carbon management plan 2009 – 15, which has recently come to an end. With the on-going concerns related to climate change and a succession of bodies recognising the need for increased action this document sets out Cherwell's next 5 year carbon management plan 2015 – 2020.

### Legislation

The Climate Change Act 2008 was passed in accordance with meeting the UK's international agreements in reducing its carbon footprint, in conjunction with other nations, to limit global temperature rise to less than 2<sup>o</sup>C. The overall target in this Act was by 2050 to reduce the nations greenhouse gas emissions by 80% compared to 1990 levels, in combination with this overall target a number of targets were identified in the intervening years to ensure the UK is on course to meet these aims. Figure 1 sets out these key targets.

Target Date	Emissions Reduction Figure
2020	35%
2025	50%
2050	80%

**Figure 1: UK Greenhouse Gas Emissions reduction targets**

Cherwell District Council signed up to the Nottingham Declaration in 2007 which was a public commitment accepting that climate change is occurring and that the council needs to reduce its greenhouse gas emissions and contribute to the UK's national reduction targets.

As part of the Oxfordshire wide Climate Local commitments Cherwell District Council has signed up to meeting a 50% reduction by 2050.

### Previous Carbon Management Plan

In 2011 Cherwell District Council adopted a Carbon Management Plan with two key targets, to reduce the council's carbon emissions by 22% by 2015 against a 2009 baseline and to realise savings of up to £1,070,000.

While good progress has been made on reducing the carbon footprint, the council has fallen short of meeting the target; achieving a direct reduction of 11.1%. This was partly due to some factors

beyond the councils control such as an anomalous year where electricity carbon factor is concerned due to the national makeup of the UK electricity generation mix, taking this alone into consideration it can be considered a reduction of 15.2%. The first plan also did not account for the districts increasing population placing more demand upon services and in conjunction with a number of unrealisable projects meant the carbon target was not met. Although further additional projects were identified to cover meet the target they were not able to overcome all of these setbacks. One of these projects was the Bicester biomass boiler which would have achieved approximately 8% of the target alone, however was hindered by delays and integration issues which restricted its effectiveness in this year but is anticipated to make substantial savings in the future. Additionally there have been a number of notable successes; the solar PV installations across the council are generating more electricity than expected and are continuing to save and generate an income of £89,000 per year. Some of the councils sites have dramatically reduced its consumption of electricity and gas; one in particular showing reductions of 52% and 38% respectively

Figure 2 highlights the emissions split for the final year 2014/15.

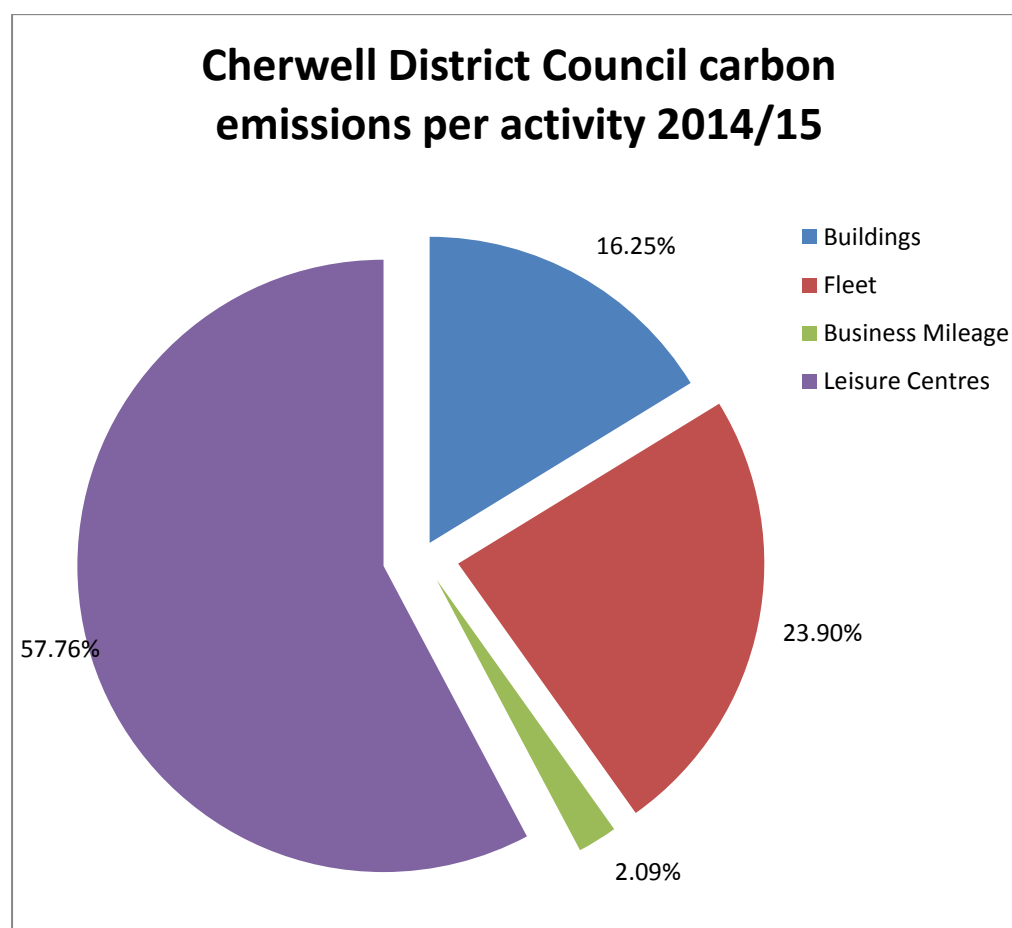


Figure 2: Cherwell District Council Carbon emissions per activity for the year 2014/15

However financially the savings, income and cost avoidance totalled £1,100,000; more than was originally thought achievable due to the greater than expected fluctuations in energy prices. Ultimately therefore the Carbon Management Plan 2009-15 was successful.

## Future Reporting

As noted there have been significant changes throughout the course of the previous carbon management plan; the most significant change being the release of the major greenhouse gas data instead of just carbon dioxide. Consequently organisations can now more fully account for their impact of climate changing emissions.

Therefore for Cherwell District Council to fully account for its impact upon climate change future reporting and targets should be based upon Greenhouse Gas emissions rather than carbon dioxide emissions alone. The difference between Carbon Dioxide reports and Greenhouse Gas Reports is highlighted in Figure 3.

Emissions included in Carbon Dioxide Reports	Emissions included in Greenhouse Gas Reports
Carbon Dioxide – CO <sub>2</sub>	Carbon Dioxide – CO <sub>2</sub> Methane – CH <sub>4</sub> (25 times more potent than CO <sub>2</sub> ) Nitrous Oxide – N <sub>2</sub> O (298 times more potent than CO <sub>2</sub> )

Figure 3: Difference between Carbon Dioxide Reports and Greenhouse Gas Reports

The change does have some impact upon monitoring our environmental impact, specifically there are some processes which although do not produce much carbon dioxide would produce other gases such as methane or nitrous oxide. A good example would be the improvements in vehicular engines between 2008 – 2015, in the early years incomplete combustion would produce a lot of methane and more nitrous oxides but these would not be taken into account and would artificially keep Cherwell’s carbon dioxide reduction figures lower than they should be. However greenhouse gas reports would capture the environmental impact these would have by including both methane and nitrous oxides in the calculations. Equally the improvements in the engines between 2008 - 2015, particularly in Nitrous Oxides, is well documented and as noted in Figure 3 these gases are 298 times more harmful to the environment than carbon dioxide. The Greenhouse Gas reporting uses carbon dioxide equivalent in order to compare the impact of all the gases associated with processes at the same time, the potency of the different Greenhouse gases compared to carbon dioxide are noted in Figure 3.

The previous Carbon Management Plan set the financial year April 2009 – March 2010 as a baseline due to the actions initially taken as the start of the plan, however given the legislation has set a national baseline as 1990 there is a need to set the baseline as earliest as possible. Therefore the earliest reliable data for Cherwell District Council is the financial year April 2008 – March 2009 and this should be set as the baseline year. With a view to future targets the previous plan should be taken into consideration such that the progress that has been made must be incorporated with no plan completed in isolation. Taking each plan with a new target in isolation would also raise the potential for statistical anomalies to creep in, therefore when setting future targets the previous plans with progress should be considered.

In addition to this a significant change in the electricity markets has also led to potential future changes, specifically these refer to the use of renewable energy certificates to guarantee where each kilowatt hour has been generated from, known as carbon offsetting. Previously there was little in the way of a market standard and as such renewable, green or low carbon electricity tariffs would not

mean 100% renewable electricity. A wide variation in the market standards could mean a site would have 80% renewable electricity alongside 20% fossil fuel generated electricity being marketed as 100% green. The change in the market and our future energy contracts ensures that we can fully audit exactly where and of what percentage our electricity consumption will be from renewable energy and can therefore take this into account when calculating our carbon footprint.

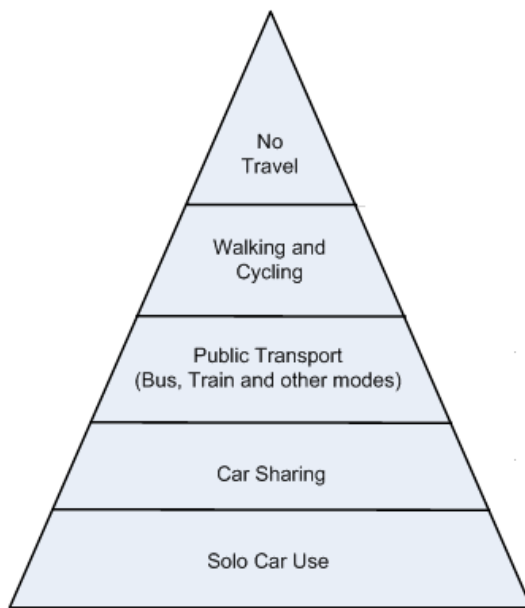
One of the assumptions of the first Carbon Management Plan (2009-15) which was not taken into full consideration was the expansion of the district itself in terms of number of houses and future population. This has and will continue to have a significant and greater demand impact placed upon the different services the council provides. Between 2015 and 2031 the local plan to guide development within the district sets out provisions for the building of 22,840 homes in a district which currently has approximately 60,000, this equates to an increase of 2.38% per year.

### **Future Provision for Fleet Emissions**

It has long been expected that there would be significant advancements in alternative fuels for heavy goods vehicles but unfortunately this has not materialised in this country. As a result the opportunity to fundamentally alter the waste and recycling fleet, which accounts for the cause of the majority of the fleet underlying emissions, is severely restricted. The changes in reporting, i.e. carbon dioxide only to the Greenhouse Gas reporting would encompass specifically Nitrous Oxides, the improvements in vehicles via the EURO standard emissions has had a significant impact upon these gases. As a result the reductions in the maximum levels of Nitrous Oxides emitted between Euro V and EURO VI is over half (180mg/km to 80mg/km) and as the vehicle fleet modernises this will have a positive impact. However as there is no foreseeable alternative to diesel over the timeframe of the next Carbon Management Plan and given the substantially increasing demands from an expanding district, it is anticipated the emissions related to the fleet aspects of the council may to see a small increase.

### **Future Provision for Business Mileage**

The current staff travel plan, from 2014 – 2019, is for both Cherwell District Council and South Northants Council, its primary aim can be described in the hierarchy of travel in Figure 4, which delineates the preferences for the travel options.



**Figure 4: Staff Travel Hierarchy**

There is a multitude of actions assigned by the travel plan, a number of key ones are:

- Homeworking and agile working – staff members working from home or working from the most suitable offices sometimes for the different council(s)
- Video and Tele Conferencing
- Encourage the use of public transport

Given the increasing joint nature of the council and its partners it is expected there will be an increased need to travel between the different working sites which will increase the amount of miles covered by staff. However the downward trend in emissions seen over the previous carbon management plan was in part due to use of increasingly efficient vehicles, the advances being made in increasing the efficiency of vehicles is expected to continue and as such should counter any increases in mileage.

Although the business mileage is a relatively small part of the council's carbon footprint as a whole it has a significant financial impact, there are some achievable methods of reducing the carbon footprint associated with business mileage within the travel plan which ultimately will have a positive financial implication.

### **Future Provision for Leisure and Buildings**

As can be seen from Figure 2, the leisure centres represent over half of the council's greenhouse gas emissions for the financial year 2014/15 with the Buildings representing another significant portion of the emissions. It should be noted that a number of the 'easy wins' have already been achieved and with some of the potential changes to be made, including installation of energy efficient equipment, having working lifetimes of up to 40 years, decisions in the coming years will have an impact upon the future targets. As a result potential fundamental changes need to take into consideration how the council will meet its later target milestones in 2025 and 2050.

One of the examples of this is relating to heating provision for our leisure centres and buildings, our experience of the biomass industry is that it is still a maturing market which is compensated via the renewable heat incentive to cover the potential risks involved. An alternative to biomass is combined heat and power, either approach would require a feasibility study to analyse the suitability of either technology. By conducting these feasibility studies early it will place the council in a position to capitalise upon whichever suitable technology when the level of risk and rewards is at a suitable level. It should be noted the Bicester leisure centre biomass boiler was anticipated to deliver 90% of the sites heat, unfortunately due to teething problems and delays it has not met this figure. However in the 9 months it was operational in 2014/15 it did deliver approximately 25% of the sites heat bringing in £23,000 and saving 81 tonnes of carbon dioxide.

A major change to the electricity market is also expected to come into place in the next few years known as electricity 'sleeving' – allowing the unused renewable electricity produced at one site to be put back into the local electricity grid and taken out at another site. An example would be any renewable electricity produced by the solar PV at Thorpe Lane Depot which isn't used could be placed into the grid at the site and taken out at Bodicote House, the main council offices, instead of having to purchase new electricity. One of the major successes of the previous carbon management plan was surrounding the installation of solar PV; producing more than expected and subsequently both reducing our emissions by almost 200 tonnes of CO<sub>2</sub>e and financially bringing in £89,000 per year. The potential for electricity sleeving within the energy grid will enable the council to pursue solar PV installations on a wider range of their assets.

As noted in the above Future Reporting section fully auditable carbon offsetting, where the electricity that we purchase comes from renewable sources, can contribute positively to reducing our greenhouse gas emissions. This potentially could facilitate significant emissions reductions to be made, albeit would not enable any financial savings.

In addition the relatively minor improvements such as lighting upgrades, insulation improvements and regular efficiencies will continue to be undertaken as a matter of course. This will be alongside the continuing process of updating our IT infrastructure in the course of joining systems together with both Stratford District Council and South Northants Council.

### **Business as Usual approach**

The previous Carbon Management Plan implemented savings, cost avoidance and income generation totalling £1,100,000. This was based against a business as usual (BAU) approach, where the council and its contractors would not make any modifications or actions to calculate or reduce the greenhouse gas emissions. The BAU for this carbon management plan is based upon the increases in costs indicated by our current fuel suppliers and an increase in raw consumption based upon the increasing demands placed upon the service by the districts growth (2.38% per year).

The impact upon the council's greenhouse gas emissions is estimated to be a rise of 13% over the 5 years, from its current position of 5,150 tonnes of CO<sub>2</sub>e to 5,825 tonnes of CO<sub>2</sub>e by 2020. As a result of the largely incongruous energy prices and the substantial variations within the markets under the



BAU approach, the council and its contractor's costs would balloon over the 5 years from the current £1,286,000 per year to an estimated £1,787,000 per year by 2020.

### **Target and plan for 2015 – 2020**

The significance of the greenhouse gas emissions reduction cannot be denied and therefore propose a reduction target of 2% per year which equates to 31% reduction against the baseline, as there is already an approximate 21% reduction.

It should be noted this is a challenging target over a relatively short space of time due to the level of complexity and the unprecedented levels of growth within the district, representing significant ambition but the council recognises that it must lead by example in reducing its emissions..

As a result of the future provisions for the different services, a required significant reduction in the buildings, leisure centres and business mileage to offset minor increases in fleet mileage, there have been a number of assumed reductions in certain areas. Given the need to meet the target and the length of the plan, opportunities to meet the target in a different way (i.e. increased reduction in gas compared to electricity) may arise and alter the underlying financial figure and therefore any figure provided is only an estimate. In addition our energy providers have indicated substantial increases in the cost of energy over the next 5 years, electricity to rise by 46% and gas to rise by 37%. Consequently even though the council plans to reduce its underlying consumption in order to meet its greenhouse gas reduction target by a very substantial amount the financial cost of its energy bills will still rise. Therefore the savings in effect will be cost avoidance targets; this is highlighted in Figure 5.

If the reduction target is met the estimated savings and cost avoidance is likely to total £1,033,000 over the course of this carbon management plan with the energy cost per year amounting to £1,787,000 in 2020. This is highlighted in Figure 6

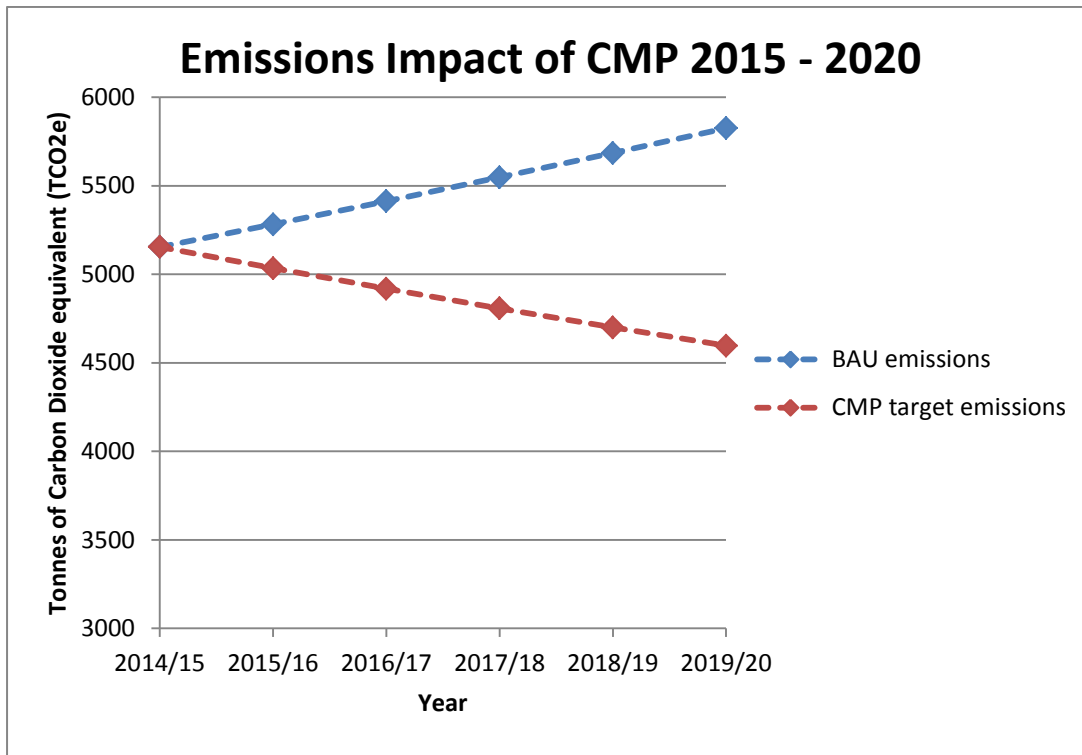


Figure 5: Emissions Impact of the CMP 2015 - 2020

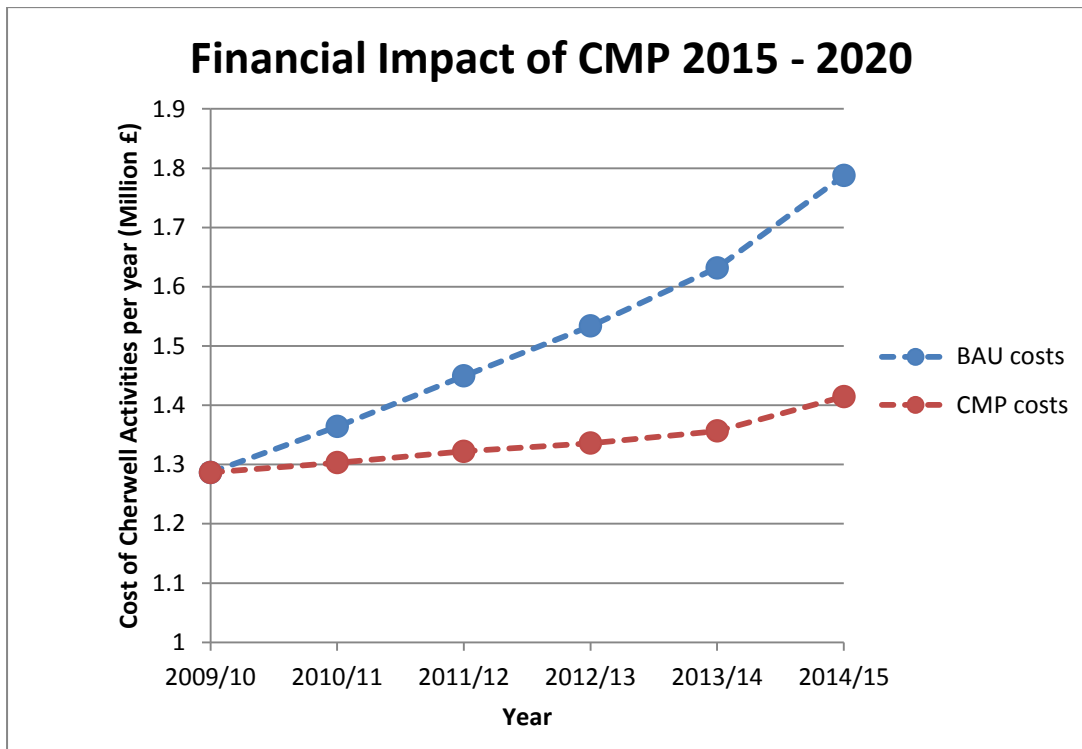


Figure 6: Financial Impact of CMP 2015 - 2020

## Cherwell District Council

### Executive

30 November 2015

<b>Quarter 2 2015-16 Performance Report</b>
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### Report of Head of Transformation

This report is public

#### **Purpose of report**

To present the Council's performance for the period 01 July – 30 September 2015 (quarter two), as measured through the performance management framework.

#### **1.0 Recommendations**

The meeting is recommended to:

- 1.1 note the achievements referred to in paragraph 3.1 (Table 1)
- 1.2 identify any performance related matters for review or consideration in future reports identified in paragraph 3.1 (Table 2)
- 1.3 note any oral feedback on performance issues from Overview & Scrutiny Committee at its meeting on 24 November 2015 provided directly to The Leader.

#### **2.0 Introduction**

- 2.1 This is a report of the Council's performance in the second quarter of 2015/16 measured through the performance management framework. The report covers key areas of performance against the Council's Business Plan, incorporating its public pledges, Corporate Equalities Plan and Partnerships. The Joint Management Team agreed the deletion of the Programmes report on the basis it duplicates information already reported in the Business Plan objectives (Appendix 1).
- 2.2 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 commentary are presented in the appendices to this report. Where a measure is complete or no longer required a shaded box will be used.

2.3 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at 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 included in this report, if appropriate.

### 3.0 Report Details

3.1 Whilst appendix 1 provides a more comprehensive analysis of our performance against the Business Plan, table 1 highlights some examples of where we have performed particularly well in the second quarter and table 2 covers areas of performance to be kept under review.

**Table 1 - Areas of performance strength relating to each of the 4 strategic priorities:-**

<b>District of Opportunity</b>	
CBP1 2.4: Complete Bicester Town Centre regeneration including the Council's Commercial Building	
Update	<p>The project is on track for a Spring opening and is currently operating within budget. Focus is now on marketing the commercial space available on both the ground and second floors.</p> <p>A topping out ceremony took place in October to recognise the construction at its highest point.</p>
<b>Safe, Green and Clean</b>	
CBP2 2.1 (Pledge): Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	
Update	<p>The Customer Satisfaction Survey undertaken this year has seen a rise in satisfaction with street and environmental cleanliness from 67% to 69%. This may reflect the successful undertaking of the Banbury Town Council "Parks and Open Spaces" contract since 1st April this year. We have received numerous compliments on the high standard of our work to date.</p> <p>The third of the six events planned for 2015/16 was completed successfully in Kidlington in September. The event was well received by members of the public and councillors alike. Free removal of prebooked items of household waste proved extremely popular with a significant rise in requests on this blitz.</p>

<b>Thriving District</b>	
<p>CBP3 1.1 -1.2a: Deliver 150 units of affordable housing (Pledge) 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</p>	
Update	<p>For the second year running the Council won 'Council of the Year' for Self builders at the National 'Build It' Awards.</p> <p>The Build Programme is to deliver 275 homes across 26 sites.</p> <p>9 sites are completed and occupied (56 units); 13 sites are on site - 9 of which will complete within the next three months (181 units) and 4 sites are at pre-development stage (40 units)</p> <p>118 units of affordable homes were delivered in Quarter 2 due to an increase in the speed of delivery on some developments and also the completion of schemes which were scheduled for completion earlier this year. 140 delivered year to date against target of 96.</p> <p>Good progress has been made on a number of work streams:-</p> <ol style="list-style-type: none"> <li>a) The Local Housing Company Business Case is approved, and the baseline viability is complete and undergoing sensitivity testing.</li> <li>b) Work is underway to progress registration with the Financial Conduct Authority (FCA) and the Homes and Communities Agency (HCA).</li> <li>c) A range of different finance models are being explored and tested through the Build programme. One recent example is leaseback finance (e.g. Town Centre House). Other models being explored include private sector investment and equity bonds; different shared ownership models (with low shares) and the segment of the market that this would support</li> </ol>
<p>CBP3 2.2a, b and c: Processing of Housing Benefit (HB) Claims</p>	
Update	<p>New Claims: Performance has remained within target over the peak summer period (11.37 days) and is a significant improvement over same period last year (13.43 days). Year to date is 12.42 against target 14.00</p> <p>Change in circumstances: Performance (3.59 days) remains well within target (12 days) although is slightly down from Quarter 1 (2.97 days). Year to date is also comfortably with target at 3.20 days, an improvement over last year (3.94 days).</p> <p>New Claims &amp; Change in Circumstances: Aggregate performance for Quarter 2 (4.07 days) is well within the 12 day target as is the year to date performance of 3.63 days. This compares favourably with 4.53 days this time last year.</p>
<p>CBP3 2.5 (Pledge): Continue to support skills development, apprenticeships and job clubs</p>	
Update	<p>Young people not in employment, education or training continue to be supported through the Brighter Futures in Banbury Projects, and through the Early Intervention Hubs.</p> <p>Job clubs and job fairs have run across the district, with over 750 visits made during the quarter.</p> <p>The job club partnership links have also promoted apprenticeships and traineeships to businesses as a practical means of engaging young people and supporting them in their career paths.</p>

CBP3 2.5a Contribute to the creation and/or safeguarding of 200 jobs	
Update	100 jobs were created/safeguarded during Quarter 2 – the year to date figure now stands at an incredible 465 – more than double the annual target of 200. Performance is as a result of work facilitated by CDC through the Town Team Co-ordinators, Job Clubs and Job Fairs.
CBP3 2.6 Extend Jobs Match service to support local companies to fill vacancies	
Update	<p>Matching of job seeker and employer has evolved from the successful Cherwell Job Clubs (Banbury and Bicester) with additional services now added through partners. The Banbury Job Fair attracted 32 employers/organisations to assist and potentially employ over 300 residents who attended seeking work, training and/or a change of career. A series of mini job fairs were held over the past two months for the new businesses investing in the Banbury Gateway retail park. Due to growing demand from employers, further major job fairs are being organised</p> <p>A database of job seekers and employers continues to be developed and regular communication is made to ensure that skills and opportunities are matched for the benefit of the local economy.</p>
CBP3 7.3 Processing of Major Applications within 13 weeks	
Update	A figure of 90% was achieved in Quarter 2 - significantly above target (50%) and slightly above that achieved in Quarter 1 (88.89%). The performance figure has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits. Year to date 89.29% (Green*)
CBP3 7.4 Processing of Minor Applications within 8 weeks	
Update	Performance in Quarter 2 was 76.79%, significantly above the target of 65% and an improvement over Quarter 1 performance (66.38%). This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants. The use of overtime, agency and consultants has ended. Year to date 71.58% (Green*)

**Table 2 - Areas of performance to be kept under review (red or amber rated performance)**

<b>District of Opportunity</b>	
CBP1 4.3 Establish new management arrangements for Stratfield Break Sports Group	
Update	There has been no progress on this since the Quarter 1 report - Management arrangements are being considered by Kidlington Parish Council and CDC will be advised in due course.

<b>Safe Clean and Green</b>	
CBP2 1.6 : Maintain the current high levels of customer satisfaction with our waste and recycling services	
Update	<p>A disappointing fall of 2% in customer satisfaction rate for Waste Collection services (85% down to 83%) and 1% in Household Recycling services (88% down to 87%) compared with 2014.</p> <p>On a positive note however, the annual satisfaction survey recorded an improvement of 3% in the friendliness and helpfulness of refuse collection staff this year; 78% in 2014 to 81% 2015.</p>
CBP2 2.1b : Number of fly tips recorded	
Update	<p>A small fluctuation in the number of fly tips this quarter (152 compared with 137 in Quarter 1) although this is not considered to be an area of concern at this stage. 290 flytips have been reported this year to date compared with 248 last year.</p> <p>We have seen an increase in the number of fly tips from outside the district, from London, Oxford and Birmingham. There has also been an increase in the numbers of householders using unlicensed waste carriers to get rid of their waste which invariably then gets dumped.</p> <p>There were 75 enforcement actions during the quarter compared with 59 in the same period last year, bringing the number of actions to date to 121 (123 last year).</p> <p>A press campaign to try and get the message across to householders, and their obligations is being planned and will be included in the next edition of Cherwell Link. It will also form part of the Grimsbury Blitz campaign in November.</p>

<b>Thriving District</b>	
CBP3 3.1a Number of households in temporary accommodation	
Update	<p>Performance 46 against target 41</p> <p>The local experience in respect to those people presenting as homeless reflects the national picture with an increase in the numbers of people coming forward. The ability to be able to move people into private rented accommodation is also becoming increasingly challenging, due to the decreasing number private sector tenancies that are available as a result of the local housing market pressures.</p> <p>However, in order to try and overcome these issues the Council is working with Registered Providers to explore ways and if necessary influence the void turnaround times currently being achieved. This ensures that properties are available as soon as possible to those people occupying temporary accommodation. The Council will shortly consider a range of options aimed at improving access to private sector properties to increase housing choice for those in need.</p>

CBP3 7.6 Percentage of planning appeals allowed against refusal decision	
Update	<p>Quarter 2 performance is 57.14% against 30.00% target – this is down further from Quarter 1. The year to date performance is also red at 52.94%.</p> <p>However, this measure is volatile as it is based on low overall appeal numbers; 7 appeals were received during the quarter, 4 were allowed on appeal. Of these 4, 2 were recommended to Committee for approval by the case officer.</p> <p>The Government's stated threshold for the quality of a local planning authority's performance is that no more than 20 per cent of an authority's decisions on applications for major development should be overturned at appeal. Based on this criteria our current performance is 5%.</p> <p>Effective from Quarter 3, this measure will be calculated using the government threshold target of 20%.</p>

<b>Sound Budgets and Customer Focused Council</b>	
CBP4 6.1 Percentage of Council Tax collected	
Update	<p>Due to the New Homes Bonus project we have identified a significant number of new properties. Whilst these have increased the total collectable Council Tax the taxpayers have not yet started paying. Consequently, Council Tax collected has fallen behind Council Tax collectable resulting in 58.19% performance rather than the 58.25% target. It is still anticipated that the year-end target of 98.25% will be met.</p>
CBP4 6.2 Percentage of NNDR collected	
Update	<p>There have been a number of changes of ratepayer during Quarter 2. This impacts on the collection rates as old ratepayers have stopped paying whilst the new ratepayers have not yet started. This has resulted in a performance of 58.28% against the target of 58.50%.</p> <p>We still expect the target (98.50%) to be met by the end of the year.</p>

**3.2 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 2.

**3.3 Significant Partnerships** programme is reported twice a year in September (Quarter 2) and March (Quarter 4) only. The Partnership update for Quarter 2 is attached as Appendix 3.

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

4.1 In this report we show that the Council has again commenced the new performance year well, building on the high performance of 2014/15 and continuing the positive impact upon the 4 strategic priorities for our District that we set out to achieve. There are a small number of areas which the Council needs to keep under review to ensure targets are met and actions delivered. These and the rest of the business



plan will be closely monitored over the next quarter and reported through the performance management framework.

- 4.2 Section 3 of this report provides a summary of the Council's performance against its comprehensive performance framework for Quarter 2. The detailed performance indicators and commentary against each of these are contained within appendices 1 to 3.
- 4.3 The report highlights 7 performance measures which the Council should keep under review to ensure targets are met, or to challenge it as to whether the measure is appropriate.
- 4.4. The results of the Council's annual customer satisfaction survey for 2014/15 were reported to Executive in October. This helpful context allows us to effectively review our performance as we begin to consider the priorities for 2016/17.

## **5.0 Consultation**

- 5.1 As part of the Council's engaging and comprehensive approach to performance management, the joint management team has reviewed the Quarter 2 performance and is satisfied with progress. There are no recommendations for intervention or alternative measures.
- 5.2 Overview and Scrutiny Committee is also invited to review the Council's performance on a quarterly basis and to provide any feedback to the Executive.
- 5.3 Due to the timing of the two meetings in this cycle, any feedback from the meeting of the Overview and Scrutiny Committee on 24 November 2015 will be provided directly to the Leader during/following the meeting.
- 5.4 It should also be noted that several indicators are based on public consultation or customer feedback.

## **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: Paul Sutton - Head of Finance and Procurement  
03000 030106 [Paul.Sutton@cherwellandsouthnorthants.gov.uk](mailto:Paul.Sutton@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](mailto: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. As part of this process all managers are required to identify and manage the risks associated with achieving this. Strategic, Corporate and Partnership risks are logged on the Risk Register and reported quarterly to the Accounts, Audit & Risk Committee. The Quarter 2 risk report is due to be considered at its next meeting on 2 December 2015.

Comments checked by: Ros Holloway - Performance Information Officer  
01295 221758 [Ros.Holloway@cherwellandsouthnorthants.gov.uk](mailto: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](mailto:Ros.Holloway@cherwellandsouthnorthants.gov.uk)

## **8.0 Decision Information**

### **Key Decision**

**Financial Threshold Met: No**

**Community Impact Threshold Met: No**

### **Wards Affected**

All

## Links to Corporate Plan and Policy Framework

The Performance Management Framework covers all 4 of the Council's Strategic Priorities and the key objectives/deliverables that underpin it.

### Lead Councillor

Councillor Barry Wood, Leader of the Council

## Document Information

Appendix No	Title
1	Q2 Performance Report – Business Plan (including Pledges)
2	Q2 Corporate Equalities Plan
3	Q2 Partnerships Report
<b>Background Papers</b>	
None	
<b>Report Author</b>	Ros Holloway - Performance Information Officer
<b>Contact Information</b>	01295 221578 <a href="mailto:ros.holloway@cherwellandsouthnorthants.gov.uk">ros.holloway@cherwellandsouthnorthants.gov.uk</a>

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**Cherwell District Council Business Plan : 2015/2016  
A District of Opportunity - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
Implement the Cherwell Local Plan as framework for sustainable housing, new employment & infrastructure investments over the next 20 years					
CBP1 1.1	Deliver a Community Infrastructure Levy (CIL), Bicester, Banbury Town and Kidlington Masterplans & Supplementary Planning Documents for strategic sites to guide investment	G	G	⇒	Reports are currently being prepared for 4 January 2016 Executive on the Community Infrastructure Levy, Local Plan - Part 2, Banbury Masterplan and Assets Management Review.
Complete and implement the Masterplan for Bicester helping to provide new housing, jobs & leisure opportunities					
CBP1 2.1	Make progress onsite for the initial housing development at North West Bicester ( <b>Pledge</b> )	G	G	⇒	The timing of the commissioning of the energy centre has led to first occupations (97 units) being programmed for Q1 of 2016. The whole of the first phase (excluding the show homes) is now programmed for occupation Q1 2016. Building work will continue on to the second phase. The delivery of the primary school on the second phase has commenced with opening programmed for September 2016.
CBP1 2.2	Deliver the Eco – Bicester Business Centre in North West Bicester	G	G	⇒	CDC Executive has approved the proposal and a project Board and project team have been established to deliver the project. Further work is being undertaken with A2Dominion to establish the timescales for the delivery of the local centre within which the centre is located. This may impact on the programme for delivery.
CBP1 2.3	Facilitate the 5 applications for the Northwest Bicester site	G	G	⇒	Work is progressing on applications submitted on the site. There is a resolution to grant planning permission for 2600 homes subject to completion of legal agreement. Work continues to resolve issues with Network Rail which have been raised at a National level.
CBP1 2.4	Complete Bicester Town Centre regeneration including the Council's Commercial Building	G	G	⇒	The project is being monitored through the project team and project board. The project is on track for a Spring opening and is currently operating within budget. Focus is now on marketing the commercial space available on the ground and 2nd floor. A topping out ceremony took place in October to recognise the construction at its highest point.

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CBP1 2.5	Make progress on site for the initial infrastructure at Graven Hill and promotion of the self-build plots <b>(Pledge)</b>	A	A	⇒	The company board continues to meet monthly and is focussing on the demonstrator site, My Grand Designs - first 10 plots and the key infrastructure required for phase 1. A price preview event is due on 20th November 2015 to release details of how to reserve in the first phase and the prices of each plot.  The current programme ensures work starts on site in Jan 2016 to allow the first self-builders on site in April 2016. The company is currently out to recruitment for a Managing Director.
CBP1 2.5a	Deliver the demonstration project on the Graven Hill site	G	G	⇒	Project on plan - 10 plots allocated and on track for an April start on site.
CBP1 2.5b	Set up a sales and marketing suite to promote the plots at Graven Hill	A	A	⇒	Work on the sales and marketing suite to promote plots at Graven Hill is on track and is expected to open in June 2016.
CBP1 2.5c	Appoint an infrastructure contractor for Graven Hill			>>	Not due to report until Quarter 4.
CBP1 2.6	Deliver the SW Bicester Phase 2 (sports pavilion and 3G pitch)	G	G	⇒	Planning application submitted. Currently developing the tender documents for the main construction contractor.
Complete and implement the Masterplan for Banbury helping to provide retail, employment and town centre development opportunities					
CBP1 3.1	Commission and complete a commercial appraisal for Banbury town centre, and subsequently bring forward appropriate redevelopment proposals for urgent consideration <b>(Pledge)</b>	G	G	⇒	Work continues on finalising the Banbury Masterplan and is due for consultation in early 2016. Along with consideration of the town centre, it will also incorporate a comprehensive range of redevelopment proposals for the town as a whole along with how it is envisaged that these will be funded and delivered.
CBP1 3.2	Prepare a scheme for the redevelopment of the Bolton Road site	G	G	⇒	This site along with two others, is the subject of a soft market testing exercise, which is due for completion in mid November.
CBP1 3.3	Take steps to develop a Masterplan for the redevelopment of Canalside within Banbury Town Centre redevelopment	G	G	⇒	Banbury Masterplan is considering how Canalside fits into the town as a whole, and with respect to the development of Canalside in particular, a revised Supplementary Planning Document will be completed and is envisaged to conclude in early 2016.

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CBP1 3.4	Develop a car parking strategy for Banbury Town	G	G	⇒	Work is continuing with the consultants who have been commissioned to identify the development potential for the Councils car parks. Phase 1 has been completed, and this has led to a Phase 2, which is now developing a car park operating and investment strategy.
CBP1 3.5	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	G	G	⇒	Negotiations are continuing in respect to the Heads of terms in order to complete the Strategic Development Agreement associated with Castle Quay 2.
CBP1 3.6	Extension and improvement of Woodgreen Leisure centre as a better facility for the town (including procurement of new contract arrangements including dry side facilities)	G	G	⇒	Competitive dialogue has taken place with the short listed bidders during September/October prior to Invitation to Submit Final Solutions 13 October 2015 and receipt of final bids 11 November 2015. This project continues to be on target, moving positively forward.
CBP1 3.7	Review future arts provision	G	G	⇒	Working with three commercial development sites to advise on the provision of Public Art and providing support to The Mill in their fundraising.
Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre afforded by its location.					
CBP1 4.1	Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre ( <b>Pledge</b> )	G	G	⇒	Work is proceeding following the adoption of the Local Plan Part 1.
CBP1 4.2	Agree next steps for development options for Kidlington against agreed timescales & milestones	G	G	⇒	
CBP1 4.3	Establish new management arrangements for Stratfield Brake Sports Group on behalf of Kidlington Parish Council	A	A	⇒	Position unchanged: Management arrangements are being considered by Kidlington Parish Council and CDC will be advised in due course.

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
CBP1 .5 : Promote inward investment and support business growth within the District					
CBP1 5.1	Support business growth, skills & employment in local companies & the visitor economy to strengthen the economy of the District	G	G	⇒	<p>33 detailed business enquiries served during this quarter, including inward investors, expanding indigenous companies and businesses seeking advice and information.</p> <p>Development services included:</p> <ul style="list-style-type: none"> <li>• Jointly sponsored and promoted Cherwell businesses and skills at the High Performance Technology day at Silverstone (1 July).</li> <li>• Representing the interests of north Oxfordshire in the EU-funded LEADER rural business development programme seeking to develop skills and investment in the community.</li> <li>• Meetings with businesses at their premises to support their growth and/or local relocation, including recruitment and apprenticeships.</li> <li>• Support and guidance to emerging EU programme operators to provide practical support to tackle long term unemployment.</li> <li>• Weekly job club service plus 'mini' job fairs to help businesses to recruit staff.</li> <li>• A further major Job Fair held in Banbury on 15 Sept attracting 32 employers and over 300 job seekers. These services received considerable praise from businesses and job seekers. It was particularly timely for the new businesses due to open in October at Banbury Gateway retail park and for established employers in a variety of other sectors.</li> <li>• Co-operation with the Cherwell Volunteer Service to enable residents to gain 'work-ready' skills as a means of gaining employment.</li> <li>• Finalisation of the district-wide assessment of employment sites and premises to inform part two of the Local Plan and future inward investment services to businesses.</li> <li>• Contribution through the Bicester Technology Studio (School) working group to the development of key infrastructure to nurture construction and logistics expertise.</li> <li>• Attendance at key business events in Kidlington (involving Chiltern Rail and the new Oxford Parkway development) and Bicester (involving the local MP).</li> <li>• Active involvement with the Beaumont Road Industrial Estate Group (23 July) to tackle operational issues and develop the capacity of businesses alongside the vitality of the estate.</li> <li>• Further regular meetings with the local Chambers of Commerce.</li> <li>• Continuation of the Banbury Town Team Co-ordination project, including the holding of the first very successful 'Night Market' on 18 Sept. The Co-ordinators have also provided practical help to traders to enhance their business and assisted CDC to reassess its licensing and regulation services to be more 'customer friendly'.</li> <li>• Sponsorship of the Banbury Old Town Party on 5 September to increase trade in the town through increased vibrancy.</li> </ul>



Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
CBP1 5.2	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	G	G	⇒	Promotion of the district for commercial investment continues through the Cherwell Investment Partnership, established in 1991 by the Council and operating continuously since that time to ensure that the skills and services of commercial estate agents developers, recruitment companies, professional services and public bodies are aligned to provide practical help and strategic planning to support the economy through investment and job creation. Day to day liaison with the commercial agents and promotion of key sites and premises through <a href="http://www.cherwell-m40.co.uk">www.cherwell-m40.co.uk</a> ensures that the Council as the Planning Authority also provides practical help and support for business growth.
CBP1 5.3	Produce marketing material to promote commercial & industrial business sites and the area	G	G	⇒	Partnership meeting held on 7 August to present the findings of the commercial property study to ensure the CDC-led work to assess all business parks and 'clusters' within the district is aligned to market intelligence. Photographic library and contact database developed further. Newsletters sent to businesses, partners and potential investors.
CBP1.6 : Deliver high quality regulatory services that support the growth of the local economy					
CBP1 6.1	Build on the Council's 'Better Business' approach to support new and existing businesses	G	G	⇒	SEMLEP Better Business for All group is preparing to organise additional events to better understand what businesses want from their regulators, this is due to take place early 2016. Business survey carried out in order to gather info relating to the programme, results will be available in November. Work continues on ways to support businesses utilising £5k Better Regulation Delivery Office (BRDO) grant fund and it is anticipated that this will link in with the outcomes from the Organisational Awareness Days.
CBP1 6.2	Work proactively with developers on both planning applications and pre-application enquiries to enable the speedy delivery of new commercial projects	G	G	⇒	A Development Management team approach continues to facilitate the delivery of new commercial development. The use of Planning Performance Agreements (PPAs) is continuing and provides certainty to the developer in terms of the provision of pre-application advice and the timely consideration of future planning applications. The use of PPAs also allows the Council to generate additional income to deliver against the agreed timeframe.
CBP1 6.3	Identify the blockages to development and investigate a range of solutions, in consultation with planning agents	G	G	⇒	The Development Management team approach and use of Planning Performance Agreements (PPAs) is a direct solution to address concerns that have been raised by developers. Agent and Developer Forums are planned for the third quarter and will further develop the relationship between Development Management and agents to ensure that the service delivery meets their expectations. The Business Process Re-engineering (BPR) programme has identified some clear improvements to process and these have started to be introduced. The programme will continue in the second half of the year and will assist Development Management in working efficiently and effectively, ensuring the delivery of timely decision making.

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
CBP1 6.4	Provide high quality responsive regulatory services	G	G	⇒	Cross-authorisation achieved across all teams in Community Services (Licensing/Environmental Health etc.), improving resilience in both CDC and SNC. Organisational Awareness Days delivered in both CDC and SNC locations to bring together teams from across the council and improve the culture of regulatory colleagues and their appreciation of business customers experience. Discussions and outcomes from event are to be used to inform next steps in considering new ways of working and/or opportunities for commercialisation.
CBP1 6.5	Embed the Regulatory Code and Corporate Enforcement Policy	G	G	⇒	Initial meeting of organisational Regulators Group took place on 13/10/2015. It is anticipated that this will help improve consistency of approach across all services and identify areas that might benefit further focus.

**Cherwell District Council Business Plan : 2015/2016  
Safe, Green and Clean - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP2 : Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible					
CBP2 1.1	Maintain the District's high household recycling rate <b>(Pledge)</b>	G Actual 59.36% Target 57.00%	G Actual 57.14% Target 57.00%	↓	Garden waste is over 1000 tonnes down on last year due to the cool summer. Dry recycling is also down nearly 300 tonnes due to the changes how the contractor calculates the MRF contamination. Residual waste has dropped due to the new street sweeping recycling contract. Summary recycling rate will be approximately down by 2% at the end of the year. Year to date performance 58.30%.
Page 61 CBP2 1.2	Tonnage of waste sent to landfill	A Actual 6,597 Target 6,531	G Actual 6,363 Target 6,842	↑	Waste sent to landfill down 479 tonnes on same period last year. Year to date down 413 on last year - 12,960 tonnes against target 13,373.
CBP2 1.3	Residual household waste per household (kgs)	G Actual 109.20 Target 113.26	A Actual 105.33 Target 101.46	↓	A slight increase (3.87 kgs) in residual waste per household compared with 2014/15.
CBP2 1.4	Increase the number of glass recycling bank sites to 130	G	G	⇒	Well on track to achieve full year target with 124 sites being delivered as at the end of September. Further bank sites will be installed as and when opportunities arise; suggestions for bank locations are encouraged from collection staff.
CBP2 1.5	Deliver an additional 1000 blue recycling bins this year	G	G*	↑	The annual target has now been exceeded with 1,212 bins being delivered as at the end of September. Reduction in the price of Blue Bins in conjunction with Blitz events has proved popular.
CBP2 1.6	Maintain the current high levels of customer satisfaction with our waste and recycling services	G	A	↓	A presentation of the 2015 Annual Satisfaction Survey took place on 5 October 2015 at Executive and the results are now available on the Website.  The friendliness and helpfulness of refuse collection staff recorded an increase of 3% from 78% in 2014 to 81% 2015. However, there was a reduction of 2% in the satisfaction rate for Waste Collection services and 1% in Household Recycling services compared with 2014 .
CBP2 1.6a	Customer satisfaction with Waste Collection services	2014 85.00%	A Actual 83.00%		
CBP2 1.6b	Customer satisfaction with Household Recycling services	2014 88.00%	A Actual 87.00%		

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.					
CBP2 2.1	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes <b>(Pledge)</b>	2014 67.00%	G Actual 69.00%	↑	This year the satisfaction survey has risen from 67% to 69% with regards the customer satisfaction survey. This may reflect the successful undertaking of the Banbury Town Council parks and open spaces contract since 1st April this year. We have received numerous compliments on the high standard of our work to date.
CBP2 2.1a	Undertake 6 neighbourhood blitzes with community involvement	G Actual 1 Target 1	G Actual 2 Target 2	⇒	We have just completed the third of the six planned events. Kidlington was covered between Monday 21st and Friday 25th September. The event was well received by members of the public and councillors alike. In particular, the free removal of prebooked items of household waste saw a significant rise in requests on this blitz.
CBP2 2.1b	Number of fly tips recorded (compared with same period 2014/15)	R Actual 137 Target 121	R Actual 152 Target 127	↓	Again, there is a small fluctuation in the number of fly tips this quarter. We do seem to have had an increase in the number of fly tips from outside the district, from London, Oxford and Birmingham. There has also been an increase in the numbers of householders using unlicensed waste carriers to get rid of their waste which invariably then gets dumped. A press campaign to try and get the message across to householders, and their obligations, is being planned. An article is being planned for the next Cherwell Link. Year to date 290 fly tips compared with 248 in the same period last year.
Page 62 CBP2 2.1c	Number of fly tips enforcement actions (compared with same period 2014/15)	R Actual 46 Target 64	G* Actual 75 Target 59	↑	The number of enforcement action this quarter remain steady. The investigation process for a fly tip is getting extremely detailed and time consuming, making sure that the legal team have all the information they might require to go forward.  Should alleged offenders not turn up for an Interview under caution, a more formal letter asking detailed question whilst "under caution" will be sent. Should that be ignored it will help in any future court proceedings. There have been 121 enforcement actions to-date compared with 123 same period last year.
CBP2 3 : 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	Develop an alternative CCTV operational system for our Urban centres	G	G	⇒	Thames Valley Police have discontinued the single control room project. Options are being explored with West Oxfordshire District Council (WODC) around a joint control room. However WODC are determined that the day monitoring be from Witney alone.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP2 3.2	Work with local police & licensees to ensure town centres remain safe & vibrant in the evenings <b>(Pledge)</b>	G	G	⇒	Violent crime has risen slightly, but there has been no appreciable lift in violent crime reported by the media or perceived by the public. The police remain confident that the rise is due to new reporting procedures. New action plans for the community safety partnership now include actions for the police and council to address specific night time economy issues.
CBP2 3.3	Number of ASB/Nuisance cases received (compared with same period 2014/15)	G Actual 413 Target n/a	G Actual 727 Target n/a	⇒	Previously this measure captured the number of ASB only - as we now record both ASB and Nuisance data the target data needs to be recalculated so we are comparing like for like data. This will be available prior to Executive Report deadline.
CBP2 3.2b	Percentage of ASB/Nuisance cases responded to within prescribed period of 2 working days	A Actual 93.84 Target 96.00	G Actual 97.25 Target 96.00	↑	Of the 727 ASB and nuisance cases received during Q2, 707 were responded to within the 2 working day target. Good improvement over Q1.
CBP2 3.2c	Percentage of ASB/Nuisance cases resolved within 56 working days	A Actual 95.58 Target 96.00	G Actual 98.98 Target 96.00	↑	A good improvement over Q1 performance with 594 service requests being resolved. Year to date performance is 97.60%.
CBP2 4 : Reduce our carbon footprint and protect the natural environment.					
CBP2 4.1	Deliver the Council's Biodiversity Action Plan (BAP) "Protecting and Enhancing Cherwell's Natural Environment"	G	G	⇒	The updated 2015/16 version of the BAP was approved by Executive Committee 01/06/2015. Service level agreements with biodiversity delivery partners are all in place. Concern re workload for the p/t Ecology Officer (0.3 fte) in assessing all planning applications with potential biodiversity effects (review to be undertaken).
CBP2 4.2	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	A	A	⇒	The Carbon Management Plan will be considered by Executive in November. Actions or objectives arising out of this will be considered for inclusion in the performance reports.

**Cherwell District Council Business Plan : 2015/2016  
Thriving District - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3.1 : Deliver affordable housing and work with private sector landlords to help improve affordable housing options					
CBP3 1.1	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	G	G	⇒	<p>The current Build Programme is delivery 275 homes across 26 sites of which :</p> <ul style="list-style-type: none"> <li>• 9 sites are completed and occupied (56 units)</li> <li>• 13 sites are on site and due to complete within the next one to twelve months (of which 9 will complete within the next three months) (181 units)</li> <li>• 4 sites are at pre-development stage (40 units)</li> </ul> <p>The team continue to work very hard to improve the delivery model. This work includes improving the approach to training and customer support, optimising the timing of sales and lettings, improving customer communication channels and expanding the panel of lenders who provide mortgages to our customers. The team is also actively engaged in the development of Graven Hill. Last month the Council won, for the second year running 'Council of the Year' for Self builders at the National 'Build It' Awards.</p>
CBP3 1.1a	Deliver 150 affordable homes in the District (Pledge)	G Actual 22 Target 21	G* Actual 118 Target 75	↑	During the second quarter we significantly exceeded the target of 75 units of affordable homes mainly due to an increase in the speed of delivery on some developments and also the completion of schemes which were scheduled for completion earlier this year. This brings the number of homes completed this year to date to 140 against target of 96.
CBP3 1.1b	Deliver 100 self build housing projects	G Actual 0 Target 0	G Actual 6 Target 6	⇒	The figures for self build opportunities created by the Build! team this quarter has met the target. Delivery of the 15 opportunities scheduled for October is also on target for delivery.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 1.2	Explore new diverse funding regimes for longer term sustainability of affordable housing	G	G	⇒	<p>There are a number of work streams here:-</p> <p>a) The Local Housing Company: the business case is complete and approved and the baseline viability for the Local Housing Company is complete and now undergoing sensitivity testing to look at the potential impact of the recent Government announcements and opportunities to further increase resilience. Work is now underway to progress registration with the Financial Conduct Authority (FCA) and the Homes and Communities Agency (HCA).</p> <p>b) The Council's Build! ® Team have been exploring a range of different finance models and 'testing these out' through the Build programme. One recent example is leaseback finance (e.g. Town Centre House) which enables the Council (via the Local Housing Company) to lease the property and then secure the asset for £1 at the end of the lease period. Other models being explored include private sector investment and equity bonds.</p> <p>c) The Council's Build! ® Team have been analysing different shared ownership models (with low shares) and the segment of the market that this would support</p>
CBP3 1.2a	Explore development of off-site construction facility for affordable housing production	G	G	⇒	<p>In addition to the work stream that is being progressed through the Garden Town initiative (in Bicester) the Council's Build Team are taking forward a 'prototype project' with three aims:</p> <p>a) To build capacity in the local supply chain to respond to the growing advanced manufactured housing market</p> <p>b) To have a council-owned product and as such give greater control on the supply chain and with it greater cost and programme certainty</p> <p>c) To develop expertise and networks within the off-site manufacturing industry</p>
CBP3 1.3	Extend enforcement actions in private sector to bring empty dwellings back into use	G	G	⇒	<p>The principal enforcement power for securing re-use of empty property is the Empty Dwelling Management Order (EDMO). EDMOs have to be approved by a residential Property Tribunal and the Council is required to demonstrate that it has exhausted all other reasonable approaches. Any EDMO application therefore comes at the end of considerable efforts and on the back of carefully documented inputs. The long-term empty property that is the subject of the Council's first Empty Dwelling Management Order is now undergoing sale and remains under close review. 4 long-term empty flats are undergoing refurbishment work with grant assistance (see below) and we are in discussion about possible grants with the owners of 5 further empty properties. A number of owners have been put on notice that the Council will progress to seeking EDMOs should they fail to take action and, as a consequence, 2 further properties are now up for sale whilst remediation works (prior to letting) are underway at a third. A proposal to recruit a dedicated Empty Property Officer, shared between CDC &amp; SNC, is awaiting funding approval. In addition, the Council has agreed to implement a 50% empty property premium in all applicable cases from 1/4/16, which is intended to incentivise re-use.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 1.3a	Provide housing/grant advice to encourage private sector landlords to improve their stock	G	G	⇒	We have issued an email-update to landlords on important, short-notice, legislative changes that will also be further addressed at the October Landlords Forum. No Landlords Home Improvement Grants (LHIG) have been completed in the quarter but works are in progress at 9 properties with approved grants in place. A further 6 potential grants are being worked-up with landlords. (These LHIG grants involve part-funding of repairs and improvements in return for nomination rights and therefore both improve and secure access to affordable privately rented homes.) 1 CHEEP grant (energy efficiency grants for private-rented homes) was completed in the quarter and a further 3 new grants are being worked-up for approved.
CBP3.2 : Work with partners to support financial inclusion and help local people into paid employment.					
CBP3 2.1	Commissioning of high quality financial and debt advice for vulnerable residents	G	G	⇒	Cherwell took the option to extend the contract with Citizens Advice (Formerly CAB) in October 2014 and will now run until the end of March 2017. We continue to monitor the work completed on a quarterly basis. The majority of enquiries continue to be based around support for Benefits, Debt, Employment and Housing.
CBP3 2.2	Effective implementation of welfare reform and administration of benefits	G	G	⇒	Universal Credit started in Cherwell DC on 6 May 2015. Take up has been slow, as expected. However, no issues have been encountered. Procedures continue to be developed in the light of experience and new guidance from the Department for Work and Pensions. In the recent budget the Chancellor announced further welfare reforms from April 2016 onwards. Currently there is not sufficient detail to enable planning to start.
CBP3 2.2a	Average time to process new Housing Benefit claims (days)	G Actual 13.48 Target 14.00	G* Actual 11.37 Target 14.00	↑	Performance on new claims has remained within target over the peak summer period. This is significantly better than for the same period in 2014. Year to date 12.42 days.
CBP3 2.2b	Average time to process change in circumstances (days)	G* Actual 2.97 Target 12.00	G* Actual 3.59 Target 12.00	↓	Performance has declined slightly due to priority being given to new claims over the peak summer leave period. However, it still remains well within target. Year to date 3.20 days.
CBP3 2.2c	Average time taken to process new claims and changes for Housing Benefit (days)	G* Actual 3.37 Target 12.00	G* Actual 4.07 Target 12.00	↓	In aggregate performance on new claims and changes of circumstances has remained within target. This puts us in a good position for the next quarter leading up to annual billing. Year to date 3.63 days.
CBP3 2.3	Number of covert surveillances applied for	G	G	⇒	No covert surveillances were applied for in Q2.



Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 2.4	Continue working with our 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 <b>(Pledge)</b>	G	G	⇒	New 2015/16 Brighter Futures priorities established around child poverty, health inequalities, employability and supporting the most vulnerable. Workshop preparation underway. On-going theme work as per previous years.
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. <b>(Pledge)</b>	G	G	⇒	Young people not in employment, education or training continue to be supported through the Brighter Futures in Banbury Projects, and through the Early Intervention Hubs. Job clubs and job fairs have run across the district, with over 750 visits made during the quarter. This is a significant number due to job fairs being held in addition to job clubs, helping all age groups and also people that were already in employment to change careers. The job club partnership links have also promoted apprenticeships and traineeships to businesses as a practical means of engaging young people and supporting them in their career paths.
CBP3 2.5a	Contribute to the creation and/or safeguarding of 200 jobs	G* Actual 365 Target 50	G* Actual 100 Target 50	⇩	Another good quarter performance with 5 jobs created in July at "Union" in Banbury High Street a further example of the work facilitated by CDC through the Town Team Co-ordinators. During July Job Fairs reported an additional 28 jobs. Practical support, information and advice continued to be provided to expanding businesses. Manor F1 - which the CDC service helped with personnel matters in 2014 and also helped the landlord over recent years - opened in Chalker Way, Banbury with the safeguarding and creation of 60 skilled jobs.
CBP3 2.6	Extend Jobs Match service to support local companies to fill vacancies	G	G*	⇧	Excellent feedback has been received from job seekers and employers alike. The matching of job seeker and employer has evolved from the successful Cherwell Job Clubs which continue to alternate between Bicester and Banbury with additional services now added through partners. The Banbury Job Fair attracted 32 employers/organisations to assist and potentially employ over 300 residents who attended seeking work, training and/or a change of career. A database of job seekers and employers continues to be developed and regular communication is made to ensure that skills and opportunities are matched for the benefit of the local economy. A series of mini job fairs were held over the past two months for the new businesses investing in the Banbury Gateway retail park. Due to growing demand from employers, further major job fairs are being organised.
CBP3 2.7	Extend the contract with CAB for debt advice, volunteering and volunteer driver scheme	G	G	⇒	CAB "Volunteer Connect" contract is delivering on target - increasing volunteer opportunities & providing volunteers for local organisations.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
Provide high quality housing options advice and support to prevent homelessness.					
CBP3 3.1	Deliver the actions identified within the revised Homelessness prevention strategy adopted by the Council	G	G	⇒	<p>Meetings are held quarterly to monitor the actions of the Homeless Action plan, performance and partnerships. This will be reviewed again shortly to produce a new plan for 2016/17 and will be presented to Executive on 30 November 2015.</p> <p>We continue to work in partnership with the other District Councils in Oxfordshire to shape Oxfordshire County Councils (OCC) re-commissioned young person's pathway and have been heavily involved in influencing the new single person pathway, due to go live on 1 February 2016.</p> <p>OCC continues to provide supported accommodation in each District across the County - 13 new units offering better provision for singles based within the District are available. Whilst referrals for placements into these Schemes will be undertaken by OCC priority will be given to Cherwell residents in the first instance. We will continue to monitor this closely.</p>
CBP3 3.1a	No of households in temporary accommodation	G Actual 40 Target 41	R Actual 46 Target 41	⇩	<p>The local experience in respect to those people presenting as homeless reflects the national picture with an increase in the numbers of people coming forward. The ability to be able to move people into private rented accommodation is also becoming increasingly challenging, due to the decreasing number private sector tenancies that are available as a result of the local housing market pressures.</p> <p>However, in order to try and overcome these issues the Council is working with Registered Providers to explore ways and if necessary influence the void turnaround times currently being achieved. This ensures that properties are available as soon as possible to those people occupying temporary accommodation. The Council will shortly consider a range of options aimed at improving access to private sector properties to increase housing choice for those in need.</p>
CBP3 3.1b	Housing advice : repeat homelessness cases	G* Actual 0 Target 3	G* Actual 0 Target 3	⇒	There have been no repeat homeless cases as defined by the legislation in this quarter.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
Work to promote and support health and wellbeing across the district					
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	⇒	June meeting considered changes to older people mental health services, the OUHT Business Plan and the Horton Hospital, Age UK's Circles of Support Initiative and the Right Time, Right Place Primary Care Initiative. A workshop in September considered the health and social care implications of the significant planned growth in the District and how this should be addressed.
CBP3 4.2	Enable the development of volunteer transport schemes to support the health and wellbeing needs of vulnerable residents	G	G	⇒	No further action as officers are awaiting information from Oxfordshire County Council on their detailed plans for 2016/17. The lead member is being regularly briefed in his role as Rural Champion.
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 387,167 Target 372,086	G Actual 370,479 Target 367,077	↓	Cumulatively the leisure centres have continued to maintain participation during the 2nd quarter showing a small improvement in usage against the 2014/15 position with an increase of 3,402 visits. Year to date: 757,646 against 739,163 target
CBP3 5.1a	Number of visits to District Leisure Centres (Spiceball, Kidlington & Gosford and Bicester)	G Actual 359,105 Target 343,964	G Actual 333,715 Target 332,247	↑	The quarterly position shows that participation has been maintained for the 3 leisure centres, performing marginally above target. Spiceball usage figures for September are to be discussed by Officers with Parkwood to clarify the reason why there are 5,000 less users against the same period last year. The leisure operator continues to develop its programme in partnership with officers to increase participation. Year to date: 692,820 against 676,211 target
CBP3 5.1b	Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School	A Actual 28,062 Target 28,122	G Actual 36,764 Target 34,830	↑	Due to loss of football league providers at both North Oxfordshire Academy and Cooper School the usage figures continue to be challenging to maintain. Officers are working to bring in new clubs to the facilities to ensure participation levels are maintained. The introduction of a Basketball Club and an earlier start for some cricket hirers will assist with this in the next period. Year to date: 64,826 actual against 62,952 target
CBP3 5.2	Commence Phase 2 pavilion works for SW Bicester Sports Village	G	G	⇒	Design work on schedule to meet the agreed programme.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 5.3	Increase access to Leisure and Recreation opportunities through development and outreach work	G	G	⇒	The summer holiday activity session had increased attendance with a wider variety of activities being offered. Other activity sessions for adults under the Go Active initiative continue to provide opportunities for increasing participation.
Provide support to the voluntary and community sector.					
CBP3 6.1	Secure social and community infrastructure for housing developments across the District	G	G	⇒	Work is underway on a report to support the contributions sought from developers to provide Social and Community Infrastructure. Regular consultation with Development Management to respond to planning applications. Community development work with residents of emerging new communities. Liaison with Regeneration & Housing over potential outcomes for Community facilities to be considered in the CDC asset review. Concerns re potential inadequacy of provision for Graven Hill development
CBP3 6.2	Continue to support the voluntary sector and community groups	G	G	⇒	Working with Oxfordshire Community Voluntary Association (OCVA) to provide advice and support on Governance and funding streams. Successful 'Voluntary Organisations Forum' held on 22 Sept. theme: Obtaining funding
CBP3 6.3	Continue to support the growth & development of neighbourhood community associations	G	G	⇒	New associations being supported at SW Bicester and Longford Park. On-going background support to community Associations across Banbury & Bicester. Intensive support has been given to Hanwell Fields Community Assoc. in the last quarter.
CBP3 6.4	Increase and promote volunteering opportunities throughout the District.	G	G	⇒	CAB "Volunteer Connect" contract is delivering on target - increasing volunteer opportunities & providing volunteers for local organisations.
CBP3 6.5	Local Strategic Partnership (LSP)	G	G	⇒	Officers are currently considering (given the very limited support resource available to the LSP Board) how to maintain the value of the partnership by securing appropriate breadth of agenda and senior level engagement
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 (5 reviews during 2015/16)	G Actual 0 Target 0	G Actual 0 Target 0	⇒	The Conservation Area programme has recently been reviewed and the target of 5 appraisals by 31 March 2016 still on track. (Target set at 2 in Q3 and 3 in Q4) We are currently consulting on Wigginton and North Aston; the research has been undertaken for Souldon, Mixbury and Hampton Proyle and the first draft of the appraisals will be written shortly.
CBP3 7.2	Provide design guidance on major developments	G	G	⇒	Advice continues to be provided and fed into the pre app and planning applications for major and strategic sites.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 7.3	Processing of Major Applications within 13 weeks	G* Actual 88.89% Target 50.00%	G* Actual 90.00% Target 50.00%	↑	<p>A figure of 90% was achieved in Quarter 2, again significantly above target and slightly above that achieved in Quarter 1. The performance figure has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits. Year to date 89.29% (Green*)</p> <p>It is important to note that Section 62B of the Town and Country Planning Act 1990 (as amended) which allows the Secretary of State to designate Local Planning Authorities that are not 'adequately performing their function of determining applications' relates to their performance against major applications only, rather than minors and others.</p>
CBP3 7.4	Processing of Minor Applications within 8 weeks	G Actual 66.38% Target 65.00%	G* Actual 76.79% Target 65.00%	↑	<p>Performance in Quarter 2 was 76.79%, significantly above the target of 65% and an improvement over Q1 performance (66.38%). This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants. The use of overtime, agency and consultants has ended. Year to date 71.58% (Green*)</p>
CBP3 7.5	Processing of Other Applications within 8 weeks	G Actual 83.72% Target 80.00%	G Actual 85.71% Target 80.00%	↑	<p>A figure of 85.71% was achieved in Quarter 2 and exceeds the performance target of 80%. Again this has been achieved through effective performance management. The use of overtime, agency and consultants has ended. Year to date 84.68% (Green)</p>
CBP3 7.6	Percentage of planning appeals allowed against refusal decision (%)	R Actual 50.00% Target 30.00%	R Actual 57.14% Target 30.00%	↓	<p>The performance this quarter is 57%. It should be noted that the measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. It should further be noted that, compared with the government's stated threshold for the quality of a local planning authority's performance (i.e. no more than 20 per cent of an authority's decisions on applications for major development should be overturned at appeal) the current performance is 5%). Year to date 52.94% (Red)</p> <p>Note: 7 applications were received in the quarter - 4 were allowed on appeal. Of these, 2 were recommended to Committee for approval by the case officer.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
Work to ensure rural areas are connected to local services					
CBP3 8.1	Work with BT/BDUK and Oxfordshire County Council to extend Superfast Broadband across the District	G	G	⇒	Information has been provided day-to-day to residents, businesses and parish councils on the local impact of the broadband roll-out. Phases 1 to 6 of the Oxfordshire Rural Broadband Project will be completed by December 2015 with an expected coverage of 90% of premises (business and residential) being served with Superfast speeds (over 24mbps). Cherwell District Council has invested £580,000 in phases 6 to 9 which will extend the programme to approximately 95% of premises by December 2017. This funding has been matched by Government (BDUK) and added to by both Local Enterprise Partnerships serving Cherwell. Economic Development officers have also identified and resolved issues relating to gaps in the service to business clusters in urban areas, as well as extending the broadband voucher scheme to assist other -often isolated - businesses. The issue of how to enable the final 5% of business and residential premises to gain superfast speeds remains to be resolved but is treated as a priority by the Council and its partners with options expected to emerge over the coming months.
CBP3 8.2	"Rural Proof" significant new policies and initiatives to ensure they are equitable to rural residents	G	A	⇩	Currently this process is somewhat ad-hoc. Officers are working towards a more clearly defined and consistently applied approach.

**Cherwell District Council Business Plan : 2015/2016  
Sound Budgets and a Customer Focused Council - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 1 : Reduce the cost of providing our services through partnerships, joint working and other service delivery models.					
CBP4 1	Extend the Joint working Transformation Programme to include new service delivery methods/more services delivered in partnership, to enable the council to save money and maintain a low council tax (Pledge)	G	G	⇒	The Business Cases for Economic Growth, Transport and Finance were approved in October and will now be implemented. Communications Business Case is still subject to final sign off. Work has commenced on the Housing, Assets and Facilities Management feasibility studies. Work on a business case for Public Protection has commenced and a report is expected in November 2015. Work has also commenced on the business case for Community Development & Leisure Management and report is expected to Transformation Joint Working Group in February 2016. Programme of business cases for joint working is on track.
CBP 4 1.2	Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies	A	A	⇒	Business process change will be delivered through business cases for joint working. ICT harmonisation strategy is in place to deliver further savings.
CBP 4 1.3	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	⇒	No update on the electronic Document and Records Management System (EDRMS) or Land & Property systems this quarter. Stratford District Council went live on Civica Financials in October as planned, with CDC and SNC still on target for April 2016. All three councils are now using the new shared BACS and payment systems. The Lagan Customer Relationship Management (CRM) integration is currently being delayed by an issue with integrating with the existing land & property system. We expect to be able to resolve this one outstanding issue by end of October, ready for user acceptance testing early November. Application harmonisation is currently focused on a possible replacement for the Northgate HR & Payroll system which goes out of contract in February 2017 and drawing up a specification for a shared Revenues & Benefits application to potentially support a shared service in early 2017
CBP 4 1.4	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	A	A	⇒	Three way working remains on hold pending governance decisions from Stratford District Council.  The two way joint working programme is on track.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP 4 1.5	Make successful bids for external funding	G	G	⇒	The Business Support Unit is currently undertaking a corporate approach to monitor against external funding.
CBP 4 1.6	Maximise income through designing services that can attract a market	G	G	⇒	Work continues on how services can be developed to generate income. ICT and business support services are developing proposals.
CBP 4 1.7	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.	G	G	⇒	The 2015 /16 work programme will deliver two key projects - Citrix and Lync telephony for CDC. This will enable officers to work more flexibly from different locations and in doing so reduce non productive time spent travelling.
CBP 4 1.8	Review all ICT contracts to harmonise where possible to gain cost savings through economies of scale achieved through increased joint working	G	G	⇒	Along with reviewing the Microsoft Enterprise Agreement reviews are underway to re-procure the main communications links between the three councils and other maintenance contracts for hardware support.
Work to effectively communicate with local residents and businesses to better understand and respond to their needs					
CBP4 2.1	Continue to increase our use of social media to communicate with residents and local businesses	G	G	⇒	Both Facebook and Twitter continue to grow steadily and are regarded as key channels of communication. The 'reach' of the CDC facebook page in particular is greater than that of the traditional printed press. The annual Customer Satisfaction Survey returned 431 full responses and 138 partially completed responses. Of these: • Postal surveys – 326 • Email surveys – 87 complete (32 partially completed) • Web surveys –18 complete (106 partial completions)
CBP4 2.1a	Social media ratings : Facebook likes (cumulative) Target is 2015 actual for comparison	A Actual 7,565 Target 7,698	A Actual 7,870 Target 8,132	⇩	The team were shortlisted in two categories of the Local Authority Recycling Advisory Committee (LARAC) awards for the use of Facebook; Team of the Year, Recycling Officer and Best New Idea.
CBP4 2.1b	Social media ratings : Twitter followers (cumulative) Target is 2015 actual for comparison	A Actual 5,494 Target 5,853	R Actual 5,697 Target 6,402	⇩	Twitter continues to steadily grow organically. Scheduling of Twitter messages is now being undertaken to ensure that the page remains updated during the weekend.
CBP4 2.2	Continue to improve our website, and implement additional online services for customers and maintain the SOCITM rating of 3/4 stars (Pledge)	G	G	⇒	The CDC website continues to be maintained and new Achieve forms continue to be developed to assist with the channel shift agenda. At the same time information gathering meetings are taking place with all service areas to discuss the move to a new platform.



Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 2.3	Continue to develop our business focused communications	G	G	⇒	Monthly meetings with the Economic Development team continue and potential newsworthy stories identified. Promotion of the Job Clubs and Job Fairs has also increased resulting in the highest number of businesses attending and attracting a record number of job seekers.
Improve customer service through the use of technology and responding to customer feedback					
CBP4 3.1	Implement additional online services for customers and deliver a significant reduction in phone contact in relation to those services	G	G	⇒	Upgrade to Lagan Customer Relations Management (CRM) across both Councils is underway which will enable back office functionality for services as they come online. Work to assist services with their Channel Shift commitments continues in line with Transformation workstream.  Other work to support this measure includes input into Website development project and telephone directory project.
CBP4 3.2	Increased capacity to build service delivery processes suitable for online services	G	G	⇒	Upgrade to Lagan CRM across both Councils is underway which will enable back office functionality for services as they come online. Staffing review complete and recruitment is underway to ensure appropriate capacity, resilience and training to assist with Channel Shift agenda as well as Corporate drive to increase the use of Customer Services as the first point of contact.
CBP4 3.3	Bring about a measurable plan to increase significantly the proportion of our total customer demand that is met through self service	G	G	⇒	Working with ICT and Human Resources to further develop the telephone directory. The directory will be more accurate with photos of officers included and information regarding their role and where they sit within the organisational structure. This will assist self-service check in for visitors to the building. In addition Customer Services will be feeding into the Website development project to ensure that the site is built around the needs of the customer rather than a confusing myriad of information that may not be relevant to their enquiry.
CBP4 3.4	Target the reduction of avoidable contact from customers by improved information signposting, more information on line and improved letters and communications with clear, understandable instructions and information	G	G	⇒	Continue to work with Services and communications team to improve Web content, publications and letters to ensure the customer clearly understands what is being communicated without the need to contact the Council for clarity.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
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.					
CBP4 4.1	Deliver the rolling annual balanced budget setting of the financial plan (Medium Term Financial Strategy)	G	G	⇒	The formal budget setting process (incorporating the 5 year financial plan) has commenced.
CBP4 4.2	Deliver the savings targets £500,000 within the agreed timescales ( <b>Pledge</b> )	G	G	⇒	These were delivered for the budget setting process for 2015-16 and will feature in the process for 2016-17
CBP4 4.3	Develop a car parking strategy	G	G	⇒	Work continues with the consultants commissioned to identify the development potential for all the Councils car parks. Phase 1 has been completed, and this has led to a Phase 2, which is now developing a car park operating and investment strategy.
HR001/2/3	Sickness absence - average days lost per full time equivalent (FTE) (note: cumulative throughout the year : full year target 8 days)	G Actual 1.89 Target 2.00	G Actual 3.35 Target 4.00	↑	Good performance year to date with 3.35 days lost to sickness absence per full time equivalent. This is slightly down on 2.73% achieved in the same period last year. The short term sickness absence rate (1.90 days lost per fte) has not really changed in the last 12 months but there has been a substantial amount of long term cases with long term sickness absence accounting for 50.45% of absence, compared with 35% at the end of Q1 2014/15.
Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.					
CBP4 5.1	Develop and implement a commercial investment strategy, incorporating DTZ recommendations as adopted.	G	G	⇒	Update report was presented to Executive in September 2015, further update report on progress to follow in November 2015.
CBP4 5.2	Total of All Car Parking Revenue (Cash Machines & Ringgo only)	G Actual £339,563 Target £314,329	G Actual £343,911 Target £313,827	⇒	The income processed in Q2 is £30k more than budget and, when added to the £25.3k from Q1, results in the income being £55.3k ahead of budget at the half year.  Almost all the car parks in Banbury and Bicester are showing additional income when compared with the budget and the corresponding period last year.
Deliver below inflation increases to the CDC element of Council Tax					
CBP4 6.1	Percentage of council tax collected	G Actual 30.05% Target 30.00%	A Actual 58.19% Target 58.25%	↓	Due to the New Homes Bonus project we have identified a significant number of new properties. These have increased the total collectable Council Tax but the taxpayers have not yet started paying. Consequently, Council Tax collected has fallen behind Council Tax collectable resulting in the target miss. It is expected that the year end target of 98.25% will be met.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 6.2	Percentage of NNDR collected	<p style="text-align: center;">G</p> Actual 31.57% Target 31.50%	<p style="text-align: center;">A</p> Actual 58.28% Target 58.50%	↓	There have been a number of changes of ratepayer. The old ratepayers have stopped paying whilst the new ratepayers have not yet started. We would still expect the target of 98.50% to be met by the end of the year.

**Cherwell District Council : 2015/2016  
Equalities - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	DOT	Comments on Performance
<b>Theme 1 : Fair Access and Customer Satisfaction</b>					
CEQ1 1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇒	<p>A new corporate Consultation and engagement strategy is being prepared and will be complete by December 2015 to include a council specific action plan and how the council will engage with all community groups. The new Consultation Strategy will review use of the 'wall' as a method of capturing views, the responses from the 'Have Faith in Your Community' event being held on the 21 November 2015 will be considered.</p> <p>During this quarter preparation has been completed on the Event 'Have Faith in Community' which involves representation from faith communities and has been approved by the Inter Faith Group (national group). Meeting held with the Secretary of the Faith Forum Committee and agreed specific involvement. Planning to hold AGM in February 2016.</p> <p>The date of the next Disability Forum is the 9 April 2016 at Exeter Hall, Kidlington. In Q2 the council met with representation from the Deaf Community; Age UK; Oxfordshire Mind and NHS.</p>
CEQ1 2	To ensure that the Council's services are accessible to everyone and delivered at an excellent standard	G	G	⇒	<p>This quarter 13 Mystery Visits (MV) have been carried out across the 3 leisure centres during the July-September period. All MV reports are sent to General Manager at Parkwood and any improvements are addressed by the centre management teams. Monitoring of these actions is undertaken by Officers to ensure quality and response times are fully met. The housing department undertake a range of measures to ensure that the services provided meet the local needs of Cherwell residents. The Rural Manager and the Lead Member have met on a regular basis to discuss a range of topics that have particular relevance to rural parishes. Recently they have been discussing the Oxfordshire County Council review of rural transport support. No complaints have been received in relation to any of the protected characteristics.</p>
<b>Theme 2 : Tackling Inequality and Deprivation</b>					
CEQ2 1	Continue to deliver the 'Breaking the Cycle of Deprivation' projects	G	G	⇒	<p>New 2015/16 Brighter Futures priorities established around child poverty, health inequalities, employability and supporting the most vulnerable. Workshop preparation underway. On-going theme work as per previous years.</p>
<b>Theme 3 : Building Strong Communities</b>					
CEQ3 1	Improve opportunities for community groups to work together and build strong community relations	G	G	⇒	<p>Membership of both Bicester and Banbury Independent Advisory Groups (IAG); The second meeting of the Bicester IAG took place during Q2 with the Consultation &amp; Engagement Officer in attendance.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	DOT	Comments on Performance
CEQ3 2	Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.	G	G	⇒	<p>Membership of both Bicester and Banbury Independent Advisory Groups (IAG). Several new initiatives and engagement exercises around Child Sexual Exploitation (CSE) have now taken place with police and other partners. The Cherwell community safety partnership is in the process of re writing its rolling plan, which should be in place by December. The emphasis of this plan will be to move away from traditional police crime issues and focus on more societal issues such as CSE and preventing terrorism.</p> <p>Participation in the Operation Reportage learning review with Oxfordshire County Council partners. Embedding the See it Report it system at CDC. Implementing and completing the internal Safeguarding review, to be viewed by Executive during November 2015</p>
CEQ3 3	Continue to increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	⇒	<p>Artist led sessions in Q2 with community groups through the Taking Part scheme with Older people, those living with Alzheimer's or Parkinsons, young children and children with disabilities.</p>
<b>Theme 4 : Positive Engagement and Understanding</b>					
CEQ4 1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇒	<p>Cherwell Youth Website updated weekly. New online forms available for young to engage in the new Activator challenges launched this Summer.</p> <p>On going lead for Cherwell School - All schools have rep's linked to the Oxfordshire Youth Parliament (4 Forums delivered to date)</p> <p>New "Members into schools" initiative launched for democracy week (12th-16th Oct) All secondary schools will have an allocated member to make links to local members and young people. Members will be in schools during local democracy week running workshops &amp; Q&amp;A sessions</p> <p>OCC Action plan on going - Banbury &amp; Bicester youth partnerships and Cherwell Play Partnership merged to be more effective as one body to deliver this in the future.</p>
CEQ4 2	Explore and establish links with minority representation/community groups to help us improve our services	G	G	⇒	<p>Outreach officers continue to attend Food banks, Job Clubs and Community Events to provide access and signposting to Council Services as well as the services of other partner organisations.</p> <p>Additional work this quarter includes hosting a meeting with other council services and partners that provide similar services to share best practice and improve service.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	DOT	Comments on Performance
CEQ4 3	Raise Cherwell District Council Employees and Partners awareness of diversity within our community	G	G	⇒	The Female Genital Mutilation (FGM) briefing was well attended by partners and staff and the feedback was positive. The following event on Think Prevent was attended by mostly outside agencies and a follow up meeting to plan for engagement with the Police Prevent team occurred on 1st October. The next Knowing Communities will be in 2016.
Theme 5 : Demonstrating our Commitment to Equality					
CEQ5 1	Ensure the Council meets all government requirements	G	G	⇒	Cherwell District Council remains compliant and aware of legislation and duties associated with the Equality Act 2010 and the specific duties to Local Authorities.
CEQ5 2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	Equality self assessment to start at the end of 2015/2016.

## Significant Partnerships 2015/2016 : Quarter 2 / Mid Year

Partnerships reports six-monthly	31/03/2015 Year End Position	30/09/2015 Mid Year Position	DoT	Comments on Performance
<b>Sub-Regional Partnerships</b>				
Health and Well Being Partnership Board (H&WB)	G	G	⇒	On-going work to tackle key Oxfordshire issues. Health Inequalities Commission to be set up. Remaining concern about the low level improvement in delayed discharges from hospital which creates more cost and service pressure on secondary care. Healthwatch very active in driving improvements.
Oxfordshire Safer Community Partnership (OSCP)	G	G	⇒	Oxfordshire Safer Communities Partnership (OSCP) continues to provide the link between the Cherwell Safer Communities Partnership and the Police and Crime Commissioner. The OSCP provides overarching strategy and direction. Cherwell Safer Communities Partnership (CSCP) continues to support OSCP with attendance and reporting progress on all OSCP priorities. Currently Child Sexual Exploitation and Prevent are undergoing review.
Local Enterprise Partnerships (LEP) (Oxfordshire)	G	G	⇒	EU funding awarded, awaited.
Local Enterprise Partnerships (LEP) (South Midlands)	G	G	⇒	Extends service of Eco Development team with Business Advisers for Business.  Content of Banbury Vision discussed with OXLEP.
<b>Cherwell-specific Partnerships</b>				
Cherwell Local Strategic Partnership (LSP)	A	G	↑	Officers are currently considering (given the very limited support resource available to the LSP Board) how to maintain the value of the partnership by securing appropriate breadth of agenda and senior level engagement.
Cherwell Safer Community Partnership (CSCP)	G	G	⇒	Cherwell Safer Communities Partnership is undergoing a review of its action plan, with the arrival of a new police commander. Consultation has taken place and workshops have created a draft action plan, which focuses more on accountability. It is hoped that the plan will be in action by December.

## Significant Partnerships 2015/2016 : Quarter 2 / Mid Year

Partnerships reports six-monthly	31/03/2015 Year End Position	30/09/2015 Mid Year Position	DoT	Comments on Performance
Cherwell M40 Investment Partnership (CHIP)	G	G*	↑	Considerable success is now being recorded through property completions and job creation as the result of support provided over recent years in partnership with businesses, commercial property agents and developers. Retail, logistics and manufacturing companies have also worked with the job match and job fairs co-ordinated by CDC to expand their workforce and skills. Further developments currently in the 'pipeline' are expected in the coming months.
Banbury Town Centre Partnership (BTCP)	G	G	⇒	The BTCP receives input from the Town Centre Coordinators appointed using Portas funding. 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	G	⇒	Bicester Vision partnership continues to meet quarterly and the Council continues to review its objectives and outcomes for the annual investment made
Homelessness Strategy Partnership	G	G	⇒	<p>Funding agreements to work in partnership to prevent homelessness are in place with, Citizens Advice Bureau (Specialist Housing Advice service), Reducing the Risk (Domestic Abuse Support), The Hill (Family focussed homeless prevention), BYHP (young people's housing advice), Bicester Salvation Army and Banbury Beacon Centre (support and advice for rough sleepers and those vulnerably housed), Connections - Outreach for rough sleepers including assessment and triage which operates alongside their Oxfordshire County Council contract to provide floating support (tenancy sustainment) in Cherwell.</p> <p>We continue to closely monitor these agreements to help prevent homelessness within the district and meet quarterly with each partner to discuss their work and any support that the housing department can offer to improve services further. The continued work done by partners has helped us to ensure homelessness within the district is prevented whenever possible.</p> <p>The Housing Team will be refreshing the Homeless Action Plan for 216/17 to confirm the partnership working to help prevent homelessness with Cherwell and will be submitting a report to Executive on 30 November 2015.</p>



## Significant Partnerships 2015/2016 : Quarter 2 / Mid Year

Partnerships reports six-monthly	31/03/2015 Year End Position	30/09/2015 Mid Year Position	DoT	Comments on Performance
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	⇒	<p>Quarterly meetings are held with Registered Providers (RPs) operating within the District to share best practice on all housing management issues and to develop and align partnership working in Cherwell. We invite officers from various council departments representing Customer Services, Housing Benefits and Community Safety to attend as appropriate and will be focusing on safeguarding as a specific subject at the next meeting to ensure everyone is aware of their responsibilities and who to contact.</p> <p>RP's performance is monitored through quarterly lettings reports requested from all RPs in the district to ensure that properties are being let in line with the Council's Allocations Scheme and Nominations agreements. We continue to ensure that we share information with all RPs on the implementation of Universal Credit and Cherwell developments in Welfare Reform including Credit Union which they are very keen to be aware of as well as other recent changes in legislation affecting both the Council and housing sector. It is intended to develop and introduce a new appraisal system to monitor RPs operating in Cherwell in 2015/16.</p>
NW Bicester Strategic Delivery Board	G	G	⇒	The Strategic Delivery Board continues to meet on a quarterly basis and in 2016 is due to review it's terms of reference and progress
Banbury Brighter Futures	G	G	⇒	New 2015/16 Brighter Futures priorities established around child poverty, health inequalities, employability and supporting the most vulnerable. Workshop preparation underway. On-going theme work as per previous years.

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## Cherwell District Council

### Executive

30 November 2015

<p><b>Quarter 2 2015-16 – Revenue and Capital Budget Monitoring Report</b></p>
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### Report of Director of Resources

This report is public

#### Purpose of report

This report summarises the Council's Revenue and Capital position as at the end of the first six months of the financial year 2015-16 and projections for the full 2015/16 period.

#### 1.0 Recommendations

The Executive is recommended:

- 1.1 To note the projected revenue and capital position at September 2015.

#### 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 formulated in conjunction with the joint management team and reported formally to the Budget Planning Committee on a quarterly basis. The report is then considered by the Executive.
- 2.2 The revenue and capital expenditure in quarter 2 has been subject to a detailed review by Officers.

#### 3.0 Report Details

##### Projected Revenue Outturn

- 3.1 At quarter one the Council is projecting an underspend of £359,000 at the year end. Analysis by directorate can be found in Appendix 1.

**SUMMARY by SERVICE AREA**

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	Concern Key	Budget £000's	Projected £000's	Variance (Under) / Over £000's	Concern Key
Bicester Regeneration projects	(315)	(315)	0	G	(311)	(311)	0	G
<b>BICESTER REGENERATION PROJECTS Total</b>	<b>(315)</b>	<b>(315)</b>	<b>0</b>	<b>G</b>	<b>(311)</b>	<b>(311)</b>	<b>0</b>	<b>G</b>
Community Services	1,797	1,639	(158)	A	5,328	5,128	(200)	A
Environmental Services	2,261	2,489	228	R	4,672	5,030	358	R
<b>COMMUNITY &amp; ENVIRONMENT Total</b>	<b>4,058</b>	<b>4,128</b>	<b>70</b>	<b>A</b>	<b>10,000</b>	<b>10,158</b>	<b>158</b>	<b>R</b>
Chief Executives	298	337	39	R	409	459	50	R
<b>CHIEF EXECUTIVES Total</b>	<b>298</b>	<b>337</b>	<b>39</b>	<b>R</b>	<b>409</b>	<b>459</b>	<b>50</b>	<b>R</b>
Strategic Planning & the Economy	679	674	(5)	G	553	523	(30)	A
Public Protection & Development Management	211	(196)	(407)	A	630	(326)	(956)	A
Regeneration & Housing	856	983	127	R	1,801	2,056	255	R
<b>DEVELOPMENT Total</b>	<b>1,746</b>	<b>1,461</b>	<b>(285)</b>	<b>A</b>	<b>2,984</b>	<b>2,253</b>	<b>(731)</b>	<b>A</b>
Transformation	614	545	(69)	A	1,098	1,000	(98)	A
Finance & Procurement	78	(42)	(120)	A	238	17	(221)	A
Law & Governance	586	563	(23)	A	910	871	(39)	A
ICT	677	706	29	R	1,300	1,352	52	R
<b>RESOURCES Total</b>	<b>1,955</b>	<b>1,772</b>	<b>(183)</b>	<b>A</b>	<b>3,546</b>	<b>3,240</b>	<b>(306)</b>	<b>A</b>
<b>COST OF SERVICES</b>	<b>7,742</b>	<b>7,383</b>	<b>(359)</b>	<b>A</b>	<b>16,628</b>	<b>15,799</b>	<b>(829)</b>	<b>A</b>

**Concern Key**

Overspent more than 2.5% of budget	R
Underspent more than 2.5% of budget	A
Overspent between 1.5% and 2.5% of budget	A
Anything else	G

3.2 The most significant factors in the half year position are:

- Planning Fee income is significantly higher than was anticipated in the budget.
- Recycling income is lower than expected, both in terms of the price received for recycled waste and in terms of the quantity of recycling produced.
- There are salary savings in a number of services because of vacant posts.

3.3 **Projected Capital Outturn**

Directorate	BUDGET £000	BUDGET ADJTS £000	APPROVED BUDGET £000	ACTUAL YTD £000	PROJECTED OUTTURN £000	SLIPPAGE REQUEST ED £000	PROJECTED VARIANCE £000
Bicester Regeneration Projects Total	23,333	9,884	33,217	4,025	24,034	9,183	0
Community & Environment Total	1,845	2,177	4,022	384	1,271	2,738	(13)
Resources Total	324	517	841	164	74	644	(123)
Development Total	1,875	12,673	14,548	5,934	14,572	0	24
<b>Total</b>	<b>27,377</b>	<b>25,251</b>	<b>52,628</b>	<b>10,507</b>	<b>39,951</b>	<b>12,565</b>	<b>(112)</b>

The net Capital projection as at September 2015 is within budget tolerances. The slippage will be reviewed by the Budget Planning Committee as part of the budget process.

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

- 4.1 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.

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.

## **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 2015-16 Financial Targets for Revenue and Capital. 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: George Hill, Corporate Finance Manager  
[george.hill@cherwellandsouthnorthants.gov.uk](mailto:george.hill@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

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

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

### **Risk management**

- 7.3 The position to date highlights the relevance of maintaining a minimum level of reserves and budget contingency to absorb the financial impact of changes during the year. Any increase in risk will be escalated through the corporate risk register.

Comments checked by: Jo Pitman, Head of Transformation  
[Jo.pitman@cherwellandsouthnorthants.gov.uk](mailto:Jo.pitman@cherwellandsouthnorthants.gov.uk)

### **Equality and Diversity**

7.4 Impact assessments were carried out in advance of setting the 2015-16 budget.

Comments checked by: Jo Pitman, Head of Transformation  
[Jo.pitman@cherwellandsouthnorthants.gov.uk](mailto:Jo.pitman@cherwellandsouthnorthants.gov.uk)

## **8.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** No

**Community Impact Threshold Met:** No

### **Wards Affected**

All

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

All

### **Lead Councillor**

Councillor Ken Atack – Lead Member for Financial Management

### **Document Information**

<b>Appendix No</b>	<b>Title</b>
1	Directorate Analysis
<b>Background Papers</b>	
None	
<b>Report Author</b>	Paul Sutton, Head of Finance and Procurement
<b>Contact Information</b>	03000 030106 <a href="mailto:Paul.sutton@cherwellandsouthnorthants.gov.uk">Paul.sutton@cherwellandsouthnorthants.gov.uk</a>

**CHERWELL DISTRICT COUNCIL**  
**MANAGEMENT ACCOUNTS AS AT SEPTEMBER 2015**

**BICESTER REGENERATION PROJECTS SUMMARY**

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	Concern Key	Budget £000's	Projected £000's	Variance (Under) / Over £000's	Concern Key
Bicester Regeneration Projects	(315)	(315)	0	G	(311)	(311)	0	G
<b>BICESTER REGENERATION PROJECTS</b>	<b>(315)</b>	<b>(315)</b>	<b>0</b>	<b>G</b>	<b>(311)</b>	<b>(311)</b>	<b>0</b>	<b>G</b>

Reasons for major variance :

Concern Key (based on YTD budget)

Overspent more than 2.5% of budget	R
Underspent more than 2.5% of budget	A
Overspent between 1.5% and 2.5% of budget	A
Anything else	G

**CHERWELL DISTRICT COUNCIL**  
**MANAGEMENT ACCOUNTS AS AT SEPTEMBER 2015**

**COMMUNITY AND ENVIRONMENT SUMMARY**

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	Concern Key	Budget £000's	Projected £000's	Variance (Under) / Over £000's	Concern Key
Community Services	1,797	1,639	(158)	A	5,328	5,128	(200)	A
Environmental Services	2,261	2,489	228	R	4,672	5,030	358	R
<b>COMMUNITY &amp; ENVIRONMENT Total</b>	<b>4,058</b>	<b>4,128</b>	<b>70</b>	A	<b>10,000</b>	<b>10,158</b>	<b>158</b>	R

**Reasons for major variance :**

**Community Services**

There are vacant posts currently across all teams in the service. In addition there is extra Recreation and Sport income.

**Environmental Services**

Significant additional agency staff are required to cover for long-term sickness. There is a reduction in income from recycled waste because of both a reduction in the price paid to the Council, and the amount collected.

**Concern Key (based on YTD budget)**

Overspent more than 2.5% of budget	R
Underspent more than 2.5% of budget	A
Overspent between 1.5% and 2.5% of budget	A
Anything else	G

|



**CHERWELL DISTRICT COUNCIL**  
**MANAGEMENT ACCOUNTS AS AT SEPTEMBER 2015**

CHIEF EXECUTIVE

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	Concern Key	Budget £000's	Projected £000's	Variance (Under) / Over £000's	Concern Key
Chief Executives	298	337	39	R	409	459	50	R
<b>CHIEF EXECUTIVES Total</b>	<b>298</b>	<b>337</b>	<b>39</b>	<b>R</b>	<b>409</b>	<b>459</b>	<b>50</b>	<b>R</b>

Reasons for major variance :

**Chief Executives**

Agency staff costs are higher than budgeted

Concern Key (based on YTD budget)

Overspent more than 2.5% of budget	R
Underspent more than 2.5% of budget	A
Overspent between 1.5% and 2.5% of budget	A
Anything else	G

**CHERWELL DISTRICT COUNCIL**  
MANAGEMENT ACCOUNTS AS AT SEPTEMBER 2015

DEVELOPMENT SUMMARY

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	Concern Key	Budget £000's	Projected £000's	Variance (Under) / Over £000's	Concern Key
Strategic Planning & the Economy	679	674	(5)	G	553	523	(30)	A
Public Protection & Development Management	211	(196)	(407)	A	630	(326)	(956)	A
Regeneration & Housing	856	983	127	R	1,801	2,056	255	R
<b>DEVELOPMENT Total</b>	<b>1,746</b>	<b>1,461</b>	<b>(285)</b>	A	<b>2,984</b>	<b>2,253</b>	<b>(731)</b>	A

**Reasons for major variance :**

**Strategic Planning & the Economy**

There will be various small underspends in a number of budgets by year end

**Public Protection & Development Management**

Planning Fees Income is significantly above budget at the half year point, and this is expected to continue for the rest of the year.

**Development**

**Regeneration & Housing**

There are significantly higher staff costs because of agency staff used to fill vacant posts. Also, reduced income because of vacant commercial units.

**Concern Key (based on YTD budget)**

Overspent more than 2.5% of budget	R
Underspent more than 2.5% of budget	A
Overspent between 1.5% and 2.5% of budget	A
Anything else	G

**CHERWELL DISTRICT COUNCIL**  
**MANAGEMENT ACCOUNTS AS AT SEPTEMBER 2015**

**RESOURCES**

	Actual v Profile				Projected v Budget			
	Budget YTD £000's	Actual YTD £000's	Variance (Under) / Over £000's	Concern Key	Budget £000's	Projected £000's	Variance (Under) / Over £000's	Concern Key
Transformation	614	545	(69)	A	1,098	1,000	(98)	A
Finance & Procurement	78	(42)	(120)	A	238	17	(221)	A
Law & Governance	586	563	(23)	A	910	871	(39)	A
ICT	677	706	29	R	1,300	1,352	52	R
<b>RESOURCES Total</b>	<b>1,955</b>	<b>1,772</b>	<b>(183)</b>	<b>A</b>	<b>3,546</b>	<b>3,240</b>	<b>(306)</b>	<b>A</b>

**Reasons for major variance :**

**Transformation**

There are savings in employee costs because of vacancies.

**Finance & Procurement**

Savings in employee costs, but also a significant increase in the recovery of court summons costs and benefit overpayments.

**Law & Governance**

Higher than anticipated income from successful legal cases and personal search fees

**ICT**

Additional cost of software, which was not anticipated when the budget was set .

**Concern Key (based on YTD budget)**

Overspent more than 2.5% of budget	R
Underspent more than 2.5% of budget	A
Overspent between 1.5% and 2.5% of budget	A
Anything else	G

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## Cherwell District Council

### Executive

30 November 2015

#### South West Bicester Sports Village

### Report of Director of Community and Environment

This report is public

The appendix to this report is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972

#### Purpose of report

To consider the progress and latest position regarding the project.

#### 1.0 Recommendations

The Executive is recommended:

- 1.1 To note the progress and activities of the project;
- 1.2 To support the actions taken to secure the earliest external funding contribution and delivery of the 3G artificial turf pitch; and
- 1.3 To receive a further report on 1 February 2016 on the capital cost of the project following receipt of construction tenders and the delivery of the project in 2016.

#### 2.0 Introduction

- 2.1 The project is currently in its procurement phase having undergone several reviews to balance project objectives with design, external capital funding, planning, Bicester Town Council support and cost parameters. This report provides the Executive with the latest position on these aspects.
- 2.2 The Phase 1 works to establish the pitches and the site perimeter treatment are almost completed. This report therefore concentrates on the Phase 2 works.

#### 3.0 Report Details

##### Phase 2 Planning Application

- 3.1 The planning application for Phase 2 was submitted on 1 September 2015 and is currently undergoing consultation. The formal consultation period ends on 12

November 2015 and subject to the representations received, it is hoped that this will be considered by the Planning Committee on the 26 November 2015. Significant dialogue as already been undertaken with the statutory consultees during the development of the project in order to try to meet this determination timescale as the outcome needs to feed into the construction tender submission process.

### **Procurement of a Construction Contractor**

- 3.2 The tender documents were issued week commencing 2 November 2015 with a tender return deadline of 18 December 2016. As stated above, the timing of this is intended to coincide with the anticipated outcome of the planning application process in order that any planning conditions with construction and/or cost implications, can be included in the submissions and the evaluation process. It is not possible for the tender evaluation process to be completed before Christmas for Executive consideration in early January, so it is intended that the Executive meeting on 1 February will receive a report on the outcome of this.
- 3.3 This decision making timescale is important as, subject to the construction timetable which will be contained within the tenders, it is anticipated that the phase 2 construction will be complete by end of August 2016 to allow use of the facilities for the 2016/17 winter season.

### **External Funding Application**

- 3.4 The primary external funding application is to the Football Foundation for approximately half the cost of the 3G artificial pitch. This application is dependent on planning permission and other partnership funding. The partnership funding is built in to the approved capital cost as reported previously. However, the Football Foundation has indicated that they are reviewing their priorities for future external funding applications and will announce in March 2016 the outcome of this. From informal dialogue to date and the fact that the Football Foundation has instructed their officials to continue to develop such schemes, it is expected that funding for 3G artificial turf pitches will remain a near top priority but this will not be confirmed until March 2016. Following this, the earliest that the Football Foundation will consider new funding applications will be May 2016 but again this requires confirmation in March 2016.
- 3.5 Given that the inclusion of the 3G pitch in the Sports Village project is so important to maximise sporting benefit from the project and to Bicester Town Council in relation to minimising net revenue costs from the operation, the Project Board's view is that this needs to be progressed as soon as possible to be available for as much of the 2016/17 winter season as is possible. In order to do this and subject to the Football Foundation decisions in March 2016, it has been agreed that the procurement of the 3G pitch should be progressed at risk and in parallel with the funding application process. This will then mean that when a hopefully successful funding decision is made, not only are the costs certain but the construction of the 3G pitch can commence very soon after such a decision as the procurement process will have already been completed.
- 3.6 Such an approach is acceptable to the Football Foundation and carries little procurement cost given the Football Foundation procurement framework will need to be used to meet grant eligibility which already has established specifications.

## **Stage 4 Capital Cost Plan**

- 3.7 The Stage 4 Cost Plan has now been produced and has the most accurate cost assessment of the latest phase 2 project requirements following extensive project consultation and development prior to actually receiving tendered bids. This plan is based on the cost consultants experience and knowledge of the market and is expected to reflect a mid-tender point.
- 3.8 The details of the plan are included in the exempt appendix to this report.

## **The Role and Current Position of Bicester Town Council in the Project**

- 3.9 The Executive will be aware that the project has been approach in a way which this Council delivers the sports village as a project through capital funding and procurement activities which provide significant, local sports pitches to the town which are then managed and funded by the Town Council consistent with other local sports pitch provision. Therefore, the Town Council has played a significant role in the activities of the Project Board from project inception and has contributed to the design, construction and management procurement processes, the latter of which this Council is undertaking on behalf of the Town Council.
- 3.10 The latest position in relation to the procurement of a management contractor, is that both parties have agreed the documentation as the basis of the tender process which outlines the operational aspects on the Town Council's behalf and have exchanged estimated costs of the operation which will be confirmed when the management contract tender returns are received. Given the long term nature of the service provision, it is proposed that this Council provides the Town Council with either a long lease or offers the freehold (consistent with the Council's emerging asset management strategy) to be used to effectively underpin the Town Council's role and provide it with sufficient security of tenure for long term building maintenance purposes. This Council's investment in the facilities can be protected through a freehold covenant or appropriate lease clauses. Also offered to the Town Council is officer support for leisure contract management and site inspections/monitoring similar to what officers undertake at Bicester Leisure Centre.

## **Management and Operating Contract**

- 3.11 Documents have been drafted by Council officers on behalf of the Town Council. This is to enable an operating contract to be let by the Town Council which reflects the most suitable arrangement as determined by the Project Board to maximise the use of the facilities in the most cost effective way. It is intended to advertise this contract in December with the plan to have an operator appointed before practical completion of the construction contract in order to inform the final design and fit out elements and to have sufficient familiarity with the premises before commencing the operation.
- 3.12 The primary challenge of this is to adequately reflect the uncertainty of knowing the nature of the intended education use and how to best allow for this without incurring additional unnecessary cost or eliminating other valuable non-school use income sources. The intention of the County Council is to seek bids in 2016 for a sports academy subject to soft market testing in early 2016. A sports academy is a clear complementary educational use for the sports village but the extent of that use and the means by which is secured eg priority user, formal agreement etc cannot be

established at this time. Both councils are therefore trying to maintain as much flexibility as is possible in the operating contract without creating undue cost for the Town Council.

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

- 4.1 The project is progressing in a way which addresses the many components of the project and the different procurement and other processes, many of which need to run concurrently but which influence each other.

#### **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 It is intended that the Executive will consider the evaluation of construction tenders t which will detail any capital adjustments required. If an increase in cost over the approved capital budget results, then the Council will need to consider this and possibly as part of its 2016/17 capital programme.

Comments checked by:

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

##### **Legal Implications**

- 7.2 The key legal implications arising from this report relate to the need to procure and let a number of contracts and the letting of a potential lease from this Council to the Town Council. Law and Governance continues to provide support 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 and surrounding wards

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

A Safe, Healthy and Thriving District - Commence Phase 2 pavilion works for South West Bicester Sports Village.

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 - Deliver the SW Bicester Phase 2 (sports pavilion and 3G pitch).

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

<b>Appendix No</b>	<b>Title</b>
Exempt Appendix 1	Stage 4 Capital Cost Plan
<b>Background Papers</b>	
None	
<b>Report Author</b>	Ian Davies, Director of Community and Environment
<b>Contact Information</b>	03000030101 ian.davies@cherwellandsouthnorthants.gov.uk

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

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