

Public Document Pack



Committee: Executive
Date: Monday 7 March 2016
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 - 16)

To confirm as a correct record the Minutes of the meeting held on 1 February 2016.

6. Chairman's Announcements

To receive communications from the Chairman.

7. Kidlington Masterplan - Draft Supplementary Planning Document (Pages 17 - 60) **6.35pm**

** Please note that due to the size of the document, appendix 1 to this report will be published and circulated separately to the main agenda pack **

Report of Head of Strategic Planning and the Economy

Purpose of report

To seek approval of a draft Kidlington Masterplan for formal consultation.

Recommendations

The meeting is recommended:

- 1.1 To approve the Draft Kidlington Framework Masterplan for formal public consultation.
- 1.2 To authorise the Head of Strategic Planning and the Economy to make any necessary minor and presentational changes to the issues paper before formal consultation commences.

8. Local Enforcement Plan (Pages 61 - 86) **6.45pm**

Report of Head of Development Management

Purpose of report

To consider the Local Enforcement Plan.

Recommendations

The meeting is recommended:

- 1.1 To adopt the Local Enforcement Plan (Appendix 1).

9. Queen Elizabeth II's 90th Birthday Celebration Grants (Pages 87 - 92) **6.55pm**

Report of Director of Operational Delivery

Purpose of report

To consider a grant scheme to encourage community celebrations of Her Majesty Queen Elizabeth II's 90th year.

Recommendations

The Executive is recommended:

- 1.1 To agree the grant scheme as outlined in the report.

10. New Homes Bonus Draft Consultation Response (Pages 93 - 128) 7.05pm

Report of Director of Resources

Purpose of report

To consider a draft response to the Government's consultation exercise on New Homes Bonus.

Recommendations

The meeting is recommended to:

- 1.1 Consider the Government's consultation document "New Homes Bonus: Sharpening the Incentive" attached at Appendix 1.
- 1.2 Consider the draft response to be submitted by this Council as set out in Appendix 2.
- 1.3 To delegate authority to the Director of Resources, in consultation with the Lead Member for Financial Management, to finalise the response for submission to the Government by 10 March 2016.

11. Performance Management Framework 2015/16 Quarter 3 Report (Pages 129 - 166) 7.15pm

Report of Head of Transformation

Purpose of report

To present the Council's performance for the period 01 October – 31 December 2015 (quarter three), as measured through the performance management framework.

Recommendations

The meeting is recommended:

- 1.1 To note the achievements referred to in paragraph 3.1 (Table 1).
- 1.2 To identify any performance related matters for review or consideration in future reports identified in paragraph 3.1 (Table 2).
- 1.3 To note any oral feedback on performance issues from Overview & Scrutiny Committee at its meeting on 23 February 2016 provided directly to the Leader.

12. Quarter 3 2015-16 - Revenue and Capital Budget Monitoring Report 7.20pm
(Pages 167 - 176)

Report of Director of Resources

Purpose of report

To summarise the Council's Revenue and Capital position as at the end of the first nine months of the financial year 2015-16 and projections for the full 2015/16 period.

Recommendations

The meeting is recommended:

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

(Meeting scheduled to close at 7.25pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to

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

Declarations of Interest

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

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

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

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

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

Evacuation Procedure

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Access to Meetings

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Mobile Phones

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

Queries Regarding this Agenda

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

Sue Smith
Chief Executive

Published on Friday 26 February 2016

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 1 February 2016 at 6.30 pm

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

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

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

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

Apologies for absence: Councillor Kieron Mallon, Lead Member for Banbury Futures

Officers: Sue Smith, Chief Executive
Ian Davies, Director of Operational Delivery
Kevin Lane, Head of Law and Governance / Monitoring Officer
Paul Sutton, Head of Finance and Procurement
Adrian Colwell, Head of Strategic Planning and the Economy, for agenda items 8, 9, 10 and 11
Nicola Riley, Shared Interim Community Partnerships and Recreation Manager, for agenda item 7
Natasha Clark, Team Leader, Democratic and Elections

105 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

107 **Urgent Business**

There were no items of urgent business.

108 **Minutes**

The minutes of the meeting held on 4 January 2016 were agreed as a correct record and signed by the Chairman.

109 **Chairman's Announcements**

The Chairman made the following announcement:

1. 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.

110 **Banbury Museum Trust Development**

The Director of Operational Delivery submitted a report which provided an update on the Banbury Museum Trust

Bob Langton, Chairman, and Simon Townsend, Director, of the Banbury Museum Trust gave a presentation which provided an update on progress made since the formation of the Trust and outlined the emerging plans for development both of the site and the programme.

The Leader thanked Mr Langton and Mr Townsend for their presentation, their work with the Trust and wished them well with the future plans.

Resolved

- (1) That the report be noted.
- (2) That the development plans of the Banbury Museum Trust be supported.

Reasons

Banbury Museum is entering into the next exciting phase to provide residents with a first class Museum service that builds upon the strong foundations and sound financial management established by Cherwell District Council and capitalises on the wider range of possibilities now available as a charitable trust with a strong and committed independent board. Supporting the development plans of the Trust aligns with the corporate growth objectives of The Council

Alternative options

Option 1: Not agree the development plan. That will be a matter for the Executive to determine. To date, officer and Lead Member support has been

given. There is also a need to be mindful of the fact that the development plan is not the Council's but the Council as landlord does have an influence.

111 **Community Spaces and Development Study**

The Director of Operational Delivery submitted a report which sought approval of the Community Spaces and Development Study basis for developing CDC's community development approach in new neighbourhoods.

The Local Strategic Partnership had been instrumental in framing and commissioning a study to better evidence the need for neighbourhood community spaces and development activity across the District, in line with the development plans identified by the Local Plan. The study also proposed a model for community development activity to be undertaken in the establishment of thriving and well integrated new neighbourhoods.

Resolved

- (1) That the Community Spaces and Development Study be approved as a basis for developing CDC's community development approach in new neighbourhoods.
- (2) That the principle of housing developers contributing to CDC co-ordinated community development work, to establish thriving and well integrated new neighbourhoods across the District be agreed.
- (3) That the principle of housing developers providing new (or contributing to the expansion of existing) neighbourhood community halls, based on an allocation of community space per head of proposed population be agreed.

Reasons

Through the commissioning of this report Cherwell District Council has been able to:

- Determine a sound basis for the calculation of developer contributions towards community spaces (either the construction of new space or the extension and improvement of existing spaces).
- Present a comprehensive analysis of existing community spaces that can be updated annually to inform future development requirements.
- Present a requirement for community development activity to ensure new residents are integrated and engaged in the life of their new neighbourhood
- Identify further research opportunities into the ownership and management of community buildings to coincide with the Cherwell District Council Asset Review

Pending the Developer Contributions SPD, the findings and recommendations of this study can be used as a basis for negotiations on planning applications.

Alternative options

Option 1: Not develop standards for the provision of indoor community recreation.

Reason: Without evidence to justify them, developers would be likely to contest contribution requests, resulting in new neighbourhoods having no, or inadequate community hall space.

Option 2: Not develop standards for the provision of community development activity.

Reason: Without evidence to justify them, developers would be likely to contest contribution requests, leading to new neighbourhoods struggling to develop as thriving, well integrated communities.

112 **North West Bicester Supplementary Planning Document (SPD)**

The Head of Strategic Planning and the Economy submitted a report to update the Executive on the outcome of the recent consultation on the draft North West Bicester Supplementary Planning Document (SPD) and associated documents, and allow the Executive to consider whether to recommend that the Council adopts the SPD (as amended) as a Supplementary Planning Document.

In introducing the report, the Lead Member for Planning advised Executive that a consultation response had been received from the Environment Agency after the publication of the agenda.

The Lead Member for Planning explained that as it was too premature to consider Local Management Organisations (LMOs) at this stage, he was proposing that all references to LMOs would be removed from the SPD.

Executive thanked all officers involved in the drafting of the SPD for their hard work.

Resolved

- (1) That the progress in preparing the North West Bicester SPD since the update report to the Executive on 1 June 2015 be noted.
- (2) That the response to the representations received and resulting changes made to the SPD and Statement of Consultation be agreed.
- (3) That, subject to the removal of all reference to Local Management Organisations, Full Council be recommended to resolve to adopt as a Supplementary Planning Document the North West Bicester SPD in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012.
- (4) That authority be delegated to the Head of Strategic Planning and the Economy prior to the publication of the Supplementary Planning Document, to compile the final document subject to the removal of all reference to Local Management Organisations, incorporate the

updated text and illustrations, and correct any minor spelling or grammatical errors.

Reasons

This report updates the Executive on the further work that has been completed to progress the SPD to adoption. Following further consultation on the North West Bicester SPD at the end of 2015 the final version of the North West Bicester SPD has been prepared. The consultation has not identified any new issues that have not already been considered in the production of the draft SPD. It is recommended that the Executive recommend to Full Council to resolve to formally adopt the SPD, with delegated authority to the Head of Strategic Planning and the Economy to compile the final SPD for publication combining the amended text with illustrations, and correct any minor spelling or grammatical errors.

The inclusion of Local Management Organisations (LMOs) is premature and therefore all reference to LMOs will be removed from the SPD submitted to Full Council.

Alternative options

Option 1: To not progress the preparation of the North West Bicester SPD and rely only on the adopted Cherwell Local Plan 2011-2031 Policy Bicester 1 – rejected given the general support for the content of the SPD, and its role in guiding the preparation of planning applications and as informal detailed guidance in determining planning applications.

113

Community Infrastructure Levy (CIL) Preliminary Draft Charging Schedule

The Head of Strategic Planning and the Economy submitted a report to seek Member endorsement to consult the public for six weeks on the Community Infrastructure Levy (CIL): Preliminary Draft Charging Schedule.

This would be the first of two consultations on a potential CIL charge for Cherwell to be followed by an examination in public.

Resolved

- (1) That the Community Infrastructure Levy (CIL) Preliminary Draft Charging Schedule be endorsed for a six week public consultation.
- (2) That the viability and infrastructure evidence supporting the CIL consultation be noted.

Reasons

Members are not asked at this stage to make a decision on whether to implement CIL in Cherwell but only to endorse a Preliminary Draft Charging Schedule for consultation.

From April 2015 all Councils have had to operate a system of scaled back S106s: contributions for on-site infrastructure and pooling of a limit of five S106s towards an item of infrastructure. Subject to consultation and any required amendments CIL could contribute towards supporting infrastructure in the district and help maximise resource income which would otherwise not be available.

It is recommended that the Executive endorses the CIL preliminary Draft Charging Schedule for a six week public consultation from February to March 2016.

Alternative options

Not consulting on the CIL Preliminary Draft Charging Schedule
Officers consider that without proceeding with this consultation the Council will not be able to assess the potential benefits of implementing CIL. Consultation will help ensure a robust and transparent process.

114

Progress of Superfast Broadband

The Head of Strategic Planning and the Economy submitted a report which explained the progress made to date by the 'Better Broadband for Oxfordshire' programme, and how Cherwell District Council's contribution from now until December 2017 will extend the availability of Superfast Broadband to businesses and homes across the district.

Resolved

- (1) That the financial contribution of £545,000 from the New Homes Bonus being made by the Council to extend the availability of Superfast Broadband to homes and business premises across the district by December 2017 be noted.
- (2) That the investigation of alternative solutions towards extending the availability of Superfast Broadband to all premises as soon as possible through continued work with businesses, communities and partner organisations be supported.
- (3) That it be agreed to consider in due course the most effective use of the remaining £455,000 of new Homes Bonus to address the most hard to connect premises.

Reasons

The Council's decision to invest £545,000 from Cherwell District Council's New Homes Bonus Economic Growth reserve will extend Superfast Broadband across the district over the next two years. This is an important contribution as it has attracted further funding from Government (BDUK), SEMLEP and other partners.

The Council's funding is part of over £35million being invested within Oxfordshire by the end of 2017. The percentage of county homes and businesses able to get superfast fibre broadband will be increased to more than 95 per cent (over 75,000) when combined with earlier phases of the Better Broadband for Oxfordshire programme and BT's commercial roll-out.

The estimate of additional coverage in Cherwell for phase two of the programme, combining SEMLEP and Cherwell investments, is 3,069 TPP (Total Premises Passed).

The final 5 per cent of premises will be more challenging to connect as they will typically be more isolated and require use of alternative technologies due to the cost of laying fibre optic cable. The Council should therefore maintain its close involvement with the Programme over the next two years, during which time solutions to assist remaining premises can be investigated alongside further initiatives expected from Government.

Alternative options

Option 1: To not contribute to the extension of the Better Broadband for Oxfordshire programme was rejected by the Executive as it was considered important to maximise the availability of Superfast Broadband across the district due to market failure and the availability of match funding from external sources.

Option 2: To invest the full £1 million of Council's New Homes Bonus in phase two roll-out was rejected because it has the potential to be more effectively used in a third phase to draw additional funding from partners to assist the final 5 per cent of premises.

115

Three Way Working and the Confederation

The Chief Executive submitted a report which provided an update on progress with regards to implementation of the business case for the confederation approach to joint working agreed by Council in February 2015. The report included an update on the position with Stratford on Avon District Council who did not take any decisions in 2015 regarding their participation in the proposed confederation.

The report recommended the continued implementation of the confederation on a two way basis (i.e. Cherwell District Council and South Northamptonshire Council) and the cessation of any further development of the confederation approach or joint working with Stratford on Avon DC as the Council had indicated that it will not be adopting the confederation as its preferred delivery model.

Resolved

- (1) That the progress towards the implementation of the business case for a two way confederation approach as adopted by Council in February 2015 as the basis for the delivery of savings, increased resilience,

business improvement and income generation in the medium term be noted.

- (2) That it be agreed that, following discussions with Stratford on Avon DC (SDC), no further three way joint working proposals with SDC be developed as SDC have indicated they do not wish to pursue the confederation as their future operating model.
- (3) That it be agreed that the existing three way shared services (Legal and ICT) be reviewed by officers to consider their suitability for continued three way working in light of the fact that SDC do not wish to pursue the confederation and to request that officers report to the Joint Commissioning Committee on proposed governance and operational delivery arrangements to ensure effective continuation of either or both of these shared service arrangements on a three way basis should such reviews conclude that this option is considered to be desirable.
- (4) That, subject to the reviews referred to in resolution (3) recommending the suitability of the continuation of three way working for Legal and/or ICT, authority be delegated to the Joint Commissioning Committee to take any executive decisions on the future governance and operational delivery of the said teams to ensure the services are able to continue to meet the strategic objectives of South Northamptonshire Council, Cherwell District Council, and the confederation delivery model.
- (5) That it be noted that SDC is willing to continue the operation of the three way transformation team until the secondment period finishes in March 2017 and Full Council be recommended to agree that the Transformation Team Section 113 agreement (between Cherwell, South Northants and Stratford on Avon) be extended to reflect this (subject to a similar decision being made by SDC).

Reasons

In 2013 and early 2014 there was a high level of strategic alignment between the three councils who all committed to an innovative programme of joint working and delivered savings through the implementation of shared ICT and Legal services.

As the programme has progressed at pace for CDC and SNC and as SDC has looked increasingly to the West Midlands region as the devolution agenda has developed it is clear that the strategic fit between the three partners is no longer in place. At this stage it is believed to be the best course of action to end the partnership with SDC which will enable CDC and SNC to focus on the delivery of the next stage of their transformation programme.

Existing three way shared services will be considered in the light of this position and the best arrangements for future service delivery ascertained.

Alternative options

Not to agree the recommendations. This is rejected as following discussions with SDC at a senior political level in December 2015 it is clear that they cannot commit to the same transformation objectives as CDC and SNC.

116

Council Tax Discounts 2016-17

The Head of Finance and Procurement submitted a report which sought consideration of proposals for the locally determined Council Tax discounts for 2016-2017.

Resolved

- (1) That Full Council be recommended to agree the following council tax discounts for 2016-17 as part of the budget setting process:
 - a. Unoccupied and unfurnished discount for maximum period of 6 months without reoccupation of 6 weeks in between – 25% discount.
 - b. Unfurnished and uninhabitable discount for a maximum period of 12 months without reoccupation of 6 weeks in between – 25% discount
 - c. Second home (non-work related) discount – 0% discount
 - d. Furnished properties 0% discount for second homes
 - e. Empty and unfurnished long term empty property discount – 0% discount

Reasons

Since 2013-14 the Council has had discretion in setting the level of some Council Tax discounts. This discretion can help mitigate some of the costs of maintaining an unchanged Council Tax Reduction scheme.

The Executive is requested to note the contents of this report and the potential financial implications on the Council and to determine a recommendation for Council to consider.

Alternative options

Option 1: To leave the discounts unchanged. This would leave the Council Tax scheme open to abuse and would be a cost to the Council.

117

Draft Budget and Corporate Business Plan 2016-2017

The Director of Resources submitted a report which sought consideration of the draft Budget and Corporate Business Plan 2016-2017.

The Council was required to produce a balanced budget for 2016/17 as the basis for calculating its level of Council Tax. It has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years.

The proposed budget and business plan for 2016/17 were presented as an integrated report to demonstrate that the Council adopts a strategic approach to managing all of its resources, ensuring that the delivery of the Council's priorities for the district directs the allocation of financial resources.

Resolved

- (1) That the draft budget, in the context of the Council's service objectives and strategic priorities, be endorsed.
- (2) That Full Council be recommended to approve the balanced budget.
- (3) That Full Council be recommended to approve a Council tax freeze.
- (4) That Full Council be recommended to approve the proposed 2016/17 capital programme (annex to the Minutes as set out in the Minute Book).
- (5) That the latest Medium Term Revenue Plan (MTRP) for 2016/17 to 2020/21 be noted and it be further noted that this would be the basis of the work of the Budget Planning Committee for the following year.
- (6) That no further changes be made and Full Council be recommended to approve the draft budget (annex to the Minutes as set out in the Minute Book) at their meeting on 22 February 2016.
- (7) That authority be delegated to the Head of Finance and Procurement, in consultation with Director of Resources and the Lead Member for Financial Management to amend the contributions to or from general fund balances to allow the Council Tax to remain at the level recommended to Full Council following the announcement of the final settlement figures and any changes to relating to Business Rates.
- (8) That Full Council be recommended to approve the 2016/17 business plan and performance pledges to Full Council (annexes to the Minutes as set out in the Minute Book).
- (9) That the 2016/17 Business Plan and Budget Equality Impact Assessment be noted.

Reasons

This report presents a final analysis of the Council's draft revenue and capital budget and business plan for 2016/17. They will be presented together to Full Council on the 22 February to support the setting of the Council Tax.

It is a legal requirement to set a balanced budget and the recommendations as set out and directed by the corporate business plan represent what is believed to be the best way of achieving this.

Alternative options

Members could decide not to agree the recommendations or to present alternative budget proposals but that would run counter to the detailed budget setting process that has taken place as part of the formulation of this budget.

118

Proposal for a Joint Customer Service Team with South Northamptonshire Council

The Director of Operational Delivery submitted a report which presented the final business case following consultation for a Joint Customer Services Team for Cherwell District Council and South Northamptonshire Council. The report recommended the arrangement of a two-way Joint Customer Service Team and in doing so seeks the Executive's agreement for the non-staffing elements of the business case.

The proposal was part of the wider transformation programme across the two Councils.

Resolved

- (1) That the final business case for a Joint Customer Service Team with South Northamptonshire, in relation to non-staffing matters, be noted.
- (2) That it be noted that the business case had been considered and approved on 14 January 2016 by the Joint Commissioning Committee with regard to staffing matters and that this included consideration of consultation responses from affected staff and trade union representatives.
- (3) That the final business case to share a joint Customer Service Team between CDC and SNC be approved for implementation, subject to similar consideration and approval by SNC Cabinet on 8 February 2016.
- (4) That authority be delegated to the Director of Operational Delivery in consultation with the Leader of the Council to make any non-significant amendment that may be required to the business case following the decision by SNC Cabinet.

Reasons

The business case represents another milestone in the revised transformation programme across CDC and SNC.

A two-way customer services team with a standardised approach to delivery and performance management would allow customer contact demand to be measured and managed reliably across both councils, including increasing the amount of service transactions delivered online.

Alternative options

The alternative options have been identified and considered as part of the business planning process. The reasons for each option being rejected are set out in Section 4.2 of the business case (exempt Appendix 1).

119

Proposal for a Joint Public Protection Service with South Northamptonshire Council

The Director of Operational Delivery submitted a report which presented the final business case following consultation for a Joint Public Protection Service across Cherwell District Council and South Northamptonshire Council. The report recommended the arrangement of a two-way Joint Public Protection Service and in doing so sought the Executive's agreement for the non-staffing elements of the business case.

The proposal was part of the wider transformation programme across the two Councils.

Resolved

- (1) That the final business case for a Joint Public Protection Service with South Northamptonshire Council and the consultation responses in relation to non-staffing matters be noted.
- (2) That it be noted that the business case had been considered and approved by the Joint Commissioning Committee with regard to staffing matters on 14 January 2016 and that this included consideration of consultation responses from affected staff and trade union representatives.
- (3) That the final business case to share a Joint Public Protection Service between CDC and SNC be approved for implementation, subject to similar consideration and approval by SNC Cabinet on 8 February 2016.
- (4) That authority be delegated to the Director of Operational Delivery in consultation with the Leader of the Council to make any non-significant amendment that may be required to the business case following the decision by SNC Cabinet.

Reasons

The business case represents a significant step in the revised transformation programme across CDC and SNC. The proposed joint service would provide realigned delivery teams designed to meet the statutory, commercial and shared agendas for each district.

Alternative options

Not to approve the recommendations. This is rejected as this business case remodels the existing services at both councils into a new joint service and as

a result delivers savings in excess of the guidance targets set out in the February 2015 business case.

120 **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 items 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.

121 **Business Case: Joint Customer Services - Exempt Appendix**

Resolved

(1) That the exempt appendix be noted.

122 **Business Case: Joint Public Protection Service - Exempt Appendix**

Resolved

(1) That the exempt appendix be noted.

123 **Bicester Depot**

The Head of Environmental Services submitted an exempt report relating to Bicester Depot.

Resolved

(1) As set out in the exempt minutes.

(2) As set out in the exempt minutes.

(3) As set out in the exempt minutes.

(4) As set out in the exempt minutes.

(5) As set out in the exempt minutes.

(6) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes

Alternative options

As set out in the exempt minutes

124

Award of Contract - Refuse Collection Vehicles

The Head of Finance and Procurement and the Head of Environmental Services submitted an exempt report to seek approval to a contract award for the purchase of Refuse Collection Vehicles under a Framework until February 28 2021.

Resolved

- (1) That, subject to the Cabinet of South Northamptonshire Council and the appropriate decision maker at Oxford City Council also approving the contract award, the purchase of 14 refuse collection vehicles between 2016 and 2021, including the purchase of four in 2016, on the terms outlined in the exempt report be approved.

Reasons

A procurement exercise has been undertaken in the form of a mini competition for orders of refuse collection vehicles until 28 February 2021

Cherwell District Council, South Northamptonshire Council and Oxford City Council have aggregated their RCV requirements to secure the best possible deal for RCV's

The new contract reduces the expected capital requirement by £87k. There are also discounts on parts which is expected to deliver £9k of reduced revenue requirements for parts during the period 2016 - 2021

Alternative options

No reasonable alternatives

125

South West Bicester Sports Village

The Director of Operational Delivery submitted an exempt report regarding South West Bicester Sports Village.

Resolved

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.
- (3) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes

Alternative options

As set out in the exempt minutes

126

Award of Delivery of Capital Works Programme

The Head of Finance and Procurement submitted an exempt report which sought consideration of the award of contracts to fulfil requirement for works on miscellaneous Council assets up to a value of £2.25m.

Resolved

- (1) That the recommended delivery process for the fulfilment of the Capital works programme 2015/16 and into the first quarter 2016/17 with an estimated value of up to £2.25m be approved.

Reasons

Working with Solihull Metropolitan Borough Council and its framework provider using an open book partnership offers a timely, proven, value for money process. The contract value exceeds delegated authority limits and requires an Executive decision.

Alternative options

No reasonable alternatives

The meeting ended at 8.20 pm

Chairman:

Date:

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Cherwell District Council

Executive

7 March 2016

<p style="text-align: center;">Kidlington Masterplan Draft Supplementary Planning Document</p>
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Report of Head of Strategic Planning and the Economy

This report is public

Purpose of report

To seek approval of a draft Kidlington Masterplan for formal consultation.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Draft Kidlington Framework Masterplan for formal public consultation.
- 1.2 To authorise the Head of Strategic Planning and the Economy to make any necessary minor and presentational changes to the issues paper before formal consultation commences.

2.0 Introduction

- 2.1 Work on a Kidlington Framework Masterplan commenced in 2013. The Masterplan is included with the Council's approved Local Development Scheme (January 2016) as one of the Council's proposed policy documents. Evidence gathering work occurred before adoption of Local Plan Part 1 but the emerging Masterplan has been reviewed in the context of the Local Plan Inspector's Report and the Plan's subsequent adoption in July 2015. The Masterplan seeks to expand upon adopted policy (and is referred to in the Local Plan) and will assist officers in preparing Local Plan Part 2.
- 2.2 The Masterplan explores issues and opportunities relating to a wide range of planning matters within Kidlington's built-up area and its immediate environs. Preparation of the Masterplan has involved a number of key stages of work. This includes:
 - i. a baseline review of existing studies and background material including the Local Plan evidence base. This has been supported by site visits and

dialogue with Kidlington Parish Council and other individual stakeholders including developers;

- ii. an initial spatial and socio-economic 'picture' of Kidlington was established which included developing an understanding of the village's challenges and assets;
- iii. stakeholder workshops were held in September 2013 to test this 'picture', to establish a 'vision' and to identify priorities for change in line with Local Plan policy;
- iv. spatial opportunities were developed and discussed with the Parish Council reflecting priorities from the workshops (and other evidence gathering).

2.3 A Draft Masterplan has now been prepared for public consultation subject to approval by Members. Upon completion it is intended that the Masterplan would be adopted by the Council as a formal Supplementary Planning Document (SPD). As an SPD the Masterplan would have statutory status as planning guidance.

2.4 While the Parish Council reserves its formal position on the Masterplan to enable it to make comments in response to the proposed consultation, officers and the appointed consultants have engaged with the Parish Council's strategy group in completing the draft document.

3.0 Report Details

3.1 The Masterplan (Appendix 1) is a comprehensive and substantial document. Hard copies have therefore been circulated to Members of the Executive separately from the agenda papers. A hard copy has also been placed in the Members' Room, in addition to it being available on the Council's website.

3.2 The Masterplan is supported by a Statement of Consultation (Appendix 2) which explains the stakeholder engagement that has taken place in preparing the document. A Draft Screening Statement (Appendix 3) has also been prepared concluding that a Strategic Environmental Assessment is not required. Statutory consultees will need to have the opportunity to review the Screening Statement during the consultation period.

3.3 The Draft Masterplan has been prepared in the context of the Local Plan's vision, spatial strategy, objectives and policies, particularly those for the villages and rural areas. Policy Villages 1 (Village Categorisation) defines Kidlington as a Category A village and Policy Villages 2 provides for some housing growth within the built-up limits of Kidlington. Policy Kidlington 1 provides for the accommodation of high value employment needs in the vicinity of Langford Lane/London-Oxford Airport and Begbroke Science Park. Policy Kidlington 2 seeks to strengthen Kidlington Village Centre. These are all adopted policies.

3.4 Paragraph A.11 of the Local Plan, the Spatial Strategy, includes the following:

"Kidlington's centre will be strengthened and its important economic role will be widened. Economic development will be supported close to the airport and nearby at Begbroke Science Park. There will be no strategic housing growth at Kidlington but other housing opportunities will be provided".

3.5 Paragraph C.224 of the Local Plan states:

“...With regard to Kidlington’s own needs policies Villages 1 and 2 provide some opportunity. Small scale affordable housing schemes to meet specifically identified local housing need may also be brought forward through the release of rural exception sites (Policy Villages 3). The Kidlington Framework Masterplan will also identify further opportunities. A Local Housing Needs Study will be commissioned in consultation with Kidlington Parish Council.”

3.6 The Draft Kidlington Masterplan is consistent with this policy framework. It is divided into two parts:

Part 1: Kidlington Today	-	Understanding the Issues
Part 2: Kidlington Tomorrow	-	Realising the Potential

3.7 Part 1 provides a review of baseline information and the current planning policy context. It describes the key social, economic and environmental characteristics of the village and identifies the key influences and issues to be addressed. Within Part 1 are the following sections:

1. Location and Context – including global (e.g. London-Oxford Airport), regional and local relationships;
2. Village Character – including evolution of the village, historic assets, topography and geology, character views and setting;
3. Green Infrastructure – including waterways, flood risk, protected habitats, natural and semi-natural green spaces, sports and recreation;
4. Community Facilities and Village Centre – including location of facilities, the village centre, Exeter Close, Education, Health,
5. Movement and Connectivity – including public transport, cycling, walking and the Local Transport Plan;
6. Socio-Economic Context – including demographics, economic activity, qualifications and skills, occupations and earnings, and deprivation;
7. Economy and Employment – including jobs, key sectors, economic priorities, relationship to neighbouring areas, innovation, key employment areas and tourism;
8. Housing – including the Strategic Housing Market Assessment, housing mix, tenure, land supply;
9. Planning Context – including national and local policy.

3.8 Part 2 provides an overall vision together with key objectives and proposals, building on the evidence base and the Local Plan. It includes the following sections:

10. Consultation and Engagement – including discussions with the Parish Council’s strategy group, stakeholder liaison and workshops with Kidlington Voice and wider stakeholders
11. Framework Vision and Themes – including vision statement, spatial concept, themes and objectives;
12. Revealing Kidlington’s Distinctive Identity
13. Strengthening Kidlington Village Centre
14. Supporting Community Needs
15. Supporting Future Economic Success
16. Planning For Sustainable Growth

17. Integration and Connectivity
18. Action Plan and Next Steps

Vision, Objectives and Proposals

3.9 The Draft Masterplan contains a proposed Vision Statement:

“In 2031, Kidlington is a distinctive and sustainable community with a strong sense of identity.

Its landscape setting, access to high quality homes and community facilities and revitalised village centre make it an attractive place to live and work. Its strong connections with Oxford and Bicester, rail link to London and London-Oxford airport support a growing value employment base which is well integrated with the wider village.”

3.10 In support of this vision, the Masterplan’s objectives and proposals include the following elements:

- i. *Revealing Kidlington’s Distinctive Identity* – for example, through mapping and documentation; physically enhancing the village’s arrival points and gateways; providing defined routes to village attractions; redefining the character of Kidlington centre; increasing accessibility to and awareness of the village’s landscape and heritage assets and enhancing the canal’s recreation corridor;
- ii. *Strengthening Kidlington Village Centre* – including increasing the mix of uses and the attractiveness of the village centre; improving connectivity and the public realm; reviewing car parking and servicing arrangements; allowing new development and uses; supporting the expansion of retail uses, identifying opportunities for residential and office development;
- iii. *Supporting Community Needs* – for example, reconfiguring and improving access to sports pitches, parks and amenity space; providing for a potential reconfigured community hub at Exeter Close and encouraging other local community hubs;
- iv. *Supporting Future Economic Success* – supporting the growth of an integrated high value employment cluster, integrating nearby employment areas with the rest of the village, developing synergies with other important centres of high value economic activity, benefiting from the Oxford to Cambridge high-tech corridor;
- v. *Planning For Sustainable Growth* – for example, considering opportunities for consolidating and relocating uses to enable both efficient use of land and new facilities; making the best use of land; securing high design standards; improving connectivity; using more traditional Oxfordshire materials alongside contemporary design; and, encouraging opportunities for self-build and other innovative housing models;
- vi. *Integration and Connectivity* – balancing movement in favour of pedestrians and cyclists; changing the character of Oxford Road from ‘highway’ to street; connecting economic hubs, cycle and walking routes; and, securing maximum benefit for Kidlington from the Local Transport Plan;

- vii. *Action Plan* – including the potential establishment of working groups (e.g. for the canal, village centre, Exeter Close and employment cluster, and ensuring that the action plan is coordinated).

Next steps

- 3.11 Following approval by the Executive, a four week consultation on the Draft Masterplan will commence. This will be supported by continued engagement with Kidlington Parish Council and a public exhibition in the village. The Masterplan will be refined and completed having regard to representations made before a final SPD is presented to the Executive in Summer 2016 for approval. The Masterplan would then be taken to Council for formal adoption.

4.0 Conclusion and Reasons for Recommendations

- 4.1 A Draft Kidlington Masterplan has been prepared for the purpose of public consultation. The Masterplan expands and provides further details to the objectives and policies contained in Local Plan Part 1 and benefits from extensive research carried out by the appointed consultants.
- 4.2 Preparation of the Masterplan has been supported by stakeholder engagement and detailed discussions with Kidlington Parish Council's strategy group. There is now a need for a formal period of public consultation to obtain wider views and to meet statutory requirements for the preparation of Supplementary Planning Documents. Members are recommended to approve the Draft Masterplan for that purpose.

5.0 Consultation

Internal briefing: Councillor Michael Gibbard, Lead Member for Planning

6.0 Alternative Options and Reasons for Rejection

6.1 To delay consultation

A consultation now will provide officers with the opportunity to progress the Masterplan to completion. There has been some delay due to the need to consider Local Plan Part 1 in its adopted form. Kidlington Parish Council's strategy group is supportive of a public consultation being undertaken as soon as possible.

6.2 To reconsider the content of the Masterplan

The Draft Masterplan has been produced having regard to an extensive evidence base and stakeholder engagement. It is considered by officers to be an appropriate consultation document. Following the consultation, there is the potential for further refinement in the light of representations received.

7.0 Implications

Financial and Resource Implications

7.1 Work on preparing the Masterplan is being met within existing budgets.

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

Legal Implications

7.2 As a proposed Supplementary Planning Document, the Masterplan must be prepared having regard to statutory requirements.

Comments checked by: Nigel Bell, Team Leader – Planning, tel. 01295 221687
Nigel.Bell@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

Kidlington North
Kidlington South
Yarnton, Gosford and Water Eaton
Kirtlington
Otmoor

Links to Corporate Plan and Policy Framework

Accessible, Value for Money Council
District of Opportunity
Safe and Healthy
Cleaner Greener

Lead Councillor

Councillor Michael Gibbard, Lead Member for Planning

Appendix No	Title
Appendix 1	Draft Kidlington Masterplan (hard copy circulated separately)
Appendix 2	Statement of Consultation
Appendix 3	SEA Screening Statement
Background Papers	
None	
Report Author	David Peckford, Planning Policy Team Leader
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Kidlington Framework Masterplan Consultation Statement

Prepared for Cherwell District Council March 2016

Draft



Alan Baxter

Prepared by Emma Rainoldi
Reviewed by Clare Coats
Issued 24/02/2016 (v1 Draft)

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1.0 Purpose and Background

- 1.1 This Consultation Statement has been prepared in line with Regulation 12 (a) of the Town and Country Planning (Local Planning) (England) Order 2012, which states that, before a council adopts a Supplementary Planning Document (SPD), it must produce a statement setting out:
- i. The persons the local planning authority consulted when preparing the supplementary document;
 - ii. A summary of the main issues raised by those persons;
 - iii. How those issues have been addressed in the supplementary document.
- 1.2 The SPD expands on and provides further detail to Local Plan policies for the village of Kidlington. It examines local issues and options with a view to meeting Local Plan objectives to 2031 and identifies specific development opportunities. It includes an examination of demographic, town centre, housing, employment, recreation and infrastructure issues in the context of the constraints of the Green Belt, the relationship of Kidlington to Oxford, and the village's expanding economic role. The SPD also provides design guidance and identifies longer term opportunities.
- 1.3 Opportunities including longer term ambitions covered in the SPD include the following key themes:

1. Revealing Kidlington's distinctive identity

To strengthen Kidlington's distinctive character of a 'village set in the landscape' and reveal its hidden gems to a wider audience.

To establish an attractive Kidlington townscape character through the high quality design of new buildings and public spaces.

2. Strengthening the village centre

To strengthen the village centre, increasing its mix of uses and vitality and its attractiveness to local residents, employees and visitors as a place to shop, work and spend leisure time during the day and evening.

3. Supporting community needs

To enhance access for all residents to high quality community facilities, sports and recreation spaces.

4. Supporting future economic success

To support the growth of an integrated cluster of high value employment uses to the west of the village including Langford Lane, London Oxford Airport and Begbroke Science Park.

To integrate the employment areas with the rest of the village, to maximise benefits to employers and employees, the village as a whole and the wider district.

5. Planning for sustainable growth

To build a sustainable community with opportunities for all and access to housing, jobs and high quality community facilities.

6. Integrating and connecting

To physically integrate Kidlington's neighbourhoods, village centre and employment areas; to encourage movement by sustainable modes of transport; and to make the most of the village's excellent strategic connectivity.

- 1.4 The SPD does not create new policy, but provides design guidance on how current planning policies in the Local Plan, adopted 2015 should be applied.
- 1.5 Details of the consultation undertaken during the production of the draft SPD are provided in the following section.

2.0 Summary of consultation

The following stakeholder consultation has been undertaken during preparation of the draft SPD:

- Kidlington Voice workshop, 20 September 2013
- Kidlington stakeholder workshop, 20 September 2013.

In addition, meetings were held on a regular basis with Kidlington Parish Council Strategy Group on 27 June, 10 October 2013, April 2014 and February 2016. Meetings and email or phone liaison were also held with major landowners and developers and Cherwell District Council officers. The outcomes of the above consultation helped inform the preparation of the SPD.

2.1 Previous consultation findings

Kidlington- A vision for the future, Roger Evans Associates, 2007

Key issues raised in consultation include:

1. Expansion of village centre- potential to reconfigure Exeter Close facilities to improve the current facilities and services available, recognising that the village is currently underperforming.
2. Improvements to the village centre public realm.
3. Weak connection between the village centre and outlying areas of the village, particularly London Oxford Airport and the business parks.
4. Status and identity- potential to build on the assets of Kidlington in order to enhance the sense of community.
5. Parking and Public transport- the possibility of introducing measures to prevent people from using the village centre as an informal park and ride to Oxford.
6. Local amenities- Oxford Canal is identified as an asset to the village but its potential as a pedestrian route is not currently being realised due to its poor condition, particularly towards the northern edge.

The study highlighted the importance of producing a vision for Kidlington to guide development over the next 25 years and recommended that a further urban design study be prepared.

Healthcheck, 2006 and Action Plan, 2007, Kidlington Parish Council.

Preparation of the Healthcheck and subsequent Action Plan was based on wide public consultation which identified key priorities and formed the basis of a vision for the kind of community people would like to see in the future. The public consultation process began with local working groups highlighting the important issues facing the village. Four key topic areas were identified: environment, economy, social and community and transport. A questionnaire survey followed and just over 400 people responded, including over 100 replies from sixth form students at Gosford Hill School.

In response to the question 'What sort of community would you like Kidlington to be in future? The most common responses in order of popularity were as follows:

- Retain village atmosphere
- More community spirit
- Activities for the young and old
- Better shops and centre
- Clean/ protect the environment
- Separate identity

Consultees were then asked to rate the importance of issues of concern for the short term and the future. The village centre was a key concern for the short and long term, reflecting its importance as the focus for commercial activity and heart of the community. Maintaining a clean and safe environment came high on the list for the short term, while traffic congestion and traffic flows were important in both periods. For the longer term the need for improved activities for leisure, sports and the young was a key issue as was concern over the growth of the village and the threat to the village's landscape setting and Green Belt. Affordable housing was recognised as an issue but had relatively low priority.

The shared 'vision' that emerged from the Healthcheck is of a community which wishes to:

- Take pride in its individuality and distinct identity, and regards it as a strength.
- Be lively and successful, with a more vibrant economy, and is looking to fulfil the potential for a comprehensive range of facilities and services it provides for shopping, health, education and leisure.
- Work together to improve opportunities for all.
- Do more for the young, encouraging them to take an active part as its future citizens.
- Take more active steps to improve its environmental performance, and safeguard the quality of its urban and rural environment.
- Be, and feel, safe and well cared for.
- Look to the future and be able to assume responsibility for its own destiny.

The subsequent, more detailed, Action Plan set out ten strategic aims for the future of the community:

1. Deliver a high standard of community services economically, efficiently and effectively.
2. Maintain and enhance Kidlington's distinct identity.
3. Enhance the vitality and vibrancy of the village centre.
4. Improve and develop the economic strength of the village.
5. Develop local partnerships for project delivery and for joint responsibility for the future of the community.
6. Safeguard, enhance and improve the quality of the environment.
7. Ensure the village is accessible for all by use of integrated and sustainable means.

8. Promote Kidlington as a safe community.
9. Improve opportunities for health, education, leisure and youth
10. Ensure improved provision for housing.

How these comments have been addressed in the SPD:

The above were taken into consideration as context for the preparation of the SPD.

2.2 Issues and options consultation, 2013

Whilst wider public consultation has not been undertaken as part of this study, stakeholder consultation has formed a key part of the work undertaken to date on the Framework.

Consultation has involved:

- Discussion sessions with KPC Strategy Group (June and October)
- Briefing meetings with CDC and Oxfordshire County Council officers
- Briefing meetings with key landowners / developers
- Liaison by phone and email with community representatives
- Two stakeholder events were held on the 20 September 2013 in Kidlington, firstly a breakfast meeting with members of Kidlington Voice and secondly a large half-day stakeholder workshop at Exeter Hall. A summary of the issues raised during these workshops follows. A full report of the findings is contained within the supporting Statement of Consultation.

Kidlington Voice workshop

On 20th September 2013 the project team were invited to a breakfast meeting hosted by Kidlington Voice, which was attended by around 20 members including Parish Councillors, businesses and local group and community representatives. The meeting began with a presentation by Alan Baxter followed by an open discussion and Q&A session. A full list of attendees is provided in Appendix 1. Key issues raised during the meeting include:

Oxford Parkway Station

- Development of the new railway station is supported because it will enhance links especially to London and Oxford. It is important to consider people flows from both Kidlington to London and Kidlington to Oxford to gain an understanding of future economic benefits.
- Support for a “reverse Park and Ride” into Kidlington in addition to the existing Park and Ride into Oxford, linking the new train station to London Oxford Airport and the village centre. This service is supported because of heavy road traffic problems particularly in the rush hour.

Connectivity and east- west links

- St Mary’s Church (to the east) and Exeter Hall (to the west) act as community activity hotspots. They lack clear connections to one another.

- St Mary's Church is located in a dead-end and traffic congestion becomes a problem when the church is in use. There is potential opportunity to improve vehicular access to St Mary's Church, this would have to consider the high value surrounding countryside.
- Improved pedestrian and cycle routes
- The need for improved pedestrian and cycle links across the village, including improvements to the surface of the canal towpath for walking and cycling.
- New and improved pedestrian crossings and cycle links are needed particularly around the school sites due to high volumes of school run related car traffic.

Heart of the village

- Community events such as the 'Christmas Lights' are popular and draw a number of local people, visitors and business workers to the village centre.
- Retain the monthly farmers market which draws people into the community by providing a place to socialise and interact with each another. Need to bring a focus to the market to maintain success.
- Strengthening and expanding the village centre to match the size of village. A wider mix of uses in the village centre would bring a greater activity and draw people to the centre e.g. increasing activity after work hours such as restaurants, cinema or a bowling facility within the village centre to support an evening economy.
- The Co-op holds community significance as a meeting point and ethical trader. Since it has been out of use (as a result of the recent fire) smaller local traders have noticed a decrease in customers.
- There is opportunity within the village to draw more people into the centre by encouraging specialist shops and small businesses into High Street to create a unique and attractive centre.
- It is important to retain public space in the village centre and reserve potential sites for future community facilities.

Affordable housing

- Recognise the need for new housing within the village. At present there is a high demand for market housing with a constrained supply particularly in comparison to neighbouring settlements e.g. Abingdon and Didcot, the housing pressure will increase with a new station.
- There are over 1,000 young people in Gosford Hill Secondary School many of whom would like to stay in Kidlington in later life but houses prices are too high. They view other local settlements such as Witney and Bicester as more affordable; therefore there is a need for affordable housing within Kidlington.

How these comments have been addressed in the SPD:

The issues raised during the Kidlington Voice workshop have been noted and the SPD has been prepared to include the matters identified. Design issues relating to connectivity and the village centre have been addressed in the SPD Part 2: Kidlington tomorrow, realising the potential. Comments relating to Housing needs have been dealt with in the adopted Local Plan, 2015.

Stakeholder workshop

The purpose of the Stakeholder workshop was to bring different interest groups together to examine Kidlington's current strengths / weaknesses and priorities for change. The workshop was attended by 34 delegates representing a range of interests including District and Parish Councillors, officers from CDC and Oxford City Council, landowners and developers, businesses and local organisations and groups. Following presentations by the project team, attendees were divided into groups for detailed discussions around maps. A list of invitees was drawn up with guidance from Cherwell District Council and Kidlington Parish Council and is provided in Appendix 1.

Session 1: Issues, challenges and priorities

Workshop Session 1 focused on identifying Kidlington's strengths and weaknesses. Recurring themes included: integration and connectivity, identity, distinctiveness, strengthened centre and growth.

Strengths

- Strategic location: close proximity to Oxford which brings economic, social and educational benefits and links to Begbroke Science Park, London Oxford Airport and Langford Lane employment areas.
- Transport: good public transport connections to Oxford and well served by bus. Water Eaton station will offer good links to London.
- Good sense of community supported by good schools, low crime, good facilities and recreation. Kidlington is generally a pleasant place to live.
- Distinctive character of parts of Kidlington and built heritage/ conservation areas.
- Natural environment and access to countryside.
- The canal is a distinct asset within the village landscape, although this area is underused and holds more potential.

Weaknesses

- Poor public transport links in the northern part of Kidlington towards the London Oxford Airport.
- Oxford to Banbury road (A4260) severs the village and creates a barrier to east to west movement due to heavy traffic flows, congestion, poor pedestrian crossings and traffic dominated character.
- Need for street improvements with particular focus on tree planting and traffic calming to help prevent the issue of 'rat running' through residential streets.
- Overall lack of cohesion and integration leading to separate communities and poor linkages to the village centre.
- Whilst parts have a distinctive character, as a whole the village lacks identity. There are a number of hidden assets throughout the village including the canal and valuable countryside, but these are not obvious from the Oxford Road.
- Concern regarding the unmet housing needs with low housing allocation in the Draft Local Plan and perceived high demand for affordable housing in the village.
- Constraints on development due to Green Belt, railway line, floodplain and major highways.

- Village centre is underperforming and lacks visibility onto Oxford Road.
- Potential threat of coalescence – need to maintain Kidlington’s distinctiveness.

Priorities

- Overcome the barrier presented by Oxford to Banbury Road.
- Strengthen the centre with an improved retail offer and better visibility/ frontage to Oxford Road.
- Improve integration of the village centre and employment areas
- Enhance east-west linkages.
- Improve access to canal and open spaces.
- Make better use of assets and locational advantages.
- Understand and make provision to meet local housing needs.
- Strengthen the distinctive identity of Kidlington.

Vision for the future

- Groups were asked to complete the statement ‘In 2031 Kidlington will be...’. Common themes included:
- A stronger village centre with a greater range of retail brands and a mix of uses to achieve higher footfall, active frontages and enhanced daytime and night time economy.
- The creation of a sustainable community with high quality environment and access to jobs and a full range of high quality community facilities and services.
- Reinforcing the sense of identity and distinctiveness.
- Growth- balancing housing and employment growth with protection of the built and natural environment.
- Integration and connectivity.

Session 2: Opportunities for change to 2031 and longer term

Delegates were divided into four themed groups depending on their particular area of interest and discussed priorities for change in the period to 2031 and longer term opportunities. Common themes related to:

- Maximising assets and making best use of sites.
- Need for an overall vision and framework (including land to the west of the canal).
- Importance of improved integration/ connections.
- Overcoming the barrier of Oxford Road.
- Need to consider employment, housing and community needs.

Village centre and Exeter Hall / enhancing local distinctiveness

i. Village centre and Exeter Hall

- Need for better frontage onto Oxford Road and integration of the village centre and Exeter Hall site.
- Future development: the group identified potential opportunities to relocate or reconfigure land uses to release larger development sites in the longer term suitable e.g. Skoda Garage and adjacent properties, fire station and post office, Co-op car park.
- Opportunity for reconfiguration of Exeter Close and facilities as part of wider town centre improvements.

- Public realm improvement: enhancing pedestrian and cycle routes, introducing 20mph, appropriate street furniture and enhancing activity in the street through improved weekly markets.
- Retail development: attraction of larger retail brands, additional 'anchor stores' e.g. Waitrose, ALDI and shop frontage renewal.
- Need for a strategic plan and village centre design guide to ensure that development proposals will contribute to overall objectives, enhance townscape quality and avoid piecemeal development.

ii. Enhancing local distinctiveness

- Identified the canal and surrounding area as an asset and the potential for towpath improvements connecting Kidlington to the business parks and Oxford.
- Potential for cycle and pedestrian improvements to link different landscape character areas including opportunities for circular walks.
- Recognised the importance of improving access to the surrounding countryside, as a means of offsetting the lack of formal open space in the village centre. Possible linear park along canal.
- Recognised that more could be done to signpost Kidlington and improved marketing and wayfinding for visitors.

Technology corridor

- Need to build on existing strengths and assets: Begbroke Science Park, London Oxford Airport, Langford Lane employment area and proximity to Oxford.
- Importance of better promotion of the whole area as a focus for high technology and research rather than as individual employment areas.
- Need housing and improved services to support employment growth.
- Request for greater clarity regarding the Green Belt review in terms of timing, area covered and local or strategic objectives.
- Importance of public realm improvements particularly within Langford Lane industrial area and enhanced linkages to village centre.
- Concerns about potential conflicting interests and need for joined up approach.

Improving connections and public realm

- Opportunity for a Green Travel Plan.
- Opportunities for public realm improvements at The Broadway shops, Bicester/Oxford Road junction and village centre.
- Potential for new cycle and pedestrian routes and improvements to connect up existing routes into a more comprehensive network e.g. extension of Bicester Road cycle route towards Islip.
- Need to focus on enhanced connectivity between employment areas and the village centre e.g.: new/ improved cycle and pedestrian routes between Langford Lane and Begbroke and the village centre via the canal and Lyne Road.
- Identified residential streets with high volumes of through traffic which would benefit from traffic calming measures e.g. Green Road.
- Parking pressures: potential need to restrict car parking along Oxford Road service roads (used as free park and ride) whilst maintaining some free parking within the village centre.

Meeting community needs

- Need to plan for prosperity: housing, jobs and facilities
- Identified possible sites for larger scale housing development to meet local housing needs.
- Opportunity to consolidate existing football club sites and expand Stratfield Brake, releasing sites for housing within the village e.g. Yarnton Road Football Club.
- Potential to enhance green infrastructure through careful use of green edges, footpaths, cycle paths and street trees.
- Establish a community hub at Exeter Close that brings service providers together, serves a multi-functional purpose and has access to funding.
- The need for a coherent vision for the village and its immediate surroundings including canal.
- Identified opportunities for shared use on/near existing school sites.

How these comments have been addressed in the SPD:

The Stakeholder Workshop identified key themes which have informed the structure of Part 2 of the SPD. These themes and ideas have also provided the starting point for the design opportunities considered within the SPD.

2.3 Summary

Consistent themes emerge from the consultation undertaken in respect of the 2006/7 Healthcheck and Action Plan, and the stakeholder consultation undertaken as part of the Framework Masterplan study. Key priorities include:

- Strengthen the distinctive identity of Kidlington.
- Create a stronger centre with an improved retail offer and better visibility/ frontage to Oxford Road.
- Improve integration of the village centre and employment areas.
- Enhance east-west linkages.
- Improve access to canal and open spaces.
- Make better use of assets and locational advantages.
- Understand and make provision to meet local housing needs.
- Reduce traffic congestion/ heavy traffic through village.
- Protect and enhance built and natural environment.

Particular importance is placed on balancing housing and employment growth with protection of the built and natural environment. There is increasing concern about the ability to meet local housing needs and the need for a well-rounded, sustainable community with a high quality environment, access to jobs and high quality community facilities and services.

Appendix 1

People and organisations consulted at each stage of the process

Kidlington Voice breakfast meeting, held in Foresters' Hall,
Kidlington, 20 September 2013

List of attendees:

Clare Coats, Alan Baxter and Associates
Joanna Chambers, Maddox & Associates
Emma Manning, Alan Baxter and Associates
Alan Graham, Chair of Kidlington Voice, Kidlington Parish Council
David Betts, Kidlington Parish Council
Tim Emptage, Kidlington Parish Council
David Robey, Kidlington Parish Council
Chris Pack, Kidlington Parish Council
Doug Williamson, Cherwell District Councillor
Malcolm Bromhall, lay pastoral worker Kidlington Methodist Church
Graham Kirby, Voice treasurer, retired banker
Janet Warren, Kidlington vs. climate change
Liz Hounsell, Gosford Hill Schools Careers/ work experience liaison
Martin Hunt, Mittie (Campsfield Removals Centre)
David Meade, Mittie (Campsfield Removals Centre)
Lin MacDonald, Supermack Office Solutions Ltd
Rob Worthy, Solafair
Alastair Redhouse, Redhouse Estate Agency
Mark Brim, Redhouse Estate Agency
Jeremy Sacha, Sacha and Barnes Associates
Gerry Shaw, retired
Alan Sowden, Chapman Robinson & Moore Accountants
Darren Wells, Furniture & Design Ltd.

Stakeholder workshop held at Exeter Hall, Kidlington, 20
September 2013

Facilitators:

Clare Coats, Alan Baxter and Associates
Trenton Williams, Alan Baxter and Associates
Emma Manning, Alan Baxter and Associates
Joanna Chambers, Maddox & Associates
Margaret Collins, Regeneris

Guests:

Tom Ashley, Turnberry Planning Limited
Angus Bates, Hill Street Holdings
Cllr David Betts, Kidlington Parish Council
Dr Stephen Bizley, Gosford Hill School
Andrew Bowe, Cherwell District Council
Tom Bradfield, GVA
Chris Brennan, Sustrans
Henry Brougham, Kidlington & District Historical Society
Nigel Carter, Oxfordshire CCG
Joe Claxton, Kidlington Parish Council
Will Cobley, Terence O'Rourke
Adrian Colwell, Cherwell District Council
Suzi Coyne, Suzi Coyne Planning
Robert Cronk, Chiltern Railways

Richard Cutler, Bloombridge
Jessica Eldridge, Local resident
Cllr Michael Gibbard, Kidlington Parish Council
Cllr Alan Graham, Kidlington Parish Council
Steve Haynes, Kidlington Youth Football Club
Barry Hiles, Kidlington F.C.
Jason Hill, Savills
Cllr Andrew Hornsby-Smith, Kidlington Parish Council
Gary Jackson, Bloombridge / Space Strategy
Dr Caroline Livingstone, Oxford University
Nik Lyzba, JPPC
Gary Owens, Cherwell District Council
Carol Parsons, Local resident
Stewart Pegum, Oxford University
Patricia Redpath, Kidlington Parish Council
Cllr Chris Robins, Kidlington Parish Council
Caroline Roche, Cherwell District Council
Mr C G L Smith, Gosford and Water Eaton Parish Council
Mr Phil Southall, Oxford Bus Company
Bruce Usher, Bloombridge
Richard Venables, VSL&P

Full list of those invited:

Adrian Colwell - Head of Strategic Planning
David Peckford - Senior Planning Policy Officer
Tony Crisp - Cherwell DC
All Kidlington Parish Council members
Clare Mitchell - Design & Conservation Officer
Steven Newman - Economic & Development Officer
Bob Duxbury - Development Control
Caroline Roche - Development Control
Gary Owens - Housing
Jenny Barker - Bicester
Daniel Round - Cherwell Strategy & Infrastructure
Adrian Roche - Planning Policy, Oxford City Council
Mark Jaggard - Planning Policy, Oxford City Council
Richard Byard - Skills & Economic Development
Adam Kendallward - Highways & Transport, Ox County
Will Cobley - Terence O'Rourke
Nik Lyzba - JPPC
Helen Lease - RPS
Suzi Coyne - Suzi Coyne Planning
Roger Smith - Savills
Peter Frampton - Framptons
Richard Venables - VSL&P
Jason Hill - Savills Oxford
Angus Bates - Hill Street Holdings
Richard Cutler - Bloombridge
Tom Ashley - Turnberry Planning Limited
Chris Pattison - Turnberry Planning Limited
Caroline Livingstone - Oxford University Begbroke Science Park
James Dillon - Godfray London Oxford Airport
Nicole O'Donnell - Oxfordshire Playing Fields Organisation
Charles Routh Natural England

Henry Brougham Kidlington & District Historical Society
James Clifton - Canal River Trust
Rachel Coney - Oxfordshire CCG
Linda Farmer - Kidlington Sheltered Housing (Housing 21)
Afzal Gill - Early Intervention Hub, Kidlington Forum
Steve Gerrish - Kidlington vs. Climate Change
M F Balazs - Kidlington Townswomen
Bob Taylor - Woodstock and Kidlington Rotary Club
Hazel Casey - Womens Institute
Martin Sutton - Stagecoach in Oxfordshire
Phil Southall - Oxford Bus Company
John Hammond - Thames Travel
John Hawkins - Heyfordian
Nigel Holder - Charlton Services
Chris Aldridge - Network Rail
Graham Cross - Chiltern Railways
Patrick O'Sullivan - East West Rail Consortium
Mary Gough - Bicester & Kidlington Ramblers Club
Jeff Wyatt - Canal & River Trust
Peter Challis - Sustrans
Chris Brennan - Sustrans
Chris Weller - Bowls Club
John Moss - Cricket Club
David Platt - Kidlington Football Club (Yarnton Road)
Steve Haynes - Kidlington Youth Football Club
Mark Gardener - Gosford All Blacks Rugby Club
Timothy Hallchurch - OCC
Anthony Gearing - OCC
Maurice Billington - OCC
Michael Gibbard - Ward member: Yarnton, Gosford and Water Eaton
Jeffrey Wright - Begbroke Parish Council
Dr Stephen Bizley - Gosford Hill School
Kidlington Tourist Information Centre
Mr Andrew Zolden - Thames Valley Police
Mr Paul Harris - OCC
Sharon Whiting - Senior Planning Policy Officer
Chris Thom - Planning Policy Officer
Maria Dopazo - Planning Policy Officer (Agency)
Yeun Wong - Planning Policy Officer (Agency)
Fiona Brown - Development Officer, Delivery Team
Dr Ian Scargill - Oxford Green Belt Network
Nicholas Alston - GVA
Mr C G L Smith - Gosford and Water Eaton Parish Council
Lynne Whitley - Yarnton Parish Council
Neville Surtees - Barton Willmore
Graham Flint - Langford Locks
Forum Youth Centre
Lorraine Hurley - Kaleidoscope Centre for Families/ childrens centre
Carol Parsons and Jessica Eldridge, Local residents
Andy Carmichael - Mitre
Carol Cripps - NHS
Caroline Jones - NHS

Appendix 2

Detailed summary of group discussions at Stakeholder Workshop on 20 September 2013

Appendix 2

Detailed summary of group discussions at Stakeholder Workshop on 20th September 2013

Workshop 1: Strengths and weaknesses and Vision 2031

Group A

This group was facilitated by Clare Coats of Alan Baxter. A general discussion of strengths and weaknesses included the following key points:

strengths:

- Public transport- good links to Oxford with well served bus routes.
- A good sense of community.
- A good number of local employment opportunities.
- High quality natural landscape which is accessible with a number of walking routes.
- The need to promote the existing green spaces and sports fields.
- Identified the Green Belt as a strength

weaknesses:

- Public transport - there are poor internal linkages particularly from the Airport and Langford Lane to the village centre. In-commuters are not well served.
- High traffic flows along Oxford to Banbury road and the street layout create the problem of 'rat running' on rear residential streets. This reduces pedestrian's ease of movement and safety while creating a highway separation between east and west of the village. Secondly the railway line creates a barrier to movement and potential safety issue.
- Identified the need to improve access to the village centre.
- Green Belt also as a weakness and constraint to the future development of the village.
- The floodplain must be carefully considered with regards to potential growth prospects.
- The need for improvement in the image of the public realm. This can be achieved through careful design of public spaces, positioning of street furniture and design for pedestrians and cyclists.
- Kidlington's character is poorly defined. A coherent design direction is needed to set out what is expected from developers in the village centre to ensure high quality placemaking- need to define what is in keeping with Kidlington's character.

- Concern about the low housing allocation in the Local Plan and a lack of easy housing sites.

Vision: In 2031 Kidlington will....

- Achieve sustainable growth
- Have a high quality environment and good quality design
- Balance housing and employment

Group B

This group was facilitated by Margaret Collins of Regeneris. The group discussion focused on the following key points:

strengths:

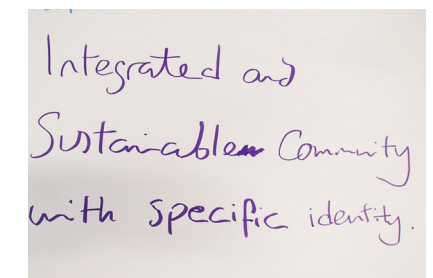
- Proximity to Oxford provides good access to employment as well as retail and cultural facilities (it is recognised that this also brings challenges, particularly in relation to sustainability issues and supporting the town centre).
- Thriving and active community (although it is recognised that there are parts of the community which are not integrated which leads to a lack of social cohesion).
- Good and improving transport links, particularly with the potential for a new train station offering links into London.
- A range of facilities, particularly health and education.
- Prosperous industries, particularly with Begbroke Science Park and areas around Langford Lane Industrial Estate.

weaknesses:

- Historic planning has been poor and resulted in a centre which lacks identity.
- Greenbelt acts as a constraint against growth.
- Lack of central character or offer, with potential to improve the retail and cultural offer as well as the public realm.

Vision: In 2031 Kidlington will be....

- An integrated and sustainable community with specific identity.



Group B notes and map

Group C

This group was facilitated by Trenton Williams of Alan Baxter. The key points focused on:

strengths:

- Proximity to Oxford and excellent bus links provide the benefits of access to all of the facilities and services within Oxford. It is expected that the development of the new station at Water Eaton will further enhance linkages, increase house prices and reduce congestion within Oxford.
- A sense of community is supported by good schools and recreation facilities helping to attract a diverse range of people.
- Strong employment provision within the village centre; fire station, Police, retail and office. Additionally there are the employment areas at Langford Lane although these are considered separate from the village.
- High value of access to open countryside, canal and green spaces and the importance of maintaining the gap between North Oxford and Kidlington.

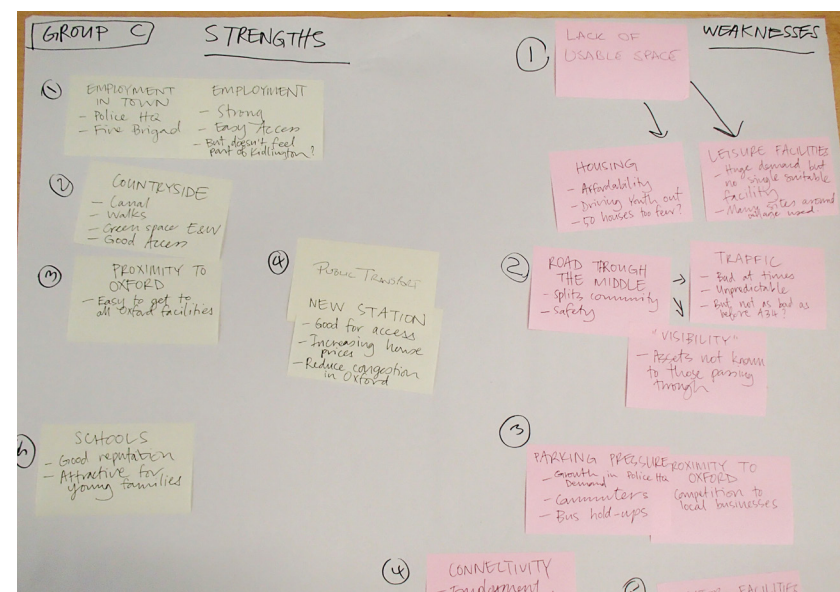
weaknesses:

- Proximity to Oxford creates competition for local business and parking pressures within the village centre; people can park for free and use bus access to Oxford.
- Poor connectivity between the employment areas/ Airport and the village centre due to travel time and inconvenient short stay parking options.
- There is major traffic congestion along Oxford to Banbury Road which is often unpredictable. This causes safety issues, divides the village community and decreases the visibility of the village assets to through traffic.
- Identified the need for improved cycle routes along the canal towpath, to Oxford and towards the village centre. New routes are proposed near Stratfield Brake, The need to improve cycle routes and connections internally and along the towpath towards Oxford.
- Land pressures: a lack of useable sites vs. high demand for affordable housing and leisure facilities;
 - o Higher provision of affordable housing would enable young people to stay
 - o Potential to consolidate recreation facilities on a new larger site to release land.

- A lack of visitor accommodation or hotel.

Vision: In 2031 Kidlington will...

- Have a strengthened village centre
- Have access to the surrounding countryside with good footpaths and cycle links
- Retain identity and individuality
- Be attractive to visitors and investment



Group C annotated map and notes

Group D

This group was facilitated by Joanna Chambers of Maddox & Associates. The main points from their discussion were:

strengths:

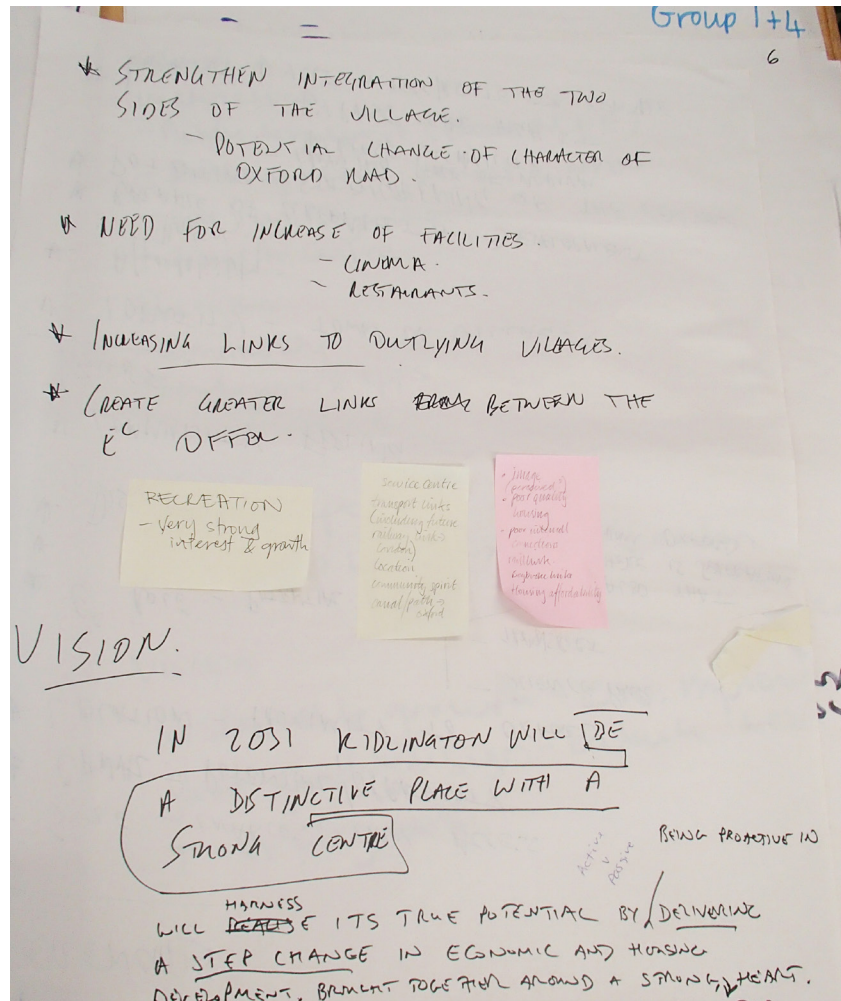
- The size of the village enables easy access to the village centre whilst helping to create a sense of community.
- The identity of Kidlington- whether development remains at a village scale or investigates options for growth as a town.
- Oxford canal is a great asset bringing distinction and identity but is currently underused. Significant changes to enhance the area include; towpath surface improvements, adding more signage and improving accessibility.
- Kidlington has a strong economic role within the district. Consider the potential opportunities for future employment whilst establishing stronger links between the employment offers.
- Strategic location with close proximity to Oxford and Begbroke Science Park connected with good transport links.
- Identified possible sites for larger scale housing development to meet local housing need including affordable housing requirements.
- Need to achieve a balance of Green belt and development with a requirement for growth.

weaknesses:

- The need to consider retaining segregation from Oxford in order to retain a sense of identity and community feel.
- Deliver more high quality facilities particularly those that encourage activity after work hours such as restaurants and a cinema within the village centre to support an evening economy.
- Accessibility to the village centre can be improved by creating new cycle routes.
- Need for public realm improvements along the Oxford to Banbury Road include improving pedestrian crossings to integrate the east and west sides of the village.

Vision: In 2013 Kidlington will....

- Be a distinctive place with a strong centre
- Will harness its true potential by being proactive in delivering a step change economic and housing development brought together around a strong characterful heart.



Group D notes

Group E

This group was facilitated by Emma Manning of Alan Baxter. Their discussion focused on the following key points:

strengths:

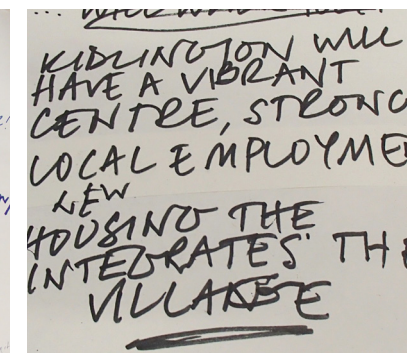
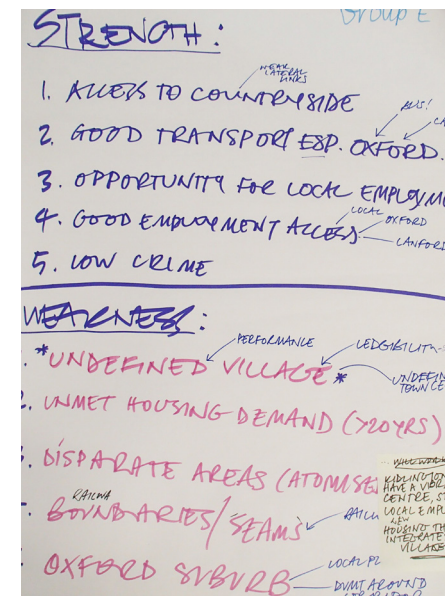
- Strategic location- close proximity to Oxford, London Oxford Airport and Langford Lane business park which bring local employment benefits. It is recognised that the proximity of Oxford also brings economic challenges and puts pressure on the provision of adequate facilities.
- Good access to local employment but there is a need to utilise the employment areas fully.
- Local transport links provide good bus links to Oxford
- Parking needs are met with ample surface car parking within the village centre but there is an opportunity to improve parking access from the north.
- Portrayed as a pleasant place to live with good schools, low crime rates and low unemployment.
- Good connections to a variety of countryside assets.

weaknesses:

- The majority of residential streets are poorly connected and illegible.
- An undefined village centre has resulted from a combination of inactive frontages, poor accessibility and legibility and economic underperformance. The village centre can be strengthened by intensifying retail to bring inward investment and attract visitors.
- A lack of cohesion within the village with disparate communities built around local centres and an undefined village centre.
- Unmet housing demand particularly for affordable housing.

Vision: In 2031 Kidlington will have...

- A vibrant centre
- Strong local employment
- New housing that integrates the village.



Group E notes

Workshop 2: Priorities for the Future

Group 1 & 4:

i. Village Centre, Exeter Hall, ii. Enhancing local distinctiveness

This combined group was facilitated by Clare Coats and Emma Manning. Their key points focused on:

- Identified larger sites within the village centre for longer term development e.g. the car showroom site located at the junction of Oxford Road and High Street which if redeveloped for retail would make the village centre more visible. Other identified sites included: Fire Station, Post Office and Co-op.
- Create a more pedestrian friendly environment which could include introducing a 20mph limit along access roads to the village centre and on Oxford Road and a new square.
- Encourage a diverse range of retailers through attraction of larger retail brands such as Waitrose, Marks & Spencer, Lidl or Aldi to attract people to the village. Smaller specialist shops could also benefit the retail economy and revitalise the centre.
- Appropriate use of street furniture to create an attractive environment, this could include street trees to screen less attractive buildings or barriers.
- Relocating the market to a more central public space or into streets where footfall is higher.
- Scope for redevelopment along the High Street and change of land uses to increase activity at different hours of the day e.g. convert office spaces above the clock tower into residential would ensure public spaces are overlooked in the evening.
- Consider altering the building frontages along the High Street to enhance the appearance. One idea is to use canopies above shop fronts to give a sense of identity.
- Consider the opportunity to reorganise Exeter Close.
- Support for consolidating the football teams, there is a potential development opportunity site at Yarnton Road football club.
- The potential to encourage more activity along the canal by encouraging commercial to front the canal and consideration of a canal based marina.
- Acknowledgement the canal is one of the most attractive areas and therefore improvements to pedestrian routes need to be considered.

- Enhance the visual appearance of Oxford to Banbury Road, for example planting street trees or attaching banners to lamp posts to add colour and draw visitors to the village centre.
- Landscape assets at Langford Meadows and Kidlington Fields which should be accessible with an improved footpath network and possibly creating a linear park.
- Enhancing connectivity and recreation benefits by connecting strong countryside links, potentially along High Street.
- Preserve Green belt land along western edge of canal and land surrounding the river Cherwell due to flood risk.



Group 1/4 annotated map

Group 2: Technology corridor

This group was facilitated by Margaret Collins of Regeneris. Their discussion focused on:

- Strong high tech employment opportunities including Begbroke, London Oxford Airport and Langford. Key sectors include: aerospace science, R +D and advanced technology manufacturing.
- Potential opportunity to capture Oxford spin-outs due to Kidlington's location within the Oxfordshire economy.
- Significance of the Green belt review Strategy TBA, whether this excels or hinders growth potential.
- Potential opportunity to advance technology science with the close proximity of Oxford.
- Careful consideration is needed for the new station at Water Eaton Park and Ride since it is likely that development will occur on development sites close to the station which could impact upon the town centre and the employment areas.
- Begbroke provides a location for 30 companies with 400 employees and has strong links with Oxford University. It has eating facilities, as well as laboratories, workshops and clean rooms. Begbroke provides space for start-up's and mature multi-nationals with firms ranging from 1-2 employees up to 150 employees
- There is a need for additional public realm enhancements around Langford Lane Industrial estate.
- The motor park attracts high technology firms that benefit from proximity to Oxford.

Priorities:

- The need to balance housing and employment needs.
- Deliver a higher number and diverse range of services within the village centre
- Clarity is required around the Green belt review with regards to timing, area covered and local or strategic concern.
- A decision should be made whether Kidlington is in favour of growth.
- The importance of a joined up approach to produce an employment strategy which is appropriate to the village and that enhances the assets of the village through clustered development.

Group 5: Meeting community needs

This group was facilitated by Joanna Chambers of Maddox & Associates. Their key points focused on:

- The need for a clear vision vs. status quo
- A better understanding of local housing needs is required to ensure there is a balance of employment to housing. Potential need to look at larger scale housing and developer contributions to the proposals.
- More clarity is required on employment prospects and pressures on services.
- Create links between employment, housing and services within the village.
- The need for improved accessibility with particular focus on desire lines, linkages and connections.
- Use of a community hub to bring services together. Establish a coherent understanding of social, economic and physical needs. Consider availability of funding for renovation of the existing Exeter Hall facilities or a new facility. Important to keep funding on the agenda by considering CCG savings and increased health benefits.
- The need to address the village centre with regard to visibility, capacity, mix of uses, parking provision and economic impacts.
- Careful consideration of the village's relationship to Oxford, with the need to think cross boundary in order to attract more inward investment. Establish a Plan for Growth under Section 106 guidance.
- The need for improved links from the village centre to the business areas which can be achieved by creating a variety of fast and slow walking and bus routes.
- There is a need for a combined football grounds which the 30 football teams can play on. Potential to combine facilities and improve open spaces and access although the currently the largest site Stratfield Brake has restrictions for further development.
- To establish a green infrastructure through careful use of green edges to form an open space network or circular walk.
- Potential opportunity to relieve some of space pressures on schools through multi-functional use of sites near to the school sites.



Group 5 notes and annotated map

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**Kidlington Framework Masterplan draft Supplementary Planning Document (SPD) –
March 2016 - Strategic Environmental Assessment Screening Statement**

**Screening Statement on the determination of the need for a
Strategic Environmental Assessment (SEA) in accordance
with the Environmental Assessment of Plans and
Programmes Regulations 2004 and European Directive
2001/42/EC of the:**

**Kidlington Framework Masterplan Supplementary Planning
Document (SPD)**

February 2016

1.0 Introduction

- 1.1 The requirement for a Strategic Environment Assessment (SEA) is set out in Government Planning Practice Guidance and Environmental Protection legislation (the Environmental Assessment of Plans and Programmes Regulations 2004). If the local planning authority determines that a plan is unlikely to have significant environmental effects through a screening process then a SEA will not be required.
- 1.2 To assess whether an SEA is required the Local Authority must undertake a screening process based on a standard set of criteria. This must be subject to consultation with Historic England, the Environment Agency and Natural England. The results of the screening process must be detailed in a Screening Statement, which is required to be made available to the public.
- 1.3 This screening statement is designed to determine whether or not the contents of the draft Kidlington Framework Masterplan Supplementary Planning Document (SPD) require a Strategic Environmental Assessment (SEA) in accordance with the European Directive 2001/42/EC and associated Environmental Assessment of Plans and Programmes Regulations 2004.
- 1.4 Section 4 of this document provides a screening assessment of the likely significant environmental effects of the SPD and the need for a full SEA. This statement sets out Cherwell District Council's determination on the need for SEA for the SPD prior to consultation with the above statutory environmental bodies.

Purpose of the Framework Masterplan

- 1.5 The adopted Cherwell Local Plan (2011-2031) – Part 1 contains a number of policies which are relevant to development at Kidlington including those relating to employment development, the Oxford Green Belt and Kidlington centre. As part of the Development Plan, the adopted Local Plan provides the strategic policy framework for development at Kidlington and has been subject to SEA/SA.
- 1.6 Other documents identified in the Council's Local Development Scheme (LDS), including Local Plan Part 2 and a Partial Review of Local Plan Part 1, will also form part of the Development Plan and will be subject to SEA/SA where required.
- 1.7 The draft Kidlington Framework Masterplan supports the Local Plan Part 1 and provides a strategy and development opportunities for Kidlington. It identifies opportunities for development to inform other development plan documents but does not allocate sites for development or contain formal policies. It is also intended to be used as a guide for preparing site proposals and discusses matters which are not always land use based.

2.0 Legislative Background

- 2.1 The basis for Strategic Environmental Assessments and Sustainability Appraisal legislation is European Directive 2001/42/EC and was transposed into English law by the Environmental Assessment of Plans and Programmes Regulations 2004, or SEA Regulations. Detailed Guidance of these regulations can be found in the Government publication 'A Practical Guide to the Strategic Environmental Assessment Directive' (ODPM 2005).
- 2.2 The Planning and Compulsory Purchase Act 2004 required Local Authorities to produce Sustainability Appraisals (SA) for all local development documents to meet the requirement of the EU Directive on SEA. It is considered best practice to incorporate requirements of the SEA Directive into an SA.
- 2.3 However, the 2008 Planning Act removed the requirement to undertake a Sustainability Appraisal for a Supplementary Planning Document, but not a Strategic Environmental Assessment. This is because SPD's do not normally introduce new policies or proposals or modify planning documents which have already been subject to Sustainability Appraisal.
- 2.4 This report focuses on screening for SEA and the criteria for establishing whether a full assessment is needed.

SEA Screening criteria and procedure

2.5 The SEA Directive requires SEA for plans when:

- a) They "determine the use of small areas at local level or
- b) Are minor modifications to the above plans or programmes..." and states that "...they should be assessed only where Member States determine that they are likely to have significant effects on the environment."

2.6 The criteria for determining the significance of effects are listed in Schedule 1 (9 (2) (a) and 10 (4) (a) of the Environmental Assessment of Plans and Programmes Regulations 2004. They relate to:

- the scope and influence of the document and
- the type of impact and area likely to be affected

2.7 The Government's Planning Practice Guidance states:

'Supplementary planning documents do not require a sustainability appraisal but may in exceptional circumstances require a strategic environmental assessment if they are likely to have significant environmental effects that have not already been assessed during the preparation of the Local Plan.'

A strategic environmental assessment is unlikely to be required where a supplementary planning document deals only with a small area at a local level (see regulation 5(6) of the Environmental Assessment of Plans and Programmes Regulations 2004), unless it is considered that there are likely to be significant environmental effects.

Before deciding whether significant environment effects are likely, the local planning authority should take into account the criteria specified in Schedule 1 to the Environmental

Assessment of Plans and Programmes Regulations 2004 and consult the consultation bodies'. (Paragraph 008 Reference ID: 11-008-20140306 Revised 06.03.2014)

Screening and Consultation

- 2.8 In accordance with Regulations 9 of the Environmental Assessment for Plans and Programmes Regulations 2004, Cherwell District Council, as the Responsible Authority is required to determine whether the Kidlington Framework Masterplan SPD is likely to have significant environmental effects taking into account Schedule 1 of the Regulations. It is also required to consult with the consultation bodies (Environment Agency, Historic England and Natural England). Where the Responsible Authority determines that the plan or programme is unlikely to have significant environmental effects, and therefore does not need to be subject to full Strategic Environmental Assessment, it must prepare a statement showing the reasons for this determination.
- 2.9 Regulation 11 of the EA for Plans and Programmes Regulations 2004 requires the Responsible Authority to send to each consultation body a copy of the determination and its reasons for the determination in those cases where it is determined that SEA is not required. The Responsible Authority is also required to take steps as it considers appropriate to bring the determination to the attention of the public. The Responsible Authority shall keep a copy of the determination and accompanying statement of reasons for public inspection.

3.0 Criteria for Assessing the Effects of Supplementary Planning Documents

3.1 Criteria for determining the likely significance of effects referred to in Article 3(5) of Directive 2001/42/EC are set out below:

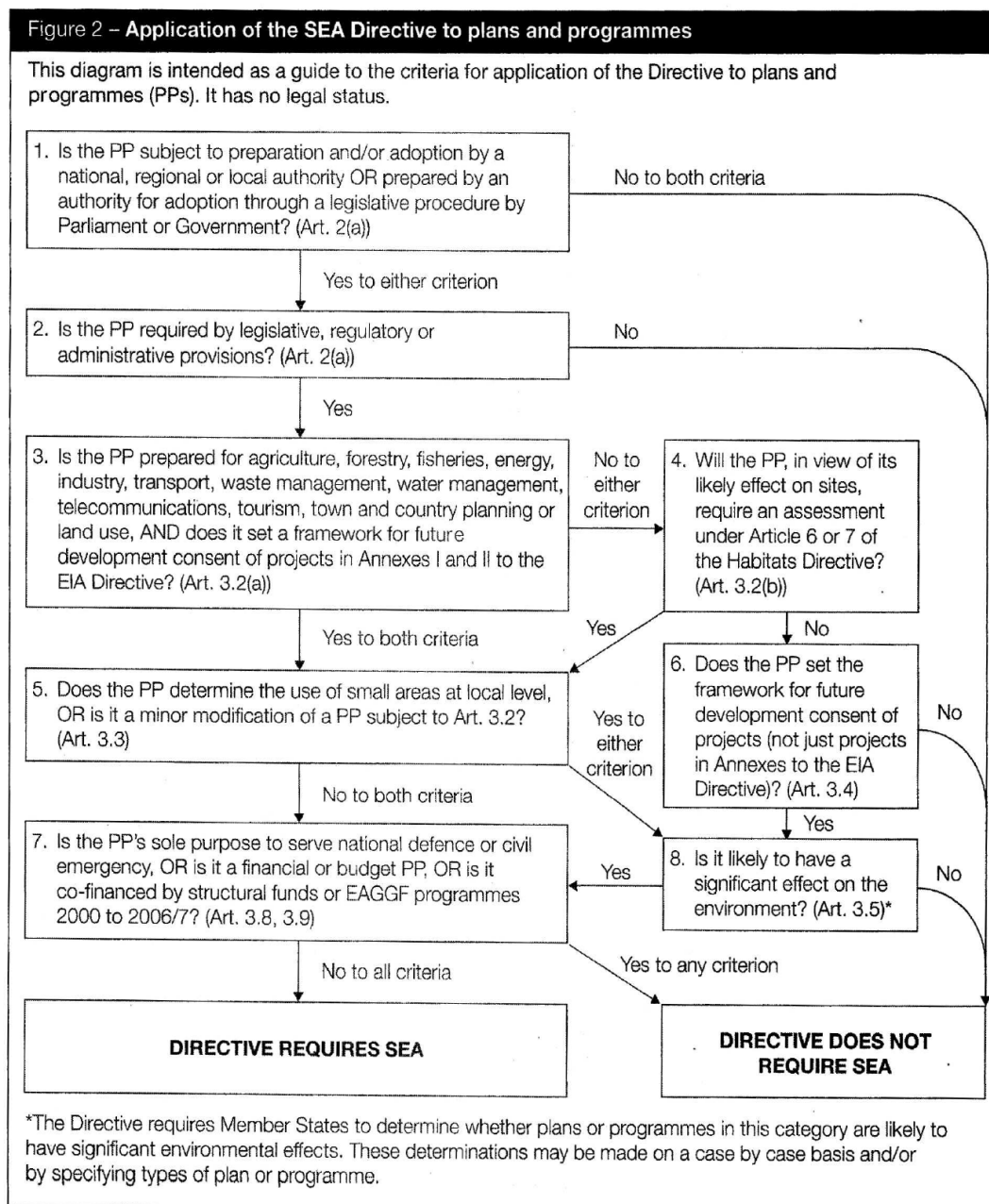
1. The characteristics of plans and programmes, having regard, in particular, to
 - the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources,
 - the degree to which the plan or programme influences other plans and programmes including those in a hierarchy,
 - the relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development,
 - environmental problems relevant to the plan or programme,
 - the relevance of the plan or programme for the implementation of Community legislation on the environment (e.g. plans and programmes linked to waste management or water protection).

2. Characteristics of the effects and of the area likely to be affected, having regard, in particular, to
 - the probability, duration, frequency and reversibility of the effects,
 - the cumulative nature of the effects,
 - the transboundary nature of the effects,
 - the risks to human health or the environment (e.g. due to accidents),
 - the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected),
 - the value and vulnerability of the area likely to be affected due to:
 - special natural characteristics or cultural heritage,
 - exceeded environmental quality standards or limit values,
 - intensive land-use,
 - the effects on areas or landscapes which have a recognised national, Community or international protection status.

(Source: Annex ii of SEA Directive)

4.0 Assessment

4.1 The diagram below illustrates the process for screening a planning document to ascertain whether a full SEA is required.



4.2 The table below shows the assessment of whether the Kidlington Framework Masterplan SPD will require a full SEA. The questions below are drawn from the diagram above which sets out how the SEA Directive should be applied.

Table 1: Establishing the Need for SEA		
Stage	Y/N	Reason
1. Is the PP (plan or programme) subject to preparation and/or adoption by a national, regional or local authority OR prepared by an authority for adoption through a legislative procedure by Parliament or Government? (Art. 2(a))	Y	The SPD is being prepared by/for Cherwell District Council to develop further detail on and support the Cherwell Local Plan - Part 1 and to inform future work on development opportunities.
2. Is the PP required by legislative, regulatory or administrative provisions? (Art. 2(a))	Y	The SPD is required by Cherwell District Council to develop more detail on and support the Cherwell Local Plan and to inform future work on development opportunities.
3. Is the PP prepared for agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use, AND does it set a framework for future development consent of projects in Annexes I and II to the EIA Directive? (Art 3.2(a))	Y	The SPD is prepared for town and country planning and land use and provides a strategy for the future of Kidlington. It will form part of a framework for future development consents but does not allocate land for development.
4. Will the PP, in view of its likely effect on sites, require an assessment for future development under Article 6 or 7 of the Habitats Directive? (Art. 3.2 (b))	N	The SPD does not allocate land for development. Other documents in the Council's Local Development Framework, including the Local Plan 2011-2031, have this role and have or will be subject to the requirements of the Habitats Directive.
5. Does the PP Determine the use of small areas at local level, OR is it a minor modification of a PP subject to Art. 3.2? (Art. 3.3)	N	The SPD identifies opportunities for small development sites and will guide the characteristics of development but does not determine their use. Local Plan Part 2, Neighbourhood Plans or other LDF documents have this role.
6. Does the PP set the framework for future development consent of projects (not just projects in annexes to the EIA Directive)? (Art 3.4)	N	The draft SPD does not set the framework for future development consent of projects.
7. Is the PP's sole purpose to serve	N	N/A

<p>the national defence or civil emergency, OR is it a financial or budget PP, OR is it co-financed by structural funds or EAGGF programmes 2000 to 2006/7? (Art 3.8, 3.9)</p>		
<p>8. Is it likely to have a significant effect on the environment? (Art. 3.5)</p>	<p>N</p>	<p>The SPD will not have a significant effect on the environment. The SPD does not allocate land for development. The concepts and opportunities in the draft SPD are small scale and other documents in the Council's Local Development Framework, including the Local Plan 2011-2031, have/will contain formal policies for Kidlington and have/will be subject to SEA where necessary.</p>

4.3 The likely effects of the Kidlington Framework Masterplan SPD on the environment have been assessed and are summarised in the table in Appendix 1.

5.0 Screening Outcome

- 5.1 As a result of the assessment in Section 4 and Appendix 1, it is concluded that there will not be significant environmental effects arising from the Kidlington Framework Masterplan Supplementary Planning Document. As such the SPD does not require a full SEA to be undertaken.

Appendix 1: Likely significant effects on the environment

SEA Directive Criteria Schedule 1 Environmental Assessment of Plans and Programmes Regulations 2004	Summary of significant Effects Scope and influence of the document	Is the SPD likely to have a significant environmental effect? Y/N
1. Characteristics of the SPD having particular regard to:		
(a) The degree to which the SPD sets out a framework for projects and other activities, either with regard to the location, nature, size or operating conditions or by allocating resources.	As part of the Development Plan, the adopted Local Plan Part 1 provides the framework for development at Kidlington and has been subject to SEA/SA. Local Plan Part 2, and other development documents will also form part of the formal development plan and policy framework and if necessary will be subject to SEA/SA. The Kidlington Framework Masterplan supports the Local Plan. It identifies opportunities for development, including small scale site opportunities, to inform other development plan documents but does not allocate sites for development or contain formal policies. It is intended to be used as a guide for preparing proposals and discusses matters which are not always land use based.	N
(b) The degree to which the SPD influences other plans and programmes including those in a hierarchy.	The Kidlington Framework Masterplan will inform future work on development options for development plan documents but does not allocate new sites or contain formal policies. It sits below Adopted Local Plan policy in the hierarchy of planning policy.	N
c) The relevance of the SPD for the integration of environmental considerations in particular with a view to promoting sustainable development.	The SPD promotes sustainable development in accordance on the NPPF and Local Plan policies discussing matters such as biodiversity, landscape and green infrastructure and explores sustainable growth.	N
(d) Environmental problems relevant to the SPD.	The Local Plan Sustainability Appraisal highlights the main environmental problems relevant to Kidlington and the SPD supplements this discussing matters such as biodiversity, landscape and green	N

	infrastructure and explores sustainable growth.	
(e) The relevance of the SPD for the implementation of Community legislation on the environment (for example plans and programmes related to waste management or water protection).	The SPD is not directly relevant in the implementation of environmental plans such as the Oxfordshire Joint Municipal Waste Strategy and its effect will be limited.	N
2. Characteristics of the effects and area likely to be affected having particular regard to:		
(a)The probability, duration, frequency and reversibility of the effects.	The SPD does not allocate sites or contain formal policies for development proposals. The SPD follows Local Plan Part 1 which allows for minor development within the built up limits of Kidlington.	N
(b)The cumulative nature of the effects of the SPD.	The SPD does not allocate sites or contain formal policies for development proposals. The SPD aims to ensure the sustainability objectives of the Local Plan are met. The strategy and opportunities in the draft Masterplan consider Kidlington's environmental characteristics and set out an approach to protection and enhancement.	N
(c)The trans boundary nature of the effects of the SPD.	A Habitats Regulation Assessment was undertaken for the Local Plan and concluded that growth in the Local Plan will not lead to likely significant effect on the Oxford Meadows Special Area of Conservation (SAC) alone or in combination with other projects. The SPD does not allocate sites or contain formal policies for development proposals. Trans-boundary effects will not be significant.	N
(d)The risks to human health or the environment (e.g. due to accident).	No significant risks to human health or the environment have been identified in the SPD preparation.	N
(e)The magnitude and spatial extent of the effects	Kidlington and the Masterplan cover a fairly large area but the SPD does not	N

(geographic area and size of the population likely to be affected) by the SPD.	allocate sites or contain formal policies for development proposals.	
(f)The value and vulnerability of the area likely to be affected by the SPD due to: -Special natural characteristics or cultural heritage -Exceeded environmental quality standards or limit values -Intensive land use.	The SPD does not allocate sites or contain formal policies for development proposals. The strategy and opportunities in the Masterplan consider Kidlington's environmental characteristics and set out an approach to protection and enhancement.	N
(g) The effects of the SPD on areas or landscapes which have recognised national Community or international protected status.	The SPD does not allocate sites or contain formal policies for development proposals. The strategy and opportunities in the draft Masterplan consider Kidlington's environmental characteristics and set out an approach to protection and enhancement.	N

Cherwell District Council

Executive

7 March 2016

Local Enforcement Plan

Report of Head of Development Management

This report is public

Purpose of report

To consider the Local Enforcement Plan.

1.0 Recommendations

The meeting is recommended:

- 1.1 To adopt the Local Enforcement Plan (Appendix 1).

2.0 Report Details

- 2.1 Paragraph 207 of the National Planning Policy Framework (NPPF) recommends that local planning authorities consider publishing a Local Enforcement Plan (LEP) to manage enforcement proactively, in a way that is appropriate to their area.
- 2.2 Officers consider that there are clear benefits to all stakeholders in adopting a LEP.
- 2.3 The LEP, which is attached at Appendix 1 to this report, attempts to explain the planning enforcement process in a way that is accessible to members of the public with only limited understanding of the planning system.
- 2.4 Aside from managing public expectations, in respect of what action can and cannot be taken, the LEP identifies the Council's planning enforcement priorities. There are different timeframes in which action should be taken dependent on the seriousness of the alleged breach of planning control.
- 2.5 The performance of the Planning Enforcement Team will be measured against the targets identified within the LEP.

- 2.6 Officers took into account the Joint Cherwell and South Northamptonshire Council Enforcement Policy (September 2014) when producing the draft LEP. This document will be one of the suite of documents referred to in the Appendix to the main Enforcement Policy document.

3.0 Consultation

- 3.1 Councillor Michael Gibbard, Lead Member for Planning

- 3.2 Planning Committee (18 February 2016)

4.0 Alternative Options and Reasons for Rejection

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

Not to agree to adopt the LEP. This would inhibit the Planning Enforcement Team's ability to effectively manage breaches of planning control. It would also forego the opportunity to improve the public's understanding of the planning enforcement system.

5.0 Implications

Financial and Resource Implications

- 5.1 There are no additional financial implications arising for the Council from this report.

Comments checked by:
Denise Taylor, Group Accountant, 01327 322188,
denise.taylor@cherwelladnsouthnorthants.gov.uk

Legal Implications

- 5.2 There are no additional legal implications arising for the Council from this report.

Comments checked by:
Nigel Bell, Team Leader – Planning, 01295 221687,
nigel.bell@cherwellandsouthnorthants.gov.uk

6.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Lead Councillor

Councillor Michael Gibbard, Lead Member for Planning

Document Information

Appendix No	Title
1	Local Enforcement Plan
Background Papers	
None	
Report Author	Paul Ihringer (Team Leader – Enforcement)
Contact Information	01295 221817 paul.ihringer@cherwell-dc.gov.uk

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1 Introduction

- 1.1 Cherwell District Council's Planning Enforcement Team comprises a group of dedicated officers who investigate upwards of 400 alleged planning breaches each year. The Council has a statutory duty to ensure that these complaints are investigated and appropriate action, where necessary, is taken. The principal remit of this Local Enforcement Plan is to ensure that the Council's resources, directed at planning enforcement, are put to the best possible use.
- 1.2 The Local Enforcement Plan has been written in accordance with Government guidance contained in the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG). The NPPF was published in March 2012 and provides an overview of how the planning system should help to deliver sustainable development. The PPG is an electronic document which has been regularly updated since going live in 2014. It helps to explain how the Government objectives, set out in the NPPF, can be achieved. Of particular relevance to the Local Enforcement Plan is the sub-section in the PPG entitled *Ensuring effective enforcement*.
- 1.3 Although not a requirement, Paragraph 207 of the NPPF sets out the advantages that a local planning authority (LPA), and the community for which it is responsible, would derive from producing a Local Enforcement Plan:

*"Effective enforcement is important as a means of maintaining public confidence in the system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. Local planning authorities should consider publishing a **local enforcement plan** to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so."*
- 1.4 The aim and objectives of this Local Enforcement Plan are therefore as follows:
 - To identify the Council's planning enforcement priorities
 - To provide a framework for the investigation of alleged breaches of planning control
 - To set out the range of action that can be taken where it is considered appropriate to do so
 - To proactively monitor the implementation of planning permissions
- 1.5 The plan is built around a process of escalation. In most circumstances the Council will only issue a formal notice where a breach of control has caused or is likely to cause material harm to amenity (see Section 11 for a planning definition of amenity), and where informal negotiations have been or are expected to be unsuccessful.
- 1.6 The Local Enforcement Plan will be kept under review and will be amended, when required, to take into account changes in legislation, the Local Development Plan, resources and priorities. The Local Development Plan currently includes the saved policies of the Cherwell Local Plan 1996 and the Cherwell Local Plan 2011-2031 Part 1.

2 What is a Breach of Planning Control?

Legislative Background

- 2.1 The primary legislation for planning enforcement is set out in Part VII of the Town and Country Planning Act 1990, which includes amendments set out in the Planning and Compensation Act 1991 and the Planning and Compulsory Purchase Act 2004. They are collectively referred to as the “Town and Country Planning Act (as amended)” and, for the purposes of this document, by the acronym TCPA.
- 2.2 The TCPA states that planning permission is required for *development*. Section 55 defines *development* as: “the carrying out of building, engineering, mining or other operations in, on, over or under land, or the making of any material change in the use of any buildings or other land.”
- 2.3 A breach of planning control is defined at Section 171A as “the carrying out of a development without the required planning permission, or failing to comply with any condition or limitation subject to which planning permission has been granted”.
- 2.4 Relevant secondary legislation:
- The Town and Country (General Permitted Development) Order 2015 (GPDO)
The GPDO sets out *development* that homeowners and other bodies can carry out without the need for planning permission. They are commonly referred to as ‘permitted development rights’.
- The Town and Country Planning (Use Classes) Order 1987 (as amended)
This legislation sets out the various categories that different uses of land fall into and what constitutes a material change of use that would require planning permission.

Planning Breaches

- 2.5 The majority of planning enforcement investigations therefore involve one of the following alleged breaches:
- Building work or engineering operations carried out without planning permission
 - Unauthorised change of use of land or buildings
 - Development which has not been carried out in accordance with an approved planning permission
 - Failure to comply with a condition or legal agreement attached to a planning permission
 - Any contravention of the limitations on, or conditions belonging to, permitted development rights, set out in the GPDO.
- 2.6 Although not breaches of *planning control*, other matters which are dealt with by the Planning Enforcement Team include:
- Demolition taking place in conservation areas where permission is required
 - Works carried out to a listed building which affect the historic character or setting, without listed building consent being granted
(Demolition in a conservation and works to a listed building fall under the remit of the Planning (Listed Building and Conservation Areas) Act 1990 (as amended))

- Removal of, or works carried out, to protected trees and hedgerows without consent being granted or proper notification given
- Display of advertisements, which require consent under the Town and Country Planning (Control of Advertisements) Regulations 2007
- Failure to comply with the requirements of an Enforcement Notice (see Section 6)

For the purposes of this document, future references to planning control will also include the breaches identified in the paragraph above.

Non Planning Breaches

2.7 The Council regularly receives correspondence for matters which are not breaches of planning control. Whilst the Planning Enforcement Team may not be able to deal with such grievances there may be other legislative controls open to a complainant. The most common examples of which are:

- Neighbour nuisance, boundary and land ownership disputes. These are civil matters that the Council cannot get involved in. Further advice can be obtained from a solicitor or the Citizens Advice Bureau
- Use of or development on the highway, footway or verge that is covered by highway legislation. Complainants are advised to contact Oxfordshire County Council via the following link: <http://fixmystreet.oxfordshire.gov.uk/>
- Dangerous structures are normally the responsibility of our Building Control Department. They can be contacted on (☎0300 003 0200)
- Anti-social behaviour including fly tipping, high hedges, noise and smell are the remit of the Council's Environmental Health Team (☎01295 227007)

2.8 As already referred to above, the GPDO makes provision for development that can be carried out without the need for planning permission and is therefore immune from any action. For example not all domestic extensions and outbuildings require planning permission. Homeowners should however be mindful that the permitted development set out in the GPDO may have been removed by the Council and they should therefore check the property's planning history before carrying out any works which are reliant on this legislation. The removal of permitted development rights would ordinarily be via a condition on a planning permission or in architecturally sensitive areas by an Article 4 directive.

3 Principles of Good Enforcement

Expediency

3.1 Planning enforcement is a discretionary power. In deciding whether it is appropriate to take enforcement action the degree of harm the unauthorised development is causing, or is likely to cause, will be carefully considered. Harm can arise through a range, or a combination of factors:

- Adverse impact on visual amenity due to poor design or inappropriate materials
- Loss of privacy or overshadowing and loss of natural light
- Inappropriate development that is harmful to the landscape or the setting of a heritage asset
- Untidy land and run down or derelict buildings that present a very poor quality environment and/or prejudice community safety
- Failure to comply with a condition of a planning permission leading to an adverse impact
- Danger and disturbance due to significantly increased traffic flows
- Loss of protected trees
- loss or damage to listed buildings and demolition of buildings in a conservation area

3.2 Harm, for the purposes of planning, does not however include:

- Breaches of restrictive covenants
- Private disputes
- Competition between businesses
- Loss of an individual's view or trespass onto their land (including ownership disputes)
- Damage to property
- Reduction in value of land or property

Proportionality

3.3 Enforcement action should always be proportionate to the seriousness of the harm being caused. It should, for instance, not always be taken to regularise development which is otherwise acceptable on its planning merits but for which planning permission has not been sought.

3.4 When considering proportionality the PPG advises the following in respect of the human rights of those responsible for the breach as well as those affected:

The provisions of the European Convention on Human Rights such as Article 1 of the First Protocol, Article 8 and Article 14 are relevant when considering enforcement action. There is a clear public interest in enforcing planning law and planning regulation in a proportionate way. In deciding whether enforcement action is taken, local planning authorities should, where relevant, have regard to the potential impact on the health, housing needs and welfare of those affected by the proposed action, and those who are affected by a breach of planning control.

Consistency

3.5 The Council will take a similar approach to cases in order to achieve similar outcomes. However a full consideration of all the circumstances of individual cases means that there is not necessarily any uniformity in the outcome of apparently similar cases.

Decisions made by the Council have to be reasonable and require appropriate measures in order to remedy the breach. This will be achieved by:

- Following advice contained within Government guidance on legal procedures, planning policy and good practice
- Adhering to the planning policies within our Local Development Plan and Supplementary Planning Documents in the interests of protecting our Conservation Areas, Listed Buildings as well as other designated land and features
- Keeping up-to-date with Government circulars, case law and court judgements
- Liaising with various partner agencies and statutory consultees notably in cases where their specialist guidance and knowledge is required (e.g. the Environment Agency and Historic England)

Negotiation

3.6 In all but the most serious cases, the Council will seek to negotiate compliance rather than pursue formal enforcement action, providing that an appropriate resolution can be achieved in a timely manner. Negotiations aim to achieve one or more of the following outcomes:

- To undertake work to comply with the planning permission granted
- To apply for retrospective planning permission for the works undertaken or a variation to the works that are more likely to secure permission
- To remove an unauthorised development
- To cease an unauthorised use

3.7 However, negotiations will not be allowed to impede or delay whatever formal enforcement action may be required to make the development acceptable in planning terms, or to compel it to stop.

4 Enforcement Priorities and Response Procedure

4.1 Given the number of alleged breaches that occur throughout the year, it would be impossible to investigate and pursue all cases within an equally rigid timeframe given the resources available. Therefore each investigation is prioritised according to the seriousness of the alleged breach and the degree of harm being caused. The table below sets out the three categories of alleged breach which will allow the Council to respond in a fair, proportionate and timely manner according to the nature of the allegation.

Priority Category	Potential Planning Breach	Site Visit (working days)	Complainant Response Time (working days)
A	<p>This category is for development causing serious threat to public health and safety, or permanent, serious damage to the natural or built environment.</p> <p>Examples</p> <ul style="list-style-type: none"> • Activities that have the potential to cause irreparable harm to Conservation Areas, Sites of Special Scientific Interest, the Cotswold Area of Outstanding Natural Beauty etc • Unauthorised development that represents a serious danger to members of the public • Ongoing unauthorised works to a listed building • Ongoing unauthorised works to a protected tree 	1	3
B	<p>Less urgent than Priority Category A, but considered harmful with the potential to get worse.</p> <p>Examples</p> <ul style="list-style-type: none"> • Unauthorised on-going construction • Breach of planning conditions precedent • Breach of an enforcement notice • Unauthorised advertisements that constitute a potential highway danger 	5	10
C	<p>This category covers the majority of cases, where there is a possible breach but one that is unlikely to get any worse.</p> <p>Examples</p> <ul style="list-style-type: none"> • Unauthorised construction • Unauthorised advertisements not covered in category B • Unauthorised works to a listed building 	15	20

The examples set out in the table are not exhaustive and each case will be judged on its own merits and prioritised accordingly.

4.2 Many cases will require repeat site visits, negotiation, the serving of notices on owners and, in a limited number of cases, prosecution before the breach is resolved. The Planning Enforcement Officer allocated to each case will keep original complainants informed on a regular basis of progress. They will indicate arrangements for how they will achieve this in their initial response as well as set out a strategy, where appropriate, for resolving the alleged breach identified. The timescale for the initial

response is set out in the table above. Complainants will also be invited to contact the Planning Enforcement Officer directly for a case update as well providing them with an opportunity to forward new information relevant to the case. Although some breaches take a considerable time to resolve, the Council aims to resolve 80% of cases within 13 weeks of the receipt of the complaint.

5 The Investigation Process

Registration

- 5.1 Each new case is recorded on our database and given a unique reference number. As part of this process a Planning Enforcement Officer will be allocated to carry out the investigation. An acknowledgement email or letter will be sent once this process has been completed.

Gathering Evidence

- 5.2 Where a complaint relates to an alleged unauthorised use of land, officers will make a reasonable attempt to determine whether a breach has taken place. In most cases a *reasonable attempt* will consist of an appropriate number of site visits at days and/or times deemed most suitable for the allegation (see Section 4). This approach ensures that the Council's resources are used efficiently.
- 5.3 Where officers can find no evidence of a planning breach the investigation will be closed and no further action taken. Such cases will not be reinvestigated unless the complainant is able to provide more substantive evidence of the alleged breach of planning.
- 5.4 Officers may make use of the Planning Contravention Notice (see Section 6) and if they have reasonable suspicion that a breach of planning is likely to have occurred. In more serious cases officers will invite the transgressor to attend an interview under caution at the Council offices. These tools will be used in accordance with Government guidance and best practice.

Research

- 5.5 Officers may use a variety of other methods to determine whether or not a breach of planning control has taken place, including obtaining information from witnesses to the alleged breach, other Council officers and contacts in other organisations who have a knowledge of the site in question. The Council may also seek clarification on certain points by researching case law or obtaining legal advice where the subject of an investigation is particularly complicated or contentious.

6 What Happens when a Breach is Found?

Initial Actions

No Further Action

- 6.1 The Council may, following initial investigation, decide that there has been no breach of planning control or that the breach is so minor or insignificant in nature that it is not expedient to take formal action, or that there is insufficient evidence to pursue the matter further.
- 6.2 Just because a building, extension, structure, use or advertisement is in breach of planning control this is not, in itself, a reason to take enforcement action. Even when it is technically possible to take action the Council is required to first decide if formal action would be proportional and expedient (see Section 3). The Council will not take action against breaches of planning control which do not cause material planning harm.

Retrospective Planning Permission

- 6.3 Where a breach of planning control has occurred, but no harm is being caused, or any harm might be removed or alleviated by the imposition of conditions on a planning permission, a retrospective planning application will be sought. If a retrospective application is not submitted within one calendar month of a written request to do so, or the application remains invalid (e.g. the applicant has not provided the fee or has failed to provide all the requisite information) for two calendar months, the Council will consider whether or not it is expedient to take formal enforcement action.

Voluntary Compliance through Negotiation

- 6.4 Where it is considered that the breach of planning control is unacceptable, the Council will initially attempt to negotiate a solution without recourse to formal enforcement action, unless the breach is causing irreparable harm. Negotiations may involve the reduction or cessation of an unauthorised use or activity, or the modification or removal of unauthorised development.

Formal Action

Although the Council will nearly always be willing to enter into negotiations, in the event that a solution to a breach cannot be reached, the Council has recourse to the following:

Planning Contravention Notice (PCN)

- 6.5 Where it appears that a breach of planning may have occurred but the Council wishes to find out more information before deciding what if any enforcement action to take the Council may serve a Planning Contravention Notice (PCN). A PCN (section 171c of the TCPA) can be served on the owner or occupier of the land, anyone who has an interest in the land, or anyone who is using the land for any purpose. The PCN requires the owner/occupier to provide written information about ownership and the activities taking place on the land or within any buildings on the land. The PCN may invite the owner/occupier to meet with Council officers to discuss the matter in person.
- 6.6 This form of action may be useful where the Council considers that planning permission could be granted after the unauthorised development has been carried out (i.e. a retrospective planning application) but the owner or operator has not made an

application. It is an offence to fail to respond to a PCN within 21 days or make false or misleading statements in reply. There is no right of appeal against a PCN.

Section 330 Notice

- 6.7 Where it is important to obtain clarification about the ownership and the people occupying a property, a Notice can be served, under Section 330 of the TCPA, on the apparent owner or occupier. This will require them to confirm details of those persons who have a legal interest in the property. There is no right of appeal against a Section 330 Notice and failure to respond may be an offence.

Powers of Entry for Enforcement Purposes

- 6.8 In addition to the investigative powers outlined above, Council officers also have power to enter land, specifically for enforcement purposes. This right is limited to what is regarded as necessary to ensure effective enforcement in the particular circumstances. A notice period of 24 hours is required before entry to a dwellinghouse can be legally required. Prior notice is not required for access to domestic outbuildings or garden land, industrial, commercial or farmland etc. Where entry is refused or obstructed it is possible to apply to a magistrate for a warrant to allow entry.

- 6.9 In order to provide greater clarity in April 2015 the Government published the *Power of Entry: Code of Practice*. The stated aim of the code is that it *provides guidance and sets out considerations that apply to the exercise of powers of entry including, where appropriate, the need to minimise disruption to business. It will ensure greater consistency in the exercise of powers of entry, and greater clarity for those affected by them, while upholding effective enforcement*. This document can be found via the Government publications website (see Section 10).

Enforcement Notice

- 6.10 An Enforcement Notice is the most common form of notice used to deal with unauthorised development. The notice will specify what the alleged breach is, the steps that must be taken to remedy it and a time period in which to carry out those steps. An Enforcement Notice cannot come into effect until at least 28 days after it is served. Prior to the date that the notice comes into effect the recipient of the notice has a right of appeal to the Secretary of State for Communities and Local Government through the Planning Inspectorate (see www.gov.uk).

- 6.11 If an appeal is lodged, the Planning Inspectorate will allocate an Inspector to determine the appeal. The Inspector acts as an independent arbitrator between the Council and the individual(s) to whom the Enforcement Notice was served. If a valid appeal is made, the requirements of the Enforcement Notice are suspended until the appeal has been determined or it is withdrawn. If the Enforcement Notice is upheld the time period for compliance will run from the date of the Inspector's decision.

Listed Building and Conservation Area Enforcement Notices

- 6.12 A Listed Building Enforcement Notice may be issued when unauthorised works are carried out to listed buildings. Where the demolition of unlisted buildings within a Conservation Area occurs without consent a Conservation Area Enforcement Notice may be issued. As with an Enforcement Notice the recipient has a right of appeal to the Secretary of State.

Section 215 Notice

- 6.13 Where the condition of buildings or land causes serious harm to the amenity of an area, the Council may serve a notice on the owner and occupier under Section 215 of the TCPA. Such a notice would set out steps for improving the condition of the land or buildings and specify a timeframe for compliance. The notice can be appealed at a magistrate's hearing. Failure to comply with a Section 215 Notice may be an offence subject to a current maximum fine of £1,000.

Breach of Condition Notice (BCN)

- 6.14 This type of notice is used where planning permission has been granted subject to conditions and one or more of the conditions has been breached. The Council can issue a Breach of Condition Notice (BCN) to ensure full or part compliance with the planning conditions. A BCN would state the breach and the steps required to remedy the breach. The notice will allow a minimum of 28 days in which to comply with its requirements. There are no rights of appeal against a BCN. Failure to comply with a BCN may be an offence prosecutable in the Magistrates Court and is subject to a current maximum fine of £2,500.

Stop Notices

- 6.15 When the effects of unauthorised activity are seriously detrimental, a Stop Notice may be served to ensure that an activity does not continue if an appeal is lodged against an Enforcement Notice. A Stop Notice can only be served where an Enforcement Notice has been issued. A Stop Notice can relate to any, or all, of the uses or activities specified in the Enforcement Notice. It does not apply to works to a listed building. A Stop Notice can require a use or activity to cease 3 days after it is issued.
- 6.16 It is an offence to contravene a Stop Notice and can result in a maximum fine of £20,000. Whilst there is no right of appeal against a Stop Notice, the validity of a Notice or the decision to issue the notice can be challenged in the Courts by an application for Judicial Review.

Temporary Stop Notices

- 6.17 Where the Council considers that a breach of planning control should stop immediately, it can serve a Temporary Stop Notice. Such a notice expires 28 days after it has been served and during this period the Council must decide whether it is appropriate to take further enforcement action. Once a Temporary Stop Notice has been served it is not possible to serve further Temporary Stop Notices for the same breach of planning control.
- 6.18 There are restrictions on the use of Temporary Stop Notices; for example, such a notice cannot prohibit the use of a building as a dwellinghouse and may not prevent the continuance of an activity which had been carried out for a period of four years (see Section 7).

Discontinuance Notice (unauthorised advertisements)

- 6.19 It is an offence for any person to display an advertisement in contravention of The Town and Country Planning (Control of Advertisement) (England) Regulations 2007. A Discontinuance Notice may only be served if the Council is satisfied it is necessary to do so to remedy a substantial injury to the amenity of the locality or a danger to members of the public. The act also enables the Council to take discontinuance action against any advertisement, which normally has the benefit of deemed consent. There is a right of appeal against a Discontinuance Notice.

Completion Notice

- 6.20 A Completion Notice may be served if the Council is of the opinion that development (which has started within the statutory 3 year period if planning permission was originally required) will not be completed within a reasonable period. For this type of notice, the period for compliance has to be a minimum of 12 months. The Council must also refer the notice to the Secretary of State for confirmation. There is a right of appeal against a Completion Notice.

Planning Enforcement Order (PEO)

- 6.21 The Localism Act 2011 introduced the power for LPAs to apply to the Magistrates' Court for a Planning Enforcement Order (PEO). Such an order would be sought where there has been a deliberate attempt to conceal a breach of planning control. Where a PEO is granted, the Council will have 1 year and 22 days to serve an Enforcement Notice, beginning on the day that the order is granted, irrespective of how long ago the breach first occurred. The 4 year and 10 year periods of immunity (see Section 7) will not apply in cases of a concealed breach. An application for a PEO must be made within 6 months of the Council becoming aware of the breach. A Magistrates' Court may only make a PEO if it is satisfied that the breach has been deliberately concealed.

What Happens after a notice is served?

- 6.22 Recipients of a notice/order will normally respond in one of three ways:
- Comply fully with the notice/order – at which point the case is closed
 - Contest the notice/order by way of an appeal to the Planning Inspectorate or challenge in a court of law (depending on which notice has been served)
 - Fail to comply or fully comply with the notice/order
- 6.23 Where a case goes to appeal there can be quite a significant delay in reaching a resolution particularly if the case goes to Public Inquiry. If the appeal against the notice is allowed and/or planning permission is granted this will normally be the end of the matter. If the appeal is dismissed, or no appeal is made, failure to comply with the requirements of the notice/order will usually result in the Council pursuing a prosecution.

Direct Action

- 6.24 Failure to comply with the requirements of an Enforcement Notice, Breach of Condition Notice or a Section 215 notice may result in the Council carrying out works required by that notice. Any costs and expenditure incurred in carrying out such works can be recovered from the landowner and where costs and expenditure are not recovered they can be registered as a charge on the land.

Injunctions

- 6.25 Section 187B of the TCPA is available for the Council to apply to the courts for an injunction to stop an actual or alleged breach of planning control. Injunctions are a discretionary order. They can be used to require someone to stop carrying out an activity or to require them to remedy a breach. They are usually only used where there is urgency, where the planning breach is serious or where other legal processes have not led to the breach being rectified. Failure to comply with an injunction can lead to an unlimited fine and/or imprisonment.

Prosecution

- 6.26 A breach of planning control is not a criminal offence. However, non-compliance with the requirements of a formal notice may be a criminal offence and on conviction the person served with the notice may be subject to a fine. Where a transgressor has failed to comply with a formal notice the Council will normally instigate prosecution proceedings if there is a realistic prospect of conviction and it is considered to be in the public interest to do so. A successful prosecution does not, however, always mean that a breach will be remedied. In such instances the Council has recourse to further prosecutions which could result in more substantial fines and or imprisonment.
- 6.27 The legal mechanisms open to the Council are not limited to those set out above. The Council may for example look to recover profits made from unauthorised development through the Proceeds of Crime Act 2002.

7 Immunity from Enforcement Action

Time Limits

7.1 The Planning and Compensation Act 1991 (part of the TCPA) introduced rolling time limits within which the Council can take planning enforcement action against breaches of planning control. The time limits are: -

- 4 years for building, engineering, mining or other operations in, on, over or under land without planning permission

Development becomes immune from enforcement action four years after the operations are substantially completed

- 4 years for the change of use of a building, or part of a building, to use as a single dwellinghouse

This development becomes immune from enforcement action four years after the date the change of use first occurred.

- 10 years for all other changes of use and breaches of conditions

The ten year period runs from the date the breach of planning control first commenced.

Lawful Development Certificates

7.2 If owners of land or property consider that a breach of planning control has become immune from enforcement action they may apply for a Certificate of Lawful Use Existing (CLUE). The decision to approve or refuse a certificate will be dependent on the applicant submitting documentation to establish that *on the balance of probability* the lawfulness of the existing development exceeds the relevant time requirement set out above. Given the nature of the application, the Council's Legal Team are involved in the evaluation of the information provided.

7.3 This option is well worth considering because if a landowner should later want to sell their property, the CLUE can be used to answer queries raised by potential buyers or their legal representatives regarding the legality of building works or uses. A certificate will not be issued if the Council considers that the unauthorised development has been deliberately concealed (see Planning Enforcement Order in Section 6).

8 What happens if you are the Subject of an Investigation?

- 8.1 The Council understands that in many cases a breach of planning control is not intentional and can be the result of a misunderstanding or a lack of an awareness of planning legislation. Therefore, if you receive a letter from the Council or a visit from a Planning Enforcement Officer, the Council encourages you to respond positively and provide the information which we need to resolve the matter. It is in the interests of all parties if an identified breach can be addressed at an early stage.
- 8.2 The Council has a duty to investigate complaints alleging a breach of planning, even if they prove to be unfounded. If you are contacted about an alleged breach you are entitled to know what the allegation is and to have the opportunity to explain your side of the case. However, the Council will not disclose the identity of the complainant(s). The matter can obviously be resolved quickly if it is determined that there is no breach. In other cases a resolution may be negotiated, however this does not mean that you can delay any response or action. We expect you to respond within the stated timescales and we will pursue prosecutions for failures to respond to formal notices (see Section 6). The Council will not allow protracted negotiations to distract it from taking appropriate action.
- 8.3 In many cases, particularly where the development is likely to be acceptable, we may invite you to submit a retrospective planning application, although this is on the understanding that it will not prejudice any decision the Council may take. In cases where planning permission has been obtained and the deviation from the approved plans is very minor, you may be entitled to apply for a non-material amendment. In cases where pre-commencement conditions have not been discharged, you may still be able to apply to discharge the condition or alternatively you may need to submit a new planning application.
- 8.4 You should be aware that Planning Enforcement Officers have legal rights of entry to land and property in order to investigate alleged breaches of planning or compliance with Enforcement Notices (see Section 6). The Planning Enforcement Officer will make themselves known to the landowner/developer when they enter a site. It is not always appropriate or possible to give advance warning of a site visit, although in most circumstances the Council will try to do so. In most cases a letter will be sent to you to alert you to a potential breach of planning control as soon as the Council is made aware of it. The letter will advise you to contact the officer dealing with the case at the earliest opportunity.
- 8.5 As your presence is not always required, a Planning Enforcement Officer's visit can be unaccompanied. If it is necessary to enter your house, (as opposed to surrounding land) you are entitled to 24 hours notice. If you actively prevent an Enforcement Officer from entering onto your land the Council can obtain a warrant. Once a warrant has been issued, any obstruction preventing access to the site will be considered a criminal offence.
- 8.6 The Council will use the information gained from a site visit to help assess the harm being caused and what further action, if any, needs to be taken. In addition, you may be served with a PCN (see Section 6) which requires you to provide information concerning

the alleged development. PCNs are used to establish the facts of the alleged breach and the details of those with an interest in the land.

- 8.7 If negotiations are unsuccessful or are not appropriate, Planning Enforcement Officers will attempt to explain and to help you understand the implications for any action the Council may pursue as set out in Section 6. Whilst, we will endeavour to advise you on the planning merits or otherwise of an unauthorised development, Planning Enforcement Officers will not act as your advisor and cannot make decisions on your behalf.
- 8.8 You should therefore consider whether to get your own independent advice from a qualified planning consultant or another appropriate property or legal professional. If you cannot afford to employ a consultant you can contact Planning Aid, which is a voluntary service offering free independent, professional advice (see the RTPI website - details in Section 10).
- 8.9 It is worth noting that if you subsequently wish to sell a property which has been subject to unauthorised works or a change of use, you may find the sale is delayed or lost when would-be purchasers undertake standard property searches. The Planning Enforcement Team will advise the Council's Land Charges Team of those sites where formal notices have been served, decisions have been made and where potential enforcement action remains outstanding. You should also be aware that the Council usually make mortgage providers and other parties with a financial interest aware of breaches of planning permission and we will send them a copy of any formal notice or decision relating to planning enforcement.

9 Improving Planning Enforcement

- 9.1 The Council will monitor the length of time taken from the receipt of information regarding a suspected breach of planning to the conclusion of the case. This data will be assessed against the timescales set out in Section 4 of this document. This is carried out to ensure that complaints are processed as quickly as possible and also identify appropriate changes to the way in which the Planning Enforcement Team operates.
- 9.2 In order to maintain public confidence in the planning process, the PPG asks LPAs to consider a proactive approach to enforcement. The Council will therefore identify a sample of planning applications, and other development where formal permission was not sought, to check for compliance. The outcome of the compliance check will be reported to the applicant/owner and agent. Any non-compliance will be addressed through normal enforcement practice.

10 Complaints Procedure

- 10.1 The Council will make every effort to provide good customer service and to follow the procedures set out in this document. If however, you have a complaint against the service you have received that cannot be resolved by the Planning Enforcement Officer or their line manager you may wish to follow our formal complaints procedure; details of which can found on our website.
- 10.2 If having been through the Council's complaints procedure, you remain dissatisfied with the Council; you can refer your complaint to the Local Government Ombudsmen. Their contact details can also be also be found on the Council's website. The Ombudsman will investigate the administration of the planning process; they do not have the power to reconsider a planning or enforcement decision.

11 General Information

Useful Websites

Cherwell District Council – cherwell.gov.uk

Access to the Council's Local Plans and various design guidance documents.

Environment Agency - www.gov.uk/government/organisations/environment-agency

The Environment Agency has a number of powers to deal with unauthorised waste sites that pollute land and or waterways.

Oxfordshire County Council – oxfordshire.gov.uk

The County Council takes responsibility for fly-tipping or any obstruction on the highway or the highway verge.

Government Legislation - www.legislation.gov.uk/

This website provides an electronic library of the current legislative background. The search facility allows users to focus on planning legislation.

Government Publications - www.gov.uk/government/publications

Up-to-date electronic record of all Government documents, guidance and statistics.

Planning Inspectorate - gov.uk/government/organisations/planning-inspectorate

The Planning Inspectorate is an executive agency sponsored by the Department of Local Government which arbitrates on most planning appeals. This website explains the appeal process and what is required to validate an appeal. It also provides an electronic library of previous planning appeal decisions.

Planning Portal - planningportal.gov.uk

This Government website provides general planning advice and guidance. It explains what type of development requires or is likely to require planning permission and provides details of the various forms of enforcement action set out in Section 6. It also has links to other relevant Government guidance and legislation. Planning applications can be submitted via the website as can enforcement and planning appeals.

Royal Town Planning Institute - www.rtpi.org.uk

The RTPI is the principal body representing planning professionals in the United Kingdom and Ireland. As part of its remit it provides a voluntary service through Planning Aid which offers free independent, professional advice. Also of relevance, it provides contact details of affiliated local planning consultancies.

Commonly used Planning Enforcement Acronyms

AONB – Area of Outstanding Natural Beauty

BCN – Breach of Condition Notice

CLUE/CLUED – Certificate of Lawful Use Existing (also referred to as a Lawful Development Certificate for an Existing Use)

GPDO – Town and Country Planning (General Permitted Development) (England) Order 2015

LBC – Listed Building Consent

LEP – Local Enforcement Plan

LPA – Local Planning Authority (e.g. Cherwell District Council)

NPPF – National Planning Policy Framework

PCN – Planning Contravention Notice

PEO – Planning Enforcement Order
PPG – Planning Practice Guidance (sometimes referred to as the NPPG)
RTPI – Royal Town Planning Institute
SPD – Supplementary Planning Document
SPG - Supplementary Planning Guidance
SSSI – Site of Special Scientific Interest
TPO – Tree Preservation Order
TCPA – Town and Country Planning Act 1990

Planning Definitions

Amenity

Throughout this document there are a number of references to amenity. Whilst amenity is not defined in legislation, in planning terms is commonly considered to refer to the overall quality and character of an area. Factors which contribute to an area's quality and character include:

- types of land uses
- quality of the built form
- provision of open land and trees
- the inter-relationship between all the different elements that make up the local environment

Curtilage

As with amenity there is no legal definition of curtilage. Recent Government technical guidance defined domestic curtilage as follows:

What is defined as the curtilage for a particular house will vary according to a number of factors, but in most cases it will comprise the area of land around the original house (i.e. what is understood to be the garden/grounds of the house). But the curtilage may be a smaller area in some cases, especially in the case of properties with large grounds set in the countryside.

12 How to Report a Breach of Planning Control

- 12.1 If you are reporting a breach of control, the simplest way is to do so via the enforcement page on the Council's web-site. The electronic form prompts you to submit all the relevant details relating to the alleged breach and also allows you to forward any supporting documentation (including pictures) as pdfs, gifs or jpegs.
- 12.2 Whilst officers are willing to speak to complainants in the first instance, they will be asked to confirm their concerns via the Council's website, in an email or in writing.
- 12.3 In the majority of cases, if a complainant is unwilling to divulge their personal details the Council will not investigate the alleged breach. The exception to this rule is where irreparable harm could be caused to a listed building. Complainants should be reassured that in accordance with the Data Protection Act 1998, the Council will not disclose any information relating to their identity. This obviously, however, does not prevent the alleged offender from making assumptions about who has made the complaint.

Image of the web page

Your name, address, phone number and preferably your email address.
The location and exact address of the building or site.
The landowner or occupier's name.
What the breach involves.
How the breach is affecting you and residents in the local area.
The date you first became aware of the breach.

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Cherwell District Council

Executive

7 March 2016

<p style="text-align: center;">Queen Elizabeth II's 90th Birthday Celebration Grants</p>
--

Report of Director of Operational Delivery

This report is public

Purpose of report

To consider a grant scheme to encourage community celebrations of Her Majesty Queen Elizabeth II's 90th year.

1.0 Recommendations

The Executive is recommended:

- 1.1 To agree the grant scheme as outlined in the report.

2.0 Introduction

- 2.1 To celebrate the Queen's 90th birthday, it is proposed to establish a "one-off" grants scheme that will encourage and assist local communities in the Cherwell District to hold celebratory events during the summer of 2016. It is proposed that this be similar in nature to the successful grants scheme which the Council offered to celebrate the Queen's Diamond Jubilee 2012.

3.0 Proposed Grant Scheme

- 3.1 **Eligible events:** Grants will be awarded to events that facilitate and encourage participation by the whole local community. Events should aim to bring people together and strengthen community spirit. Examples might be street parties or village festivals. Events must take place between 16 April and 30 September 2016. Events can be stand-alone, or special elements taking place in association with established annual events
- 3.2 **Applicant eligibility:** Parish authorities will be given the first opportunity to apply for grants. If a Parish Authority does not wish to apply, then properly constituted community groups will be able to apply for a grant towards a celebration in that parish (or ward in the cases of Banbury, Bicester & Kidlington).

- 3.3 **Grant award levels:** Awards will be based on size of parish / ward population and on the scope/nature of the event. Applications will be assessed and grants awarded on a first come, first served basis, subject to budget availability.
- Banbury, Bicester and Kidlington – up to £500 per ward, plus up to £500 for a town/village –wide event
 - Rest of the District – From £100 per parish for smallest parishes, up to £500 per parish for largest parishes
- 3.4 **Temporary Road Closures and Temporary Event Notices:** It is proposed that the cost of these (where required for an approved event) will be borne by the grant fund, in addition to the grant awarded.
- 3.5 **Eligible costs:** Grants can be spent on equipment and venue hire, entertainment, insurance, and local promotion/publicity. Commemorative items and food/drink are among the costs that are not eligible. Religious or political events will not be funded.
- 3.6 **Decision making:** Applications will be assessed by the Countryside & Communities Manager, and grant awards made in consultation with the Lead Member for Financial Management.
- 3.7 **Audit:** The grant will be paid out in advance in order to aid cash flow and minimise the administrative burden for organisers in the lead-up to their events. Each organiser will be required to submit a short post-event report, including copies of eligible receipts to at least the value of the grant awarded. In the event of an underspend, the appropriate sum must be repaid to Cherwell District Council.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The proposed grant scheme will honour Her Majesty Queen Elizabeth. It will encourage community cohesion and neighbourliness in Cherwell's parishes and urban communities.

5.0 Consultation

None

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: Consideration has been given to extending eligibility to informal neighbourhood groups. This has not been recommended because the money would be paid over to individuals rather than established, accountable organisations.

Option 2: Consideration has been given to restricting grants to events taking place on the Queen's birthday (21 April), or her official birthday weekend (10-12 June). Given the work involved in organising an event and the short lead-in times to apply

for this grant, it is considered fairer to extend eligibility to events throughout the summer.

Option 3: Not to establish a grants scheme to celebrate the Queen's 90th year.

7.0 Implications

Financial and Resource Implications

- 7.1 The estimated cost of c£40,000 for the proposed grant scheme can be funded from General Fund balances.

Comments checked by:

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

Legal Implications

- 7.2 There are no adverse legal implications. Groups organising an event will remain responsible and are required to confirm in their application that they will comply with any relevant legislation and regulations.

Comments checked by:

Kevin Lane Head of Law & Governance, 03000030107,
kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 There are no legal adverse risk implications. Groups organising an event will remain responsible and are required to confirm in their application that they will have appropriate insurance cover and risk assessments for the event. This will be monitored through the services operational risk register and escalated through the corporate risk register as and when necessary.

Comments checked by:

Louise Tustian, Senior Performance & Improvement Officer, 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

Links to Corporate Plan and Policy Framework

Cherwell: Thriving Communities

- Continue to support the voluntary sector and community groups
- Continue to support the growth & development of neighbourhood community associations

Lead Councillor

Councillor Tony Ilott, Lead Member for Public Protection

Document Information

Appendix No	Title
1	Draft guidance note for applicants
Background Papers	
None	
Report Author	Kevin Larner, Countryside and Communities Manager
Contact Information	01295 221706 Kevin.larner@cherwell-dc.gov.uk

Cherwell District Council

Queen's 90th Birthday Celebration Fund

DRAFT Guidance Notes

To celebrate the Queen's 90th birthday, Cherwell District Council is providing financial support towards local community events that aim to bring people together and strengthen community spirit.

Who can apply?

- Parish Authorities (Town & Parish Councils, Parish Meetings)
- If the relevant Parish Authority will not be applying, constituted community associations or constituted neighbourhood/resident associations may apply.

How much is available?

The Council will determine what level of support will be given to any event, up to the maximum sum. This will be based on the population size and on the scope/nature of the event. Applications will be assessed and grants awarded on a first come, first served basis, subject to budget availability.

- Banbury, Bicester and Kidlington – up to £500 per ward
- Rest of the District – From £100 per parish for smallest parishes, up to £500 per parish for largest parishes

Plus

- Fee waived for one Temporary Road Closure and one Temporary Event Notice (if required for the approved event)

When should the events take place?

- Between 16 April 2016 and 30 September 2016

Will retrospective applications be accepted?

- No, a grant application must be submitted before the event takes place. However, we accept that there may have been some preparatory expenditure.

What types of event can be funded?

- Events celebrating Queen Elizabeth's 90th year, that encourage participation by the whole community:
 - Stand-alone events
 - Special elements taking place in association with established annual events

What costs can the grant cover?

- Costs associated with events and activities such as street parties, parades, music/art/dance performance and entertainment
- Equipment hire costs such as the hire of tables, chairs, marquees, electrical/mechanical apparatus
- Local promotional and publicity costs

What costs can the grant not be used for?

- Purchase of equipment
- Food and drink
- Commemorative keepsakes
- Fireworks
- Religious or political activities

Application process

- Application forms will be supplied electronically by e-mail or can be downloaded from the District Council's website at
- The final deadline for applications will be 27 May
- Please complete the application form and return it to:
Countryside and Community Services
Cherwell District Council
Bodicote House
Bodicote
Banbury
Oxfordshire
OX15 4AA

Additional information

Additional guidance notes have been made available on the street parties page of the Council's website – <http://www.cherwell.gov.uk/streetparties>

Further help and advice

Please contact Sue Marchand 01295 221707 sue.marchand@cherwell-dc.gov.uk

Cherwell District Council

Executive

7 March 2016

<p>New Homes Bonus Draft Consultation Response</p>
--

Report of the Director of Resources

This report is public

Purpose of report

To consider a draft response to the Government's consultation exercise on New Homes Bonus.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Consider the Government's consultation document "New Homes Bonus: Sharpening the Incentive" attached at Appendix 1.
- 1.2 Consider the draft response to be submitted by this Council as set out in Appendix 2
- 1.3 To delegate authority to the Director of Resources, in consultation with the Lead Member for Financial Management, to finalise the response for submission to the Government by 10 March 2016.

2.0 Introduction

- 2.1 On the 17 December 2015 the Government released a consultation paper on New Homes Bonus called "New Homes Bonus: Sharpening the Incentive". This is set out in Appendix 1 and available at the following link:
[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/487095/151217 - nhb draft condoc published version.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/487095/151217_-_nhb_draft_condoc_published_version.pdf).
- 2.2 The report sets out a number of options that are being considered and seeks views on them.
- 2.3 A draft response to the consultation paper is set out in Appendix 2 for consideration.
- 2.4 Delegated authority is requested to finalise the submission in consultation with the lead member for Financial Management by the submission deadline which is 10 March 2016.

3.0 Report Details

- 3.1 On 17 December 2015, the Secretary of State for Communities and Local Government, the Rt Hon Greg Clark MP made a statement on the provisional local government finance settlement for 2016/17. The settlement information included provisional New Homes Bonus (NHB) allocations and also a consultation paper on revising the existing NHB scheme.
- 3.2 This Council receives a significant amount of funding in New Homes Bonus. For 2016-17 we will receive almost £3.85m and since the start of the scheme in 2011-12 we have received £11.1m.
- 3.3 The Government is seeking to reduce the amount of funds allocated to New Homes Bonus and divert them to Social Care demand led pressures that are currently under-funded in the view of the Government.
- 3.4 The main points raised in the consultation are highlighted below:
- A proposal to move to a four year scheme rather than a six year scheme with two options to do this.
 - Either move straight to a four year scheme from 2017-18 or move to a five year scheme for 2017-18 and then a four year scheme from 2018-19.
 - A proposal to consider moving to even a three year or two year scheme rather than the current six year scheme.
 - Councils to lose NHB if their local plan has not been submitted.
 - Councils to lose either 100% or 50% of their NHB on developments that are allowed on appeal
 - A baseline for housing growth to be set and NHB only to be payable for growth above this baseline.
 - A level of protection for Councils that lose out significantly as a result of the new scheme.

Interestingly there is no mention evident of changing the split between County and District Councils.

- 3.5 A draft response to the consultation paper is contained at Appendix 2 and delegated authority is requested to finalise the submission prior to the deadline which is 10 March 2016.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is recommended that the draft response to the consultation document is considered.

5.0 Consultation

Councillor Ken Atack – Lead Member for Financial Management

6.0 Alternative Options and Reasons for Rejection

- 6.1 Executive could decide not to consider the attached draft response but this is rejected as it is in the Council's interest to respond to such a document.

7.0 Implications

Financial and Resource Implications

- 7.1 The proposed scheme will have a detrimental impact on the Council's finances and therefore it is important that we set the Council's views out to the Government in order for us to mitigate that impact as much as possible.

Comments checked by:

George Hill, Corporate Finance Manager, 01295 221731

George.hill@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no direct legal implications stemming from this report.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Not applicable

Links to Corporate Plan and Policy Framework

Enhancing the Council Performance

Lead Councillor

Councillor Ken Atack – Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix 1	Government consultation document "New Homes Bonus: Sharpening the Incentive"
Appendix 2	Draft response to consultation document
Background Papers	
None	
Report Author	Martin Henry, Director of Resources
Contact Information	0300 003 0102 martin.henry@cherwellandsouthnorthants.gov.uk



Department for
Communities and
Local Government

New Homes Bonus: Sharpening the Incentive

Technical Consultation



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SW1P 4DF
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Section 1: Consultation Procedure

Scope of the consultation

Topic of this consultation:	This consultation seeks views on options on changes to the New Homes Bonus in order to better reflect authorities' delivery of new housing. It also seeks views on reducing the number of years in which current and future payments are made.
Scope of this consultation:	This consultation sets out a variety of options for increasing the focus of the New Homes Bonus ("the Bonus") on delivery of new homes and freeing up resources to be recycled within the local government settlement to support authorities with particular pressures, such as adult social care, following the outcome of the 2015 Spending Review. The options on which views are sought are: withholding the Bonus from areas where an authority does not have a Local Plan in place; abating the Bonus in circumstances where planning permission for a new development has only been granted on appeal; and adjusting the Bonus to reflect estimates of deadweight. The consultation also sets out proposals for reductions in the number of years for which the Bonus is paid from the current 6 years to 4 years. The consultation considers mechanisms by which the changes could be calculated and provides exemplifications to show how the changes would work in practice alongside indications of the total cost. The changes are only proposed for 2017-18 onwards so exemplifications of impacts on individual local authorities have not been provided.
Geographical scope:	This consultation is applicable to England only.
Impact Assessment:	Impact Assessments are required where policies have a potential regulatory impact. This consultation focuses on an existing spending policy - the New Homes Bonus - so is not accompanied by an Impact Assessment.

Basic Information

To:	Local Authorities Housing Bodies
Body/bodies responsible for the consultation:	Housing Markets Division Department for Communities and Local Government
Duration:	12 weeks

Enquiries:	<p>newhomesbonus@communities.gsi.gov.uk</p> <p>Noemi Chlopecka Housing Markets Division Department for Communities and Local Government Fry Building 2 Marsham Street London SW1P 4DF Tel: 0303 444 4561</p>
How to respond:	<p>If possible, please respond to the questions in this consultation via the online form https://www.surveymonkey.co.uk/r/X8RHS5</p> <p>Responses may also be sent to: newhomesbonus@communities.gsi.gov.uk</p> <p>The deadline for responses is 10 March 2016.</p>
After the consultation:	<p>Comments received on the proposals set out in the consultation will be collated and a formal response document published within three months of the closing date of the consultation.</p>
Compliance with the Consultation Principles:	<p>This consultation document and consultation process adhere to the Government's consultation principles, these can be found at:</p> <p>https://www.gov.uk/government/publications/consultation-principles-guidance</p> <p>Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000, the Data Protection Act 1998 and the Environmental Information Regulations 2004).</p> <p>If you want the information that you provide to be treated as confidential, please be aware that, under the Freedom of Information Act, there is a statutory code of practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the department.</p>

	<p>The Department for Communities and Local Government will process your personal data in accordance with the Data Protection Act and in the majority of circumstances this will mean that your personal data will not be acknowledged unless specifically requested.</p> <p>Your opinions are valuable to us. Thank you for taking the time to read this document and respond.</p> <p>If you have any observations about how we can improve the consultation process, please contact:</p> <p>DCLG Consultation Co-ordinator Department for Communities and Local Government Fry Building 2 Marsham Street London SW1P 4DF</p> <p>Or by email to:</p> <p>Consultationcoordinator@communities.gsi.gov.uk</p>
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Background

<p>Getting to this stage:</p>	<p>The New Homes Bonus was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. Since its launch, over £3.4 billion has been allocated, recognising delivery of over 700,000 homes and bringing over 100,000 long term empty homes back into use.</p>
<p>Previous engagement:</p>	<p>The Department for Communities and Local Government carried out a consultation on the New Homes Bonus in 2010.</p> <p>A further consultation on putting some of the Bonus into the Local Growth Fund was carried out in 2013.</p>

Section 2: Introduction

Aim

2.1. The New Homes Bonus (“the Bonus”) was introduced in order to provide a clear incentive to local authorities to encourage housing growth in their areas. The Government now thinks that it is appropriate to consider how the incentive element of the Bonus could be further tightened alongside possible changes to respond to the move towards full retention of business rates and the potential for further devolution of powers and responsibilities to local authorities.

Background

2.2. The New Homes Bonus reflects the crucial role local authorities play in supporting housing and wider economic growth by rewarding additional homes built in their areas. The Bonus rewards local authorities for each additional new build and conversion using the national average council tax in each band. Long-term empty properties brought back into use are also included and there is a premium for affordable homes. Each year’s grant is paid for 6 years. The Bonus is not ring-fenced. In two-tier areas payments are split between both county (20%) and district (80%) authorities. From 2016-17, allocations to local authorities made under the Bonus are expected to total in the region of £1.4 billion to £1.5 billion annually. Since its introduction, payments to local authorities have totalled just under £3.4 billion reflecting over 700,000 new homes and conversions and over 100,000 empty homes brought back into use. Of the total, over 200,000 were affordable homes.

2.3. Last year, the then Government carried out an evaluation of the Bonus, examining its impact to date on attitudes and behaviours of key players in relation to housing delivery and examining the impact on the finances of local authorities. The findings of the evaluation can be found at <https://www.gov.uk/government/publications/evaluation-of-the-new-homes-bonus> and have been taken into account in designing this consultation proposal. Key findings were that almost 50% of planning officers agreed that the Bonus was a powerful incentive to support housing growth; the Bonus is seen to be simple, transparent and flexible; and that, in 2014-15, 75% of local authorities were net gainers from the policy.

2.4. Proposed changes to the distribution of the Bonus should be seen in the context of the outcome of the 2015 Spending Review. This confirmed the intention to move to full retention of business rates by 2020 and a preferred option for savings of at least £800 million, which can be used for social care. Savings in the overall cost of the Bonus will be redistributed with the local government settlement, in particular to support authorities with specific pressures, such as in adult social care budget.

2.5. Although the Government is not proposing changes for 2016-17 payments, reductions in payments will be necessary in order to stay within this new funding envelope from 2017-18 onwards. This can be combined with reforms to both sharpen its incentive

effect and free up resources for authorities with particular pressures, such as adult social care.

2.6. This consultation, therefore, seeks views on the options for change to two aspects of the Bonus: reducing overall costs by moving from 6 years to 4 of payments and reform of the Bonus in order to better reflect local authorities' performance on housing growth. It also considers options for staying within the funding envelope in the event of a sudden surge in housing growth.

Section 3: Options for Change

3.1. This section outlines the options that the Government has been considering for changes to the Bonus in more detail. It sets out the principles involved and describes the approach that could be taken. In most cases, the Government's preferred approach is described together with any other options that have been considered. Where appropriate, exemplifications are included to show how the proposed changes would work. The impact of each possible change on the total funds required by the Bonus is also exemplified for illustrative purposes only using the total provisional allocations for 2016-17.

3.2. It is important to stress that the changes proposed in this section would only be implemented for payments in 2017-18 onwards. **No changes are proposed for either calculation of 2016-17 allocations or payments due to be made in 2016-17 relating to previous years.** This is to ensure that local authorities have sufficient time to reflect the proposed changes in their forward planning.

Changing the number of years for which payments are made

3.3. At present, each year's allocation under the Bonus leads to "legacy" payments over 6 years. Originally, this was to compensate for reductions in settlement allocations which reflected growth in an authority's Council Tax base. However, since 2011, the decision has been taken not to reduce allocations in this way. At the same time, the way in which each year's allocations lead to commitments over several years leads to a build up of costs over time. Table 1 below shows how payments relating to allocations up to and including those for 2016-17 would, if allowed to continue unaltered, would lead to substantial costs even with no further new allocations.

Payment relating to:	£m						£m			
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2011/12	199	199	199	199	199	199				
2012/13		233	233	233	233	233	233			
2013/14			236	236	236	236	236	236		
2014/15				249	249	249	249	249	249	
2015/16					251	251	251	251	251	251
2016/17						293	293	293	293	293
2017/18							293	293	293	293
2018/19								293	293	293
2019/20									293	293
2020/21										293
Annual total (£m)	199	432	668	917	1,168	1,461	1,555	1,615	1,672	1,716

Chart 1: existing unreformed scheme¹

¹ 2016-17 costs reflect provisional allocations for the year 2016-17 published alongside this document.

Legacy Payments

3.4. Allowing legacy payments to continue unchanged would also reduce the impact of the proposals in this section (see paragraphs 3.10 to 3.31) to increase the incentive effect of the Bonus since legacy payments relating to earlier, less focussed, allocations would, in the first few years, significantly outweigh new allocations calculated to better reflect local authorities' performance.

3.5. **The Government is therefore consulting on whether from from 2017-18, the number of years for which legacy payments under the Bonus are to be paid will be reduced from 6 years to 4 years.** This is the Government's preferred option. But it is considering whether to move further and reduce payments to 3 or 2 years.

Transition

3.6. There are several ways in which a reduction in the number of years over which payments would be made could be introduced. In considering options, the Government will aim to strike a balance between achieving the required level of reductions within the Spending Review period and protecting the forward planning which local authorities may have done in anticipation of the payments linked to past allocations.

3.7. One option is to reduce the numbers of years for which payments are made for both existing and future allocations to 5 years in 2017-18 and 4 years in 2018-19. The impact on total annual payments, assuming no other changes, is exemplified in Table 2 below. It has the advantage of protecting existing payments for both 2016-17 and 2017-18 whilst freeing up funding from 2018-19.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Payment relating to:										
2011/12	199	199	199	199	199	199				
2012/13		233	233	233	233	233				
2013/14			236	236	236	236	236			
2014/15				249	249	249	249			
2015/16					251	251	251	251		
2016/17						293	293	293	293	
2017/18							293	293	293	293
2018/19								293	293	293
2019/20									293	293
2020/21										293
Annual total (£m)	199	432	668	917	1,168	1,461	1,322	1,130	1,173	1,173

Chart 2: Reducing payment period to 4 years (5 years in 2017/18 and 4 years form 2018/19 onward)

3.8. An **alternative** to this approach could be to introduce the reduction in years earlier or without the intermediate step to 5 years. Chart 3 below shows the impact this might have on overall costs. A **further alternative** would be to reduce the numbers of years for which payments are made to 3 or 2 years.

£m	Payments already made
£m	Payments to be made
£m	Estimated future payment

Payment relating to:	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2011/12	199	199	199	199	199	199				
2012/13		233	233	233	233	233				
2013/14			236	236	236	236				
2014/15				249	249	249	249			
2015/16					251	251	251	251		
2016/17						293	293	293	293	
2017/18							293	293	293	293
2018/19								293	293	293
2019/20									293	293
2020/21										293
Annual total (£m)	199	432	668	917	1,168	1,461	1,086	1,130	1,173	1,173

Chart 3: reducing payment period to 4 years without an interim 5 year stage

Consultation question 1

What are your views on moving from 6 years of payments under the Bonus to 4 years, with an interim period for 5 year payments?

Consultation question 2

Should the number of years of payments under the Bonus be reduced further to 3 or 2 years?

3.9. Bonus allocations are currently calculated using the council tax returns. The net increases in numbers of homes falling within each council tax band are established by comparing successive years' returns. The numbers of homes falling outside band D are then scaled to reflect their equivalence to band D. The resulting total figure is then applied to the national average band D council tax bill for the year to generate the total allocation for that year. There are some concerns that this approach, by favouring higher band homes above those falling into lower bands, could result in some skewing of allocations in favour of areas with higher house prices although this may be partially mitigated by the use of an average value for the band D council tax bill.

Consultation question 3

Should the Government continue to use this approach? If not, what alternatives would work better?

Reforms to improve the incentive

3.10. At present, the Bonus rewards all net additions to housing in an area regardless of the path leading to their construction. It is possible to argue that the Bonus is, therefore, insufficiently focused on really strongly performing authorities. In order to counteract these effects, the Government has considered three ways in which the incentive impact of the Bonus could be improved:

- (a) withholding new Bonus allocations in areas where no Local Plan has been produced in accordance with the Planning and Compulsory Purchase Act 2004;

(b) reducing payments for homes built on appeal; and

(c) only making payments for delivery above a baseline representing deadweight.

3.11. An option would be for the Government to only introduce the improved incentives. The illustrative costs are shown in chart 4. This model still frees up resources, but at reduced levels.

	£m	Payments already made									
	£m	Payments to be made									
	£m	Estimated future payment									
Payment relating to:		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2011/12	199	199									
2012/13		199	233					233			
2013/14			233	236				236	236		
2014/15				236	249			249	249	249	
2015/16					251	251		251	251	251	251
2016/17						293	293	293	293	293	293
2017/18							168	168	168	168	168
2018/19								168	168	168	168
2019/20									168	168	168
2020/21											168
Annual total (£m)		199	432	668	917	1,168	1,461	1,430	1,365	1,297	1,217

Chart 4: introducing all the incentives in the government’s preferred model from 17/18, but making payments for 6 years.

A. Withholding the Bonus where no Local Plan has been produced

3.12. Local Plans are the primary basis for identifying what development is needed in an area and deciding where it should go. Plans give communities and businesses alike certainty about what development is appropriate and where, and set out how local housing and other development needs will be met. Plans are the mechanism through which national policies are applied to specific localities. By identifying sites in a Local Plan authorities can guide development to the most suitable locations, supported by the right infrastructure. Plans provide the starting point for dealing with planning applications as applications must be determined in accordance with the development plan, unless material considerations indicate otherwise. Where a plan is not in place an area may be more vulnerable to unwanted or speculative development.

3.13. Local authorities have had more than a decade to produce Local Plans in accordance with the Planning and Compulsory Purchase Act 2004² (“the 2004 Act”). Most have done so – 83% of local planning authorities have published a Local Plan and 66% of

² Local Plan means any document of the description referred to in regulation 5(1)(a)(i), (ii) or (iv) or 5(2)(a) or (b), and for purposes of section 17(7)(a) of the Act these documents are prescribed as development plan documents. See Town and Country Planning (Local Planning) (England) Regulations 2012 http://www.legislation.gov.uk/ukxi/2012/767/pdfs/ukxi_20120767_en.pdf. The National Planning Policy Framework sets an expectation that each local planning authority should produce a single Local Plan which sets out the strategic planning priorities for the area. In practice authorities may adopt multiple development plan documents which collectively constitute the area’s Local Plan.

planning authorities have an adopted Local Plan³. At present, local authorities currently receive Bonus payments even where they have not yet put a Local Plan in place⁴. Given the importance of a Local Plan in identifying housing needs in an area and setting the framework for decisions on individual planning applications the Government is considering options for withholding some or all of the Bonus from local authorities that have not yet produced a Local Plan.

3.14. The **Government's preferred option** is that from 2017-18 onwards, local authorities who have not submitted a Local Plan prepared under the 2004 Act should not receive new New Homes Bonus allocations for the years for which that remains the case. Their legacy payments relating to allocations in previous years would be unaffected. An alternative would be for local authorities to receive a set percentage (50%) of the Bonus allocation where they have published a Local Plan but not yet submitted it to the Secretary of State for examination. This approach would recognise progress against the different stages in the plan-making process.

3.15. In July 2011, the Government wrote to local planning authorities and asked that they notify the Planning Inspectorate three months before the publication date of any development plan document and then continue with regular contact prior to the formal submission⁵. The Planning Inspectorate uses this information to maintain a list of how local planning authorities across England are progressing their Local Plans. The Government proposes to use this information to determine the level of abatement. Local authorities will, of course have the usual opportunity between the publication of provisional and confirmed allocations to challenge where they believe that an error has been made in the calculation of the allocation.

Consultation question 4

Do you agree that local authorities should lose their Bonus allocation in the years during which their Local Plan has not been submitted? If not, what alternative arrangement should be in place?

3.16. To be effective, Local Plans need to be kept up-to-date. Policies will age at different rates depending on local circumstances, and local planning authorities should review the relevance of the Local Plan at regular intervals to assess whether some or all of it may need updating. Most Local Plans are likely to require updating in whole or in part at least every five years. The Government has, therefore, considered an alternative approach to abatement based on a banded mechanism whereby authorities would lose a fixed percentage of the Bonus they would otherwise have received based on the date of their adopted Local Plan. However, while this would provide an incentive for authorities to keep their plans up-to-date, this option would bring more complexity to the bonus calculation.

³ Figures based on 336 relevant local planning authorities as at end November 2015.

⁴ By Local Plan we mean a development plan document that sets the strategic planning policies for the whole of an authority's administrative area, and which has been prepared, examined, and adopted under the provisions of the 2004 Act. Such documents are often referred to as a "Core Strategy", a "Local Plan" or a "Local Plan (Part 1)."

⁵ For further details see: <https://www.gov.uk/guidance/local-plans#monitoring-local-plans>.

Consultation question 5

Is there merit in a mechanism for abatement which reflects the date of the adopted plan?

3.17. The Government wants to ensure that plans are in place that set out the strategic priorities for an area, including a clear assessment of housing needs, and that identify key sites which are critical to the delivery of the housing strategy over the plan period. The Government is not, therefore, proposing to link Bonus payments to the type of plans that are commonly prepared by County Councils in two tier areas. County Councils do, however, have an important role in delivering essential infrastructure. Arguably this could have an impact on the ability of District Councils to produce their Local Plan. We would, therefore, welcome views on whether in two tier areas where a Local Plan has not been published, there should be a corresponding percentage reduction in the bonus available to County Councils.

3.18. If the Government's preferred option outlined in paragraph 3.14 (but not those in 3.16 and 3.17) for withholding and reducing the Bonus had applied in 2016-17, there would have been a £34 million increase in resource available for other pressures.

3.19. As described in paragraph 3.12, the impacts on Bonus payments would only apply during the years for which a local authority had not published or submitted a Local Plan. For instance, if, in normal circumstances, a local authority would have been entitled to grant payments under the Bonus in 2017-18, but had not published its Local Plan until 2019-20, that authority would not receive any payments in the years 2017-18 and 2018-19. But it would receive legacy payments relating to allocations in previous years including 2017-18 and 2018-19, alongside any new allocation, in 2019-20.

B. Reducing payments for homes allowed on appeal

3.20. Currently, where a development is granted planning permission on appeal, overturning the original decision made by a local planning authority (or in place of a decision by the authority in the case of appeals against non-determination), councils receive the same reward as when development takes place that the local planning authority has permitted. This means that Bonus payments do not always reflect positive decisions to allow development, and nor do they reflect the additional costs and delays for applicants arising as a result of the appeal process. The Government is, therefore, proposing to reduce new in-year allocations payments to individual authorities where residential development is allowed on appeal.

3.21. Government's **preferred approach** is to use existing data collected by the Planning Inspectorate as the basis for these adjustments. The Inspectorate record the number of houses associated with each planning appeal decision (which may be indicative numbers in the case of applications for outline planning permission). This data would be used on an annual basis to calculate the change required to the overall New Homes Bonus grant for each local authority, to reflect the total number of homes allowed on appeal in a given year. This would allow adjustments to be calculated in a relatively straightforward and transparent manner.

3.22. Some time can elapse between a decision by a local planning authority to refuse an application, any subsequent appeal decision and when the resulting homes get built and

added to the council tax base. To allow for this, there would be a time lag between the appeal outcomes that are counted for the purposes of New Homes Bonus adjustments, and the point at which those changes are then applied to Bonus payments. This will reduce any possibility of a significant mismatch between the pattern of current planning decisions by an authority and any change in Bonus payments which is made.

3.23. The Government has considered whether, as an alternative option, individual planning appeal decisions involving housing could be tracked through to completion, so that adjustments to New Homes Bonus payments are made only when the properties concerned are built and occupied (with the change then reflected in the next applicable New Homes Bonus calculation). However this would add significantly to the data that needs to be collected and reported by local planning authorities, so it is not government's preferred approach.

Consultation question 6

Do you agree to this mechanism for reflecting homes only allowed on appeal in Bonus payments?

3.24. Government proposes that there would be a reduction in the New Homes Bonus payment per home allowed on appeal, rather than it being withheld in full. This is for two reasons:

- Not all refusals of permission – and subsequent appeals – result from authorities opposing the principle of development (some, for example, arise from unresolved disagreements over technical issues such as the adequacy of highways access).
- The New Homes Bonus is intended to provide a benefit to the community as a whole, and there is a limit to the extent to which local people should be penalised as a result of poor decisions made by their local planning authority.

3.25. The Government is therefore consulting on whether to reduce New Homes Bonus payments by 50%, or 100% where homes are allowed on appeal, although we are interested in views on other percentage reductions that could be applied. This adjustment would be applied to all six years for which the Bonus would otherwise have been paid in full.

Consultation question 7

Do you agree that New Homes Bonus payments should be reduced by 50%, or 100%, where homes are allowed on appeal? If not, what other adjustment would you propose, and why?

3.26. At the time of an appeal decision the ultimate council tax banding of the homes being proposed is not known (as this will depend on their valuation once built). For this reason the calculation of what adjustment should be made, where homes are allowed on appeal, will need to be based on a proxy value. Government's preferred approach is to use the standardised flat rate reduction in payments – for example based on a national average New Homes Bonus figure for Band D properties⁶. The use of the average council tax, for the existing housing stock in each authority was considered as an alternative proxy value, to avoid the risk of over-penalising authorities with high percentages of stock in lower

⁶ This is in line with the current approach of calculating the New Homes Bonus.

council tax banding (and, conversely, of applying a reduced penalty in areas where high value properties predominate). In order to maintain consistency with the rest of the New Homes Bonus allocations process this was rejected in favour of the simplicity and transparency inherent in the national Band D average.

Consultation question 8

Do you agree that reductions should be based on the national average Band D council tax? If this were to change (see question 2) should the new model also be adopted for this purpose?

3.27. We estimate that the overall impact of the Government's preferred approach to abatement to reflect housing permissions given on appeal would have been a reduction in 2016-17 New Homes Bonus allocations of around £17m. To understand the process in detail a worked **example** for a "typical" authority, is provided in the Annex to this consultation paper.

C. Removing deadweight

3.28. The Bonus is currently paid on all new housing regardless of whether or not it would have been built without an incentive. Removing this deadweight from the calculation of the Bonus would allow payments to be more focussed on local authorities demonstrating a stronger than average commitment to growth.

3.29. **One option** for removing deadweight from payments would be to set a single baseline for all areas and only make payments under new allocations relating to housing above that baseline. Details of the calculation are outlined in the Annex to this consultation. A possible level of the baseline is 0.25%. This is lower than the average housing growth over the years prior to the introduction of the Bonus in order to ensure that, whilst it acts as an incentive, not too many authorities fall outside the Bonus entirely. The approach proposed also has the advantage of setting an expectation for growth for all authorities and allowing some flexibility to respond to a changing funding envelope if necessary.

Consultation question 9

Do you agree that setting a national baseline offers the best incentive effect for the Bonus?

Consultation question 10

Do you agree that the right level for the baseline is 0.25%?

3.30. An **alternative option** would be to set a baseline based on the average growth rate of dwellings in each local authority or local area. However, potentially, this would have the impact of "rewarding" authorities who had only achieved low growth in the past and penalising those who had done well. In addition, it could result in large numbers of authorities not receiving a Bonus payment at all (using 2016-17 provisional figures, we estimate that around 65 authorities would fall outside the Bonus with a "moderate" baseline of 0.5%). This could have the perverse impact of reducing the significance of the Bonus for those authorities and, thus, eroding its incentive effect overall.

3.31. Government would also make **adjustments to the baseline in order to reflect significant and unexpected housing growth**. Under the current proposals for calculation of allocations, there is a risk that the overall cost of the Bonus could go over budget in a given year in the event of a sudden national surge in housing building leading to increased allocations. As explained above, the current proposed level for the deadweight threshold is set around a third of historic levels of housing growth. This leaves considerable scope to increase the threshold without impinging significantly on additional growth. Increasing the threshold would allow the cost of the Bonus to be brought back within budget. It would also be consistent with the Government's intention to ensure that the Bonus acts as a true incentive to housing growth. Changes to the baseline would only be implemented where there was concern that budgets would be breached and would be included in the annual consultation on provisional allocations.

Consultation question 11

Do you agree that adjustments to the baseline should be used to reflect significant and unexpected housing growth? If not, what other mechanism could be used to ensure that the costs of the Bonus stay within the funding envelope and ensure that we have the necessary resources for adult social care?

Impacts on equalities groups

3.32. In exercising its functions, the Government is required to comply with the public sector equality duty. This means that the government must have due regard, in making any decision, to the need to eliminate discrimination and other conduct prohibited under the Equality Act 2010, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

3.33. Government would welcome information on any impacts that consultees can foresee these proposals having on specific protected equalities groups under the Equalities Act 2010. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Worked examples

3.34. Chart 5 below exemplifies the overall impact of the changes proposed using the provisional allocations published alongside this consultation for 2016-17 and assuming that these would be unchanged in future years without the proposals in this consultation. A detailed example showing the impact on an imaginary local authority is set out in the Annex to this consultation paper.

£m Payments already made
 £m Payments to be made
 £m Estimated future payment

Payment relating to:	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2011/12	199	199	199	199	199	199				
2012/13		233	233	233	233	233				
2013/14			236	236	236	236	236			
2014/15				249	249	249	249			
2015/16					251	251	251	251		
2016/17						293	293	293	293	
2017/18							168	168	168	168
2018/19								168	168	168
2019/20									168	168
2020/21										168
Annual total (£m)	199	432	668	917	1,168	1,461	1,197	880	798	673

Chart 5 – preferred option, combined impact

National parks, development corporations and county councils

3.35. National Park Authorities (and the Broads Authority) are responsible for decisions on planning applications in their areas, and for producing a Local Plan; whereas New Homes Bonus payments are made to the relevant district and county councils. This reflects the fact that local authorities are responsible for many of the services that would be affected by increased population in their areas. The original scheme design for the New Homes Bonusⁱ did, however, make clear that billing authorities were expected to discuss with National Park Authorities and the Broads Authority the use of Bonus receipts in their areas. This could, for example, conclude in an agreement to split New Homes Bonus funding between them at a locally determined rate, or to reach an agreement on funding a specific community project.

3.36. Government has considered whether, in such areas, the Bonus paid to local authorities should be removed or reduced in the circumstances set out in this consultation: that is, where a local plan is not yet in place, where homes are allowed on appeal or where the homes being delivered are not additional to planned targets. As a more tightly-focused Bonus would have an increased focus on rewarding proactive planning, we think that the same approach should apply in these areas as elsewhere: in other words, the appropriate reductions would apply.

3.37. The same considerations apply where development corporations are established – whether Urban Development Corporations, or Mayoral Development Corporations in London. These bodies are again the local planning authority for Local Plan preparation and decisions on planning applications and, in some cases, plan making, but not the recipients of the New Homes Bonus.

Consultation question 12

Do you agree that the same adjustments as elsewhere should apply in areas covered by National Parks, the Broads Authority and development corporations?

3.38. Government has also considered the position of county councils in two tier areas, who receive 20% of Bonus payments, but are not the planning authority for decisions

involving residential development. Again, Government is not proposing to exempt county councils from the calculation of any adjustments, given the need to more tightly focus future Bonus payments.

Consultation question 13

Do you agree that county councils should not be exempted from adjustments to the Bonus payments?

Protecting individual local authorities

3.39. In proposing the reforms set out in this consultation, Government has sought to ensure that impacts strike the right balance between rewarding local authorities who are truly open to housing growth in their areas and the provision of sufficient resources, when taken with those provided under the wider local government settlement, to meet local needs. It is possible, however, that some local authorities might be particularly adversely affected by the changes which Government is proposing. Whilst this might reflect unwillingness to support and encourage housing growth in their areas, it might also suggest factors which are outside that local authority's control. Government would, therefore, welcome views on whether there is merit in some form of mechanism to protect local authorities who are particularly adversely affected by the reforms proposed in this consultation paper.

Consultation question 14

What are your views on whether there is merit in considering protection for those who may face an adverse impact from these proposals?

Section 4: Summary of Questions

Question 1 What are your views on moving from 6 years of payments under the Bonus to 4 years, with an interim period for 5 year payments?

Question 2 Should the number of years of payments under the Bonus be reduced further to 3 or 2 years?

Question 3 Should the Government continue to use this approach? If not, what alternatives would work better?

Question 4 Do you agree that local authorities should lose their Bonus allocation in the years during which their Local Plan has not been submitted? If not, what alternative arrangement should be in place?

Question 5 Is there merit in a mechanism for abatement which reflects the date of the adopted plan?

Question 6 Do you agree to this mechanism for reflecting homes only allowed on appeal in Bonus payments?

Question 7 Do you agree that New Homes Bonus payments should be reduced by 50%, or 100%, where homes are allowed on appeal? If not, what other adjustment would you propose, and why?

Question 8 Do you agree that reductions should be based on the national average Band D council tax? If this were to change (see question 3) should the new model also be adopted for this purpose?

Question 9 Do you agree that setting a national baseline offers the best incentive effect for the Bonus?

Question 10 Do you agree that the right level for the baseline is 0.25%?

Question 11 Do you agree that adjustments to the baseline should be used to reflect significant and unexpected housing growth? If not, what other mechanism could be used to ensure that the costs of the Bonus stay within the funding envelope and ensure that we have the necessary resources for adult social care?

Question 12 Do you agree that the same adjustments as elsewhere should apply in areas covered by National Parks, the Broads Authority and development corporations?

Question 13 Do you agree that county councils should not be exempted from adjustments to the Bonus payments?

Question 14 What are your views on whether there is merit in considering protection for those who may face an adverse impact from these proposals?

Section 5: Next Steps

Next steps

5.1 You should respond by 10 March 2016. If possible, please respond to the questions in this consultation via the online form: <https://www.surveymonkey.co.uk/r/X8RHS5>. Responses may also be sent to: newhomesbonus@communities.gsi.gov.uk (With attachments in Microsoft Word only).

5.2 Comments received on the proposals set out in the consultation will be collated and a formal response document published within three months of the closing date of the consultation.

Annex – Worked Example

Suppose a unitary local authority has 10,000 dwellings in their council taxbase in October 2015 and these are spread evenly across the council tax bands. If there was a net increase of 80 dwellings added during the following year, evenly spread across the council tax bands, then this would equate to an increase of 97 band D equivalent dwellings.

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
Adjustment factor for Band D	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
2015 council taxbase	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	10,000
Net additions	10	10	10	10	10	10	10	10	80
Additions (Band D equivalents)	7	8	9	10	12	14	17	20	97

Assuming 10 of these new dwellings were eligible for the affordable housing premium and applying the latest average Band D council tax rate (2015/16 - £1,483.58) then that local authority would be eligible for the following payments under an unreformed New Homes Bonus scheme in 2017/18:

Band D equivalents	97
Average band D	£1,483.58
Sub-total:	£143,413
Affordable housing premium (per unit)	£350
Affordable housing supply	10
Sub-total:	£3,500
Total Bonus:	£146,913

The impact of policy proposals – withholding the Bonus where there is no Local Plan

If the same hypothetical authority was allocated a New Homes Bonus payment of £120,000 in 2016/17 and each year from 2017/18 would generate the same payment, as outlined above (£146,913) the impact of the reforms will depend on the

status of their local plan in each year. Assuming that the local authority does not have a plan in place in 2017/18 but publishes one in 2018/19 and submits it in 2019/20 their new homes bonus payments are illustrated below:

			Payment received in:				
		Bonus amount:	2016/17	2017/18	2018/19	2019/20	2020/21
Payment relating to:	2016/17	£120,000	£120,000	£120,000	£120,000	£120,000	£120,000
	2017/18	£146,913	n/a	£0	£0	£146,913	£146,913
	2018/19	£146,913	n/a	n/a	£0	£146,913	£146,913
	2019/20	£146,913	n/a	n/a	n/a	£146,913	£146,913
	2020/21	£146,913	n/a	n/a	n/a	n/a	£146,913
Local plan status			No Local Plan	No Local Plan	Plan published	Plan submitted	

Having no plan in 2017/18 means that aside from payments from allocations on or before 2016/17 the local authority receives no additional New Homes Bonus allocation in that year, losing £146,913. In the following year on publication of their Local Plan they still do not receive a bonus allocation for 2017/18 and 2018/19. Once the local plan is submitted in 2019/20 all payments resume in full.

In two tier areas, we are proposing that the impacts would only affect the district authority and not the County Council (although, in paragraph 3.15, the question is explored further). As such, under the same circumstances the impacts would be 80% of the full payment outlined for the hypothetical unitary authority used in this example.

The impact of policy proposals - reducing payments for homes allowed on appeal

Suppose now the local authority had seen several recent planning decisions appealed and as a result the Planning Inspectorate had given permission for 10 dwellings on appeal. This would trigger a 50% reduction in the New Homes Bonus allocation awarded for 10 dwellings.

Band D equivalents	97
Average band D	£1,483.58
Affordable Homes premium	£3,500
Sub-total:	£146,913

50% of average Band D	£741.79
Homes permitted on appeal	10
Sub-total – reduction in bonus	£7,418
Total Bonus:	£139,495

If this were a two tier authority the reduction would be incurred by both tiers in the same proportions as the bonus is awarded because the reduction in award is determined as above before being distributed to local authorities according to the tier split. As such, under the same circumstances a district authority would receive £111,596 and the County Council £22,319, as opposed to £117,530 and £23,506 respectively.

In any local authority area where the level of appeals were so high in a year as to exceed the effective growth (measured in Band D equivalents) of their council taxbase, their only award would be based on the affordable housing premium with all other elements of the payment being reduced to zero.

The impact of policy proposals – removing deadweight

The baseline growth in the council taxbase proposed in this worked example is 0.25% of the growth in Band D equivalents and this is applied to all local authorities. This level of baseline removes an element of the allocation on the basis of underlying growth, whilst trying to limit the extent to which local authorities do not receive any award under the New Homes Bonus. This approach alone would affect all authorities to some extent but in 2016/17 provisional allocations only 8 would have failed to reach the threshold growth in their council taxbase to receive no payment whatsoever and two of those authorities would not have been rewarded anyway because they saw a decrease in total Band D equivalents.

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
Adjustment factor for Band D	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
2015 council taxbase	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	10,000
Band D equivalents (start year)	833	972	1,111	1,250	1,528	1,806	2,083	2,500	12,083
Net additions	10	10	10	10	10	10	10	10	80

Additions (Band D equivalents)	7	8	9	10	12	14	17	20	97
Baseline growth (deadweight 0.25%)	2	2	3	3	4	5	5	6	30
Growth above baseline	5	5	6	7	8	10	11	14	66*

*Totals may not sum due to rounding (after adjusting to Band D equivalent numbers)

Taking the example of the hypothetical authority described above once more. The growth in band D equivalents of 97 represents a 0.8% increase in their stock of Band D equivalents. Therefore the baseline growth of 0.25% would represent 30 of these and as such the New Homes Bonus allocation would be calculated by applying the national average Band D council tax (£1483.58) to the remaining 66, to give an allocation of £102,096. This represents a reduction of £44,816 when compared to the unreformed system.

The combined impact

Band D equivalents (growth)	97
Average band D	£1,483.58
Affordable Homes premium	£3,500
Sub-total:	£146,913
Reduction in bonus - appeals	£7,418
Reduction in bonus - deadweight	£44,816
Total reduction in bonus	£52,234
Final Bonus allocation:	£94,678

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New Homes Bonus consultation response

Question 1: What are your views on moving from 6 years of payments under the Bonus to 4 years, with an interim period for 5 year payments?

We believe that the current system works well and should remain as it is. The proposal to revise the system penalises authorities that have delivered the most housing. This seems inequitable and is certainly not *sharpening* the incentive.

We have embraced the Government's growth agenda and, as a result, have seen significant housing growth and the bringing back into use of empty properties.

The New Homes Funding associated with this type of growth has been incorporated into our financial plans and medium term financial strategy. Any changes to the period of payment will have a detrimental impact on the Council's finances.

The money has been used primarily for Economic Development activity (including the accelerated roll out of Superfast Broadband across the District). Some payments have also been made to Communities that have had housing growth on projects for the Community promoted by the Community.

The Government made it clear when the original scheme was launched that they would expect communities that faced housing growth to receive some of the funding and we have delivered on that commitment.

If funding is pared back as proposed all of this investment in the economy and the Communities that have faced growth will also have to be pared back or stopped completely in order to ensure we continue to have a balanced budget.

Clearly, if the Government is determined to change the payment period then the preference of this Council would be to move to a four year scheme with an interim five year payment period.

Question 2: Should the number of years of payments under the Bonus be reduced further to 3 or 2 years?

Based on the comments given in Question 1 this Council is clearly against watering down or weakening the incentive by moving to just a three or two year scheme. Taking this approach does not give any real incentive to pursue the growth agenda as the additional cost burden that comes with increased housing is only compensated for a relatively short period of time compared to the current scheme.

Question 3: Should the Government continue to use this approach? If not, what alternatives would work better?

It is the view of this Council that the current calculation used is the most equitable.

Using band D equivalent growth is easy to understand and is also consistent with how the taxbase is calculated.

Generally larger houses will be banded at the higher rate and will have more occupants than lower banded properties. The costs of providing services to these houses will therefore be greater and therefore taking a Band D equivalent approach is a sound rationale to use and should not be altered.

Question 4: Do you agree that local authorities should lose their Bonus allocation in the years during which their Local Plan has not been submitted? If not, what alternative arrangement should be in place?

This Council has an adopted local plan and therefore supports the methodology which retains payments for a six year period and penalises authorities that do not have an adopted local plan.

This is consistent with our response to question 1.

Question 5: Is there merit in a mechanism for abatement which reflects the date of the adopted plan?

This authority does not believe there is merit in such a mechanism.

It is accepted that the Government is trying to 'sharpen the incentive' but the scheme should also remain easy to understand and implement and should not become overly complicated or administratively burdensome.

For these reasons the Council is against this mechanism for abatement. Payments should be made as long as the Council has an adopted local plan. This makes the incentive sharper and clearer and avoids confusion.

Question 6: Do you agree to this mechanism for reflecting homes only allowed on appeal in Bonus payments?

The consultation document is not clear in relation to this issue. We believe that the government's preferred option as set out in paragraph 3.21 is to use the detail on successful planning appeals to make a New Homes Bonus deduction in the year of the appeal success rather than when the houses are built out.

This is not justifiable as we would be having a deduction from our new homes bonus payment for houses (where planning permission was granted at appeal) for which we are yet to receive new homes bonus payments on.

The position set out in paragraph 3.23, whilst not being the Government's preferred option, is more equitable.

This would ensure that when a new house is built which was subject to a planning permission granted on appeal the new homes bonus for that particular house would not be received upon completion and occupation of the house.

This has to be the right approach rather than make an arbitrary deduction on houses where planning permission is granted on appeal but for which the NHB has not yet been (and may never be) received.

Question 7: Do you agree that New Homes Bonus payments should be reduced by 50%, or 100%, where homes are allowed on appeal? If not, what other adjustment would you propose, and why?

We do not believe any reduction is appropriate and oppose this approach. There are many reasons for houses to be allowed on appeal, if built, the houses still have local service consequences that the New Homes Bonus contribute to addressing.

As an example, if you have a local plan and you follow it and you get an application outside the allocated areas which is refused for good reason, to have the threat of loss of £1m as well renders the local plan useless. The loss of cash will always play heavily in members minds. The government must be resolute in getting inspectors to support the local plan.

However, should the Government insist on financially penalising new houses where the permission was granted on appeal then we would wish for this penalty to be as low as possible.

It is also important that any deduction is taken when the houses are completed and occupied and therefore when the NHB payment would have been made on those houses. This is consistent with our response to question 6.

Question 8: Do you agree that reductions should be based on the national average Band D council tax? If this were to change (see question 2) should the new model also be adopted for this purpose?

Again, it is not clear what the question being asked here is.

If it is just asking that the Band D equivalent is the appropriate calculation method then we support that as set out in question 3 (not question 2 as stated in the consultation paper).

However, we do not think that this should be used as a 'broadbrush' estimate of how much NHB to deduct because the data isn't available to do anything else.

In fact, and in line with our responses to questions 6 and 7, we do not support the deduction being taken ahead of the houses being completed and occupied as we would be having deductions of NHB being taken on payments not being received which is patently wrong.

Making the deduction ahead of completion and occupation using a proxy or estimate (if this is what the question is asking) just unnecessarily complicates the matter further.

Question 9: Do you agree that setting a national baseline offers the best incentive effect for the Bonus?

No. The bonus should be paid in relation to numbers of houses that are built come what may. It is an incentive to reward housing growth and therefore all housing growth should count. To bring in an arbitrary baseline is simply a mechanism to reduce payments and actually penalises authorities that are growing at the greatest rate as their baseline position will increase by the greatest relative amount on which the % baseline will be applied and therefore they are penalised the most. Authorities that grow at the greatest rate will actually have a bigger reduction in NHB which is nonsensical.

This Council thinks that setting a national baseline provides no incentive at all for growth.

Question 10: Do you agree that the right level for the baseline is 0.25%?

See response to question 9. This Council does not believe that the setting of a baseline provides any incentive at all and cannot understand the rationale behind this approach. The right level should therefore be 0%.

Question 11: Do you agree that adjustments to the baseline should be used to reflect significant and unexpected housing growth? If not, what other mechanism could be used to ensure that the costs of the Bonus stay within the funding envelope and ensure that we have the necessary resources for adult social care?

No we do not believe there should be a reduction to reflect significant and unexpected housing growth. Significant and unexpected housing growth is not defined but it is assumed that it means the cost of the scheme exceeds the Government's budget set for the scheme.

This consultation paper is supposed to be about sharpening the incentive, making the financial incentive greater for those authorities embracing the Government's growth agenda.

It would be wrong if the scheme sharpened the incentive so much that Government then had to use artificial baselines to bring back Government spend within available budget. The additional economic benefit of increased housing growth and regeneration are well known and if local authorities deliver and exceed the Government's agenda (and deliver all the benefits that go with that) they should not be financially penalised.

This Council is against the setting of baselines as set out in our response to questions 9 and 10 and certainly do not agree that baselines should then be adjusted to restrict payments made to local authorities in the event that Councils exceed the expectation of housing delivery and growth set by the Government.

Question 12: Do you agree that the same adjustments as elsewhere should apply in areas covered by National Parks, the Broads Authority and development corporations?

We believe that our comments made throughout this consultation exercise should be considered in the formulation of the revised scheme.

However, once the scheme is finalised we believe that it should be applied consistently across all areas including those covered by the National Parks Authorities and the Broads Authority.

Question 13: Do you agree that county councils should not be exempted from adjustments to the Bonus payments?

We agree that County Councils should not be exempted from adjustments to the bonus payments. In line with the response to question 12 the revised scheme, once determined, should be applied consistently to all the local and public authorities it affects.

Moreover, we think that the split between the District Council and County Council should be amended so that 100% is retained by the planning authority (the District or Borough Council in two tier areas). Particularly in the light that funding is being diverted away from New Homes Bonus allocations and into Social Care pressures which will therefore be received solely by County Councils in two tier areas.

Question 14: What are your views on whether there is merit in considering protection for those who may face an adverse impact from these proposals?

We believe that there is merit in considering protection but it should not disproportionately penalise those authorities that have delivered against the Government's growth agenda.

The scheme should be designed so that authorities that have delivered the greatest housing growth gain the greatest financial reward.

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Cherwell District Council

Executive

7 March 2016

<p>Performance Management Framework 2015/16 Quarter 3 Report</p>

Report of Head of Transformation

This report is public

Purpose of report

To present the Council's performance for the period 01 October – 31 December 2015 (quarter three), as measured through the performance management framework.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the achievements referred to in paragraph 3.1 (Table 1).
- 1.2 To identify any performance related matters for review or consideration in future reports identified in paragraph 3.1 (Table 2).
- 1.3 To note any oral feedback on performance issues from Overview & Scrutiny Committee at its meeting on 23 February 2016 provided directly to the Leader.

2.0 Introduction

- 2.1 This is a report of the Council's performance in the third 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 third 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:-

District of Opportunity	
CBP1 2.4: Complete Bicester Town Centre regeneration including the Council's Commercial Building	
Update	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, the rest having been taken up. A topping out ceremony took place in October to recognise the construction at its highest point.

Thriving District	
CBP3 1.1a Deliver 150 units of affordable housing (Pledge)	
Update	Exceptionally good progress made during Q3 with 67 units being delivered against a target of 27. This is in part due to positive working with developers and Registered Providers Year to date total is 207, exceeding the full year target of 150.
CBP 3 1.3a Provide housing/grant advice to encourage private sector landlords to improve their stock	
Update	Four private-rented properties were improved through CHEEP energy-efficiency grant contributions (3 getting central-heating systems and 1 a new boiler). Two houses were improved with Landlord Home Improvement Grants (LHIG) securing nomination-rights and affordable rent. The following jobs LHIG are underway but not yet complete: <ul style="list-style-type: none"> • Four studio flats in St John's House, St Johns Road, Banbury where LHIG and funding from the HCA have been used together to secure long leases, nomination-rights and affordable rents. (4 units in total underway) • Creation of a new 2-bed flat in vacant space above a former pet-shop in Church Lane, Banbury; conversion of a house in Causeway, Banbury, into 3 new flats; and renovation of 3 flats above a commercial unit in High Street, Banbury. (7 units in total underway)

CBP3 2.5: Contribute to the creation and/or safeguarding of 200 jobs	
Update	Tailored events provided to businesses through the job club and job fair services enabling the recruitment of 536 staff: beneficiaries included new businesses at Primark, McDonalds and Hallowood, with further job filed at Home Instead Senior Care and Bicester Gliding Centre. Year to date performance 1001 jobs created or safeguarded against target 150.
CBP3 7.3 Processing of Major Applications within 13 weeks	
Update	A figure of 100% was achieved in Quarter 3 (27 applications) - significantly above target (50.00%) and slightly above that achieved in Quarter 2 (90%). The performance figure has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits. Year to date 94.34% (Green*)
CBP3 7.4 Processing of Minor Applications within 8 weeks	
Update	Performance in Quarter 3 was 89.17%, significantly above the target of 65% and an improvement over Quarter 2 performance (76.79%). This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants. Year to date 77.44% (Green*)
CBP3 7.5 Processing of Other Planning Applications within 8 weeks	
Update	Performance in Quarter 3 was 89.17%, significantly above the target of 65% and an improvement over Quarter 2 performance (76.79%). This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants. Year to date 77.44% (Green*)

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

District of Opportunity	
CBP1 4.3 Establish new management arrangements for Stratfield Break Sports Group	
Update	Management options considered by Kidlington /Gosford and Water Eaton Parish Councils and CDC. An update presented to Members who have requested further information - decision has therefore been deferred until February 2016.

Safe Clean and Green	
CBP2 2.1b : Number of fly tips recorded	
Update	This quarter saw once again a small rise in the number of flytips (an increase of 18 over the same period last year). 406 flytips have been reported this year to date compared with 349 last year. Many householders are still using unlicensed waste carriers or leaving items on

	<p>grass verges for the "scrap man" to collect. We need to educate householders on waste disposal options that are available to them and this will be addressed by an article in the Spring Edition of Cherwell Link. An additional number of points will be discussed with the Comms team around raising awareness, for example the use of social media, twitter and Facebook.</p> <p>There were 70 enforcement actions during the quarter compared with 151 in the same period last year, bringing the number of actions to date to 191 (274last year).</p> <p>The vacancy within the Enforcement Team has resulted in a reduction in the number of flytip inspections and enforcement actions. Following the recruitment process, resources will be back to normal levels late January/early February. We anticipate that this, together with the proposed campaign on the use of licensed waste carriers by householders, will result in a reduction in the number of fly tips over the next six months or so.</p>
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Sound Budgets and Customer Focused Council	
CBP4 6.1 Percentage of Council Tax collected	
Update	<p>Performance is 86.10% against the target of 86.5%</p> <p>The increasing number of properties in the district, although ultimately beneficial to the authority, continues to present a challenge in billing and collecting on these new properties. At the end of the period the reported collection was also adversely affected by a problem with the paye.net payment system. However, this should be reversed in the next quarter.</p>
CBP4 6.2 Percentage of NNDR collected	
Update	<p>Performance is 83.73% against a target of 86%</p> <p>The number of new properties and changes of occupiers continues to present a challenge for collection. The reported figure has also been distorted by a problem with the paye.net payment system at the end of the quarter. This meant that payments received could not be allocated to accounts and thus were not included in the collection figures.</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.

4.0 Conclusion and Reasons for Recommendations

4.1 In this report we show that the Council continues to build on the high performance of 2014/15 and have a 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 Councils performance against its comprehensive performance framework for Quarter 3. The detailed performance indicators and commentary against each of these are contained within appendices 1 to 3.
- 4.3 The report highlights in 3.1 performance measures which the Council should keep under review to ensure targets are met or to ensure the measure is appropriate. This section also highlights areas where the Council is performing well.

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 3 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 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

Legal Implications

7.2 There are no legal issues arising from this report.

Comments checked by:

Kevin Lane, Head of Law and Governance

0300 0030107 kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

7.3 The purpose of the performance management framework is to enable the Council to deliver its strategic objectives. 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 3 risk report is due to be considered at it's next meeting on 23 March 2016.

Comments checked by:

Louise Tustian – Senior Performance and Improvement Officer

01295 221756 louise.tustian@cherwellandsouthnorthants.gov.uk

Data Quality

7.4 Data for performance against all indicators has been collected and calculated using agreed methodologies drawn up by accountable officers. The Council's performance management software has been used to gather and report performance data in line with performance reporting procedures.

Comments checked by:

Ros Holloway - Performance Information Officer

01295 221758 Ros.Holloway@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

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	Q3 Performance Report – Business Plan (including Pledges)
2	Q3 Corporate Equalities Plan
Background Papers	
None	
Report Author	Ros Holloway - Performance Information Officer
Contact Information	01295 221578 ros.holloway@cherwellandsouthnorthants.gov.uk

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Cherwell District Council Business Plan : 2015/2016
A District of Opportunity - Quarter 3

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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	⇒	<p>All reports were agreed at 04/01/16 Executive.</p> <p>Consultation Local Plan Part 2/Local Plan Part 1 Partial Review, Banbury Masterplan and Community Infrastructure Levy (CIL) Viability Assessment will commence at the end of January 2016 for 6 weeks.</p>
Complete and implement the Masterplan for Bicester helping to provide new housing, jobs & leisure opportunities					
Page 137 P1 2.1	Make progress onsite for the initial housing development at North West Bicester (Pledge)	G	G	⇒	<p>The timing of the commissioning of the energy centre has led to first occupations (97 units) being programmed for Q1 of 2016.</p> <p>The whole of the first phase (excluding the show homes) is now programmed for occupation during the first quarter of 2016. Building work will continue on to the second phase.</p> <p>The delivery of the primary school on the second phase has commenced with opening programmed for September 2016.</p>
CBP1 2.2	Deliver the Eco – Bicester Business Centre in North West Bicester	G	G	⇒	<p>The Project Board is currently evaluating design options for the building with a view to a procurement exercise for the design, build and operation of the centre.</p> <p>The commercial options for the operation of the facility are being considered and an update report to the Executive is expected in March 2016.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 2.3 Page 138	Facilitate the 5 applications for the Northwest Bicester site	G	A	↓	<p>Significant work continuing with OCC on S106 legal agreement on application 14/01384/OUT which has a resolution to grant for Development comprising up to 2600 residential dwellings, commercial floor space, social and community facilities, land to accommodate one energy centre, land to accommodate one new primary school and land to accommodate the extension of the primary school permitted pursuant to application (reference 10/01780/HYBRID). Such development to include provision of strategic landscape, provision of new vehicular, cycle and pedestrian access routes, infrastructure, ancillary engineering and other operations.</p> <p>The work to complete S106 Agreements is slow and further work is needed to complete the drafting of the agreements for the applications subject to resolutions to grant planning permission. This delay is impacting on the potential for the site to come forward for development and critically to deliver the infrastructure to enable the site to build out and therefore has been flagged as Amber.</p> <p>A further application has received a resolution to grant - B14/01641/OUT Outline Application - to provide up to 900 residential dwellings, commercial floor space, leisure facilities, social and community facilities, land to accommodate one energy centre and land to accommodate one new primary school and secondary school. Such development to include provision of strategic landscape, provision of new vehicular, cycle and pedestrian access routes, infrastructure, ancillary engineering and other operations. 3 further applications are expected to be considered by the planning committee in Q4.</p>
CBP1 2.4	Complete Bicester Town Centre regeneration including the Council's commercial Community Building	G	G	⇒	<p>The project is being monitored through the project team and project board. Franklins House is on track for a Spring 2016 opening and is currently operating within budget. A detailed implementation plan for relocating the Council's current operation in Market Square is underway. Focus continues on marketing the commercial space available on the ground and 2nd floor with a number of discussions on-going. Soft launch will take place in April and an official launch in July 2016.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 2.5	Make progress on site for the initial infrastructure at Graven Hill and promotion of the self-build plots (Pledge)	A	A	⇒	Good progress continues on the pre development work, infrastructure requirements for the My Grand Design Project. An MD has been recruited and commences work in Jan 2016. The MOD have confirmed the phase 1 land will be officially transferred at the end of January and as part of this transaction the Green Hill office will be located on site in the current building referred to as E25. The pace of work is increasing in the project so a review of resources is underway. The price preview event held in November as a success and the project continues to have substantial interest in the plots at a local and national level. A new website is being developed along with a proactive communications strategy.
CBP1 2.5a	Deliver the demonstration project on the Graven Hill site	G	G	⇒	Project progressing well - 10 plots allocated and on track for a May start on site once the foundations have been completed.
CBP1 2.5b	Set up a sales and marketing suite to promote the plots at Graven Hill	A	A	⇒	The Graven Hill Board will consider a report at the Feb board meeting regarding the design proposals for the sales suite that will occupy the site of the Rodney House Sports Club.
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	A	⇒	Procurement process for main build contractor commenced in November with evaluation taking place during December. The outcome will be reported to the Executive Committee on 26 February 2016.
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 (Pledge)	G	G	⇒	Banbury Masterplan approved for public consultation at January's Executive meeting. This will be a six week process and the Executive have requested that the results are reported back to the Committee.
CBP1 3.2	Prepare a scheme for the redevelopment of the Bolton Road site	G	G	⇒	Interim report received in November and considered by the Banbury Developments Board in December. Final report to be received by the Board in February. The outcome of their deliberations will then determine the timetable for further actions.
CBP1 3.3	Take steps to develop a Masterplan for the redevelopment of Canalside within Banbury Town Centre redevelopment	G	G	⇒	This is linked to the public consultation of the Banbury Masterplan, which was approved for public consultation at January's Executive. This will be a six week process, the results of which will be reported to a future Executive Committee meeting.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 3.4	Develop a car parking strategy for Banbury Town	G	G	⇒	District wide car parking strategy underway which examines operational options for car parks, relevance to town centre strategies and as assets. To be reported later in 2016 and to form the basis of a car parking strategy for Banbury.
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 continue in respect to the Strategic Development Agreement, s106 and 278 agreements and the funding arrangements. It is hoped that these will be concluded by the end of March, but with a development of this complexity there remain a number of matters to be agreed between the parties.
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	⇒	Evaluation process completed early November. Executive 30 November approved Preferred Bidder and dialogue has commenced with the Bidder. Unsuccessful Bidders informed and evaluation de-brief meetings set for early January 2016. The project continues to be on target and moving positively forward.
Page 140 CBP1 3.7	Review future arts provision	G	G	⇒	Continue to progress public art on new development sites and advise The Mill Arts Centre and Banbury Museum on their future proposed development plans. Supporting the development of the Oxfordshire Local Enterprise Partnership's Structural Investment Plan for Culture. Revised Public Art and Cultural Development strategies to be included within the District's Local Plan part 2 for public consultation.
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 (Pledge)	G	G	⇒	Consultants have commenced updating of earlier draft to take full account of policy changes made by Local Plan Part 1.
CBP1 4.2	Agree next steps for development options for Kidlington against agreed timescales & milestones	G	G	⇒	A report will be considered by the Executive with consultation on a draft Kidlington Masterplan set for Easter 2016.
CBP1 4.3	Establish new management arrangements for Stratfield Brake Sports Ground on behalf of Kidlington Parish Council	A	A	⇒	Management options considered by Kidlington /Gosford and Water Eaton Parish Councils and CDC. An update presented to Members who have requested further information - decision has therefore been deferred until February 2016.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 .5 : Promote inward investment and support business growth within the District					
Page 141 CBP1 5.1	Support business growth, skills & employment in local companies & the visitor economy to strengthen the economy of the District	G	G	⇔	<p>41 detailed business enquiries served during this quarter, including inward investors, expanding indigenous companies and businesses seeking advice and information. Development services included:</p> <ul style="list-style-type: none"> • Provision of one-to-one advice to local residents starting their own businesses through Oxfordshire Business Enterprises services. • Support to local businesses, including attending the Advanced Engineering Show at the NEC on 5 Nov to promote the district. • Jointly sponsored and promoted the Eco Bicester Business Showcase (2-3 October). • Support for the development of the Bicester Eco-Business Centre and Graven Hill business investment opportunities. • Representing the interests of north Oxfordshire in the EU-funded LEADER rural business development programme seeking to develop skills and investment in the community. Presented at the launch of Oxon LEADER on 25 Nov and contributed to the evolving ESIF funding programmes. • Meetings with businesses at their premises to support their growth and/or local relocation, including recruitment and apprenticeships. • Support and guidance to emerging EU programme operators to provide practical support to tackle long term unemployment. • Provision of a weekly job club service plus 'mini' job fairs to help businesses to recruit staff. • A further major Job Fair held in Bicester on 17 Nov attracting 30 employers from a variety of sectors and 108 job seekers. • Co-operation with the Cherwell Volunteer Service to enable residents to gain 'work-ready' skills as a means of gaining employment. • Contributions to emerging Masterplans and policies to ensure business and employment matters inform part two of the Local Plan and future inward investment services to businesses. • Practical assistance & advice given to the Bicester Technology Studio (School) towards the opening of this key facility in September 2016 to nurture construction and logistics skills. • Active involvement with the Beaumont Road Industrial Estate Group and preparations for the Wildmere Group to address operational issues and develop the capacity of businesses alongside the vitality of the estates. • Regular meetings with the local Chambers of Commerce. • Continuation of the Banbury Town Team Co-ordination project, including the development of Banbury Presents activity. 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'. The number of vacant units has reduced to 33 (7%). • Preparation for the second phase of support for the vitality of central Bicester: establishment of an advice service to retailers and public wi-fi coverage. • Arrangement of the Organisational Awareness Day on 12 Nov to ensure that the regulatory services of CDC are more effectively providing for the needs of businesses.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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	⇒	Provision of day-to-day services to promote 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 www.cherwell-m40.co.uk 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	⇒	Commencement of a Cherwell Business Guide, incorporating a business-to-business directory, to promote local supply chains and the district as a location for business investment - publication and on-line in summer 2016. Regular e-newsletters (Business Moves) sent to the mailing list of businesses and partners, providing news of opportunities and support for growth locally. Press releases issued on job fairs and town centre vitality work
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 programme continues with a regulator and business event set for 16 -17; Following feedback from Organisational Awareness Days a pilot single regulatory point of contact service has commenced; the officer is working with all regulatory services and will act as a single support officer to assist businesses at all stages of the business cycle. The project runs for 12 weeks and will be evaluated at the end.
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 taking place during the fourth quarter and will further develop the relationship between Development Management and agents to ensure that the service delivery meets their expectations. One developer forum is taking place with volume house builders focussing on delivery and a second taking place with regular architects and agents focussing on the benefits of pre-application engagement and how this can deliver timely planning permission. The Business Process Re-engineering (BPR) programme continues to identify clear improvements to process and these have started to be introduced. The programme will continue in the final quarter 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 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 6.4	Provide high quality responsive regulatory services	G	G	⇒	The new Regulators Forum is now the vehicle to ensure regulatory consistency and quality of service. Work includes stream lining and standardising prosecution and enforcement protocols and forms which will be held in a central accessible location. This will also aid efficiency, ensure documents are up to date and embed the enforcement policy.
CBP1 6.5	Embed the Regulatory Code and Corporate Enforcement Policy	G	G	⇒	Two new organisational awareness days are set for January /February which will continue the programme; outcomes from the events in October have been integrated into the Transformation workstream "Services to Businesses". The next tranche will include attendance of local businesses so that staff hear what it is like at the sharp end. The Regulators Forum will meet next in January and will be the vehicle to consider further ways that the Regulators Code and enforcement policy can be embedded.

Cherwell District Council Business Plan : 2015/2016
Safe, Green and Clean - Quarter 3

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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 (Pledge)	G Actual 57.14% Target 57.00%	A Actual 54.44% Target 57.00%	↓	Due to the relatively mild winter, garden waste has been higher in the last few months than for the same period last year (52.49%) an increase of almost 2%. Additional street sweepings have also helped achieve good performance this quarter. Although under target for the quarter, the year to date is 57.54%, just above target.
CBP2 1.2	Tonnage of waste sent to landfill	G Actual 6,363 Target 6,842	G Actual 6,283 Target 6,443	↑	As is usual a slight drop in performance over the Christmas period. However, Q3 performance shows a reduction in the waste sent to landfill of 160 tonnes and 774 tonnes for the year to date compared with same period last year. Year to date performance is reporting green (19042 tonnes against 19816 target)
CBP2 1.3	Residual household waste per household (kgs)	G Actual 105.16 Target 113.26	G Actual 104.01 Target 106.65	↑	Despite slight increase during December, both Q3 and year to date performance compares well against same period last year.
CBP2 1.4	Increase the number of glass recycling bank sites to 130	G	G	⇒	Well on track to achieve full year target with a total of 124 sites delivered by end of December 2015. 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 over 1400 bins being delivered by the end of December 2015. Recent Bin sale in December was a success.
CBP2 1.6	Maintain the current high levels of customer satisfaction with our waste and recycling services	A	A		<p>In order to maintain/enhance customer satisfaction on waste collection we will take the following measures:-</p> <ul style="list-style-type: none"> • Ensure all our collection staff are trained and competent. • Ensure all our collection are smart wearing corporate PPE and carry out their duties professionally. • Regularly remind staff of the need for high quality customer service through team briefings. • Ensure our supervisors monitor the performance of our collection staff in areas such as returning bins to the point of collection. • Investigate any complaints and put in place any actions needed.
CBP2 1.6a	Customer satisfaction with Waste Collection services	G 2014 85.00%	A 2015 83.00%	↓	
CBP2 1.6b	Customer satisfaction with Household Recycling services	G 2014 88.00%	A 2015 87.00%		

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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 2.1b	Number of fly tips recorded (compared with same period 2014/15)	R Actual 149 Target 127	R Actual 119 Target 101	↑	<p>Once again there is a small rise in the number of fly tips (an increase of 18 over same period last year), and the measure continues reporting red for both the period and year to date.</p> <p>Many householders are still using unlicensed waste carriers or leaving items on grass verges for the "scrap man" to collect. We need to educate householders on waste disposal options that are available to them and this will be addressed by an article in the Spring Edition of Cherwell Link. An additional number of points will be discussed with the Comms team around raising awareness, for example the use of social media, twitter and Facebook.</p> <p>YTD: 406 tips compared with 349 in the same period last year.</p>
Page 145 CBP2 2.1c	Number of fly tips enforcement actions (compared with same period 2014/15)	G* Actual 75 Target 59	R Actual 70 Target 151	↓	<p>Due to a vacancy in the Enforcement team we have, as anticipated, seen a reduction in the number of both fly tip inspections and enforcement actions during the last few months.</p> <p>Following the recruitment process, resources will be back to normal levels late January/early February. We anticipate that this, together with the proposed campaign on the use of licensed waste carriers by householders, will result in a reduction in the number of fly tips over the next six months or so.</p> <p>YTD: 191 actions compared with 274 same period last year (Red)</p>
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	⇒	<p>CCTV aerials have been relocated from Bolton Road to Castle Quay for a longer term solution. Thames Valley Police (TVP) have discontinued hub solution, but are pressing ahead with redistribution of staff according to funding formula grants and contributions received from Local Authorities.</p> <p>Liaison between community safety and facilities re accommodation are continuing subject to potential building reviews and co accommodation projects within TVP.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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 (Pledge)	G	G	⇒	Violent crime remains slightly higher than previous years, but with Thames Valley not setting numerical targets, instead concentrating on delivery of service rather than quantity of crime's, it will become increasingly difficult to rely on pure statistics to solely evaluate success in measuring the effects of operational policy. Perhaps increases in footfall, business satisfaction, CDC customer satisfaction surveys and public comment generally, may be better indicators in measuring success. This coupled with reported on-going initiatives and any Thames Valley reports of good work may suffice.
CBP2 3.3	Number of ASB/Nuisance cases received (compared with same period 2014/15)	G Actual 727 Target n/a	G Actual 381 Target n/a	⇒	Previously this measure captured the number of ASB only; as we now record both ASB and Nuisance data this year's data will be used as baseline data for 2016/17.
CBP2 3.2b	Percentage of ASB/Nuisance cases responded to within prescribed period of 2 working days	G Actual 97.25 Target 96.00	G Actual 97.38 Target 96.00	↑	371 of the 381 cases received during the quarter were responded to within 2 working days, a slight improvement over Q2 performance. Performance figure for resolutions will be calculated at year end.
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 on 01 June 2015. Service level agreements with biodiversity delivery partners are all in place.
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 2015 - 2020 was approved by Executive with an annual reduction target of 2% per annum and an overall target of 10% by 2020. Due to the complexities of the calculations involved, detailed in the report to Executive, the calculations are being updated to comply with the latest Government guidance. This is expected to be completed in the month and will be available for the next quarter.

Cherwell District Council Business Plan : 2015/2016
Thriving District - Quarter 3

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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	⇒	During Q3, the Build team has progressed a number of sites which will aid the continued delivery of the regeneration of brownfield sites; this includes the Admiral Holland pub site in Banbury which has the possibility of delivering 15-17 homes. Work continues on existing sites and it is anticipated that both The Orchard and Calthorpe House sites in Banbury will be completed during Q4. Q4 will see work start on site at the former Ambulance Station in Banbury.
CBP3 1.1a	Deliver 150 affordable homes in the District (Pledge)	G* Actual 118 Target 75	G Actual 67 Target 27	↑	Exceptionally good progress during Q3 with 67 units being delivered against target of 27. This brings the total to date to 207, exceeding the full year target of 150. This is in part due to positive working with developers and Registered Providers.
CBP3 1.1b	Deliver 100 self build housing projects	G Actual 6 Target 6	G Actual 8 Target 8	⇒	It is anticipated that during January the Build programme will deliver 26 new opportunities of flats accommodation in Banbury. The profiled target for self build housing projects has been revised following delays earlier in the year; 14 units have been delivered so far to date. Other opportunities include the leasing of Town Centre House which will see the delivery of 40 units funded through the HCA; approximately 15 new opportunities will be created at Admiral Holland former pub site, together with 7 refurbishment opportunities creating an opportunity who are impacted by the changes to Welfare Reform.
CBP3 1.2	Explore new diverse funding regimes for longer term sustainability of affordable housing	G	G	⇒	The Delivery team continues to work on the Local Housing Company as a vehicle to transfer the Council's Build! assets into, along with creating a new entity which should be able to access private finance in order to deliver additional affordable housing. The Build! team continue to examine a variety of different models to secure a wider range of funding streams, including continued discussions with funders on the lease back deals and the continuation of discussions with the HCA regarding any new government funding which the Council may be able to access, including the possibility of obtaining Starter Homes funding.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 1.2a	Explore development of off-site construction facility for affordable housing production	G	G	⇒	<p>The off-site construction facility continues to be progressed by examining the opportunities available through the Garden Town initiative.</p> <p>The Build team continues to work on securing potential European Social Infrastructure Funding to help deliver on a prototype project which aims to:-</p> <ul style="list-style-type: none"> a) build capacity in the local supply chain to respond to the growing advanced manufactured housing market b) have a council-owned product and as such give greater control on the supply chain and with it greater cost and programme certainty c) develop expertise and networks within the off-site manufacturing industry <p>Further discussions on this bid are due to take place early 2016.</p>
Page 148 CBP3 1.3	Extend enforcement actions in private sector to bring empty dwellings back into use	G	G	⇒	<p>A number of owners are 'on notice' that continued failure to take action may result in the Council applying for Empty Dwelling Management Order. No jobs completed in the quarter, but the following are underway with completion expected in the fourth quarter :-</p> <ul style="list-style-type: none"> • 14 Oxford Road, Banbury: Very dilapidated and long-term empty house in a prominent location being renovated following sale in response to intended enforced sale action. • 47 Deene Close, Adderbury: Significant empty home now being renovated by new owner following sale. This house was the subject of the Council's first Empty Dwelling Management Order. • (Old Post Office Stores, Bletchington: 2 new flats being created in premises where the Council took action to prevent continued occupation in the original, unsatisfactory building.)
CBP3 1.3a	Provide housing/grant advice to encourage private sector landlords to improve their stock	G	G	⇒	<p>Four private-rented properties were improved through CHEEP energy-efficiency grant contributions (3 getting central-heating systems and 1 a new boiler).</p> <p>Two houses were improved with Landlord Home Improvement Grants (LHIG) securing nomination-rights and affordable rent.</p> <p>The following jobs LHIG are underway but not yet complete:</p> <ul style="list-style-type: none"> • Four studio flats in St John's House, St Johns Road, Banbury where LHIG and funding from the HCA have been used together to secure long leases, nomination-rights and affordable rents. (4 units in total underway) • Creation of a new 2-bed flat in vacant space above a former pet-shop in Church Lane, Banbury; conversion of a house in Causeway, Banbury, into 3 new flats; and renovation of 3 flats above a commercial unit in High Street, Banbury. (7 units in total underway)

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
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	⇒	<p>Cherwell Executive approved the option to extend the contract with Citizens Advice (Formerly CAB) for a further 2 years following the initial 3 year term. It will now run until the end of March 2017. We continue to monitor the work completed on a quarterly basis. Figures for this quarter are not available at this time but CA report they saw 1883 individual clients in the second quarter of 2015/16. The majority of enquires continue to be for Benefits and Debt.</p> <p>Discussions are starting to consider possible options to continue service delivery of these services following the expiration of the existing contract with Citizens Advice.</p>
CBP3 2.2	Effective implementation of welfare reform and administration of benefits	G	G	⇒	<p>Universal Credit started in Cherwell District Council 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.</p> <p>In the recent budget the Chancellor announced further welfare reforms from April 2016 onwards. We are anticipating an announcement regarding UC rollout early in the new year. The impact of the risks will be managed through the Business Case for Revenues and Benefits.</p>
CBP3 2.2a	Average time to process new Housing Benefit claims (days)	G* Actual 11.37 Target 14.00	G Actual 13.14 Target 14.00	⇩	<p>Performance has slipped a little over the third quarter. However, it remains within target as we approach the annual billing period in the final quarter.</p> <p>Year to date performance 12.66 against 14.00 day target (Green)</p>
CBP3 2.2b	Average time to process change in circumstances (days)	G* Actual 3.59 Target 12.00	G Actual 5.06 Target 12.00	⇩	<p>Performance remains well within target due to the prompt notifications received from the Department for Work and Pensions via the ATLAS system.</p> <p>Year to date performance 3.61 against 12.00 day target (Green*)</p>
CBP3 2.2c	Average time taken to process new claims and changes for Housing Benefit (days)	G* Actual 4.07 Target 12.00	G Actual 5.59 Target 12.00	⇩	<p>Although processing of new claims is just within target, the contribution from processing of changes of circumstances means that overall this indicator is still well within target. No change is expected in the final quarter.</p> <p>Year to date performance 4.08 against 12.00 day target (Green*)</p>
CBP3 2.3	Number of covert surveillances applied for	G	G	⇒	No covert surveillance exercises were applied for during Q3.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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 (Pledge)	G	G	⇒	First issue workshop held for health improvement and inequalities. Well attended and productive in relation to new multi agency activity. Next workshop planned for March 2016 to focus on employability i.e. encompass educational attainment, skills development, job readiness and local jobs market relevance.
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. (Pledge)	G	G	⇒	<p>On 3-4 November, the Council's sponsorship enabled a major event to be held at Banbury College to promote careers in engineering to young people through the 'Bloodhound' supercar team presentation to primary and secondary school children. Businesses also attended an evening event to develop their links with the College to ensure the avoidance of young people not being in employment, education or training through partnership working. This continues to be supported through the Brighter Futures in Banbury Projects, including a grant of £10,000 to EMBS to allow the continuation of guidance for long-term unemployed people.</p> <p>Job clubs and job fairs were provided in Banbury and Bicester, with 427 visits made during the quarter. This included one job fair being held in addition to weekly job clubs, plus a new job club in Bloxham that CDC has assisted. All age groups are helped 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.</p> <p>Leadership of the skills and employment theme of the Brighter Futures in Banbury programme, including participation in the Health Workshop on 9 Dec to enable access to employment as a key contributor to the health and wellbeing of local people.</p>
CBP3 2.5a	Contribute to the creation and/or safeguarding of 200 jobs	G* Actual 100 Target 50	G* Actual 536 Target 51	⇩	Tailored events provided to businesses through the job club and job fair services enabling the recruitment of 536 staff : beneficiaries included new businesses at Primark, McDonalds and Hallowood, with further jobs filled at Home Instead Senior Care and Bicester Gliding Centre. Year to date performance 1001 jobs created or safeguarded against target 150.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
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 Bicester Job Fair on the early evening of 17 November attracted 30 employers to assist and potentially employ over 100 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. Employers have attended job clubs which has involved advance notification being given to job seekers so that they can attend to discuss face-to-face with potential employers.
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.
Provide high quality housing options advice and support to prevent homelessness.					
Page 151 CBP3 3.1	Deliver the actions identified within the revised Homelessness prevention strategy adopted by the Council	G	G	⇒	<p>We continue to work in partnership with all other District Councils in Oxfordshire to shape Oxfordshire County Councils re-commissioned Young Person's Housing Pathway. Officers have also worked hard to influence the new Single Person Pathway which has been re-commissioned and is due to start operating from 1 February 2016. Oxfordshire County Council are continuing to provide supported accommodation for singles across the county. Although hostel places are being reduced, Cherwell will receive a funding allocation for the first time to enable supported accommodation for single adults to be provided within the District. 13 new supported units of accommodation are expected to become available during the year. Referrals for all placements into these Schemes continue to be controlled by an OCC funded Pathway Coordinator. However priority for the beds in each District will be given to those with the relevant local connection. This means that in the first instance priority should always be given to Cherwell residents, particularly those needing to move back to Cherwell from the more complex needs provision in Oxford City.</p> <p>The County Council have recently announced further budget saving options which include a proposed further £1.5 million cut to services for single homelessness. We are awaiting further details later in the year and will continue to monitor this funding closely.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 3.1a	No of households in temporary accommodation	R Actual 46 Target 41	G* Actual 33 Target 41	↑	The number of households placed in Temporary accommodation continue to reduce this quarter. This coincides with a reduction in the number of homeless presentations the department has seen this quarter when compared to the start of the year (Q1 - 44 applications, Q2 - 40 applications, Q3 - 33 applications). We believe this reduction is in part due to seasonal trends and will continue to monitor this closely .
CBP3 3.1b	Housing advice : repeat homelessness cases	G* Actual 0 Target 3	G* Actual 0 Target 4	⇒	There have been no repeat homeless cases as defined by the legislation in this quarter.
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	⇒	The 8 December 2015 meeting considered integration locally between health and social care services, delayed transfers of care improvements, Horton Hospital update, the OUH Foundation Trust Governing Council and a review of the health workshop planning for growth.
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 16/17. Councillor Atack is being regularly briefed in his role as Rural Champion. A further 8 Taking Part projects have been delivered in Q3 as well as a continuation of Dancing with Parkinsons.
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 370,479 Target 367,077	G Actual 365,582 Target 360,947	↓	Cumulatively the leisure centres have continued to maintain participation during Q3 showing a small improvement in usage against same period last year of 4,635. Overall year to date figures reflect an increase of over 13,000 visits against the same period last year. YTD Actual 1,123,228 against target 1,100,110 (Green)

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 5.1a	Number of visits to District Leisure Centres (Spiceball, Kidlington & Gosford and Bicester)	G Actual 333,715 Target 332,247	G Actual 324,034 Target 322,272	↓	The quarterly position shows that participation has been maintained for the 3 leisure centres and they are performing marginally above target against the same quarter last year. YTD Actual 1,016,854 against target 998,483 (Green)
CBP3 5.1b	Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School	G Actual 36,764 Target 34,830	G Actual 41,548 Target 38,675	↑	As reported in the previous quarter the loss of football league providers at both North Oxfordshire Academy and Cooper School meant that usage figures had been difficult to maintain. At present however North Oxfordshire Academy is performing marginally above target against last years position with Cooper Sports Facility performing marginally below target. Officers will continue to monitor usage figures on a monthly basis to ensure that participation is maintained. YTD 106,374 against target 101,627 (Green)
CBP3 5.2	Commence Phase 2 pavilion works for SW Bicester Sports Village	G	G	⇒	Procurement and evaluation of tenders commenced in November and will be completed in January 2016.
CBP3 5.3	Increase access to Leisure and Recreation opportunities through development and outreach work	G	G	⇒	Inactive 14 -18 years across all secondary schools targeting inactivity, including Gym, squash, and dance. 250 students taking part through external funding. Also there was a focus on inactive girls. Formalising the Bicester Sports Partnership. Walking Football club and Bicester Basketball club are now fully sustainable after CDC initial establishment work. Secured £10,000 with Banbury Table Tennis Association to put tables in 4 secondary schools and to run a development programme within those schools for full community use

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Provide support to the voluntary and community sector.					
CBP3 6.1	Secure social and community infrastructure for housing developments across the District	G	G	⇒	As part of Local plan part two a great deal of strategic work and evidence gathering have taken place and the Executive are due to receive a report on Social and Community Infrastructure in February. Developments at Longford Park and Kingsmere are currently being considered. Inadequate provision of community facilities at Graven Hill continue to be a concern.
CBP3 6.2	Continue to support the voluntary sector and community groups	G	G	⇒	Continue to monitor Service level agreement with Community First Oxfordshire and Volunteer Connect to ensure services are being delivered on our behalf, on budget and on time. There are no concerns to report. Supported Electric Blanket Testing in partnership with Trading standards and the Fire Service.
CBP3 6.3	Continue to support the growth & development of neighbourhood community associations	G	G	⇒	Continue to support the fledgling associations in Banbury and Bicester as well as provide appoint of contact for the more established associations. Working with colleagues in Facilities Management to consider the asset review and future provision of support to the community associations that manage our buildings.
CBP3 6.4	Increase and promote volunteering opportunities throughout the District.	G	G	⇒	Citizens Advice Bureau (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	⇒	No change since last quarter. The December meeting was postponed.
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 2 Target 2	⇒	On target to complete all five Conservation Area Appraisals for March 2016. It is anticipated that the Mixbury and Souldon appraisal, currently at final draft stage, will, be published on our website by the end of January 2016. The research has been undertaken for Hampton Proyle, Wroxton and Swalcliffe and the appraisals will be complete by March 2016.
CBP3 7.2	Provide design guidance on major developments	G	G	⇒	Design and Conservation guidance is feeding into the pre-application and planning applications for major and strategic sites.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 7.3	Processing of Major Applications within 13 weeks	G* Actual 90.00% Target 50.00%	G* Actual 100.00% Target 50.00%	↑	<p>Performance in Quarter 3 was 100% (27 applications) significantly above target and slightly above that achieved in Quarter 2. The performance figure has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits.</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> <p>YTD: 94.34% (Green*)</p>
CBP3 7.4	Processing of Minor Applications within 8 weeks	G* Actual 76.79% Target 65.00%	G* Actual 89.17% Target 65.00%	↑	<p>A figure of 89% was achieved in Quarter 3 reflecting 120 applications determined, 107 within time.</p> <p>This is significantly above the target of 65% and performance in Quarter 2. This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants.</p> <p>YTD: 77.44% (Green*)</p>
CBP3 7.5	Processing of Other Applications within 8 weeks	G Actual 85.71% Target 80.00%	G* Actual 88.70% Target 80.00%	↑	<p>Performance in Quarter 3 88% (302 applications determined - 266 within time) and again exceeds the performance target of 80% during a period of high workloads. Again this has been achieved through effective performance management. The use of overtime, agency and consultants has ended .</p> <p>YTD 86.05% (Green)</p>
CBP3 7.6	Percentage of planning appeals allowed against refusal decision (%) Note the basis of this measure has changed	G* Actual 4.50% Target 20.00%	G* Actual 5.50% Target 20.00%	⇒	<p>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 5.5.</p> <p>Of the 3 appeals that were allowed in Q3, only one went to committee and it was recommended for refusal by the case officer.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Work to ensure rural areas are connected to local services					
CBP3 8.1 Page 156	Work with BT/BDUK and Oxfordshire County Council to extend Superfast Broadband across the District	G	G	⇒	<p>Information has been provided day-to-day to residents, businesses and parish councils on the local impact of the broadband roll-out. This included a workshop with parish councils at the Parish Liaison Meeting on 11 Nov with follow-up provided to all enquiries raised.</p> <p>Phases 1 to 6 of the Oxfordshire Rural Broadband Project are now completed (December 2015) with an expected coverage of 90% of premises (business and residential) due to be confirmed in early 2016 as being served with Superfast speeds (over 24mbps).</p> <p>⇒ 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 (LEPs) serving Cherwell, including £120,000 from the South East Midlands LEP. 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.</p> <p>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.</p>
CBP3 8.2	"Rural Proof" significant new policies and initiatives to ensure they are equitable to rural residents	A	A	⇒	Currently this process is somewhat ad-hoc. Officers are working towards a more clearly defined and consistently applied approach. There is now some work on Rural proofing taking place at a national level which may be useful.

**Cherwell District Council Business Plan : 2015/2016
Sound Budgets and a Customer Focused Council - Quarter 3**

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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	⇒	Delivery of the two way transformation programme continues, with the implementation of business cases for Economic Growth and Comms nearing completion and business cases for customer services and environmental health and public protection progressing. All remaining non-shared services will be reviewed with options for future delivery by the end of March 2016.
CBP 4 1.2	Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies	A	A	⇒	ICT is currently engaging with the Transformation Team managers putting together business cases for two-way shared Revenues & Benefits and Customer Services. Cost and resource savings have been identified which will arise from more efficient use of ICT systems. These savings will be presented in the relevant business cases. We are also helping with procurements for HR and Payroll and Housing systems which will drive cost and efficiency 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	A	⇩	<p>A draft business case for Land & Property and EDRMS has been submitted for the first round of approvals. It is planned to procure external consultancy for the delivery of these systems rather than rely on in-house resources due to the significant workload currently being sustained by ICT team. Discussions have taken place with Heads of Service at CDC and SNC around progress, impact on business plans and timelines. Over the course of February and March workshops will be held to document the as is processes and new harmonised process that are possible across each organisation. Some work has taken place to identify systems utilised across each organisation, to show common strands of technology where possible.</p> <p>Go-Live for the integrated Lagan Customer Relationship Management (CRM) system has slipped again due to the late identification of issues effecting system usage; the aim is to now go-live with the system by mid-February. This also includes the FOI and complaints systems.</p>
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	R	⇩	<p>Failure to meet target at year end</p> <p>Following discussions with SDC regarding the future of the confederation model it is clear that the strategic alignment between Cherwell and South Northants (who have adopted the business case for the use of council owned companies to deliver services - i.e. the confederation model) and SDC is no longer in place, as SDC look towards the West Midlands region as part of the devolution agenda. As such it has been recommended that there will be no further three way shared services. The two way transformation programme remains on track.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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 are considering the options for accessing external funding opportunities including using external funding databases to support this process. The Grants Officer has been investigating the options and they are now under consideration with a decision due to be made by the end of the financial year. Once we have an agreed process in place we will roll out the methodology across the organisation and start to actively consider whether to bid for specific funds
CBP 4 1.6	Maximise income through designing services that can attract a market	G	G	⇒	The commercial development workstream within the transformation programme is developing options for generating income. The Member Commercial Development Panel is now up and running and will review 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. This will enable officers to work more flexibly from different locations and in doing so reduce non productive time spent travelling.
Page 158 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	⇒	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	⇒	Social media continues to increase in importance as a channel by which to communicate messages to residents and businesses.
CBP4 2.1a	Social media ratings : Facebook likes (cumulative) Target is 2015 actual for comparison	A Actual 7,870 Target 8,132	A Actual 8,155 Target 8,566	⇒	Facebook continues to grow, organically and through paid for boosts and adverts. A wide variety of council departments are now using Facebook to reach their target audiences.
CBP4 2.1b	Social media ratings : Twitter followers (cumulative) Target is 2015 actual for comparison	R Actual 5,697 Target 6,402	R Actual 5,856 Target 6,951	⇒	Growth of Twitter 'followers' has been slower than Facebook. Scheduling of three posts per day via a Hootsuite Platform has been introduced and will be monitored over the final quarter.
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 retained its three star SOCITM rating. Web supervisors continue to develop forms, friendly and tiny urls to simplify the use of this online channel. Meetings have been held with content editors from various departments to look at how to progress a new website during 2016.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 2.3	Continue to develop our business focused communications	G	G	⇒	Work on business-related communications continues. The communications team also oversee the production of an e-based newsletter sent to local businesses. Promotion of Job Clubs and Job Fairs, as well as the Cherwell Business Awards continues to gather momentum.
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 CRM across both Councils continues 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 work stream. Online Telephone Directory work now complete with roll out almost finished. Other work to support this measure includes input into Website development 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. Business Case developed and consultation period has ended. Business Case is to go to Joint Commissioning Committee in January and CDC Exec and SNC Cabinet in February. The new structure will enable Customer Services 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	⇒	The telephone directory project is coming to its conclusion with roll out to services complete. Project Team are now finalising roll out to members. Customer Services will continue to feed 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	⇒	Upgrade to Lagan CRM across both Councils is underway which will enable back office functionality for services as they come online. Business Case developed and consultation period has ended. Business Case is to go to Joint Commissioning Committee (JCC) in January and CDC Executive and SNC Cabinet in February 2016. The new structure will enable Customer Services to assist with Channel Shift agenda as well as Corporate drive to increase the use of Customer Services as the first point of contact.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	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 provisional settlement announcement was better than expected for 2016/17 meaning that setting a balanced budget is achievable. There is an offer of a 4 year settlement, which will give us the ability to plan but will see a significant reduction in funding from 2018/19.
CBP4 4.2	Deliver the savings targets £500,000 within the agreed timescales (Pledge)	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	⇒	District wide car parking strategy underway which examines operational options for car parks, relevance to town centre strategies and as assets. To be reported later in 2016.
COM001/2/3	Sickness absence - average days lost per full time equivalent (FTE) (note: cumulative throughout the year : full year target 8 days)	G Actual 3.35 Target 4.00	G* Actual 4.62 Target 6.00	↑	A good Q3 performance reflecting a small reduction in sickness absence compared with the same period last year. Long term sickness 2.63 days and short term 1.99
COM001	Number of customer complaints received (compared with same period last year)	G Actual 62 Target 78	G Actual 57 Target 60	↓	57 complaints were received during Q3 bringing the year to date total to 208. Of these 89% were responded to within 3 working days and 68.42% resolved in 10 working days (note this figures includes 4 complaints where extensions were formally agreed.) The new integrated Lagan CRM system will provide increased reporting capability; Go-live date now anticipated mid-February.
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	⇒	Member Group consideration of Asset Management, core assets and non-core, commences on 28 January 2016. A progress report will be presented at the next Executive meeting.
CBP4 5.2	Total of All Car Parking Revenue (Cash Machines & Ringgo only)	G Actual £343,911 Target £313,827	G Actual £320,823 Target £313,827	⇒	The income processed in Q3 was £7k more than budget and when added to the £55.3k from Quarters 1 and 2 results in the income being £62.3 ahead of budget. However the income processed in December 2015 was 12% lower than the corresponding period last year and the revised Christmas car parking arrangements may have contributed to this.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Deliver below inflation increases to the CDC element of Council Tax					
CBP4 6.1	Percentage of council tax collected	A Actual 58.19% Target 58.25%	A Actual 86.10% Target 86.50%	↑	The increasing number of properties in the district, although ultimately beneficial to the authority, continues to present a challenge in billing and collecting on these new properties. At the end of the period the reported collection was also adversely affected by a problem with the paye.net payment system. However, this should be reversed in the next quarter.
CBP4 6.2	Percentage of NNDR collected	A Actual 58.28% Target 58.50%	A Actual 83.73% Target 86.00%	↑	The number of new properties and changes of occupiers continues to present a challenge for collection. The reported figure has also been distorted by a problem with the paye.net payment system at the end of the quarter. This meant that payments received could not be allocated to accounts and thus were not included in the collection figures.

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**Cherwell District Council : 2015/2016
Equalities - Quarter 3**

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	DOT	Comments on Performance
Theme 1 : Fair Access and Customer Satisfaction					
CEQ1 1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇒	<p>A draft joint Community Engagement and Consultation Strategy and separate Action Plans for each council has been prepared and is in consultation with peers.</p> <p>A community event held on the 21st November illustrated the ability to bring the Faith Forum linked with Connecting Communities; in 2015 there has been two Faith Forum Events, the next planned will be a formal AGM as opposed to an event and is being prepared.</p> <p>The Community & Consultation Officer has established links with the NHS and Cherwell Learning to start formatting the event 'Living with Disabilities in Cherwell' (April 9th) it will aim to showcase the services that we provide and those of our partners (Police/NHS/Town Council/Ambulance Services/Social Services) and the linked organisations and volunteer groups (especially Age UK). The Canal & River Trust are keen to get involved and as such arranging meetings over the next month to see how this can be developed.</p> <p>The 'consultation wall' is still seen as a good mechanism to capture peoples 'voices', and as such it will be used in events that are being run by other agencies and partners as well as internal events i.e. Sports Development. There will be a calendar of events that the 'wall' will be published.</p>
CEQ1 2	To ensure that the Council's services are accessible to everyone and delivered at an excellent standard	G	G	⇒	<p>The council operates a corporate complaints procedure whereby discrimination complaints are identified and logged on a quarterly basis. 2 complaints were linked discrimination (sex/disability) during Q3, both complaints were deemed invalid after investigation.</p> <p>A draft joint Community Engagement and Consultation Strategy and separate Action Plans for each council have been prepared and is in Consultation with peers.</p> <p>21 mystery visits (MV) were carried out across the 3 Leisure Centres during the October - December period. All MV reports are sent to the General Manager at Parkwood and any improvements are addressed by the centre management teams. Items that require urgent attention are raised by officers with the General Manager and Managers to ensure improvements are made.</p> <p>Countryside & Communities Manager and Cllr Atack meet 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.</p> <p>The housing department undertake a range of measures to ensure that the services provided meet the local needs of Cherwell residents. An online survey is being introduced to undertake this work which we hope to trial by the end of January 2016.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	DOT	Comments on Performance
Theme 2 : Tackling Inequality and Deprivation					
CEQ2 1	Continue to deliver the 'Breaking the Cycle of Deprivation' projects	G	G	⇒	The first workshop held for health improvement and inequalities was well attended and productive in relation to new multi agency activity. The next workshop is planned for March 2016 and will focus on employability i.e. encompass educational attainment, skills development, job readiness and local jobs market relevance.
Theme 3 : Building Strong Communities					
CEQ3 1	Improve opportunities for community groups to work together and build strong community relations	G	G	⇒	Attendance at both Banbury and Bicester Independent Advisory Group (IAG) (Banbury 10/12/15, Bicester 20/1/16); brought to the attention a topic from Banbury IAG to CDC (safeguarding) and submitted agenda items for the next Bicester IAG therefore taking a proactive approach.
CEQ3 2	Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.	G	G	⇒	Attendance at both Banbury and Bicester IAGs brought to the attention a topic from Banbury IAG to CDC (safeguarding) and submitted agenda items for the next Bicester IAG therefore taking a proactive approach. Currently working through the recommendations from the Joint Safeguarding Review and contributing to the delivery of the multiagency work outlined in the Community Safety Partnership action plan. Safeguarding Training is being developed for staff and Members The Community Safety Partnership has re written its action plan to mirror that of the County and Police and Crime Commissioners plans retaining a local priority emphasis. The plan focuses on offences against persons especially the vulnerable moving away from previous priorities of property crime. However Anti-Social Behaviour, young people, night time economy and burglary have been retained
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	⇒	A further 8 Taking PArt projects were delivered in Q3 as well as a continuation of the Dancing with Parkinsons project.
Theme 4 : Positive Engagement and Understanding					
CEQ4 1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇒	The Cherwell Youth Website is updated weekly to provide up to date information and details regarding current programmes for young people within Cherwell. The Youth Parliament meets quarterly to have a youth voice in strategic decision making processes. Local Democracy Week Occurs in October 2016 (Preparations made in the summer). The Council is continuing progress to allocate each school with a member - first round has been successful with a community questionnaire currently being rolled out with North Oxfordshire Academy.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	DOT	Comments on Performance
CEQ4 2	Explore and establish links with minority representation/community groups to help us improve our services	G	G	⇒	<p>The historic Equality and Access Panel which CDC used to consult with minority groups has been disbanded. In line with the Community Engagement and Consultation Strategy review. This review will be complete and a new strategy put in place during Q4 whereby actions for linking with minority groups will be put in place.</p> <p>Stop Hate UK not being re-commissioned and Milton Keynes Equality Council (MKEC) taking over third party reporting centre. Corporate Policy Officer has linked with key staff at MKEC and is waiting for reporting information to be available to log on councils website and promote within the community accordingly. Corporate Policy Officer has also started to arrange MKEC to complete all staff training.</p> <p>Sportivate programme developed at Bardwell School, 16 x 6th form students attended. Met with other groups to set up new initiatives.</p>
CEQ4 3	Raise Cherwell District Council Employees and Partners awareness of diversity within our community	G	G	⇒	<p>Planning Knowing your Community events, in conversation with HR, NHS and Police. Dates will be published in a shared calendar before close of reporting year.</p>
Theme 5 : Demonstrating our Commitment to Equality					
CEQ5 1	Ensure the Council meets all government requirements	G	G	⇒	<p>Cherwell District Council remains compliant and aware of legislation and duties associated with the Equality Act 2010 and the specific duties to Local Authorities.</p>
CEQ5 2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	<p>Equality self assessment to start at the end of 2015/2016.</p>

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Cherwell District Council

Executive

7 March 2016

<p>Quarter 3 2015-16 – Revenue and Capital Budget Monitoring Report</p>
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Report of Director of Resources

This report is public

Purpose of report

To summarise the Council's Revenue and Capital position as at the end of the first nine months of the financial year 2015-16 and projections for the full 2015/16 period.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the projected revenue and capital position at December 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 3 has been subject to a detailed review by Officers.

3.0 Report Details

Projected Revenue Outturn

- 3.1 At quarter three the Council is projecting an underspend of £816,000 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	(483)	(483)	0	G	(311)	(311)	0	G
BICESTER REGENERATION PROJECTS Total	(483)	(483)	0	G	(311)	(311)	0	G
Community Services	2,882	2,469	(413)	A	2,943	2,419	(524)	A
Environmental Services	3,310	3,640	330	R	3,915	4,308	393	R
COMMUNITY & ENVIRONMENT Total	6,192	6,109	(83)	G	6,857	6,726	(131)	G
Chief Executives	298	337	39	R	409	458	49	R
CHIEF EXECUTIVES Total	298	337	39	R	409	458	49	R
Strategic Planning & the Economy	498	505	7	G	553	555	2	G
Public Protection & Development Management	352	(190)	(542)	A	484	(84)	(568)	A
Regeneration & Housing	1,583	1,634	51	R	1,339	1,577	238	R
DEVELOPMENT Total	2,433	1,949	(484)	A	2,376	2,048	(328)	A
Transformation	746	688	(58)	A	1,098	964	(134)	A
Finance & Procurement	1,169	964	(205)	A	1,472	1,209	(263)	A
Law & Governance	756	679	(77)	A	910	827	(83)	A
ICT	834	848	14	A	974	1,048	74	R
RESOURCES Total	3,505	3,179	(326)	A	4,454	4,048	(406)	A
COST OF SERVICES	11,945	11,091	(854)	A	13,785	12,969	(816)	A

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

- There has been additional grant income for Safer Communities and Public Environmental Health. Also, additional car park income, recreational course fees and sports income.
- Environmental Services income is reduced because of a drop in price for glass sold for recycling, together with a reduction in waste and recycling refuse sales and income. In addition there has been a reduction in pest treatment and street cleansing work, resulting in less income.
- Planning Fee income is still higher than anticipated in the budget, but was much lower in quarter three, and this lower level of income is likely to continue in the final quarter.
- There are salary savings in a number of services because of vacant posts
- Investment income is currently higher than expected and this trend is expected to continue; however, any income will be transferred to reserves..

3.3 Projected Capital Outturn

Directorate	BUDGET £000	SLIPPAGE £000	ADJUSTMENTS £000	APPROVED BUDGET £000	ACTUAL £000	PROJECTION £000	SLIPPAGE £000	VARIANCE £000
Bicester Regeneration Projects Total	23,333	0	9,884	33,217	6,916	33,217	0	0
Community & Environment Total	1,845	906	1,271	4,022	667	1,155	2,845	(22)
Resources Total	324	389	(155)	558	167	336	219	(3)
Development Total	1,875	4,331	19,805	26,011	8,942	13,440	12,589	18
Total	27,377	5,626	30,805	63,808	16,692	48,148	15,653	(7)

The net Capital projection as at December 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 Q3 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.

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

Legal Implications

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

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

Risk management

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

Comments checked by: Jo Pitman, Head of Transformation
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

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

Appendix No	Title
1	Directorate Analysis
Background Papers	
None	
Report Author	Paul Sutton, Head of Finance and Procurement
Contact Information	03000 030106 Paul.sutton@cherwellandsouthnorthants.gov.uk

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	(483)	(483)	0	G	(311)	(311)	0	G
BICESTER REGENERATION PROJECT	(483)	(483)	0	G	(311)	(311)	0	G

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

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	2,882	2,469	(413)	A	2,943	2,419	(524)	A
Environmental Services	3,310	3,640	330	R	3,915	4,308	393	R
COMMUNITY & ENVIRONMENT Tot	6,192	6,109	(83)	G	6,857	6,726	(131)	G

Reasons for major variance :

Community Services

Significant savings made because of staff vacancies over most teams in the section. There has been additional grant income for Safer Communities and Public Environmental Health. Also, additional car park income, recreational course fees and sports income.

Environmental Services

There has been increased use of agency and temporary staff to cover long term sickness. Income is reduced because of a drop in price for glass sold for recycling, together with a reduction in waste and recycling refuse sales and income. In addition there has been a reduction in pest treatment and street cleansing work, resulting in less income.

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

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	458	49	R
CHIEF EXECUTIVES Total	298	337	39	R	409	458	49	R

Reasons for major variance :

Chief Executives

The overspend is because of posts filled by agency staff

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

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	498	505	7	G	553	555	2	G
Planning & Development Management	352	(190)	(542)	A	484	(84)	(568)	A
Regeneration & Housing	1,583	1,634	51	R	1,339	1,577	238	R
DEVELOPMENT Total	2,433	1,949	(484)	A	2,376	2,048	(328)	A

Reasons for major variance :

Strategic Planning & the Economy

Public Protection & Development Management

Planning Fees Income was significantly above budget for the first half year, but has eased in the third quarter. It is anticipated that this lower level of income will continue in the fourth quarter, although this is still at or about the budgeted level for the quarter.

Regeneration & Housing

Agency costs for cover on 3 key roles. Additional Professional Fees incurred by Delivery Team and although there is reduced income due to vacant units in Banbury, this has been offset by increased rentals in Bicester. Reserves are earmarked to offset this overspend, but these have not yet been released owing to the overall position for Development and the Council.

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

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	746	688	(58)	A	1,098	964	(134)	A
Finance & Procurement	1,169	964	(205)	A	1,472	1,209	(263)	A
Law & Governance	756	679	(77)	A	910	827	(83)	A
ICT	834	848	14	A	974	1,048	74	R
RESOURCES Total	3,505	3,179	(326)	A	4,454	4,048	(406)	A

Reasons for major variance :

Transformation

There are salary savings due to vacancies in Performance & Improvement, in addition there are savings for Cherwell Link and ICT costs.

Finance & Procurement

A decision to broaden the range of legal cases upon which the Council seeks to recover court costs, has resulted in significantly higher income than was anticipated in the budget. This area is very difficult to predict accurately as it is quite volatile, and will be monitored closely. There are also savings relating to staff vacancies.

Law & Governance

Income is higher than budgeted because of successful legal cases. In addition personal search fees are also higher than budgeted.

ICT

There have been additional software costs, there are earmarked reserves available to offset this, but these have not been released owing to the overall position for Resources and the Council.

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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