

Committee: Executive

Date: Monday 23 June 2014

Time: 6.30 pm

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

Membership: To be confirmed at the Annual Council meeting on 16 June 2014

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**

To confirm as a correct record the Minutes of the meeting held on 16 June 2014 (to follow as meeting held after agenda publication).

6. Chairman's Announcements

To receive communications from the Chairman.

7. Corporate Equalities Annual Update (Pages 1 - 52)

6.35pm

Report of Head of Transformation

Purpose of report

To review the completion of the annual Self-Assessment undertaken by the Council against the Achieving Standard under the Equality Framework for Local Government.

Recommendations

The meeting is recommended:

- 1.1 To consider the evidence and information submitted in the Council's Self-Assessment against the 'Achieving Standard' under the Equality Framework for Local Government.
- 1.2 To agree the equalities action plan for 2014/15 noting the areas of good practice upon which it builds and the areas for development that it addresses.

8. Performance Management Framework 2013/14 Annual Performance Review (Pages 53 - 116)

6.45pm

Report of Head of Transformation

Purpose of report

This report covers the Council's performance review for 2013/14 as measured through the Performance Management Framework.

Recommendations

The meeting is recommended:

- 1.1 To note that, despite tough performance targets, a challenging economic environment, and on-going policy and organisational change, Cherwell District Council has met or made satisfactory progress on 95% of all the performance targets outlined in its performance management framework.
- 1.2 To agree the draft Annual Performance Report and grant delegated authority to the Head of Transformation, in consultation with the Lead Member for Performance and Customers to make any minor changes to the document as required before publication.

9. Provisional 2013-14 Revenue and Capital Outturn Report (Pages 117 - 134) 7.00pm

Report of Interim Head of Finance and Procurement

Purpose of Report

This report summarises the Council's provisional Revenue and Capital performance for the financial year 2013-2014 and reports on performance against the procurement action plan. The figures are still subject to further validation work to ensure compliance with statutory requirements and proper accounting practices.

Recommendations

The meeting is recommended:

- 1.1 To agree the carry forward of budget underspends within 2013-2014 to 2014-2015 as detailed in Appendix 1.
- 1.2 To agree the review of reserves as detailed in Appendix 3.
- 1.3 To note the provisional capital out-turn position for 2013-2014 detailed in Appendix 2.
- 1.4 To agree the balances on capital schemes which have slipped in 2013-2014 to be carried forward into the 2014-2015 capital programme as set out in Appendix 2.
- 1.5 To note the Treasury out-turn position for 2013-14.
- 1.6 To note progress against the Council's Procurement Action Plan.
- 1.7 To delegate authority to the Director of Resources and Interim Head of Finance and Procurement, in consultation with the Lead Member for Financial Management, to consider and implement further changes relating to all aspects of the closedown of the accounts for 2013-14 including: realigning reserves; the transfer of costs from revenue to capital; amendments of the revenue and capital budgets; and implementation of a minimum revenue provision accordingly.

10. Brighter Futures in Banbury 2013/14 Annual Report (Pages 135 - 204) 7.15pm

Report of Director of Community and Environment

Purpose of Report

To consider the progress made in 2013/14 of the long term and multi-agency Brighter Futures in Banbury Programme and the proposed priorities for 2014/15.

Recommendations

The meeting is recommended:

- 1.1 To note the good progress made in the fourth year of the Brighter Futures in Banbury Programme.
- 1.2 To support the areas of emphasis and proposed activity in 2014/15.

Urgent Business

11. Urgent Business

Any other items which the Chairman has decided is urgent.

12. Exclusion of the Press and Public

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

1 – Information relating to any individual

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

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

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

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

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

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

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

13. Proposal for a Joint Legal Service with South Northamptonshire Council and Stratford-On-Avon District Council (Pages 205 - 304) 7.25pm

Exempt Report of Head of Law and Governance

(Meeting scheduled to close at 7.35pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

Evacuation Procedure

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

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

Sue Smith
Chief Executive

Published on Friday 13 June 2014

Cherwell District Council

Executive

23 June 2014

<p>Equalities Self Assessment and Action Plan for 2013/14</p>
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Report of Head of Transformation

This report is public

Purpose of report

To review the completion of the annual Self Assessment undertaken by the Council against the Achieving Standard under the Equality Framework for Local Government.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the evidence and information submitted in the Council's Self Assessment against the 'Achieving Standard' under the Equality Framework for Local Government.
- 1.2 To agree the equalities action plan for 2014/15 noting the areas of good practice upon which it builds and the areas for development that it addresses.

2.0 Introduction

- 2.1 This report presents Cherwell District Council's equalities self-assessment, refreshed Action Plan and three year rolling Equality Impact Assessment Plan. The equalities self-assessment is updated annually and sets out the organisation's strengths and areas for development. The self assessment forms part of the Council's approach to equalities which seeks to ensure that excellent customer service, fair access to local services and support to vulnerable people is part of all we do.
- 2.2 Executive first reviewed an equalities assessment during 2010/2011 and took the decision not to go for an external peer assessment. However, the Council remains committed to equalities and reports its performance on a quarterly basis against its equalities plan, through the annual self-assessment, via equalities impact assessments and annual reporting to Executive.

3.0 Report Details

- 3.1 This evidence based self-assessment of the council's equalities performance has been prepared by the Corporate Policy Officer and the Corporate Equality Steering Group. This is an officer only group and it is essential that the assessment is subject to an independent review and challenge by Members of the Council.
- 3.2 Such an objective review is essential if we are to ensure that we have self-assessed Cherwell District Council at the correct level and to highlight areas of weakness to allow continued improvement to address issues of equality and customer access. Furthermore Executive is asked to ensure that the general approach taken to equalities is relevant and meets the Council's wider objectives. The self assessment is attached as appendix 1.
- 3.2 A summary of equalities strengths and areas for development is included in the table below:

Equalities and Customer Access	
Performance Strengths	Areas for Development
<p>Connecting Community Events – Within the Brighter Future project Cherwell District Council provides innovative Community Engagement and Consultation events called 'Connecting Communities' This year Cherwell District Council received recognition for this work by being nominated and shortlisted for an LGA (Local Government Association) award for Community Involvement.</p>	<p>During 2013/2014 Cherwell District Council planned to engage with local LGBT (Lesbian, Gay, Bisexual and Transgender) community groups as historically this work has been focused in Oxford City. Limited work has been done in this area. Links have been created with a local youth group called TOPAZ but engagement has been limited. Further research to be conducted during 2014/2015</p>
<p>For the last 3 years Cherwell District Council has created an in house corporate training programme for all staff to increase our knowledge with the objective of improving the communities' level of service when accessing our services. The modular approach allows for Cherwell District Council's diverse workforce and how Equality and Diversity may impact upon their daily roles. This also includes a condensed Fair and Aware training E-Learning module programme which is used to help assist new employees during their probation period and also as a refresher for all employees. This year the Corporate Policy Officer and Democratic services commissioned additional Fair and Aware training for Members which will be presented during 2014/2015?</p>	<p>This is highlighted as a potential risk area. Fair and Aware Training has been an area of strength for Cherwell District Council equality performance over the last 2 years but during 2014/2015 this training will cease to exist and will only be available via the e-learning module. The Corporate Policy Officer will monitor the impact of this change.</p>

<p>Working in partnership with the Cherwell Local Strategic Partnership, Cherwell District Council and HMP Bullingdon Prison to support prisoners who are nearing the end of their sentence to gain valuable employment skills. Cherwell District Council recruited one volunteer with the Bicester Street Wardens one day a week and is now looking to expand this project wider throughout the Council.</p>	<p>2011 Census Data at present is at top level only and will during the next 12 months be drilled down into specific areas. 'Charts of the Month' currently provided to the Performance & Insight Team will be made available to all service areas to help support in service area improvement and planning and community engagement.</p>
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3.3 The Council aims to ensure its approach to equalities is meaningful and locally relevant. Its work draws on the findings of the self-assessment and is pulled together into a single action plan. The refreshed action plan for 2014/15 is attached as appendix 2. It is grounded in a clear understanding of the district and the corporate equality plan is based on five objectives, each supported by a number of local priorities.

1. Fair Access and Customer Satisfaction

- To ensure Cherwell District Council and our Partners treat the public fairly regardless of their background or way of life
- To improve our services to the older generation within the Cherwell district
- To ensure all our services both internal and external are accessible to all Equality Groups at a high standard

2. Tackling Inequality and Deprivation

- To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)

3. Building Strong and Cohesive Communities

- Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement

4. Positive Engagement and Understanding

- To continue to increase engagement and work with young people within the district
- Increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services
- Raise internal awareness of diversity within our community

5. Demonstrating Our Commitment to Equality

- Review and publicise all documentation in line with the government framework
- Review achieving standard to research and develop the improvement programme
- Ensure staff and services promote and embed equality into their work
- All EIA's and Equality documents to be reviewed by the Corporate Equality and Diversity Steering Group

- 3.4 In addition to the self assessment and the equalities action plan the Council also has a rolling plan of equality impact assessments. These assessments are undertaken when policies or services are subject to change that may have an impact on one or more groups of service users. The Council is keen to ensure it understands the impact of any changes and that no specific groups are disadvantaged. To support the process of impact assessment the Council consults with stakeholders including the voluntary sector, the disability and faith forums.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Cherwell District Council has made significant progress delivering against the equalities agenda in recent years. This year the Council received the findings and recommendations following the Public Sector Equality Duty Review (PSED) and its impact upon the work of Corporate Equality Performance. The review arose from the Government's Red Tape Challenge and was established to examine whether the PSED is operating as intended. A key aim of the PSED was to sensitise public bodies to equality while addressing the bureaucracy associated with the previous duties on race, disability and gender.
- 4.2 Based on the conclusions drawn by the PSED Steering Group and suggestions for improvements raised by participants in the review, the PSED Steering Group developed nine recommendations split across different sectors with the clearest being:
- It is too early to make a final judgement about the impact of the PSED. Government should consider conducting a formal evaluation of the Duty in three years' time. This would enable the PSED to embed more thoroughly and should consider whether the Duty is an effective means of achieving the goal of sensitising public bodies to equality issues and what alternatives there might be. This work could also be informed by the Equality and Human Rights Commission (EHRC) medium-term work on how the PSED and the more prescriptive specific duties operate in Scotland and Wales.

Cherwell District Council continues to adopt a proportionate to equality performance with meaningful and relevant Corporate Action Plans to support this work.

- 4.3 The self assessment identifies areas of strength and key developmental priorities and has been undertaken in line with a nationally agreed self-assessment model.
- 4.4 The updated action plan demonstrates how the Council will continue to deliver its equalities objectives over the coming year. Progress will be reported via the performance management framework on a quarterly basis.
- 4.5 The three year impact assessment rolling plan also provides assurance that the Council is mindful of policy change and seeks to understand and address the impacts of service and policy change where appropriate.

5.0 Consultation

No specific consultation on this report is required.

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 within this report

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications

Comments checked by:

Tim Madden, Head of Finance - 01295 221551

Tim.Madden@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The Council is legally obliged to comply with the public sector equality duty. Although the PSED has been reviewed this obligation remains in place although the review report recommends that public bodies should apply the duty in a proportionate way as opposed to taking a “gold plated” approach

Comments checked by:

Kevin Lane, Head of Law and Governance – 0300 0030107

kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 All risks are logged and monitored on the Corporate Risk Register and reported quarterly to the Audit Committee, any risks related to this area would be escalated as necessary.

Comments checked by:

Louise Tustian, Senior Performance and Improvement Officer - 01295 221786

Louise.tustian2@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

Corporate Plan and Equality Framework for local Government

Lead Councillor

Councillor Barry Wood
Leader of the Council

Document Information

Appendix No	Title
Appendix 1	Equalities Self Assessment
Appendix 2	Corporate Equality Action Plan 2012 - 2015
Appendix 3	Equality Impact Assessment 3 Year Rolling Plan
Background Papers	
None	
Report Author	Caroline French, Corporate Policy Officer
Contact Information	01295 221586 Caroline.french@cherwellandsouthnorthants.gov.uk

Cherwell District Council Equalities Self-Assessment May 2014

Knowing Your Community

2.1 Relevant and appropriate information is gathered efficiently using a range of techniques across the authority's area, to identify key equality gaps and inform the authority's corporate policy and strategy.

Summary of Achievement

Cherwell District Council collects and analyses good quality information and demographic data as part of our wider community mapping work. This includes a statistical profile of the district 'Living in Cherwell' and a number of profiles developed based on the 2011 Census.

The Council has jointly commissioned the 'Oxfordshire District Data Analysis Service' to highlight trends and geographical/other variations in social, economic and environmental data. The service also provides a chart of the month and an annual data summary leaflet.

The Council also has access to the Oxfordshire Insight website, provided by Oxfordshire County Council to support strategic policy development across the County. The website provides access to profiles, maps and data on a wide range of themes including equalities, economy, housing, travel, health, education and deprivation.

Cherwell District Council also has access to Geographical Information System (GIS) which allows users to combine data from multiple sources and layer this onto a map where the information can then be viewed, analysed and queried.

In addition to statistical profiles the Council has robust data sharing policies and work with partners such as the police, to share community information. This includes community profiles and tension monitoring and also the results of community consultations.

The council undertakes effective community consultation using both quantitative and qualitative methods to understand local priorities.

This information has assisted us when setting key future objectives within our corporate plan and strategies.

	<p>Cherwell District Council introduced a new corporate complaints management policy during 2013/2014 which allowed for accurate capturing of complaints. All complaints are also categorised by discrimination/protected characteristics. A quarterly insight report allows the Council to highlight any potential trends and lessons learnt.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Districts Data Analysis Service • Community Intelligence Hub • Corporate consultation programme – a mix of quantitative and qualitative community consultation to measure satisfaction and set budget and service priorities, data is weighted to reflect the local population make up • Corporate Complaint Management • Insight Reporting • Census Data
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Knowing Your Community

<p>2:2 – System are in place, both corporately and at service/unit level for the collection, disaggregation and analysis of information and data, to support the assessment and monitoring of local needs and priorities and inform equality objectives and service planning.</p>	
<p>Summary of Achievement</p>	<p>Cherwell District Council has a robust corporate consultation programme that underpins service and financial planning. The results are analysed by population groups to ensure an understanding of the Cherwell community is developed. This includes sub-groups such as age, gender, ethnicity, disability, geographic location and urban/rural splits.</p> <p>All service managers are able to request bespoke analysis of corporate information to support service planning, this includes cross tabulations with different population or geographic groups.</p> <p>As part of the service planning process every September a series of managers workshops are held to provide an overview of community issues and priorities. This draws on the full range of information available.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Bespoke analysis of the corporate consultation programme available for all Cherwell managers • In house Customer Service Mystery shopping • Customer Satisfaction Survey. • Annual service planning workshops • 2013 budget consultation – additional quantitative research to explore the impact of the recession and identify local priorities.

2: 3 - Relevant and appropriate information and data (including data relating to the National Indicator Set) is mapped, disaggregated and used with partners, to assess and set equality objectives.

<p>Summary of Achievement</p>	<p>Cherwell District Council works alongside its partners to inform and discuss appropriate data which has been collected and analysed. These discussions form part of the Local Strategic Partnership meetings and other partnerships including the steering group that meets to address deprivation issues and the community safety partnership.</p>
	<p>Key Activities:</p> <ul style="list-style-type: none"> • Through the process of determining countywide priorities Cherwell District Council alongside the Oxfordshire Partnership have been charged with committing to the Breaking the Cycle of Deprivation and Addressing Health Inequalities in Banbury. • Regular JATAC (Joint Agency Tasking and Coordinating) meetings occur whereby tension monitoring is discussed with all partners whereby an escalation process would commence if our area level was to increase. • Housing Services have shared information on Welfare Reform and homelessness with partners at the Single Homeless forum and Registered Provider group • Building Control (application of Building Regulations to the built environment) have ethnicity monitoring within their customer satisfaction surveys to ensure all groups within the community are aware of their legal/statutory responsibilities and helping individuals to achieve those obligations should trends identify a need. • Welfare Reform has been high on the Councils agenda this year. The Councils benefits team were able to provide data on all residents that would be affected by these government changes. From this data the Council have completed a range of initiatives to help support residents through this change, i.e. writing to all those effected allowing time for them to review their circumstances and seek help from ourselves and support partners and a range of consultation events to raise awareness and to allow the Council to understand the communities real concerns.

Knowing Your Community

Areas for Improvement:

Areas For Improvement

- The Council does not routinely collect data about sexual orientation. Historically staff awareness events have been held to promote an understanding of the LGBT community but currently sexual orientation is not collected as part of surveys (NB sexual orientation is monitored as part of the HR and Recruitment procedures).
- During 2013/2014 the Council linked local LGBT youth community groups called TOPAZ as historically work had been focused on Oxford City. 2014/2015 needs to see research into what other range of groups there are within Cherwell and for links to be created.
- Census Data at present is at top level and will during the next 12 months be drilled down into specific areas. 'Charts of the Month' currently provided to the Performance & Insight Team will be made available to all service areas to help support in service area improvement and planning.

Knowing Your Community	
Key Sources of Evidence:	
Place Survey	The Place Survey was a statutory exercise which Cherwell District Council completes every two years. This survey captures the local community's views, experiences and perceptions. It is analysed by population sub group and the results are used to inform service and improvement planning.
Living In Cherwell	The Living in Cherwell district profile provides a comprehensive source of data in relation to the Cherwell community. The profile is based on well researched facts, figures and is updated annually. Along with the corporate consultation programme the profile forms the evidence base for the corporate plan and improvement strategy.
TVP – Community Profiles	Thames Valley Police Community Relations Officer .
Oxfordshire Insight	The District Council provides supporting funds. Oxfordshire Insight produces population profiles at both district and smaller geographic areas. This information is used to information planning and decision making.
SCS – Sustainable Community Strategy	The Sustainable Community Strategy sets out our long term strategic objectives for the economic, social and environmental wellbeing of Cherwell until 2030. The strategy was based on extensive consultation, including with harder to reach groups. As a result the strategy includes a focus on cohesion and equalities issues.
Cherwell District Council Business Plan and Corporate Consultation Programme	Equality objectives have been built with Cherwell's Corporate Plan, these have been developed using the corporate consultation programme which comprises of a detailed satisfaction survey (with booster samples for hard to reach groups) and qualitative budget consultation events (quotas are used to recruit participants ensuring a spread of representation from across the district.)
Corporate Equality Action Plan	Cherwell District Council can demonstrate its commitment to improving equalities within our district through the Corporate Equality Action Plan. This process allows us to investigate, highlight and commit to making improvements to the high level areas within our district whereby we feel we can make a real difference
JATAC (meeting minutes)	Joint Agency Tasking and Co-ordinating Group – Partners complete district tension monitoring, analyse and discuss accordingly.
Brighter Futures In Banbury Evidence Papers	Oxfordshire Partnership organise programmes with the objective to ' Breaking the Cycle of Deprivation and Addressing Health Inequalities in Banbury
County wide Data Sharing Policy	In place, available via Cherwell District Council legal team.
GIS Database	GIS allows users to combine data from multiple sources and layer this onto a map where the information can then be viewed, analysed and queried.
Census Data	Top level census data used to create ward profiles held by the Performance & Insight Team.
Corporate Complaints Policy	Corporate policy managed by the Performance & Insight Team specifically identifies any complaints with a discrimination theme.
Insight Report	Quarterly report providing data on complaints trends and actions for service improvements.

Place Shaping, Leadership, Partnership and Organisation Commitment

2: 4 - Political and executive leaders demonstrate personal knowledge and understanding of local communities and are committed to addressing inequality

<p>Summary of Achievement</p>	<p>During this financial year political and executive leaders have continued to support Cherwell's corporate approach to equalities, with both leaders and Councillor attending and supporting key community consultation events such as the Welfare Reform training and the Disability Forum.</p> <p>The Brighter Futures in Banbury project also has a dedicated Councillor on the Steering Group whom has a role to feed in the needs of the community and also cascade this information to all the districts Councillors.</p>
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Place Shaping, Leadership, Partnership and Organisation Commitment

2:5 - Shared equality priorities, objectives and outcomes for the local area are understood and acted on at all levels within the organisation.

Summary of Achievement

Cherwell District Council's Equality Scheme is reviewed yearly. This process is led by the Corporate Policy Officer and supported by the internal Corporate Equality Steering Group. The Equality Scheme is published on our internet site and the Equality and Access Panel is the primary means by which external consultation takes place in relation to the scheme. These reviews also form part of the yearly Executive reports.

In addition, the Equality and Access Panel receives feedback reports in relation to changes to our services which demonstrate our commitment to keep the local community informed. This group is attended by internal and external partners and senior management.

2.6 Equality analysis is integrated systematically into service and project planning across the authority, with clear pathways for training and support where needed.

Summary of Achievement

Following changes to the Equality Act and Public Sector Duty Review Cherwell District Council has taken a sensible and appropriate approach to equality analysis by continuing to use a corporate equality impact assessment process against any new policies or service changes.

Annual Service planning analysis occurs to ensure key areas of service change are identified and planned equality analysis can commence.

The Corporate Policy Officer offers 1-1 support and training on the Corporate Equality Impact Assessment process.

Place Shaping, Leadership, Partnership and Organisation Commitment

2:7 - Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified. (Links to 2.18)

Summary of Achievement

Cherwell District Council maintains Equality Impact Assessment rolling programme of policies and strategies which have been identified as needing assessment via the management team. This document has been published to all senior members of staff and on Cherwell District Council’s website. This document is reviewed quarterly by the Corporate Equality Steering Group to ensure new policies and emerging issues are identified and reviewed.

Full Equality Impact Assessments are then consulted on with the public via the Equality and Access Consultation Panel or via other methods where required.

Key Activities:

- Quarterly Corporate Equality Steering group meetings to take place.
- All completed Equality Impact Assessments to be consulted on through the Corporate Equality Steering Group.
- Yearly review of Equality Impact Assessment rolling plan to be conducted alongside the Joint Management Team and Service Plans.
- Corporate Equalities is included on the Council Strategic Risk Register and is reviewed on a quarterly basis.

Place Shaping, Leadership, Partnership and Organisation Commitment

2:8 - Political overview and scrutiny processes review equality impacts and objectives	
Summary of Achievement	<p>All of Cherwell District Council's Executive papers require an impact assessment across a range of criteria including finance, risk, legal and equalities where necessary. In addition the Executive papers include a section whereby the consultation undertaken as part of the policy development or the required decision is outlined.</p> <p>The Cherwell District Council Leader is the portfolio holder for the Equalities agenda and there is a member champion for community cohesion. This gives direct oversight to our equality and cohesion work programmes.</p> <p>The annual Equality Executive paper provides the Executive Members with a detailed review of the performance of work programme and has direct input into future work programmes. Scrutiny is also able to challenge the equalities work programme.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Executive Members requested for Cherwell District Council to be accredited under the Equality Framework for Local Government during 2010/2011 resulting in the Corporate Equalities Programme 'Achieving' Self-Assessment. Executive reviewed the first assessment and took the decision not to go for an external peer assessment due to the costs associated with the process at a time of increased financial constraints. • There is a dedicated Member cohesion champion who focuses on community cohesion. • The Performance Scrutiny Working group meets on a quarterly basis to scrutinise performance. Equalities issues are included within these reports.

Place Shaping, Leadership, Partnership and Organisation Commitment

2:9 - The authority communicates effectively about its equality and cohesion priorities, how it is responding to its communities' needs and promoting good relations

Summary of Achievement

The Council has a dedicated web page for its equalities work and also communicates with key stakeholders in a number of ways. These include the quarterly performance reports, consultation and community engagement events, targeted reports and articles in the resident's newsletter and local press.

The Corporate Performance and Insight Team work with key stakeholders across all sectors to publicise the work of the Council and a network of community engagement groups and forums has been established to ensure a wide as possible consultation and communication takes place.

Our Corporate Equalities Plan includes objectives and actions to improve consultation and communication with members of the local community. Our Equality and Access panel helps us refine all our policies and strategies to meet the needs of the local community which enables us to build strong relations across the community.

The Council publicises all public meetings on its website and all consultation opportunities are publicised on the council's consultation portal.

Key Activities:

- Disability Forum
- Voluntary Sector Forum
- Cherwell Faith Forum
- Internal 'Knowing your Community' awareness events which help build levels of understanding about the diversity of Cherwell within the Council and partner agencies.
- Recognising that the rural communities may not have access to the internet or PC's, we have provided Link point kiosks into those communities. These allow users to access any non-restricted websites
- Kiosk locations are:
 - Deddington Library, Deddington
 - Hook Norton
 - Cropredy Stores, Cropredy
 - Heyford Wharf
 - Ambrosden

Place Shaping, Leadership, Partnership and Organisation Commitment

2:10 - The authority ensures that contractors, commissioned services and grant receivers regularly review their services and access to them to ensure they continue to be appropriate and accessible. (Links to 2.19)

Summary of Achievement

Cherwell District Council takes into account within its tender evaluation and contracting processes a potential contractor's approach to equalities in terms of its employment practices and service delivery, which are monitored and managed during the life of each contract. This is outlined in the Council's procurement strategy and documentation.

The Council check a contractor's compliance with equality and diversity issues in two ways:

- Prior to Contract Award - by asking equalities questions either prior to or during the tender process. If following evaluation the response does not satisfy the Council's criteria, the firm may not be short listed or awarded a contract.
- After Contract Award - by including contract conditions on equality in all Council contracts and by monitoring a contractor's performance and compliance with those conditions.

2: 11 - Work is being undertaken to promote equality of opportunity in terms of the participation of under-represented groups in civic and public life, including as elected representatives.

Summary of Achievement

Cherwell District Council works with local schools, colleges and sixth forms to engage with the districts younger generation. We have done this by working in partnership with Oxfordshire County Council to create an Oxfordshire Youth Parliament. Cherwell District Council also work in partnership with The Hill youth centre in Bretch Hill, Banbury with their Youth Forum as its important to get young people's support and feedback who live in a deprivation cycle area.

Place Shaping, Leadership, Partnership and Organisation Commitment

2: 12 - The quality of community relations and harassment and hate crimes are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified

<p>Summary of Achievement</p>	<p>Cherwell District is a low risk area and has good working community relationships.</p> <p>Regular JATAC (Joint Agency Tasking and Co-ordinating) meetings occur whereby tension monitoring is reviewed and an escalation process is in place if our area level was to increase.</p> <p>The Oxfordshire Community Safety Partnership has refreshed its local Information Sharing Protocol that has been developed so the Community Safety Partnerships can use its Information Sharing Procedures for the purposes of confidential data exchange.</p> <p>Cherwell District Council alongside Oxfordshire County Council, all Oxfordshire District Councils and Thames Valley Police have appointed a national Third Party Hate Crime Reporting service called Stop Hate UK which went live in November 2012 and has been renewed for a further 6 months during 13/14. The Council receive quarterly performance reports in terms of usage across the whole of the district. Representatives from the partnership created a Performance Monitoring Board whereby the performance and increase usage of this service is monitored. The Corporate Policy Officer is the representative for Cherwell District Council.</p>
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Place Shaping, Leadership, Partnership and Organisation Commitment

Areas for Improvement:

Areas For Improvement

- There is an opportunity to widen consultation as part of the annual review of the Equalities scheme.
- There is an opportunity to review the purpose, usage and performance impact of the Access and Equality Panel and how membership to this group can be improved.
- There is an opportunity for further Member engagement in the Equality Impact Assessment Process where issues can be escalated via the Equality Steering Group.
- There is an opportunity to further Members community knowledge and commitment to equalities by providing a Fair and Aware Training module specific to members.

Place Shaping, Leadership, Partnership and Organisation Commitment

Key Sources of Evidence

Corporate Equality Action Plan	Cherwell District Council demonstrates its commitment to improving equalities within our district through the Corporate Equality Action Plan. This process allows us to investigate, highlight and commit to making improvements to the high level areas within our district whereby we feel we can make a real difference.
Major Programmes Plan	Identifies and sets out projects to address areas for development in terms of improvement, value for money reviews or new policy development.
Equality Impact Assessment Programme	A three year rolling Equality Impact assessment programme which outlines timescales as to when which policies or strategies need to be reviewed.
Equality Impact Assessments	Evidence of all completed Equality Impact Assessments throughout Cherwell District Council.
Equality Scorecard	The Equality Scorecard has been built into Cherwell District Council's performance management system allowing us to review or work programme progression which forms part of the overall Performance Management Framework.
Equality Executive Reports	Annual Equality Performance Report which gets reviewed by Executive members for future work programmes to be

Place Shaping, Leadership, Partnership and Organisation Commitment

Key Sources of Evidence

	agreed.
Cherwell District Council Service Plans	Departmental Service Plans created by staff and managers to plan objectives on a yearly basis.
LSP – Local Strategic Partnership Board	The Cherwell Local Strategic Partnership
Executive Lead Member – Leader of the Council	The Leader of Cherwell District Council is the Executive Lead Member for Corporate Equalities.
Equality Scheme	Cherwell District Council has a Single Equality Scheme comprising the Corporate Action Plan and Equality Impact Assessment Plan. This document sets our standards and aspirations in relation to our future work programme.
Equality and Access Panel	A Consultation Panel whereby all our Impact Assessments and service changes are reviewed by the public. Suggestions are researched and feedback reported via minutes.
Cherwell Link	Cherwell Link has included various equality articles
Oxfordshire Youth Parliament	Supported by Cherwell District Council and Oxfordshire County Council.
IAG (Independent Advisory Group)	TVP lead group made up of community representatives to share information and discuss and community issues. Meetings are held quarterly or on a need must basis.
Stop Hate UK Reports	Third Party Hate Crime reporting Service quarterly contact reports.
Stop Hate UK – Performance Monitoring Board	Agenda, Meeting Minutes, Stop Hate UK Communications Plan.
Oxfordshire Community Safety Partnership	Partner’s agreement/protocol, meetings, minutes and agendas.

Community Engagement and Satisfaction

2:13 - Community engagement structures are working efficiently and effectively.

Summary of Achievement

Cherwell District Council is a lead member of the Cherwell Local Strategic Partnership. The sustainable community strategy for the district sets out a clear ambition for the partners taking a lead role in community leadership. The ambition 'resourceful and receptive community leadership' sets out an ambitious programme for community engagement.

As such the LSP has set out a clear structure and process for community engagement and Cherwell District Council has played a lead role in hosting and delivering several community engagement events.

In addition to partnership working Cherwell District Council has a strong and effective Community Consultation and Engagement Strategy which includes our equalities work programme for improved consultation with members of the local community. Regular consultations take place and feedback is monitored.

Cherwell District Council (in conjunction with the Health & Safety Manager) not only ensures the accessibility of its consultation events but also safe egress (means of escape in case of fire). For those who require assistance it also makes special arrangements from travel arrangements to translators and signers, specialist catering and community reimbursement where appropriate.

Key Activities:

- An annual LSP reference group – a conference style event open to all community stakeholders to help shape the priorities of the local strategic partnership.
- A family of community engagement forums that are supported by Cherwell District Council and its LSP partners. The aim of these is to provide clear and accessible community engagement opportunities. An LSP board member attends each event, they include: the faith forum, the disability forum, voluntary sector and countryside forums, the Parish Liaison events, seniors forum and connecting communities events.
- The Council holds a series of consultation activities including an annual budget consultation – where local residents are actively recruited and those who have previously participated are invited to return.
- The consultation portal provides a one stop shop for all council consultation and engagement events from public workshops to surveys.
- A representative from Building Control sits on both the 'Cherwell

	Disability Forum Steering Group' and 'The Equality & Diversity Steering Group and provides knowledge and support regarding access.
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Community Engagement and Satisfaction

2.15 - Involvement and consultation influences and informs equality priorities and feedback is given to those consulted.

Summary of Achievement	<p>Cherwell District Council involves and consults established local organisations and community representative bodies which are well aligned to all equalities groups.</p> <p>All feedback from consultation is communicated and used to set policy priorities throughout Cherwell District Council.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> Cherwell District Council 's Housing services have developed a protocol for working directly with residents of all Regional Social Landlords in the district, allowing them direct influence on priorities. The group will also develop and monitor the housing services equality plan and area housing plan. The Access and Equality Panel meetings receive feedback to all discussed agenda items.
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2.16 - Partners work together to balance diverse, but sometimes conflicting interests, in the locality

Summary of Achievement	<p>Within the Local Strategic Partnership Partners work together to implement and bring to fruition the aims and aspirations within the Sustainable Community Strategy. This prioritises the aspirations for Cherwell until 2030. This required the gathering of evidence and residents views and reconciliation of conflicting views to determine collective priorities.</p> <p>Cherwell District Council hosts the JATAC paternership meeting on a regular basis. This meeting combines expertise in all different fields from different organisations which helps to build a whole picture of the community in relation to community tension monitoring.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> The Brighter Futures in Banbury project works to tackle deprivation in specific wards in Banbury using a number of diverse approaches and projects.
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Community Engagement and Satisfaction

Areas for Improvement:

Areas For Improvement

- Local Education establishments do not engage or partner effectively with the Council's Consultation and Engagement Officer, Linking with this area could provide our community engagement events with a new angle, education, deprivation and links to health & wellbeing.
- Community Engagement and Consultation Communications plan to be reviewed to ensure all community/residents are aware of the council's events.

Community Engagement and Satisfaction

Key Sources of Evidence

Corporate Equality Action Plan	Cherwell District Council can demonstrate its commitment to improving equalities within the district through the Corporate Equality Action Plan. This process allows us to investigate, highlight and commit to making improvements to the high level areas within our district whereby we feel we can make a real difference
Major Programmes Plan	Identifies and sets out projects to address areas for development in terms of improvement, value for money reviews or new policy development.
Equality Impact Assessment Programme	A three year rolling Equality Impact assessment programme which outlines timescales as to when which policies or strategies need to be reviewed.
Equality Impact Assessments	Evidence of all completed Equality Impact Assessments throughout Cherwell District Council.
Equality Scorecard	The Equality Scorecard has been built into Cherwell District Council's performance management system allowing us to review or work programme progression which forms part of the overall Performance Management Framework.
Equality Executive Reports	Annual Equality Performance Report which gets reviewed by Executive members for future work programmes to be agreed.
Cherwell District Council Service Plans	Departmental Service Plans created by staff and managers to plan objectives on a yearly basis
Fair and Aware 'Moving Forward' Corporate Training.	Module 5 is based in 1-1 Equality Impact Assessment training to ensure a complete gap analysis is completed.
Corporate Procurement	Including Equality Impact Assessment for strategy.

Strategy	
JMT (Joint Management Team)	PMF Minutes of meetings.
Equality Good Practice Register	Available via Cherwell District Council's Partnership and Equality Officer and intranet site.
Corporate Translation Policy	Available via Cherwell District Council's Partnership and Equality Officer and intranet/Internet sites.
Executive Reports	Available from Democratic Services.
Consultation & Engagement Strategy	Available from Consultation & Engagement Officer.

Responsive Service and Customer Care

2.17 - A set of equality outcomes/objectives/goals have been produced at service/unit level to meet the needs of identified equality target groups, and those who are most vulnerable. (links to 2.2 and 2.4)

Summary of Achievement	<p>Cherwell District Council work to a 3 year Corporate Equality Action Plan. This action plan brings together our long term equalities objectives for the district across all the equality strands. The plan encompasses issues around deprivation and building strong and cohesive communities. These strategic objectives are then filtered through down into our specific service yearly operational service plans.</p> <p>Key Activities:</p> <p>Cherwell District Council's Customer Specialist Team is responsible for taking its services out to the hard to reach local communities to assist with ensuring all the community can access our services. Outlined below is a variety of events, community groups and community locations whereby this team have provided access and information to our services.</p> <ul style="list-style-type: none"> Frank Cook Court – Elderly Hook Norton Day Centre – Elderly & Carers BHYP – under 25 mainly 17-19 Bicester and Banbury Job Clubs – Working Age Bicester Food Bank – All Kaboodle Mens club – Men Only Widows Club – All Bretch Hill Estate Day – Brighter Future Neets Week – under 25s Banbury Show – All Parish Liaison – Councillors Kidlington Parish Council OCVC Open Day – Students Home alone - All Oxeye – Partially Sighted Salvation Army Travellers site at Mollington and Station Approach – Banbury
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	<p>CDC Health Bus Banbury Friendships Centre Local Supermarkets The Horton Hospital Local Libraries Local Doctors Surgeries</p> <p>For full list please refer to Services to residents document 2014</p> <ul style="list-style-type: none"> • Cherwell District Council's Housing services also do outreach work providing information on, and working in partnership with statutory and voluntary agencies representing and providing services for people including older people, people with physical disabilities and the Polish community and help with accessing Choice Based Lettings, when requested. • Cherwell District Council's Housing services undertake specialist outreach work relating to Housing matters. This includes specific information and services for the prevention of homelessness, alternative housing options both rented and homeownership. Home improvements including both grants for property improvement, to improve affordable warmth and also through statutory enforcement. We also provide an excellent customer focussed service to enable existing homeowners to continue to live in their own homes through disabled facilities grants to provide adaptations. • The Housing needs team will undertake an assessment of Welfare Reform measures and how vulnerable people will be affected • Home visits to applicants who can't otherwise access housing services • Visiting older people's groups to promote the Home Improvement Agency • Attending Polish community group to promote services to enforce standards in private rented properties • Housing needs team works with young people, through the Oxfordshire Housing Pathway and District Accommodation panel • Role of the Access Officer regarding disabled/ inclusive access to council buildings. The Disability Discrimination Act 1995 (DDA) placed a duty on employers and service providers to ensure reasonable access to services and employment including the need to make 'reasonable adjustments' to physical features of premises to overcome
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	<p>barriers to access. The Audit Commission introduced BVPI 156 which required Councils to report the accessibility of their buildings through the compilation of access audits as defined by the now outdated approved document Part M (1991) to the Building Regulations. Although BVPI 156 has been withdrawn/deleted by CLG. Cherwell District Council have decided to continue with BVPI 156 as a local indicator within the Access Officer continuing bi-annual access audits of council premises (measured against the current approved document Part M (2004) to the Building Regulations). The findings of the audit being reported to the Directorate Team in order for managers to consider any identified barriers to their service, including identification of reasonable adjustments. This is considered by the most effective way to continue measuring the accessibility and inclusiveness of all the council premises in the absence of a National Indicator. The Access Audits are held by the Access Officer.</p> <ul style="list-style-type: none"> • Knowing your Community events during 2013/2014 have led to the Council and its partners having a better understanding of the challenges faced by people affected by the Welfare Reform and also raised awareness regarding the facts around Human Trafficking within Banbury and Oxfordshire.
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Responsive Services and Customer Care

2. 18 - Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified. (links to 2.6)	
<p>Summary of Achievement</p>	<p>The process for all Equality Impact Assessment objectives are fed into the Service Heads Service plans and are monitored, updated and reported on regularly.</p> <p>An Equality Scorecard is also created on a quarterly basis which reports on the Equalities overall performance.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Cherwell District Council's Regeneration and Housing service is developing a plan to publish information on allocations and lettings on the website to demonstrate equality in the lettings process.

2. 18 - Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified. (links to 2.6)

Summary of Achievement	<p>The process for all Equality Impact Assessment objectives are fed into the Service Heads Service plans and are monitored, updated and reported on regularly.</p> <p>An Equality Scorecard is also created on a quarterly basis which reports on the Equalities overall performance.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> Cherwell District Council’s Housing services has developed an equality action plan from the Equality Impact Assessment objectives. Community groups were consulted on its development, it is published on the website and will be monitored by the social housing residents’ group
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2. 19 - Mechanisms are in place to ensure that service equality objectives are delivered by contractors and providers through contract management, and those they are monitored properly. (links to 2.10)

Summary of Achievement	<p>Cherwell District Council takes into account within its tender evaluation and contracting processes, a potential contractor’s approach to equalities in terms of its employment practices and service delivery, which will also be monitored and managed during the life of each contract.</p> <p>Key Activities:</p> <p>For each invitation to quote processed via the Joint Procurement team there is a pass/fail equal opportunities section where the potential contractor needs to list evidence of putting equal opportunities & diversity into practice. The interested party also needs to confirm that they actively sign up to the whole raft of equalities legislation.</p> <p>For every tender if it is a restricted process the same will apply as with the invitation to quote process above. For every open tender the process will be as above.</p> <p>As well as this, where relevant the tender evaluation - as opposed to the pre-qualification listed above - will involve evidence of equal opportunities in action.</p> <p>Once a contract is awarded contractors should be asked to provide updated equal opportunity policies at the annual review meeting if the contract is due to run for two or more years.</p> <p>Service areas are also being encouraged to provide on-going evidence of equal opportunities in practice and that their workforce reflects the community in which they work.</p>
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	<p>Housing services development protocol makes equality requirements of affordable housing providers when providing new affordable housing, including having a clear understanding of their potential residents including breakdown by age, ethnicity, sexual orientation, gender and faith.</p> <ul style="list-style-type: none">• Proposals for new housing should be assessed for impact on equality considerations.• Require contractors to demonstrate commitment to equality through the tendering process, and monitor their performance.• Provide housing for all groups where a need is identified including provision for wheelchair standard housing and supported housing for various client groups.
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2.20 - Equality and cohesion objectives are monitored regularly by portfolio holders and departmental management teams (DMTs). (Links to 2.7,2.22,and 2.23)

Summary of Achievement

All service plans are monitored using Cherwell District Council's Performance Management Framework (Performance Matters) by the Joint Management Team on a monthly basis. The Executive review performance against the corporate equalities plan on a quarterly basis. All Portfolio holders meet regularly with their Heads of Service whereby performance is discussed.

Cherwell District Council has a Strategic Risk Register which is reviewed quarterly, equalities is identified as a corporate level risk.

Responsive Services and Customer Care

2. 21 - The identified needs of vulnerable and marginalised groups are addressed and services are designed to ensure that customers and citizens are treated with dignity and respect.

Summary of Achievement

Throughout all our services to the local community we ensure that we are able to design and adapt our services to ensure that our customers are treated with dignity and respect.

Key Activities:

- **Disabled Facility Grant** - The number of DFGs completed in 2013-14 was 119, an increase from the 102 achieved in the previous year which reflects the return of referrals from OCC to the 'expected' level. Spend was £804k and grants totalling £789k were approved. The DFG budget for 2014-15 has been set at £750k (£754 k last year).
- **Home Improvement Agency**
The Small Repairs service provided repairs assistance to 413 households and home-from-hospital assistance to a further 154 (saving the health service an estimated 1070 bed-days). The HIA used discretionary grants to help 230 households (210 last year) at a total cost of £88k (£84k last year).
- **Tackling Domestic Violence** - A scheme in 2009/10 assists up to 30 families per year, independent domestic violence advisor service to support high risk cases,

	<p>extended outreach service (approximately 40 families per year) which includes development of the freedom programme which this year has sought to reach groups including people with mental health problems, and people with BME backgrounds</p> <ul style="list-style-type: none"> • Housing Services for Older people One of the first district councils to produce a housing strategy specifically for older people, addressing the issues raised by an ageing population. Older people were involved from the start of the project and continue to take responsibility for monitoring the outcomes by regular attendance on the steering group which overlooks this work programme. • Stop Hate UK - Cherwell District Council alongside Thames Valley Police and Oxfordshire local authorities have commissioned a third party hate crime reporting service • Safeguarding - All services are encouraged to consider what implications there may be for safeguarding in the conduct of their service or in its procurement from a third party. Whilst not directly involved in the provision of adult or children's social care, Cherwell District Council provides many services which have a direct impact on the lives of vulnerable individuals and their families. Our ambition is to gather a group of safeguarding champions across the authority to maintain standards and awareness of best practice.
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Responsive Services and Customer Care

2. 22 - Human rights issues are considered and addressed when delivering services to customers and clients. (links to 2.7 and 2.20)

<p>Summary of Achievement</p>	<p>Cherwell District Council is an accessible district council which is aware of its community make up and ensures that its resources and services are accessed and available in a fair way.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Corporate Translation Policy Procedure • Face to Face Mystery shopping - Face to face mystery shopping at our Link Point offices and the "shoppers" included people with hidden disabilities. • Re-development of Customer Services - Complete re-development of our three former cash offices into one stop shops has allowed us to put in place: All service access on ground floor, no step, wheelchair access, seated waiting areas, hearing loop at all service points, signage alerting customers to our zero tolerance of abuse, Language Line is available and used for face to face visitors and telephone callers, leaflets are available in large print, braille, audio tape and alternative languages. We identified that a lot of the callers at our town centre offices were Polish nationals. As a result of this we arranged for several posters and leaflets to be printed and displayed in Polish • Customer Service Officer – Specialist – Customer Service Officers who are non-office based with the role of visiting the public at local level to ensure everyone within the district has access to our services. • Cherwell District Council provides Polish speaking customer service drop in sessions. • Connecting Communities – takes information regarding the Councils services to people in hard to reach communities who wouldn't normally actively seek the Councils assistance.
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Responsive Services and Customer Care

2. 23 – Access to and appropriateness of services is monitored regularly by portfolio holders and DMT's. (Links to 2.7 and 2.20)

Summary of Achievement

Cherwell District Council has a robust performance management framework which includes a suite of performance measures monitored on a quarterly basis. In the corporate score card there is a focus on customer measures and the business plan has several equalities targets. There is also a corporate improvement plan and the corporate equalities plan which further embed equalities into the performance management framework.

In addition to these processes all portfolio holders meet regularly with their Heads of Service whereby discussions take place surrounding the performance of services. These discussions include issues around the quality of access and information about the service and ways to improve the service in line with community expectations.

There is also a Member challenge process as part of service planning where councillors are able to consider each service plan to ensure that actions planned are appropriate, relevant and cost effective. The service plans include equalities actions.

Executive reports which are written within the council have equality risk assessments which are signed prior to the paper going through Executive.

Key Activities:

- Housing services have developed monthly performance monitoring which includes adding value to partnership working with vulnerable communities. This will feed upwards to DMT and the portfolio holder

Responsive Services and Customer Care

Areas for Improvement:

Areas For Improvement

- The Housing Equality Group is overseeing the implementation of an Equality Scorecard throughout 2013/2014
- The Strategic housing team is piloting parish profiles to gain deeper understanding of housing need in rural areas, leading to better prioritisation of work to support communities in achieving affordable housing.

Responsive Services and Customer Care

Key Sources of Evidence

Corporate Equality Action Plan	Cherwell District Council can demonstrate our commitment to improving equalities within our district through the Corporate Equality Action Plan. This process allows us to investigate, highlight and commit to making improvements to the high level areas within our district whereby we feel we can make a real difference.
Major Programmes Plan	Identifies and sets out projects to address areas for development in terms of improvement, value for money reviews or new policy development.
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Equality Executive Reports	Annual Equality Performance Report which gets reviewed by Executive members for future work programmes to be agreed.

Responsive Services and Customer Care	
Key Sources of Evidence	
Cherwell District Council Service Plans	Departmental Service Plans created by staff and managers to plan objectives on a yearly basis
Fair & Aware 'Moving Forward' Corporate Training.	Module 5 is based in 1-1 Equality Impact Assessment training to ensure a complete gap analysis is completed.
JMT (Joint Management Team)	PMF Minutes of meetings.
Equality Good Practice Register	Available via Cherwell District Council's Partnership and Equality Officer.
Corporate Translation Policy	Available via Cherwell District Council's Partnership and Equality Officer and intranet/Internet sites.
Executive Reports	Available from Democratic Services.
Safeguarding Policy.	Responsibility within the Community Services Team and aspects monitored via the corporate risk register.

Modern and Diverse Workforce

2.24 - The equality aspects of the workforce strategy are implemented and monitored.	
Summary of Achievement	<p>Cherwell District Council has robust Human Resources processes which are regularly reviewed and Equality Impact Assessed to ensure compliance.</p> <p>The Workforce Strategy encompasses our various policies which include:</p> <ul style="list-style-type: none"> • Part Time Working • Flexi Time • Redundancy and Redeployment (Organisational Change) • Future Workforce Planning

2.25- Employment objectives have been set based on internal monitoring, staff consultation and the assessment of the local labour market and barriers. (Links to 2.2)

<p>Summary of Achievement</p>	<p>Employment objectives have been set within the HR Strategy. Monitoring of staff figures are completed quarterly which informs employment equality objectives and have been linked into the Corporate Equality Action Plan and the Corporate Improvement Plan.</p> <p>Cherwell District Council opens itself to a range of techniques for attracting the local community to its workforce and also ensuring there is balance as to when it comes to looking after its existing staff. These consist of strategies and schemes such as:</p> <ul style="list-style-type: none"> • Apprenticeship Scheme – This government funded scheme allows young adults from deprived areas of the Community to gain hands experience and training to assist them with their future carers. There are currently 8 apprentices employed by the Council in a variety of departments. • Recruitment and Employment - Cherwell District Council have developed a number of new posts to encourage graduates and individuals without a professional qualification to move into professional roles. Career graded posts exist across the council. These roles have stepped progression with clear criteria for development including attainment of professional qualifications and experiential development. There has been a focus on encouraging an increase in numbers of employees in the 16-29 age groups and this has been successful • Improved Work Experience Schemes - Cherwell District Council worked with Cherwell Valley College to provide a work placement for a young adult with downs syndrome. The placement was strongly supported with considerable one to one supervision whilst providing experiential development within 3 departments over 22 weeks
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2.26 - The authority regularly monitors, analyses and publishes employment data to fulfil its statutory duties.	
Summary of Achievement	<p>Cherwell District Council monitors and analyses its employment data on regular basis using various methods from the recruitment stage through to full employment.</p> <p>This is captured and analysed using our in house management system and reported on the web site.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • A review of the HR policies, practices and procedures is being undertaken to enhance the internal monitoring of equalities.

Modern and Diverse Workforce

2. 27 - All employment procedures have been impact assessed and action has been taken to mitigate adverse impact and promote equality outcomes.	
Summary of Achievement	<p>All HR policies and procedures have been through the Equality Impact Assessment and actions leading from this have been built into the Corporate Equality Action Plan, the employment data monitoring and the Service Heads yearly service plans.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • A training programme has been running for a number for years based on best practice in selection interviewing. Attendance has been mandatory for any member of staff sitting on an interview panel. A comprehensive staff list is maintained by HR to ensure panel members have been trained

2. 28 - The authority has completed its equal pay review

<p>Summary of Achievement</p>	<p>Cherwell District Council has completed a pay and grading review which was implemented in 2010. This supports the Single Status Agreement 1997 and the National Agreement 2004, which encouraged local authorities to undertake such reviews.</p> <p>The Equal Pay Act and the Equal Pay (Amendment) Regulations, also make it especially important to maintain a fair and equitable pay and grading structure. Job evaluation aims to provide a systematic and consistent approach to defining the relative worth of posts within an organisation, and is a process whereby jobs are placed in a rank order according to overall demands placed upon the post holder, making it a fair and equitable process.</p> <p>Equal pay reviews take place on a regular basis and usually every three years to ensure risks of equal pay issues are mitigated. The shared services and transformation programs may present future job evaluation challenges. This will be kept under review by the steering group</p>
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Modern and Diverse Workforce

<p>2. 29 - It delivers a range of learning and development opportunities to support councillors and officers to deliver equality outcomes.</p>	
<p>Summary of Achievement</p>	<p>An extensive amount of work and resource has been put into this area over the last 3 years resulting in an in house corporate training programme for all staff to increase our knowledge with the objective of improving the communities' level of service when accessing our services. The modular approach allows for Cherwell District Council's diverse workforce and how Equality and Diversity may impact upon their daily roles. The five modules within the course are:</p> <ul style="list-style-type: none"> • Equality & Diversity 'The Challenge' - To outline the primary legislation governing service provision and employee behaviour and to raise the profile of CDC Equality policy and procedure • The Work Environment: Is it a Fair Place for Everyone - To provide employees with the ability to understand their work environment & culture and reflect on how attitudes and behaviours can affect others • Equality & the Community - To provide the student with a

	<p>clear awareness of the cultural diversity of the population. The dangers of assigning certain attributes to groups and to identify potential ways to manage service provision to a diverse community</p> <ul style="list-style-type: none"> • Managing Equality & Diversity - To provide managers with the knowledge to critically review their work environment to ensure it is fair and supportive allowing people to perform to their best level and to identify potential areas of organisation risk • Completing Equality Impact Assessments - To provide students with the knowledge and awareness of how to effectively complete Equality Impact Assessment <p>All staff have now received this training and following route will be the Councils preferred method of training in the future with the Corporate Policy Officer maintaining responsibility for ensuring the information is accurate.</p> <p>The Council has also condensed the Fair and Aware training into an accessible E-Learning training programme which has been used to help assist new employees during their probation period and also has a refresher for all employees. The e-learning module also helped to raise awareness and training with regards to the Public Sector Equality Duty Review.</p> <p>Fair and Aware training has been commissioned for Cherwell District Council members and will be delivered during 2014/2015.</p>
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Modern and Diverse Workforce

2.30 Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified.

Summary of Achievement	<p>Cherwell District Council has a clear policy and process to manage reported incidents. At present no formal complaints have been made.</p> <p>Key Activities:</p> <p>There are also questions relating to harassment and bullying within the workplace within the staff survey which was recently completed again in 2013.</p>
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2. 31 - Equality implications inform the setting of objectives in management and individual appraisals.

<p>Summary of Achievement</p>	<p>Cherwell District Council has a holistic approach to performance appraisals that includes a direct assessment of the individual's commitment and performance in relation to equalities alongside other competencies such as team working and customer focus. Managers are able to set equalities performance objectives for staff where required. There is a corporate equalities training programme that can support staff where development is required.</p> <p>The Council's policy requires all staff to have a full annual appraisal and a six monthly review. Completed appraisals are collected by the HR team for reviews to quality assure the process. A member of the HR team is also a member of the Corporate Equalities Steering Group which ensures equalities issues are reflected in all staff development activities.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Annual staff appraisal • Six monthly review • Quality Assurance of appraisal process • Training offered to managers to ensure effective appraisals are undertaken.
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Modern and Diverse Workforce

2. 32 - Staff are engaged positively in service transformation and in developing new roles and ways of working.

Summary of Achievement

Cherwell District Council's HR Team use a range of techniques to ensure that staff is involved in service transformation and developing new ways of working.

In addition the Council's service and financial planning process requires service heads to undertake staff engagement as part of the development of annual service plans.

Key Activities:

- **Staff consultation group** - Involved in new and amended policy development.
- **In Brief** – An internal fortnightly news and update presentation which is sent to all employees.
- **Service Planning Team Days/Team Meetings** – Standard procedure for Team members to be involved in developing the yearly service plans alongside their managers
- **Anonymous feedback form**
- **Various specific staff consultations** e.g. including travel, improving communications, budgets etc.

Modern and Diverse Workforce

Areas for Improvement:

Areas For Improvement

- Area of improvement would be to align our staff force to the Cherwell community

Modern and Diverse Workforce	
Key Sources of Evidence	
HR Policies	All available via the HR Team, Cherwell District Council Intranet site and website.
HR Equality Impact Assessments	All available via the HR Team, Equality Officer, Cherwell District Council Intranet site and website.
Performance Management Framework - Employment Data Reports	All available via the HR Team,
Staff Survey Results 2008 and 2010	All available via the HR team, Cherwell District Council Intranet site and website.
Staff Survey Team and Corporate Action Plans 2008/2010	All available via the HR team, Cherwell District Council Intranet site and website.
Corporate Equality Action Plan	Cherwell District Council can demonstrate our commitment to improving equalities within our district through the Corporate Equality Action Plan. This process allows us to investigate, highlight and commit to making improvements to the high level areas within our district whereby we feel we can make a real difference
Job Evaluation Procedure and Policy	All available via the HR team, Cherwell District Council Intranet site and website.
Fair & Aware 'Moving Forward Training Schedule	All available via the HR team, Cherwell District Council Intranet site and website.
Fair & Aware Modular Training Feedback	Feedback captured from all attendees highlighting the effectiveness of the training and how attending this training has helped support them in their role.
Learning and Development Training Schedule	All available via the HR team, Cherwell District Council Intranet site and website.
Member Training Schedule	All available via the Democratic and Elections team, Cherwell District Council Intranet site and website.
Appraisal Policy and Selection on completed Appraisals	All available via the HR team, Cherwell District Council Intranet site and website.
Service and Financial Planning Guidance	Sets out how staff should be involved in service planning
Fair & Aware E – Learning Training	E-learning training module available to all staff.

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Cherwell District Council Corporate Equality Action Plan 2012 -2015

Fair Access and Customer Satisfaction

3 Year Corporate Objective	2012/13 Corporate Targets	2013/2014 Corporate Targets	2014/15 Corporate Targets	People/Resources
To provide accessible and meaningful consultation events throughout the Cherwell community	<ul style="list-style-type: none"> • Quarterly Equality & Access Panels • 2 Faith Forums • 2 Disability Forums • Quarterly Connecting the Community Consultation Wall 	<ul style="list-style-type: none"> • Quarterly Equality & Access Panels • 2 Faith Forums • 2 Disability Forums • Quarterly Connecting the Community Consultation Wall 	<ul style="list-style-type: none"> • Quarterly Equality & Access Panels • 2 Faith Forums • 2 Disability Forums • Quarterly Connecting the Community Consultation Wall 	Michal Gogut
Implementation and roll out of specific Older People's Strategies	<ul style="list-style-type: none"> • Progression against the Housing Strategy for Older People Action Plan • To review district wide recreation strategy with the view to implementing a specific section on older people 	<ul style="list-style-type: none"> • To monitor specific objectives related to older people held within the recreation and health plan. 	<ul style="list-style-type: none"> • To monitor specific objectives related to older people held within the Recreation Strategy 	Phillip Rolls
To review the delivery of Customer Service Mystery Shopping	<ul style="list-style-type: none"> • Continuous completion of the Corporate Building (DDA Review) Rolling Programme • Customer Services to review current mystery shopper process • To continue to monitor the amount and nature of complaints received via the Corporate Complaints Procedure • Undertake a range of Housing Customer Service Satisfaction measures 	<ul style="list-style-type: none"> • Continuous completion of the Corporate Building (DDA Review) Rolling Programme • To continue to monitor the amount and nature of complaints received via the Corporate Complaints Procedure • Undertake a range of Housing Customer Service Satisfaction measures 	<ul style="list-style-type: none"> • Continuous completion of the Corporate Building (DDA Review) Rolling Programme • To continue to monitor the amount and nature of complaints received via the Corporate Complaints Procedure • Undertake a range of Housing Customer Service Satisfaction measures 	<p>Chris Honey</p> <p>Caroline French</p> <p>Marianne North</p>

Tackling Inequality and Deprivation

3 Year Corporate Objective	2012/13 Corporate Targets	2013/14 Corporate Targets	2016/15 Corporate Targets	People/Resources
Continue to deliver the 'Breaking the Cycle of Deprivation' projects	<ul style="list-style-type: none"> • Continue the delivery of the Brighter Futures Programme: • To Improve Employment Support and Skills • Early Years, Community Learning and Young People's Attainment • Financial Inclusion and Housing • Health and Wellbeing • Safe and Strong Communities • Family Support and NEETS • Performance Community Engagement 	<ul style="list-style-type: none"> • Continue the delivery of the Brighter Futures Programme: • To Improve Employment Support and Skills • Early Years, Community Learning and Young People's Attainment • Financial Inclusion and Housing • Health and Wellbeing • Safe and Strong Communities • Family Support and NEETS • Performance Community Engagement 	<ul style="list-style-type: none"> • Continue the delivery of the Brighter Futures Programme: • To Improve Employment Support and Skills • Early Years, Community Learning and Young People's Attainment • Financial Inclusion and Housing • Health and Wellbeing • Safe and Strong Communities • Family Support and NEETS • Performance Community Engagement 	<p>Iain Davies</p> <p>Caroline French</p> <p>Caroline French</p> <p>Caroline French</p> <p>Caroline French</p> <p>Caroline French</p> <p>Caroline French</p> <p>Caroline French</p>

Building Strong Communities

3 Year Corporate Objective	2012/13 Corporate Targets	2013/2014 Corporate Targets	2014/15 Corporate Targets	People/Resources
<p>Improve opportunities for different groups within communities to work together and build strong community relations</p> <p>Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.</p> <p>Continue to increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services</p>	<ul style="list-style-type: none"> • To Complete quarterly themed Connecting the Community Events • To continue to attend TVP Advisory Panel to improve consultation and community relations • Develop and deliver Arts Development Programmes that tackle disadvantage and address community cohesion through schemes such as 'Taking Park', Creative Bretch Hill and Old Town Party • Develop public art projects that add to the vibrancy and local distinctiveness of new developments. Commission work that seeks to encourage a sense of belonging • Develop outreach and reminiscence programmes from Banbury Museum • In partnership deliver 80% of actions from the CSCP Plan • Develop street wardens portfolio through accreditation, volunteers, new legislation and Council projects • Develop relationship with OCC Hub utilising resources in Go Active and SWs <p>Implement CLSP's Rural Strategy and ensure new strategies and policies are "Rural Proofed"</p>	<ul style="list-style-type: none"> • To Complete quarterly themed Connecting the Community Events • To continue to attend TVP Advisory Panel to improve consultation and community relation • Extend the reach of community arts projects that seek to provide common ground and experience for participants from particular neighbourhoods • Develop outreach and reminiscence programmes from Banbury Museum. • In partnership deliver 80% of actions from the CSCP Plan • Develop relationship with OCC Hub utilising resources in Go Active and SWs • Implement CLSP's Rural Strategy and ensure new strategies and policies are "Rural Proofed" 	<ul style="list-style-type: none"> • To Complete quarterly themed Connecting Community Events • To continue to attend TVP Advisory Panel to improve consultation and community relation • Extend the reach of community arts projects that seek to provide common ground and experience for participants from particular neighbourhoods and rural areas • In partnership deliver 80% of actions from the CSCP Plan • Raise the profile of safeguarding within the authority so employees are aware of policies and procedures in relation to the safety of children young people and vulnerable adults. • Consider impacts of service change on Cherwell's rural residents, by ensuring new strategies and policies are "Rural Proofed". 	<p>Michal Gogut</p> <p>Michal Gogut</p> <p>Nicola Riley</p> <p>Mike Grant</p> <p>Nicola Grant</p> <p>Kevin Larner</p>

3 Year Corporate Objective	2012/13 Corporate Targets	2013/2014 Corporate Targets	2014/15 Corporate Targets	People/Resources

Positive Engagement and Understanding

3 Year Corporate Objective	2012/13 Corporate Targets	2013/2014 Corporate Targets	2014/15 Corporate Targets	People/Resources
To work with local schools, colleges and sixth forms to engage with the districts younger generation.	<ul style="list-style-type: none"> To use the Cherwell Youth Website effectively to engage with young people in the district Continue OCC lead Oxfordshire Youth Parliament Local Democracy Week Implement OCC's Children and Young Peoples Action Plan 	<ul style="list-style-type: none"> To use the Cherwell Youth Website effectively to engage with young people in the district Continue OCC lead Oxfordshire Youth Parliament Local Democracy Week Implement OCC's Children and Young People's Action Plan 	<ul style="list-style-type: none"> To use the Cherwell Youth Website effectively to engage with young people in the district Continue OCC lead Oxfordshire Youth Parliament Local Democracy Week Implement OCC's Children and Young People's Action Plan 	<p>Jon Wild</p> <p>Jon Wild</p> <p>Jon Wild</p> <p>Jon Wild</p>
Explore and establish links with minority representation and community groups to help us improve our services.	<ul style="list-style-type: none"> To support and be an active member of 'Mantra' and 'HALT' steering groups to support hate crime victims within the district To work in partnership with the MOD to increase our understanding of military life and the inmates and families of Bullingdon Prison to ensure our services are adapted to meet their needs Customer Service Specialist Officers to continue to take our services out to community groups and events 	<ul style="list-style-type: none"> To continue to promote the services of Stop Hate UK in partnership with Oxfordshire districts and TVP with the view to extended Cherwell's contract on a yearly basis. To build a relationship between Cherwell District Council and Topaz To work in partnership with the MOD to increase our understanding of military life and the inmates and families of Bullingdon Prison to ensure our services are adapted to meet their needs Customer Service Specialist Officers to continue to take our services out to community groups and events 	<ul style="list-style-type: none"> To continue to promote the services of Stop Hate UK in partnership with Oxfordshire districts and TVP to support the increase of hate crime reporting within Cherwell District. To work in partnership with military services and the inmates and families from HMP Bullingdon Prison to improve services and opportunities Customer Service Specialist Officers to continue to take our services out to community groups and events 	<p>Caroline French</p> <p>Caroline French</p> <p>Natasha Barnes</p>

3 Year Corporate Objective	2012/13 Corporate Targets	2013/2014 Corporate Targets	2014/15 Corporate Targets	People/Resources
			<ul style="list-style-type: none"> Increase provision of Disabled sport by implementing new Disability Sport Development Plan. This will enhance communication and visibility of existing opportunities in Cherwell along with establishing new opportunities for adults and young people 	Phil Rolls
Raise Cherwell District Council Employees and Partners awareness of diversity within our community	<p>To continue the 'Knowing Your Community' training events.</p> <p>Continue with the internal 'Fair and Aware' Equality Communications.</p>	<ul style="list-style-type: none"> To hold two Knowing Your Community events a year 	<ul style="list-style-type: none"> To hold two Knowing Your Community events a year 	Michal Gogut

Demonstrating Our Commitment to Equality

3 Year Corporate Objective	2012/13 Corporate Targets	2013/2014 Corporate Targets	2014/2015 Corporate Targets	People/Resources
To ensure Cherwell District Council meets all government requirements	<ul style="list-style-type: none"> To publish Cherwell District Council's workforce profile Monitor, report and publish results from the Equality Scorecard Review EIA Rolling Plan and Equality Action Plan To continue to publish all completed EIA's 	<ul style="list-style-type: none"> To publish Cherwell District Council's workforce profile Monitor, report and publish results from the Equality Scorecard Review EIA Rolling Plan and Equality Action Plan To continue to publish all completed EIA's Cherwell District Council to undertake an Equal Pay Audit 	<ul style="list-style-type: none"> To publish Cherwell District Council's workforce profile Monitor, report and publish results from the Equality Scorecard Review EIA Rolling Plan and Equality Action Plan To continue to publish all completed EIA's 	<p>Mandy Targett</p> <p>Caroline French</p> <p>Caroline French</p> <p>Caroline French</p>
To continue to review Cherwell District Council's performance against the 'Achieving' criteria to maintain and improve standards	<ul style="list-style-type: none"> Annual Equality Self - Assessment and development of improvement programme Oxfordshire Equality Officers to work in partnership to provide external challenge on self assessments 	<ul style="list-style-type: none"> Annual Equality Self-Assessment and development of improvement programme Oxfordshire Equality Officers to work in partnership to provide external challenge on self-assessment 	<ul style="list-style-type: none"> Annual Equality Self-Assessment and development of improvement programme Oxfordshire Equality Officers to work in partnership to provide external challenge on self-assessment 	<p>Caroline French</p> <p>Caroline French</p>
	To ensure all staff have attended the modular Fair & Aware training programme	<ul style="list-style-type: none"> To continue to include Fair & Aware training on the Learning & Development Training Schedule To implement a specific Fair & Aware training module for all depot staff <p>Continue to implement the Housing Services Equality & Diversity Action Plan</p>	<ul style="list-style-type: none"> To implement Cherwell District Council Member Training To continue to use fair and aware e-learning training for new employees and to educate all staff on equality policy change Continue to implement the Housing Services Equality & Diversity Action Plan 	<p>Matthew Hawkins</p> <p>Matthew Hawkins</p> <p>Marianne North</p>
	Equality Steering Group members to continue to consult on activities within the Council and promote equality within their own service areas.	<ul style="list-style-type: none"> Corporate Equality Steering Group to meet on a quarterly basis Review Corporate Equality Steering Group Members 	<ul style="list-style-type: none"> To review whether the Corporate Equality Steering Group is having beneficial service impact to the Council 	<p>Caroline French</p>

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Cherwell and South Northamptonshire District Council 3 Year EIA Rolling Plan 2012 - 2015

2012/2013				2013/2014				2014/2015			
EIA	Joint	CDC	SNC	EIA	Joint	CDC	SNC	EIA	Joint	CDC	SNC
	tick as appropriate				tick as appropriate				tick as appropriate		
Corporate Consultation and Engagement Strategy		x		Car Parking Review		x		Relevant HR Policies	x		
Car Parking Review		x		Community Development		x		Car Parking Review		x	
Safer Community Partnership Strategy		x	x	Business Plan and Budget		x	x	Business Plan and Budget		x	x
Overview and Scrutiny	x			Shared Service Business Cases	x			Brighter Futures in Banbury		x	
Communications Strategy	x			Relevant HR Policies – Equal Pay Audit	x			Council Tax Reduction Scheme		x	
Electoral Services (IER Legislation)	x			Local Development Plan	x			Local Development Plan			x
Environment Strategy/Changing Climate.		x		Electoral Services IER	x			Older People SLA/Age UK		x	
Organisational Change Policy	x			Moat Lane			x	SNC Leisure Contract Retender			x
Recreation Strategy	x							Grant Policy Review			x
Youth Council Review			x					Shared Service Business Cases	x		
Museum/Trust Transfer		x						Building Control/Ways of Working/IT	x		
Local Development Plan		x	x					Moat Lane			x

Cherwell and South Northamptonshire District Council 3 Year EIA Rolling Plan 2012 - 2015

EIA	Joint	CDC	SNC	EIA	Joint	CDC	SNC	EIA	Joint	CDC	SNC
	tick as appropriate				tick as appropriate				tick as appropriate		
Community Organisation Grants		x						Corporate Consultation and Engagement Strategy	x		
Shared Legal Team	x							Annual Allocations Policy Review			x
Housing Allocations Policy		x	x					Combined Housing, Homelessness & Tenancy Strategy			x
LGRR/Welfare Reform		x	x					Private Sector Housing Policy			x
Grants Review			x					Review of Deposit Guarantee Scheme			x
Youth Council Review			x					Homelessness Prevention Fund Policy/procedures			x
Conservation Area Reviews			x					Review of Home Improvement Agency arrangements			x
Business Plan and Budget		x	x								
Housing Strategy		x									
Tenancy Strategy		x									

Cherwell District Council

Executive

16 June 2014

<p>Performance Report 2013-2014 Annual Performance Review</p>

Report of Head of Transformation

This report is public

Purpose of report

This report covers the Council's performance review for 2013/14 as measured through the Performance Management Framework.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note that, despite tough performance targets, a challenging economic environment, and on-going policy and organisational change, Cherwell District Council has met or made satisfactory progress on 95% of all the performance targets outlined in its performance management framework.
- 1.2 To agree the draft Annual Performance Report and grant delegated authority to the Head of Transformation, in consultation with the Lead Member for Performance and Customers to make any minor changes to the document as required before publication.

2.0 Introduction

- 2.1 This is a report of the Council's performance in 2013/14 measured through the Performance Management Framework. The report covers key areas of performance, these are: performance against the Council's 19 public pledges and 2013/14 business plan.

The report also contains performance information around the Corporate Equalities Plan, Major Programmes and Significant Partnerships.

To measure performance we use a 'traffic light' system where Green* is exceeding the target, Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators with commentary is presented in the

appendices to this report. As part of the 2013/14 business planning process all targets have been reviewed focussing on key priorities, where targets don't directly contribute they are no longer reported on.

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

3.0 Report Details

3.1 The Council has continued to set and meet challenging performance targets:

- The Council has met or made satisfactory progress on 95% of all the performance targets set out in the Corporate Performance Management Framework including Equalities, Programmes and Partnership plans.
- With regards to the Council's Business Plan, 94% of the performance targets have been met or made satisfactory progress.
- The Council has delivered a challenging transformation through both service efficiencies and implementing collaborative working arrangements with South Northamptonshire Council. This approach has ensured that the pledge to secure cashable savings of at least £500,000 during 2013/14 has been met.
- In the Council Tax Leaflet (published in March 2013) the Council outlined its performance promises for 2013/14. Of the 19 promises all have shown strong performance with 16 met in full and only minor issues arising in three. A full summary is given in the appendices.
- Whilst recognising achievements the Executive has also used the quarterly performance reports to review issues where progress has not been as strong as expected and requested officers to feedback on steps to address these issues.

3.2 Performance Summary

Throughout 2013/14 the Council has continued to focus on maintaining performance and continues to deliver against each of the four strategic priorities and the performance pledges made for 2013/14.

In addition a full annual performance report has been produced which summarises the Council's performance and achievement for 2013/14. This report is attached as Appendix 1 and should be referred to for a full performance overview.

A general summary of our performance against each of our scorecards is outlined in the table below.

END OF YEAR 2013/14 Summary Outturn					
	Green *	Green	Amber	Red	Total no. of measures
Performance Pledges	1	15	3	0	19
Corporate Business Plan	9	53	5	6	73
Major Programmes	0	4	1	0	5
Corporate Equalities Plan	0	13	1	0	14
Significant Partnerships	0	17	0	0	17
% summary	8%	80%	8%	5%	128

4.0 Conclusion and Reasons for Recommendations

4.1 In this annual report we show that the Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities. It also demonstrates the Council's proactive performance management of issues raised and the role of Overview and Scrutiny in supporting performance review.

4.2 Recommendations

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

1. To note the achievements referred to in paragraph 3.1
2. The report shows the Council's performance against the Corporate Scorecard and Performance Management Framework in 2013/2014. From this information the Executive can make a judgement about the progress the Council is making in meeting its objectives, identify the achievements it wishes to celebrate and the areas where action is required to improve performance.

5.0 Consultation

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

As part of the process of performance review Overview and Scrutiny Committee have reviewed the annual performance information.

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:

Kelly Wheeler, Service Accountant,

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

Legal Implications

7.2 There are no legal issues arising from this report.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

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

Comments checked by:

Ros Holloway Performance Information Officer

01295 221758, Ros.Holloway@cherwellandsouthnorthants.gov.uk

Data Quality

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

Comments checked by:
Ros Holloway Performance Information Officer
01295 221758, Ros.Holloway@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

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

Lead Councillor

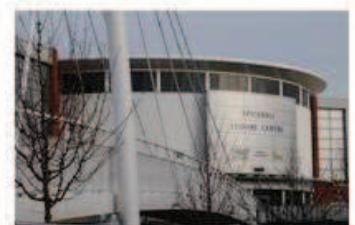
Councillor Nicholas Turner
Lead Member for Performance and Customers

Document Information

Appendix No	Title
1	Appendix 1 Annual Review
2	Appendix 2 Pledges
3	Appendix 3 Business Plan
4	Appendix 4 Corporate Equalities
5	Appendix 5 Programme Management
6	Appendix 6 Partnerships
Background Papers	
None	
Report Author	Louise Tustian, Senior Performance and Improvement Officer
Contact Information	01295 221786 Louise.tustian2@cherwellandsouthnorthants.gov.uk

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Annual Report Council Performance 2013/14



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1. Introduction – meeting our objectives

Welcome to Cherwell District Council's annual performance report for 2013/14. This document looks back over the year and reviews the Council's strategic objectives and performance against them. It also highlights areas of achievement in terms of the Council's key services and looks forward to the challenges we face in the future. This report sits alongside our Five Year business Strategy and annual business plan plus the detailed financial and performance reports which set out our long term priorities, medium term financial strategy and details of our achievements.

During 2013/14 the Council has focused on protecting frontline services, working in partnership with South Northamptonshire Council. We have taken a pro-active, direct approach to dealing with the current challenges facing local government by tackling issues head on – developing efficient working models, focusing on increasing the Councils' capacity for innovation, agility and the need to be fit for the future. We are carving out a space for Cherwell District to stay at the forefront of implementing new ways of delivering services that maintain quality and standards at the front line. We are truly transforming and the benefits are real. They can be evidenced through the on-going financial savings that we are making, and our ability to avoid increasing council tax levels for the fifth year in succession.

Looking forward we continue to face many opportunities and challenges. We have developed a new relationship with a third partner, Stratford on Avon District Council (SDC) and will show that working across three counties and three regions is also possible. Our commitment to transforming public services was recognised by the Government in October 2013 through the award of a £367,000 grant to be used for the further development of innovative working practices and associated efficiencies and we are continuing to build upon that. We are now seen as an exemplar in innovation and transformation, and in doing so, we are proud to be raising the national profile of our District.

To achieve our Five Year Business Strategy we recognise that a strong local economy is essential for a strong local community. This remains our overriding priority. We will continue to promote economic growth; building thriving communities through a strong, sustainable, and dynamic local economy offering our communities more stable, high quality and high value jobs, with increased opportunities for all, and more affordable homes for local people.

We hope you find this annual report useful, and if you have any feedback or would like to discuss the business plan in more detail please get in touch using the contact details on page 29.

**Councillor
Barry Wood**



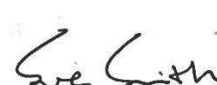
Leader of Cherwell District
Council

**Councillor
Nicholas Turner**



Lead Member for Performance
and Customers

Sue Smith



Chief Executive

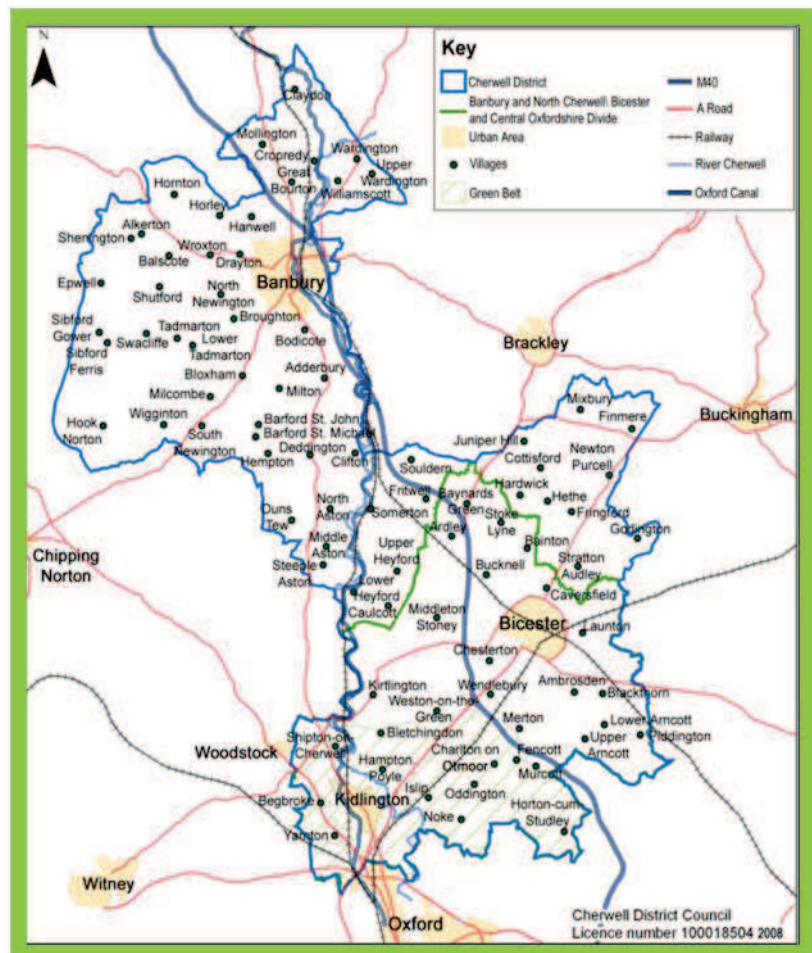
2. Cherwell – introducing the district

Cherwell District covers an area of 228 square miles in north Oxfordshire. Named after the River Cherwell which flows through it, the District is located between London and Birmingham, at the most northern point of the South East region, where it meets the West Midlands and East Midlands. Cherwell borders Oxford City, South Oxfordshire, Vale of White Horse, West Oxfordshire, Aylesbury Vale, South Northamptonshire and Stratford on Avon Districts.

Approximately 141,868 people live in the District with over 60 per cent of the population living in the principal centres of Banbury, Bicester and Kidlington; the remainder in more than 70 smaller settlements of between 50 and 3,500 people.

Cherwell offers a unique and successful combination of fine rural landscapes providing some of the most attractive and picturesque scenery in Oxfordshire with thriving commercial and industrial centres that bring prosperity and economic strength in a highly accessible and desirable location. The majority of the District (approx.85 per cent) is made up of attractive farmland with 14 per cent lying within the Oxford Green Belt, contributing to making Cherwell the thirteenth least densely populated District in the South East. The District also has a rich built heritage, with around 3,000 listed buildings and more than 50 conservation areas.

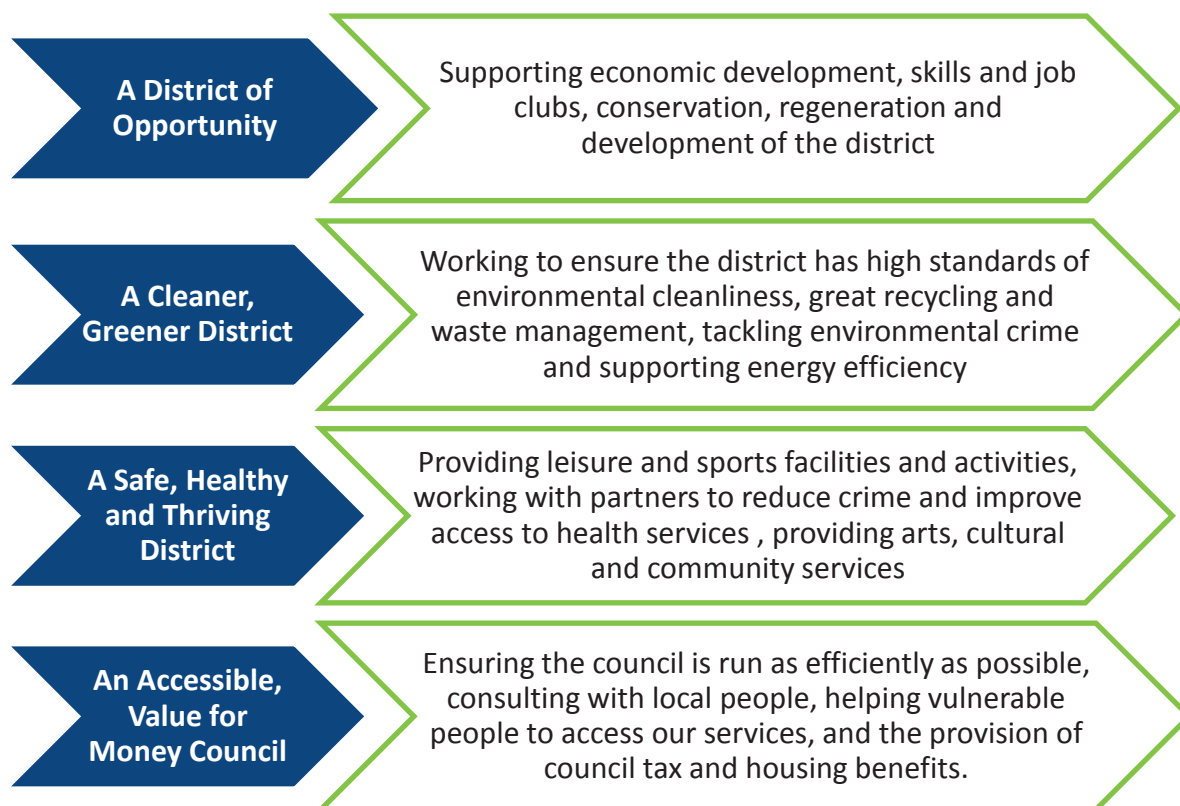
Cherwell District is centrally located and accessible, the M40 passes through the district and there are excellent rail connections. To drive, Banbury is around 75 miles from London and approximately an hour by train. Bicester is 60 miles from London and also just less than one hour by train. To Birmingham by road Banbury is around 50 miles and less than an hour by train. Bicester to Birmingham is approximately 65 miles and around an hour by train.



3. Our Approach to Performance

Our long term vision for the District is ambitious. Working with our partners in the public, private and voluntary sectors we are aiming to build a district with a diverse economy. We are working to secure opportunities for all, and to help grow vibrant, thriving communities connected by a sense of pride, place and purpose.

To help deliver this vision the Council has four strategic priorities. These priorities shape the work we do, our services, plans and major projects. They are outlined below and form the basis of our performance objectives as set out in our Business Plan:



As well as our strategic priorities we set out a number of performance pledges and review our progress in terms of customer feedback, resources, delivery of services, major programmes and projects. This forms our performance scorecard which is reported quarterly.

A focus on delivery

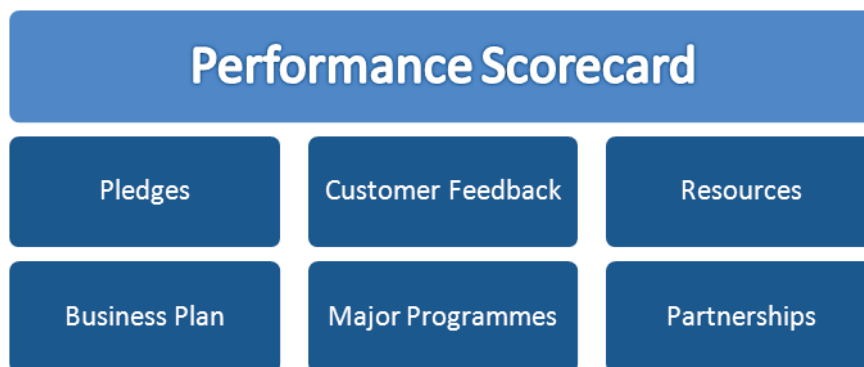
Performance, accountability and transparency

- As part of our annual business planning process we follow a clear cycle. We consult with businesses and residents to understand local priorities, we work with our partners to agree priorities and objectives and set a budget to deliver them. Finally our services develop plans to ensure we meet our commitments and we report upon our progress.
- During operational service planning every staff member has a performance appraisal and is set targets and objectives to ensure they are working to meet the Council's priorities.



Reporting our performance

- Every quarter we review our performance. The table below outlines our performance scorecard. As with any business we report on a number of measures which reflect the council's priorities and core activities. These include the performance pledges, customer feedback and resources. We also review our business plan targets, the performance of key council services, major programmes and projects and our work with commercial and voluntary sector partners.
- This approach helps to ensure we monitor the performance of our whole organisation. Where we identify issues we report actions to be taken to the Executive.
- Details about our performance and expenditure are published on a quarterly basis.



4. Priorities and Performance 2013/14

2013/14 has seen the Council deliver against its strategic priorities whilst continuing to reduce its base budget, maintain performance in priority service areas and work towards major projects. This section of the annual report covers performance in five main areas:

→ Our performance pledges

These are a set of 'pledges' publicly highlighted in the council tax leaflet which was sent to every household in Cherwell. These promises reflect local priorities, are grounded within our strategic objectives and reflect the results of our corporate consultation programme.

→ Delivering our business plan

The business plan highlights our key aims and objectives under our four strategic priorities; a district of opportunity, a cleaner, greener district, a safe, healthy and thriving district and an accessible, value for money council.

→ Major programmes

A suite of major programmes and projects helping to develop the economic, social and environmental sustainability for the district.

→ Customer feedback

Feedback from local residents and customers.

→ Working in partnership

Recognising that much of the work the Council undertakes is done in partnership with the voluntary and private sector this section highlights the projects and initiatives undertaken over the course of the last year.

Our Performance Pledges for 2013/14 – a review

Of the 19 performance pledges we made at the beginning of the year 16 have been met in full and three partially met. The table below provides a summary of our performance:

A District of Opportunity

Continue to support skills development, apprenticeships and job clubs in order to reduce the number of young people not in education, employment or training

→ **Achieved in Full** – jobs clubs were held throughout the year and have expanded to various districts with 1,290 attendees. We worked in partnership to deliver a series of events including providing support to groups facing redundancy and prisoners reaching their release date. The Council has continued its successful programme of apprenticeships and held an event to provide information on apprentice opportunities for young people.

Deliver 150 affordable homes in the District and support opportunities for self build and developing self build skills

→ **Achieved in Full** – 193 homes were delivered during 2013/14. Training courses under the Build Programmes for developing skills for self-build have commenced.

Complete the local plan as the foundation for economic growth in the district

→ **Achieved in Part** – the Local Plan has been submitted and will be examined in June 2014. Many of the development sites are already progressing through the planning system with town centre redevelopment and employment sites coming on stream.

Continue to strengthen the leisure and retail facilities in Banbury and Bicester Town Centres

→ **Achieved in Full** – Pioneer Square in Bicester opened in July 2013 as well as a new Sainsbury's supermarket and a Vue cinema. The Community Building is due to commence work in summer 2014 and will include the library facility. In addition the Council has secured a hotel provider. In Banbury, outline planning has been approved for Castle Quay 2 project which will get underway in 2014/15.

A Cleaner, Greener District

Maintain a household recycling rate of above 57%

→ **Achieved in Part** – this year we achieved a rate of 55%. Garden and food waste collections were down in the first half of the year but bin sales to encourage recycling were successful and there has been an increase in the last part of the year. The Council remains strongly committed to recycling and continues to work to promote

recycling and waste reduction.

A Cleaner, Greener District

Improve local residents' satisfaction with street and environmental cleanliness continuing our successful programme of neighbourhood litter blitzes

→ **Achieved in Full** – satisfaction ratings have risen from 69% to 70%.

Continue to reduce the Council's carbon footprint by further improving the energy efficiency of our buildings and vehicles

→ **Achieved in Part** – progress is being made to further improve energy performance and reduce emissions. However there have been some delays with the biomass boiler installation for Bicester Sports Centre. The leisure centres have continued to reduce their emissions and energy consumption.

Continue to give Cherwell residents the opportunity to take advantage of low cost insulation by working with partners to set up a Green Deal provider

→ **Achieved in Full** – Green Deal Together (GDT) has been authorised as a Green Deal Provider and approved for credit by the Green Deal Finance Company. As a result the company is now able to join the 44 other Green Deal Providers who can offer Green Deal finance. GDT is aiming to go 'live' in April 2014

Start work on site for the initial housing development at North West Bicester

→ **Achieved in Part** – Work on site is expected in April 2014 and a revised timetable for the housing development will follow.

A Safe, Healthy and Thriving District

Work with local police and licence holders to ensure our town centres remain safe and vibrant in the evenings

→ **Achieved in Part** – Thames Valley Police plan to prioritise prevention and mitigation of the night time economy violence in 2014/15

Continue working with our partners to provide support to the most vulnerable individuals and families in the District, building on the Brighter futures in Banbury Programme

→ **Achieved in Full** – Additional multi agency projects were funded in 2013/14. In November 2013 a successful partner engagement event was undertaken to instigate further activity and joint working.

A Safe, Healthy and Thriving District

Complete the layout of the sports pitches at the South West Bicester Sports Village and finalise plans for the Pavilion

- **Achieved in Full** – Work on the Bicester Community Building has delayed slightly the development of the pavilion plans but completion date of August 2015 is still on schedule. Playing pitches are completed and will be allowed to become established before they are brought into use in September 2015.

Support the upgrade of sports facilities across the district using the Olympic Legacy Fund

- **Achieved in Full** – Pitch improvements were completed at Stratfield Brake and carpet replaced on the synthetic pitch at Kidlington.

Support local community & Oxford University Hospital Trust to retain and develop health services at the Horton General Hospital

- **Achieved in Full** – Proposed longer term development of Horton services is based on retaining the core of existing services, increased outpatient appointments, increasing elective surgery and additional diagnostic services. Proposals are consistent with OCCG's five year outline commissioning strategy.

Support the local health sector in building a new community hospital in Bicester

- **Achieved in Full** – the new community hospital is under construction

An Accessible, Value for Money Council**Secure savings of at least £500,000 to help meet the medium term financial deficit**

- **Achieved in Full** – this target has been met in full and savings built into the medium term financial strategy. A council tax freeze is in place for the coming year and this represents the fifth year of a 0% council tax increase.

Improve level of customer satisfaction especially anti-social behaviour, environmental crime and car parking services

- **Achieved in Full** – all areas of focus have improved and reflected in higher satisfaction levels than in 2012

Continue to improve our website, the ease of accessing our services and giving feedback online

- **Achieved in Full** – progress continued on from last year in improving website and online access for customers and the assessment from SOCITM (professional body for IT management and digital services) resulted in the Council being given a 3 out of 4 star rating.

Delivering Our Business Plan

During 2013/14 we have focused on delivery of our strategic priorities, providing value for money and key projects and services that enhance the social, economic and environmental quality of the district. To summarise our performance we use a 'RAGG*' (Red, Amber, Green, Green*) system where green* refers to a target overly met, green for a target wholly met, amber to a target narrowly missed and red to a target missed by 10%.

A summary of our performance:

An overview of our performance by theme:

END OF YEAR 2013/14 Summary Outturn					
	Green *	Green	Amber	Red	Total no. of measures
Performance Pledges	1	15	3	0	19
Corporate Business Plan	9	53	5	6	73
Major Programmes	0	4	1	0	5
Corporate Equalities Plan	0	13	1	0	14
Significant Partnerships	0	17	0	0	17
% summary	8%	80%	8%	5%	128

Corporate Business Plan Achievement (by business plan priority):

Business Plan Performance 2013/2014	Green*	Green	Amber	Red	Total no. of measures
District of Opportunity	27%	50%	15%	8%	26
Cleaner Greener	0%	71%	0%	29%	7
Safe, Healthy & Thriving	10%	86%	0%	5%	21
Accessible Value for Money	0%	90%	5%	5%	19
Total (number activities/projects)	9	53	5	6	73

Performance Highlights include:

A District of Opportunity

Economic Development

- Our Job Clubs have continued across the district, with over 1290 job seeker visits. Of particular note was the Banbury Job Fair held at the end of February 2014 which attracted over 200 jobseekers and a dozen employers.
- Collaboration has been established with the Bullingdon Prison to assist inmates to prepare for their release.
- Apprenticeships – the council has its own programme of apprenticeships, with six new opportunities for young unemployed local people made available this year, and has worked with local business to support the establishment of new apprenticeship opportunities.
- Supporting local businesses and entrepreneurship, we have worked to provide a comprehensive set of services to support local business including:
 - ➔ Provided a total of 88 residents with detailed one to one business start-up advice through the Oxfordshire Business Enterprise Service
 - ➔ Active contribution to the development of both Local Enterprise Partnerships (South East Midlands and Oxfordshire)
 - ➔ Working with parish and town councils and business groups to agree specific actions on Town Centre Initiatives
 - ➔ Commenced a tourism development study to enable investment in this sector



Planning Services

- Processing of major planning applications is on target at year end with just over 83% of applications processed within 13 weeks.
- Significant progress was made on preparing the Local Plan for the district and the draft submission was formally submitted in January 2014 to the Secretary of State for Communities and Local Government for public examination.
- The schedule of conservation appraisals continues and heritage advice is provided to ensure successful and high quality developments

Regeneration and Housing

- The Master Plans for Banbury and Bicester have been progressed during the year with the successful opening of Pioneer Square in Bicester, planning permission for the Community Building has been submitted and outline planning has been approved for Castle Quay 2 project in Banbury.
- We have delivered 193 new affordable homes during 2013/14 of which 110 were affordable rented, 24 in shared ownership and 59 for help to buy.
- The use of temporary accommodation fell during the year and at year end we have 28 households in temporary housing. Throughout the year we have continued to deliver a prevention focussed service and deal with cases before they become homeless. The low numbers in temporary accommodation has also been supported by the increase in social housing across the district.
- Our work to support the development of affordable housing and skills for unemployed young people through our innovative 'Build!' programme continues. Purchasers in Newton Close, Bicester recently completed a 10 week skills training course which proved very successful and further courses are planned for the coming year. This training programmes is also extended to assist people who are taking on new affordable rented housing apartments in Banbury and Bicester.



A Cleaner, Greener District

Protecting the environmental quality of the district

We now recycle around 55% of our waste. During December and January blue recycling and brown food/garden waste bins were sold at reduced cost to encourage more recycling. 1156 blue and 327 brown bins were purchased by residents. The benefits of recycling are a reduction in landfill costs, reduced carbon dioxide and an income to the council from sale of recycled content.

- However, we are committed to improving recycling and have excellent customer satisfaction ratings for our service: (data taken from our annual satisfaction survey 2013)

% satisfied with waste collection services	82%
% satisfied with recycling collections	83%
% satisfied with recycling centres	90%

- As well as our routine street cleansing, work to reduce fly tipping and our zero tolerance approach to environmental crime such as littering we also work to improve things at a neighbourhood level. This year we have continued our programme of targeted neighbourhood litter blitzes across the district to ensure our streets and neighbourhoods are clean and will continue this programme next year.



A Safe, Healthy and Thriving District

Supporting local communities

- Activities for older people – we have a service level agreement with Age UK that has provided 46 active lifestyle sessions for older people per month throughout 2013/14 and a series of Health Walks have been established across the District. Over 25 older people's groups have been given support and advice to keep providing a local service for older people.
- Activities for younger people – we have worked in partnership with the Early Intervention Hubs to deliver open access opportunities for young people in Banbury, Bicester and Kidlington. A weekly Rural Youth Hub was established and new web pages created for the Youth Website to make access and engagement with young people much stronger. Sport England funding was secured in partnership with Sanctuary Housing to develop opportunities for young people in the Brighter Futures wards at £15,000 per year over 5 years. A Talent Revival project commenced providing vulnerable individuals in their early 20's access to music technology and gain a qualification. We have supported the Oxfordshire Youth Arts Partnership Trust to provide a range of participatory arts opportunities for young people in Bicester at both The Courtyard and The Studio.
- Advisory services – our partnership with the Citizen's Advice Bureau continues to offer advisory services for all residents including debt and employment to housing and finances.

Community Safety

- Our already low crime figures continue to show improvement and our work with local communities helps to ensure that people feel safe in their homes and communities:

Crime and Anti-Social Behaviour	2013/14	2012/13	
Anti-Social Behaviour (total recorded)	2054	2351	-297
Criminal Damage	925	1082	-157
Burglary(Dwelling)	236	178	+58
All Crime	7286	7664	-378

Community Safety	2013/14	2012/13	
% of residents who feel safe at home after dark	93%	95%	-2%
% of residents who feel safe in town centres after dark	59%	59%	+/- 0%
% of residents who feel safe in their local communities after dark	75%	77%	-2%

The Council works closely in partnership with Thames Valley Police which includes burglary action plans and police forums. Cherwell District Council provides a physical patrol presence, mainly through wardens although the key focus is on prevention. A jointly funded post provides crime prevention advice/literature at road shows as well as support to victims of burglary, including literature, and due to restricted funding, a limited number of locks, chains, door cameras and locking letterboxes.

Leisure, Community and Health Services

- Leisure centres visits stand at over 1.6 million for the year, an increase again on the previous year.
- The Banbury Museum successfully transferred to a Charitable Incorporated Organisation on 1/11/13. The museum has been able to attract several grants since independence.
- The Council has worked with local partners to support and encourage the development of improved health services in Bicester and the new community hospital is under construction. Working with Oxfordshire Care Commissioning there are long term proposals for the Horton General Hospital in Banbury.

An Accessible, Value for Money Council

Benefits

- During 2013/14 our time to process new housing and council tax benefits was 15.9 days with our average time to process the previous year at 17.19 days. The average time to process changes in benefits claims is 4.17 days.

Improvement and Efficiency

- During 2013/14 we have secured savings of £500,000 through an innovative value for money programme and joint working with our neighbouring partner council of South Northamptonshire.
- Our drive to save costs through efficiencies, procurement and partnership working has enabled us to focus on protecting frontline services and ensuring we have been able to freeze council tax for the fifth year period 2010/11- 2014/15.
- During 2013/14 we were selected as finalists by the Government Opportunities (GO) Excellence in Public Procurement Awards for Collaborative Procurement and the LGC.....



Community Engagement

- Our Connecting Communities programme provides community information and access to local public services in accessible locations. We combine these with fun activities for families, young people and older people to encourage strong community relations and easy access to services. This year three events were held in Banbury and one in Bicester on the themes of Coming of Age, Creative Bicester engaging with people through art and a sport themed session. During these events feedback is gathered on local issues affecting residents which can be used to improve our service delivery. The Old Town Party in Banbury was supported for the third year and two major programmes of public art were delivered in Pioneer Square and at Kingsmere.
- The Council has continued to hold Faith and Disability Forums to ensure that a wide variety of community groups are able to help contribute to the development and improvement of local services.

• Major Programmes

The Council has a programme of major projects which support two key themes 'place' and 'organisational transformation'.

Place Programme

The **Place Programme** includes the on-going work to regenerate Bicester Town Centre and the long term development plans that underpin the Eco-Bicester Project. Brighter Futures in Banbury is a partnership programme that aims to tackle long term disadvantage in key wards within the town. It is an innovative programme that brings together public, private and voluntary sector agencies to help address a wide variety of issues including educational attainment, worklessness, activities and support for young people.

Place	Year end summary
Banbury Developments	This programme draws together a combination of projects to achieve a strengthened Banbury town centre through coordinating and phasing major regeneration projects. Significant improvement has been delivered at Orchard Way during the year and the demolition of Lincoln House has made way for new homes. Elsewhere in the town, outline planning has been approved for Castle Quay 2, a project which will get under way towards the end of 14/15.
Eco Town Bicester	Good progress has been made throughout the year. A well-attended public exhibition in Pioneer Square and extensive wider on-going engagement has fed into the project: feedback and key responses can be found on: www.nwbicester.co.uk . The public will have further opportunities to comment in late Spring 2014. Meanwhile, the exemplar development has started off-site, with a start onsite planned for early summer 2014
Bicester Town Centre	Pioneer Square was officially opened for business in July 2013.
Brighter Futures in Banbury (BFiB)	The BFiB Programme is concentrating on tackling those individuals and families in most need across the District. Additional multi agency projects funded for 2013/14. Successful November partners engagement event at Prodrive undertaken to instigate further activity and joint working.

Transformation Programme

The **Transformation Programme** aims to ensure that the Council establishes services that are lean, cost effective and fit for purpose as national budgets reduce. The projects seek to explore opportunities for collaborative working, streamlining back office processes, introducing commercial operating models/principles and protecting frontline services.

Transformation	Year end summary
ICT Shared Services	<p>At the beginning of the year the purpose of this project was to harmonise ICT services across Cherwell and South Northamptonshire Councils and deliver significant efficiencies, performance improvements and ensure compliance with external requirements (such as for the Public Service Network).</p> <p>Work on compliance is progressing well across the two Councils. However, with a recent decision of the three Councils (including Stratford on Avon District Council) to implement a three way shared ICT service, and to begin the process of harmonising our ICT business applications, the first system harmonisations to be proposed is a new financial management system, currently being scoped across the three councils.</p>
Service Transformation	<p>A number of projects are in place or under development to deliver this transformation through a new approach to organisational development, and changes to the practical aspects of service delivery (print, post, scanning, a move to electronic document management, and a drive to implement more online services). Projects are controlled through individual project boards reporting through a Programme Board.</p> <p>The receipt this year of the DCLG Transformation Challenge award of £367,000 has resulted in the establishment of a three-way joint working group comprising of elected members from each of the three Councils, which has begun to review the service delivery methods of all our services, to identify opportunities to cut costs and generate income.</p>

Customer Feedback

Customer feedback is an important part of our performance management framework and we collect information in a number of ways including asking service users what they think of us, conducting satisfaction surveys via our Citizen's Panel and learning from comments and complaints.

The Satisfaction Survey conducted in June 2013 shows that more residents than ever are satisfied with Cherwell's performance. The overall message from this year's survey is very positive; we have improved satisfaction levels in the majority of areas and we will address areas where satisfaction scores are not as high.

The overall percentage of people satisfied with the services' provided by Cherwell District Council has risen again this year to 76%, from 68% in 2011. This is the highest rating of satisfaction recorded since the survey began.

Summary of customer satisfaction rates by service

Service	% very/fairly satisfied					
	2013	2012	2011	2010	2009	2008
Overall satisfaction	76	75	68	73	67	67
Recycling centres	90	87	88	87	86	83
Local area as a place to live	80	86	78	N/A	N/A	N/A
Food and garden waste collection	80	80	80	76	N/A	N/A
Household recycling service	83	80	82	83	78	75
Waste collection	82	80	76	78	70	68
Leisure facilities	69	76	74	71	68	63
The way parks and open spaces are looked after	75	77	72	74	73	70
Street cleaning	70	69	64	72	67	66
Local car parking facilities	64	63	49	63	64	63
Leisure activities	59	61	56	N/A	N/A	N/A
Council's approach to dealing with anti-social behaviour & nuisance	55	49	43	44	36	36
Council's approach to dealing with environmental crime	49	47	42	N/A	N/A	N/A

Complaints Management

Cherwell District Council follows a two stage complaints management system (Stage 1, initial investigation and response, Stage 2 investigation review and response by a member of the Joint Management Team). The process follows national good practice, is robust and allows the Council to learn lessons and implement improvements.

This system was introduced in 2013/14 and the categories for complaints follow the organisational structure of the Council -: Community Services, Development Management, Environment Services, Finance & Procurement, Law and Governance, Regeneration & Housing, Strategic Planning & the Economy and Transformation. This process of Stage 1 and Stage 2 allows complaints to be reviewed carefully to ensure lessons are learnt and where appropriate new procedures are implemented.

Figures for 2013/14




Service	2013/14	2012/13	+/-
Total complaints received	231	191	+21%

As expected the updated recording system, training and awareness has seen an increase in the overall number of complaints being accurately recorded. The Customer Insight report details further information around valid and invalid complaints and more importantly lessons learnt.

Gov Metric

As well as learning from complaints and reviewing satisfaction ratings we also use the Gov Metric system to help improve our performance in terms of telephone and web based transactions.

For 2013/14 telephone satisfaction levels remained high but overall website satisfaction levels were significantly lower. Whilst they are improving, as borne out by the SOCITM score of 3 stars for accessibility and range of service available on our website, it still remains a priority to make online services and information easier for the customer.

	Telephone Satisfaction	No of respondents	Web Satisfaction	No of respondents
 Good	98%	5992	44%	1103
 Average	2%	96	13%	315
 Poor	0%	19	43%	1062

Working in Partnership

The Council is committed to working with partners from across the public, private and voluntary sectors to meet its objectives. During 2012/13 this commitment has been demonstrated in a number of areas including economic development, breaking the cycle of deprivation, housing and homelessness, tackling crime and supporting community safety and town centre regeneration.

A summary of all of our key partnerships is included in the appendix to this report, highlights include:

The Cherwell Local Strategic Partnership

Over the past twelve months the Cherwell LSP Board has been refining its focus on the key priorities that it hopes will be able to benefit most from its cross-sector partnership working approach. These priorities are:

Support the community, voluntary and private sectors to have a more active role in local leadership.

Ensure our social infrastructure grows at the same rate as our communities and current deficiencies in provision are addressed including affordable housing, community buildings, open spaces, cultural and leisure opportunities.

Focus activity on tackling deprivation in both urban and rural Cherwell to ensure that we do not develop further into the “haves” and “have nots” and to create cohesive neighbourhoods where all people receive their fair share, get on well together, and have a real sense of belonging.

Raise expectations and ambitions and provide a range of economic opportunities for everyone including lifelong learning and retraining. We will foster and develop alternative ways of accessing employment such as self-employment, apprenticeships, volunteering or work-based training.

Cherish the resources that define Cherwell’s character and distinctiveness including our natural environment, our built heritage and the vitality of our towns and villages.

The Partnership held its Annual Reference Group conference on the themes of welfare reform and the voluntary sector. The event was a great success with representation from a broad range of interests and communities living and working in Cherwell.

The LSP has continued its programme of community engagement events, such as Connecting Our Communities and the Disability and Faith Forums and work to encourage high levels of participation through better communication of all of its consultative forums.



Brighter Futures in Banbury (BFiB)

The BFiB programme aims to tackle disadvantage and deprivation in Banbury through multi-agency working; during 2013/14 the following achievements have been made:

- Increased number of families attending children's centres

Time for Me group at East Street offers respite support for families in crisis and/or children who have specific needs. The Spirals group at the Sunshine Centre is a group for linguistically vulnerable children who may struggle with confidence in a larger group. Britannia Road has a new partnership with Adult Learning which has developed the Learning Matters course supporting parents in understanding how children learn and develop.

- Reducing NEETS (the number of young people not in employment, education or training).

A full programme of activities to support young people into education, employment or training including specialist support, drop-ins and an apprenticeships scheme, resulting in the reduction of the numbers of NEETS. In December 2013 the NEET figure had reduced to 4.7% exceeding the target of 6.5%

- Job Clubs

The successful delivery of job clubs and targeted work to help people return to work has resulted in the number of Job Seekers Allowance claimants returning to 1.0% (878) in February 2014 - a level last seen in early 2008.

- Build a safer more connected community where residents feel socially included. During the year a number of partnership events have taken place that aim to promote social inclusion and build strong communities. This year the CDC 'Connecting Communities' programme was shortlisted for a national award. Events have included: Coming of Age, BBQ in Peoples Park, Play Day, BYHP Big Day Out, Sport Health & Wellbeing and Creative Bicester.

Economic Development

The Council supports a variety of economic development partnerships including work across the region with the Oxfordshire and South Midlands Local Enterprise Partnerships and UK Trade and Investment. The Cherwell M40 Investment Partnership continues to offer a comprehensive support service.

We have supported the Oxon Green Business Network in Bicester to develop awareness of opportunities for energy efficiency and environmental technologies amongst local enterprises.

Worked with parish / town councils and business groups in the three urban centres to agree specific actions to maximise the £100,000 granted by Government to promote economic prosperity through town centre initiatives.

- Kidlington - environmental enhancement completed March 2014
- Banbury – signage and co-ordination programme commissioned in March 2014
- Bicester – marketing support for local businesses

Bakels world class food preparation training centre was opened in February 2014

Managing our Resources

As a result of the comprehensive spending review in 2010, the Council's formula grant has been reducing year on year. The reduction in formula grant for 2014/15 is 13.7%

Cherwell District Council has a strong track record of delivering significant efficiency savings and over the last seven years we have reduced our revenue budget by 39%. The Council's net budget was £23.5m in 2007/08 and is now £14.4m in 2014/15.

For 2013/14 our financial performance has been maintained in terms of both capital and revenue, provisional outturns are within set tolerance targets. Our performance demonstrates our ability to respond positively and actively to changing economic circumstances and deliver sizeable capital programmes and effective financial management. Our provisional financial outturns for 2013/14 show that variances within the revenue budget are within the Council's stated tolerances of 2%. For capital our provisional outturn is also with stated tolerances of +2% / -5%.

Our strong financial position is underpinned by effective stewardship of our resources, including:

- Meeting our sickness absence targets with a low annual average sickness absence rate of 4.42 days per full time employee in 2013/14 compared to an average of 7.2 days in the private sector and 8.7 days in the public sector.
- Society of IT Managers (SOCITM) rated the website 3 stars and we shall continue to develop our website and increase the number of our services that can be booked, paid for or ordered online, helping to improve our back office efficiency.
- Collecting 98.3% of council tax and 99.3% of business rates despite the challenging times facing residents and businesses.
- Over 98% of our invoices are paid within 30 days.

Our effective financial management has ensured we have balanced our budget and delivered a council tax freeze for the 2014/15 year.

More details about our budget can be found on the finance pages of our website.

www.cherwell.gov.uk

Procurement

The Joint Procurement Team has been in place since July 2012 and has built on the excellent year on year cashable savings previously achieved, which have outweighed their costs and provided added value across the entire expenditure programme.

The team were nominated by the Government Opportunities (GO) Excellence in Public Procurement Awards 2013/14 in the category of Collaborative Procurement and were selected as finalists.

Joint Working with South Northamptonshire Council



Back in 2011/12 the Council entered into a partnership with our neighbouring authority South Northamptonshire Council. It is a relationship that continues to build and together we now take immense pride in the knowledge that we have been recognised by DCLG as being exemplars in innovation, and representing the future direction of the way in which local government services are delivered.

Our two Councils have worked together to identify opportunities for joint working and sharing services and this has enabled efficiencies and savings to be made, as illustrated below:

	CDC	SNC	COMBINED
	Actual	Actual	Actual
Joint Working and Transformation Savings (to end 13/14)			
Business Cases	£	£	£
Joint Management Team	806,000	397,000	1,203,000
Building Control - Joint Working	132,000	67,000	199,000
Democratic Services and Elections	7,286	5,386	12,672
Finance and Procurement	75,000	75,000	150,000
Corporate Performance	19,250	15,750	35,000
ICT Phase 1	247,000	394,500	641,500
Human Resources	98,000	-4,000	94,000
Total Shared Services	1,384,536	950,636	2,335,172
Other Collaboration			
Fraud support to SNC	22,800	5,000	27,800
Health and Safety to SNC	23,950	20,000	43,950
Monitoring Officer Support to SDC**	16,000	16,000	32,000
HR Support to SDC **	-	12,000	12,000
Total	62,750	53,000	115,750
Procurement	630,400	194,000	824,400
Combined Benefit	2,077,686	1,197,636	3,275,322

** one off savings through the provision of interim support and not year on year savings

In the early part of 2014 the two authorities implemented a shared Environmental Service which will realise approx. £200,000 savings in 2014/15 (both capital and revenue – through a mix of procurement, reduction in vehicles, agency staff and some posts, plus savings in leasing arrangements).

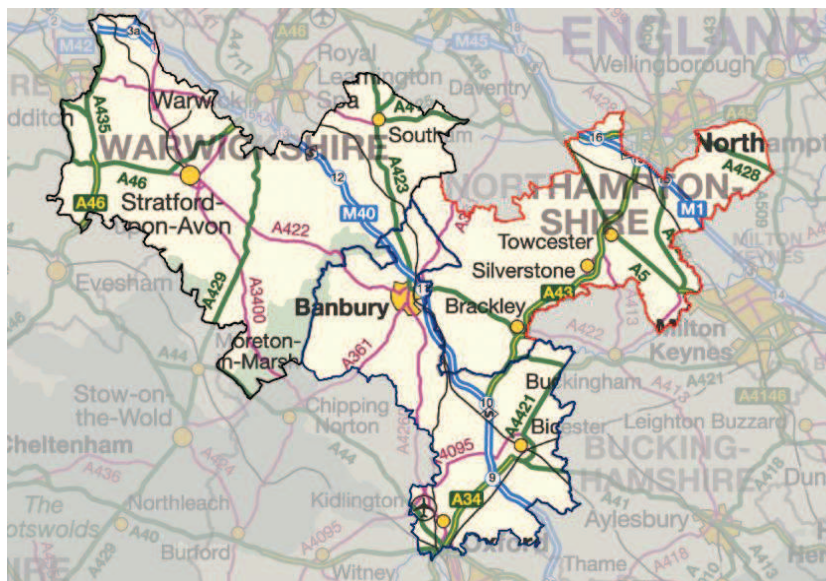
Transformation Challenge Award

During 2013 the three Councils of Cherwell District, South Northamptonshire and Stratford on Avon successfully bid for £367,000 to support our collective on-going commitment to leading the way in which future local government services can be delivered.

Through this financial award we have been able to establish a three way transformation team who will facilitate a major review of all our services to identify, and where the business case is proven, implement new ways of working.

Our first three way shared service, ICT (Information and Communication Technology) and harmonisation programme has recently been supported by the three Council's, and goes live early in 2014/15. Proposals for a three way shared legal service business case are well advanced and will be considered by each of the three Council's imminently.

Once again this illustrates the extent to which the three Councils are pushing boundaries in the delivery of our services. We are actively demonstrating that local government services can be successfully delivered across three sovereign Council's, in three different counties; proving that geographical boundaries are not a barrier to innovation, efficiency and excellence.



Cherwell District Council

South Northamptonshire Council

Stratford on Avon District Council

Looking forward

Our focus on service delivery, innovation and performance in 2014/15 remains strong.

Our Business Plan 2014/15 sets out a detailed overview of our priorities and we will report progress on a quarterly basis. For the coming year we have also made a series of performance pledges. We believe these are some of the key services and projects that local people care about and our aim is to put these right at the heart of what we do.

For the coming year our performance pledges are:

A District of Opportunity

- ➔ Make progress on site for the initial housing development at North West Bicester – exemplar site
- ➔ Delivery in North West Bicester of the Eco Bicester Business Centre.
- ➔ Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure

Safe, Green and Clean

- ➔ Maintain a household recycling rate above 57%
- ➔ Improve local residents' satisfaction with street and environmental cleanliness continuing our successful programme of neighbourhood litter blitzes.
- ➔ Maintain the Council's five year commitment to reduce our carbon footprint by further improving the energy efficiency of our buildings and vehicles.

Thriving Communities

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

Sound Budgets and Customer Focused




- Deliver the savings target of £500,000
- Continue to improve our website, and implement additional online services for customers
- Extend the Joint Working Programme to include new methods of service delivery and more services delivered in partnership

Getting in touch

Throughout the year the Council provides opportunities for local people to have their say. Whether this be through customer satisfaction surveys, budget consultation, consultation on new projects and services, talking to local business organisations or feedback via our link-points or web site we are keen to listen to what people like and what needs to be improved. Our consultations are published on our one-stop consultation portal which can be found at:

<http://consult.cherwell.gov.uk/portal/>

However, if you would like to provide feedback about any other matter you can do so using the contact details below.

<p>Click</p> 	<p>Consultation inbox: consultation@cherwell-dc.gov.uk</p> <p>To find and email your ward councillor: http://modgov.cherwell.gov.uk/mgFindCouncillor.aspx</p>
<p>Call</p> 	<p>The Performance and Insight team: 01295 221575 Customer Services: 01295 227001</p>
<p>Write</p> 	<p>The Performance and Insight Team Bodicote House Bodicote Banbury Oxfordshire, OX15 4AA</p>

For general enquiries our contact details are via the web site www.cherwell.gov.uk or the customer service team 01295 227001.

Alternative formats

This document is available in alternative formats and languages, please contact 01295 227001:

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać. 01295 227001

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ। 01295 227001

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。01295 227001

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔
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Cherwell District Council Business Plan : 2013/2014
Corporate Pledges - Quarter 4 / Year End

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
A District of Opportunity					
CBP1 1.2	Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training	G	G	⇒	Cherwell District Council employed a third cohort of apprentices during 2013. The apprentices completed their 12 month contract having passed their NVQ2 tests and completed coursework whilst gaining valuable skills and experience to become work ready. The contracts have been extended until summer 2014 to reflect the academic year. An apprentice open event was held in 6 March 2014 at North Oxon Academy to provide convenient access to information about apprentice opportunities for young people and their families. Continued sponsorship and leadership of the North Oxfordshire Young Enterprise Award scheme arranging events to engage school pupils with employers to encourage entrepreneurialism.
CBP1 2.2	Deliver 150 affordable homes in the district and support opportunities for self build and developing self build skills	G Actual 21 Target 21	G* Actual 79 Target 59	↑	Overall the Council has managed to enable the delivery of its affordable homes target working with developers, registered providers and other partners in the District. There has been a variety of opportunities created which has seen both housing for those who require affordable rented and also those households who want to, and are able to, get onto the housing ladder. It is crucial for Cherwell District to be able to have a housing offer which can meet the need in the area and sustain the growth and investment needed to make the District continue to grow and prosper. A total of 193 affordable homes were delivered against target of 150 : 110 affordable rent; 24 shared ownership; 59 help to buy.
Page 89 CBP1 2.2		G* YTD Actual 114 Target 87	G* Full Year Actual 193 Target 150	↑	
CBP1 2.2a	Support opportunities for self build & developing self build skills	G	G	⇒	The Build Programme is supporting prospective purchasers to carry out the work on their individual homes. Purchasers in Newton Close, Bicester recently completed a 10 week skills training course which proved very successful and further courses are planned for the coming year. This training programmes is also extended to assist people who are taking on new affordable rented housing apartments in Banbury and Bicester.
CBP1 3.1	Complete the Local Plan as the foundation for economic growth in the district	G	G	⇒	Over the course of 13/14 clear and significant progress was made in preparing the new Local Plan. In April and May 2013, the Council consulted on Proposed Changes and in October the Draft Submission Local Plan was approved by the Executive and Council. On 31 January 2014 the Plan was formally submitted to the Secretary of State for Communities and Local Government for public Examination. The Examination is currently in progress. A Pre-Hearing Meeting was held in March and formal Hearings commence on 3 June 2014.
CBP1 4.6	Continue to strengthen leisure & retail facilities in Bicester and Banbury Town Centres	G	G	⇒	Pioneer Square in Bicester was officially opened for business in July 2013 and included a new Sainsbury's supermarket and a Vue cinema. The Community Building is due to commence work in summer 2014 and as well as including the library facility there will also be a hotel provider.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
A Cleaner, Greener District					
CBP2 1.1	Maintain a household recycling rate of above 57%	G Actual 57% Target 57%	A Actual 55% Target 57%	↓	We now recycle around 55% of our waste. During December and January blue recycling and brown food/garden waste bins were sold at reduced cost to encourage more recycling (1156 blue and 327 brown bins sold). The benefits of recycling are a reduction in landfill costs, reduced carbon dioxide and an income to the council from sale of recycled content.
CBP2 2.1	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	G Satisfaction Rate: 70%	G Satisfaction Rate: 70%	⇔	Satisfaction with street and environmental cleanliness in the annual customer satisfaction survey (June 2013) increased slightly from 69% in the previous year. A successful programme of neighbourhood blitzes finished with Hardwick and Neithrop areas of Banbury during 24-28 March.
CBP2 3.1	Continue to reduce the Council's carbon footprint by further improving the energy efficiency of our buildings and vehicles	A	A	⇔	There has been a delay in the delivery and installation of the biomass boiler for Bicester Sports Centre and a delay in the implementation of the Facility Maintenance workstream to improve energy performance and reduce emissions. However the leisure centres have continued to reduce their emissions and energy consumption. The full report will be finalised in June 2014 and will be published on the website as required by central government.
Page 90	CBP2 3.3 Continue to give Cherwell residents the opportunity to take advantage of low cost insulation by working with partners to set up a "green deal provider"	A	G	↑	Green Deal Together (GDT) has been authorised as a Green Deal Provider and approved for credit by the Green Deal Finance Company. As a result the company is now able to join the 44 other Green Deal Providers who can offer Green Deal finance. GDT is aiming to go 'live' in April 2014 but will start with a first wave of customers who have already had Green Deal Advice Reports and who have expressed an interest in proceeding with Green Deal Plans. Assuming this first wave of customers goes well GDT expects to open up the service to new customers within weeks. A Green Deal Together Showcase was held to kick start our installer network. GDT now has 60 installers who are eager to start work with the company covering the whole range of Green Deal eligible improvements. Recent legislative changes mean the landlords and tenants are now able to access Green Deal Finance to improve the energy efficiency of their homes and properties. Until recently the requirements of the consumer Credit Act created a barrier to Green Deal Providers offering finance to landlords or tenants. The change comes just in time for the Green Deal Together as it prepares to launch its services to the public. The national Green Deal scheme has taken much longer than expected to become active.
CBP2 4.2	Start work on site for the initial housing development at Northwest Bicester	A	A	⇔	Work on site is expected in April 2014 and a revised timetable for the housing development will follow.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
A Safe, Healthy & Thriving District					
CBP3 1.3	Work with local police & licence holders to ensure our town centres remain safe & vibrant in the evenings	G	G	⇒	The annual customer satisfaction survey reported 59% of people felt fairly/very safe walking in town centres at night. Thames Valley Police plan to prioritise night time economy violence in 2014/15 which should favourably influence satisfaction rates.
CBP3 1.5	Continue working with partners to provide support to the most vulnerable individuals & families in the district, building on the Brighter Futures in Banbury Programme	G	G	⇒	The Brighter Futures in Banbury Programme is concentrating on tackling those individuals and families in most need across the District. Additional multi agency projects were funded in 2013/14. In November a successful partner engagement event was undertaken to instigate further activity and joint working .
CBP3 3.1	Complete the layout of the sports pitches at the South West Bicester Sports Village and finalise plans for the Pavilion	G	G	⇒	Work on the Bicester Community Building has delayed slightly the development of the pavilion plans but completion date of August 2015 is still on schedule. Playing pitches are completed and will be allowed to become established before they are brought into use in September 2015.
CBP3 4.2	Support the upgrade of sports facilities across the District using the Olympic Legacy Fund	G	G	⇒	Pitch improvements were completed at Stratfield Brake and carpet replaced on the synthetic pitch at Kidlington.
Page 91 CBP3 4.3	Support the local community & Oxford University Hospital Trust to retain and develop health services at the Horton General Hospital	A	G	⇧	Removal of emergency abdominal surgery from the Horton to Oxford on clinical safety grounds confirmed by Oxfordshire Joint Health and Overview committee. Additional measures in place and being further developed to minimise or avoid unnecessary travel to Oxford. Proposed longer term development of Horton services is based on retaining the core of existing services, increased outpatient appointments, increasing elective surgery and additional diagnostic services. Proposals are consistent with Oxfordshire Clinical Commissioning Groups five year outline commissioning strategy.
CBP3 4.4	Support the local health sector in building a new community hospital in Bicester	G	G	⇒	New community hospital under construction
An Accessible Value for Money Council					
CBP4 1.3	Secure cashable savings of at least £500,000 to help meet the medium term financial deficit & continue to identify non cashable savings in procurement	G	G	⇒	£500,000 savings secured as part of 2014/15 Budget Setting process approved by Council in February 2014.
CBP4 4.1	Improve levels of customer satisfaction focusing on our Anti-Social Behaviour (ASB), Environmental Crime & Car Parking Services	G	G	⇒	Cherwell District Council is committed to measuring residents satisfaction with our services. The next Customer Satisfaction Survey will be launched in May 2014 with results available in August . This will enable us to compare the historical results and enable managers to review outcomes of their actions and service improvements.
CBP4 4.4	Continue to improve our website, the ease of accessing our services and paying for services online	G	G	⇒	The Council website has been rated by the Society of IT Managers (SOCITM) at 3 stars which confirms a high level of accessibility and ease of use for online customers. Further improvements to the website will be made throughout the coming year.

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Cherwell District Council Business Plan : 2013/2014
A District of Opportunity - Quarter 4 / Year End

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Work with partners to tackle disadvantage in the District					
CBP1 1.1	Support vulnerable residents through focussing on homelessness prevention and housing advice at current levels of performance	G*	G	⇒	Performance levels have ben maintained. Throughout the year we have continued to deliver a prevention focussed service. This has enabled statutory homeless presentations to be kept to a minimum. The Housing Needs team dealt with over 1000 cases during the year in housing difficulty which threatened them with homelessness. Only 128 formal homeless applications were received during the year compared to 127 in 2012/13.
CBP1 1.1a	Number of households living in temporary accommodation	G* Actual 28 Target 41	G* Actual 28 Target 41	⇒	During the year numbers in temporary accommodation have remained steady and below target. The highest number in any month was April with 40 cases being accommodated. The low numbers in temporary accommodation has been supported by the increase in social housing across the district and the preventative work by the Housing Team.
CBP1 1.1b	Housing advice: repeat homelessness cases	G Actual 0 Target 1	G Actual 0 Target 1	⇒	Repeat homelessness is defined as when a Local Authority has accepted a full homeless duty and discharged this duty but then taken another application from the same household within a 2 year period which has also been accepted. Cherwell have had no cases to report of repeat homelessness using this definition.
CBP1 1.1c	Average time taken to process Housing Benefit new claims and change events (days)	G* Actual 7.65 Target 11.00	G* Actual 2.82 Target 11.00	↑	Over 18000 claims were received during Quarter 4 compared to 5766 in Quarter 3. The majority of these claims related to changes in circumstances, a quicker automated process which resulted in a very good performance of 2.82 days for the quarter. Thanks to good performance throughout the year the full year performance was 4.87 days
		G* Year to Date Actual 6.33 Target 11.00	G* Full Year Actual 4.87 Target 11.00	↑	
CBP4 3.3c	Average time taken to process new Housing Benefit Claims (days)	G Actual 16.95 Target 18.00	G* Actual 13.49 Target 18.00	↑	Performance has been maintained within target though at times Capita have found it challenging. The target for 2014/15 has been reduced to 14 days which again will prove challenging. The full year performance was an average of 16 days
		G Year to Date Actual 16.74 Target 18.00	G* Full Year Actual 16.00 Target 18.00	↑	

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP4 3.3d	Average time taken to process change in circumstances (days)	G* Actual 6.46 Target 11.00	G* Actual 2.46 Target 11.00	↑	Over 17000 claims were received during Quarter 4. Processing has been within target throughout the year. The target for 2014/15 has been relaxed to 12 days to offset the more challenging target for new claims. Full year performance was 4.17 days
		G* Year to date Actual 5.45 Target 11.00	G* Full Year Actual 4.17 Target 11.00	↑	
CBP1 1.2a	Provide Job Club Services across the District	G	G	⇒	Another 15 Job clubs were held this last quarter bringing the total of job seeker visits for the year to 1,290. In addition through the Brighter Futures in Banbury programme (Government Reward Grant Funding) job clubs were held in Quarter 4 in Banbury to ensure help was on hand every day of the working week with Careers and Opportunity Gateway clubs, Going for Gold, Neithrop Library, Banbury Youth Homelessness Project at Grimsbury and the Sunshine Centre. The Job Club team also participated in 4 special events during February 2014 to guide 130 Pioneer Regiment members as they approach redundancy. Collaboration has also been established with Bullingdon Prison to assist inmates in preparing for their release. The result of this support to people to develop skills and to find work and the growth of the economy generally has resulted in the number of Job Seekers Allowance claimants returning to 1% in February 2014 - a level last seen in 2008. However, challenges remain for people who have been unemployed for 6 months or more and the focus of support will address this in the coming year.
CBP1 1.4	Deliver the Brighter Futures in Banbury programme	G	G	⇒	Theme priorities established for the year. Additional multi agency projects funded for 2013/14. Successful November partners engagement event undertaken and Steering Group setting direction.
Balance economic development and housing growth					
CBP1 2.1	Deliver 500 new homes including through planned major housing projects.	R Actual 74 Target 140	R Actual 128 Target 150	↑	A total of 403 homes were delivered during the year and although this is below target (500), the housing market conditions are showing signs of improvement. First completions have been recorded at the Bankside site in Banbury which will contribute to improved delivery in 2014/15 in addition to continued delivery at Kingsclere, Bicester.
		R Year to Date Actual 275 Target 350	R Full Year Actual 403 Target 500	↑	
CBP1 2.3	Promote local economic growth through business advice, support, inward investment and the Local Enterprise Partnerships (LEPs)	G	G	⇒	Working with Oxfordshire Business Enterprise 88 people have been provided with business start up advice during the year. Actively contributed to the development of Local Enterprise Partnerships where the Economic Development Strategy has proved valuable. The Cherwell M40 Investment Partnership led by Cherwell District Council continues to offer a comprehensive business support service. Continue to be involved in the roll out of superfast broadband across the district which is key to the economic development of rural communities.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP1 2.3a	Contribute to creation/safeguarding of 200 jobs	G* Actual 296 Target 193	G* Actual 409 Target 200	↑	Through direct involvement from Cherwell Council and the Economic Development Team 409 jobs have been created over the year, mostly through the Bicester Town Centre development. The overall level of economic activity in employment in the District is 85% (81,500 residents are in employment or self employed) which is higher than the national and south east levels of 77.4% and 77.7% respectively.
CBP1 2.4	Facilitate on-going development of Cherwell Community Land Trust (CLT)	G	G	⇒	The main work at the moment is the legal and financial work to enable the transfer of the self built units from Cherwell District Council to Cherwell Community Land Trust.
Develop a robust and locally determined planning framework					
CBP1 3.2	Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	G	G	⇒	The Infrastructure Plan (IDP) was completed and included within the submitted Local Plan (see Appendix 8: IDP). The IDP forms the start of the Community Infrastructure Levy process which will accelerate after the Local Plan Examination in June 2014.
CBP1 3.3	Secure implementation of new policy for Developer contributions	A	A	⇒	The status of the Planning Obligations Supplementary Planning Document (SPD) (July 2011) is still in draft. It is being used for early negotiations between the Council and developers. The Local Plan which is proceeding through Examination will be used to finalise the Planning Obligations SPD.
CBP1 3.4	Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	G	G	⇒	The team continue to deliver high quality service on Heritage Management for residents, developers and other organisations across the District. Pre-app advice and specific consultation is provided for listed buildings and planning applications for conservation areas and other locations with specific heritage issues. Heritage advice is also provided on larger sites such as Upper Heyford and Bicester to support high quality development. Conservation appraisals are on target.
CBP1 3.4a	Percentage of Conservation Areas with published Management Plans	G Actual 65% Target 64.41%	G Actual 70% Target 64.41%	↑	The schedule of Conservation Area appraisals has continued: 83% with appraisal (53) 70% with Management Plan (42) During the year the following area appraisals were completed: Barford St John, Barford St Michael, Cropredy, South Newington, Steeple Aston and North Newington.
CBP1 3.4b	Prepare design guidance for major developments	A	A	⇒	Whilst advice has been given on the majority of strategic sites, it has not always been possible to provide design advice on other major sites, due to other workload commitments. Approval has been given for a junior Urban Design Post which is expected to alleviate the pressure in the coming year.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP1 3.5	Processing of major applications within 13 weeks	G* Actual 86.67% Target 50.00%	G* Actual 100.00% Target 50.00%	↑	The improvement measures introduced at the start of the year have resulted in a sustained increase in performance. Quarter 4 performance of 100% and year to date figures of 83% represents a significant improvement on historical performance.
		G* Year to Date Actual 79.17% Target 50.00%	G* Full Year Actual 83.33% Target 50.00%	↑	
CBP1 3.5a	Processing of minor applications within 8 weeks	G Actual 70.30% Target 65.00%	A Actual 62.67% Target 65.00%	↓	Measures introduced during the year have resulted in improved performance although as anticipated, the backlog in registration took some time to take effect and the performance for both Quarter 4 and the year is just below target. Work is planned in 2014/15 to review all processes with the aim of improving performance even further.
		A Year to Date Actual 60.73% Target 65.00%	A Full Year Actual 61.11% Target 65.00%	↑	
CBP1 3.5b	Processing of other applications within 8 weeks	G Actual 85.00% Target 80.00%	G Actual 83.26% Target 80.00%	↓	Good performance continues this quarter following improvement actions taken in Quarter 3. As anticipated, the backlog in registration took some time to take effect, but this improvement is expected to be maintained.
		A Year to Date Actual 78.75% Target 80.00%	A Full Year Actual 79.67% Target 80.00%	↑	
CBP1 3.5c	Planning appeals allowed against refusal decision	R Actual 40.00% Target 30.00%	R Actual 43.75% Target 30.00%	↓	The performance measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. There remains no evidence of poor performance and this continues to be carefully monitored and results of each appeal case are reported to Committee on a regular basis. The Council has faced disappointing appeal decisions in respect of proposals for major developments. The absence of a demonstrated five year housing land supply has been given significant weight by inspectors in allowing the appeals, outweighing the harm identified. If these decisions were removed from the figures the number of appeals dismissed would be close to target.
		R Year to Date Actual 45.16% Target 30.00%	R Full Year Actual 44.68% Target 30.00%	↑	
CBP1 3.5d	Supply of ready to develop housing sites Annual Return	Annual return	G 100%	⇒	The 2013 Annual Monitoring Report published in January 2014 showed that the district had a 4.7 year supply of deliverable sites for 2013-18 (i.e. less than 100%) and 4.9 years supply for 2014-18, the latter period commencing on 1/4/2014. In March 2014 new permitted supply in effect returned the district to a five year land supply position. This position will be regularly monitored as we move to adopting a Local Plan.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP1 3.5f	% houses developed on previously developed land	G* Actual 45.95% Target 25.00%	G* Actual 49.22% Target 25.00%	↑	63 of the 128 completions in Quarter 4 were on previously developed land. A total of 166 houses were developed on previously developed land from 403 completions during the year (41.19%)
		G* Year to Date Actual 37.45% Target 25.00%	G* Full Year Actual 41.19% Target 25.00%	↑	
Work to improve the quality and vibrancy of our town centres and urban areas					
CBP1 4.1a	Progress Bicester Town Centre commercial development : Bicester Community Building Plans	G	G	⇒	Travelodge, Oxfordshire County Council and a local Solicitors have confirmed they wish to participate in the scheme, The additional capital funding for this has been agreed and the design has been submitted for Planning with a decision expected in May 2014. A public exhibition explaining the project was held and was well supported with a very favourable response. The findings form part of the planning submission. All being well the works may begin in June 2014 and the completion will be in the Summer of 2015.
CBP1 4.2	Complete a Masterplan for Bicester	G	G	⇒	Work has commenced to complete the Masterplan for Bicester. As the Masterplan needs to conform with the Cherwell Local Plan, it can only be adopted once the Local Plan is finalised.
CBP1 4.3	Make progress on the Canal Side Regeneration, Spiceball & the redevelopment of the Bolton Road area in Banbury	G	G	⇒	Proposals are being taken for the Planning System for Spiceball and development proposals in preparation for the Bolton Road area. A redrafted Supplementary Planning Document for Canal side is nearing completion which secures a better balance between existing employment uses and new housing.

Cherwell District Council Business Plan : 2013/2014
A Cleaner, Greener District - Quarter 4 / Year End

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district					
CBP2 1.2	Reduce the amount of waste sent to landfill	A Actual 6,400 Target 5,900	R Actual 6,700 Target 5,900	↓	Full year 26,026 tonnes were sent to landfill against target of 23,600 - this was impacted significantly due to change in regulations whereby we are now unable to recycle street sweepings.
		A Year to Date Actual 19,326 Target 17,700	R Full Year Actual 26,026 Target 23,600	↓	
CBP2 1.3	Maintain the current high levels of customer satisfaction with our recycling & waste collection services (83% in 2013/14)	G	G	⇒	Customer Satisfaction survey reported an improvement of 3% on 2012/13. The Survey will be undertaken again in May 2014.
Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe					
CBP2 2.2	Work with local communities to continue programme of neighbourhood litter blitzes	G	G	⇒	The successful programme of neighbourhood blitzes was completed in March with Hardwick and Neithrop areas of Banbury.
CBP2 2.3	Number of flytips	G Actual 109 Target 109	R Actual 136 Target 130	↓	Flytipping levels are broadly unchanged from last year and there are a number of pending prosecutions to be completed. Variance to target of 59 full year - however fly tips are still at a relatively low level.
		A Year to Date Actual 333 Target 310	R Full Year Actual 469 Target 410	↓	
Work to reduce our impact on the natural environment, limit use of natural resources and support others in the district to do the same					
CBP2 3.2	Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills	G	G	⇒	Overall good performance in the year. Assisted in setting up a Sustainable Community Group for Banbury. The governance structure and further financial support for Heat Network Feasibility Study (energy from waste at Ardley) secured. Energy monitors and thermal imaging camera loan scheme has been well received. Community solar scheme presented to I Lab and schools solar scheme supported with the majority of the 29 schools signing up from Cherwell District.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Work with partners to support development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, work & spend their leisure time in sustainable ways					
CBP2 4.1	Work with partners to progress the delivery of the Masterplan for Bicester	G	G	⇒	The Masterplan was provided to Cherwell District Council ahead of schedule. All supporting information will be completed and provided by the end of May 2014.
CBP2 4.3	Ensure opportunities for local people to participate in the Eco-Bicester programme	G	G	⇒	The Eco Bicester Strategic Delivery Board continues to meet quarterly with the next meeting scheduled to take place in April. The Eco Bicester website continues to be updated and use of social media developed including Twitter and Facebook. Finally the Masterplan vision submission documents will be an opportunity for further development of the local community. Consultation is expected in June 2014 when the submission is complete.

**Cherwell District Council Business Plan : 2013/2014
A Safe, Healthy & Thriving District - Quarter 4 / Year End**

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Work with partners to support the development of safe and thriving local communities and neighbourhoods					
CBP3 1.1	Continue to provide wide range of recreational activities/opportunities for young people across district	G	G	⇒	Worked in partnership with the Early Intervention Hubs to deliver open access opportunities for young people in Banbury, Bicester and Kidlington. Rural Youth Hub established with 25 young people attending weekly. New web pages created for the Youth Website to make access and engagement with young people much stronger. Sport England funding secured in partnership with Sanctuary Housing to develop opportunities for young people in the Brighter Futures wards at £15,000 per year over 5 years.
CBP3 1.2	Work with partners to maintain already low levels of crime in the district and ensure people feel safe in their communities and town centres	G	G	⇒	All crime is down on last year. The customer satisfaction survey reported some gains in feeling safe overall. Burglary has failed to meet its targets but this is as a result of cross border offending, coupled with 10% reductions over previous years creating a possible unrealistic expectation in the year's target.
CBP3 1.2a	Reduce all crime incidents reported by 1% (per 1000 Pop)	G Actual 12.53 Target 13.27	G Actual 12.12 Target 13.26	↑	All Crime is down against last year and the district performs well against others in the family group. Quarter 4 recorded 1731 crimes (12.12per 1000 population), 53 (0.58per 1000 population) less than the same period last year, March recorded the second highest number of crimes recorded this year.
		G Year to Date Actual: 38.99 Target: 39.79	G Full Year Actual: 51.13 Target: 53.05	⇒	Cherwell recorded 7303 crimes (51.13per 1000 population) this year, 385 offences (3.62per 1000 population) less than last year and exceeding the target of reducing by 1%.
CBP3 1.2c	Reduce domestic burglary incidents reported by 2% (per 1000 Pop.)	R Actual: 0.50 Target: 0.30	A Actual: 0.38 Target: 0.31	↑	Burglaries in February exceeded the target and further offending in March resulted in the annual target not being met. As the new 2014/15 targets are based on a reduction against 2013/14 performance, this may give us a more realistic chance of achieving target moving forward.
		R Year to Date Actual 1.34 Target 1.00	R Full Year Actual 1.63 Target 1.21	↓	The Council works closely in partnership with Thames Valley Police which includes burglary action plans and police forums. Cherwell District Council provides a physical patrol presence, mainly through wardens although the key focus is on prevention. A jointly funded post provides crime prevention advice/literature at roadshows as well as support to victims of burglary, including literature, and due to restricted funding, a limited number of locks, chains, door cameras and locking letterboxes. Other partners, such as Youth offending and probation, assist through their professional day to day activities. Partners sharing information through attendance at Joint Agency Tasking and Co-ordinating group (JATAC) is probably the most effective partnership response of all, providing a united front.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP3 1.2d	Number of anti-social behaviour incidents involving high and medium risk victims	G Actual: 3 Target: 7	G Actual: 7 Target: 7	⇒	Numbers of high risk rated cases remain low. This is due in part to early intervention work whereby cases at risk of escalating are identified at an early stage. If a high risk rated case is identified then the early work in dealing with the case is victim driven in an effort to reduce the risk factors. Numbers for medium risk rated cases are also relatively low. Good full year performance of 24 against target 28
		G Year to Date Actual 17 Target 21	G Year End Actual 24 Target 28	⇒	
CBP3 1.2e	Reduce chronic Anti-Social Behaviour (ASB) cases	G	G	⇒	Steady progress has been made in resolving ASB cases that fall within the persistent and resistant classification. Early intervention work by the team and Police has had a preventative effect with fewer cases coming to the fore.
CBP3 1.2f	% nuisance cases responded to within the prescribed period (a maximum of 48 hours)	G Actual: 100% Target: 96%	G Actual: 100% Target: 96%	⇒	Performance in respect of response to service requests has been on target throughout the year.
CBP3 1.2g	% nuisance cases resolved within 8 weeks	G Actual: 100% Target: 96.00%	G Actual 98.36% Target: 96.00%	⇩	Performance across the year has been on target. 1047 cases were received during the year of which 1014 were resolved within the 8 week timescale
		G Year to Date Actual: 96.52% Target: 96.00%	G Full Year Actual 96.85% Target 96.00%	⇩	
CBP3 1.2h	Metal theft incidents	G	G	⇒	The introduction of the Scrap Metal Dealers Act 2013 was delivered on time. We now have 3 sites licensed with the council and a total of 19 mobile collectors. Enforcement activity following the introduction of the Act has taken the form of joint activities with Thames Valley Police (TVP) and our own independent patrol activities. During Quarter 4, 4 unauthorised scrap metal collectors have had their vehicles seized during enforcement operations and all licensed sites have received their first regulatory visit. The closure of TVP's Operation Precious at the end of March will result in an enhanced role for officers in providing support and advice to Police colleagues. Press activity has been undertaken to make residents aware of their responsibilities when disposing of bulky metal household waste.
CBP3 1.3a	% of residents when asked feel safe being home alone after dark	G	G	⇒	The customer satisfaction survey (June 2013) reported a 93% satisfaction rate slightly down on last year but within the statistical variable range.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP3 1.3b	% of residents when asked feel safe walking alone in town centres after dark	G	G	⇒	The customer satisfaction survey reported the same score as last year at 59%. The new survey is due to be undertaken in May 2014.
CBP3 1.4	Work with partners/businesses, support public health, safety & environment protection	G	G	⇒	The service continues to provide high quality advice to start up and established businesses in the district. There are now two formal primary authority partnerships with Sainsburys and the Nationwide Caterers Association (NCASS) and a potential third. The Team provides assured advice to the businesses which is recognised by all other local authorities. Costs of providing the advice are recovered from the businesses.
CBP3 1.4a	Number of risk based food premises inspections completed	A Actual 164 Target 174	G Actual: 169 Target: 163	↑	This is a cumulative measure and by continuous performance monitoring have exceeded target for the year.
		G Year to Date Actual 458 Target 436	G Full Year Actual 627 Target 599	↑	
CBP3 1.6	Number of covert surveillance exercises that have been applied for	G	G	⇒	There have been none required throughout the year
Support the local community, voluntary and not for profit sectors to play an active role in the district					
CBP3 2.1	Work with local voluntary sector to provide advisory services for the local community	G	G	⇒	Cherwell District Council has worked with the Citizens Advice Bureau to provide advisory services for all residents including debt and employment to housing and finances.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP3 2.2	Support volunteering across the district	G	G	⇒	Volunteer Connect contract is delivering a broad spectrum of volunteer opportunities with a particular focus on volunteering as a route into paid employment. The focus in the second half of the year has been to broaden spread across the district including Kidlington and rural areas. Voluntary Organisations Forum was held in July 2013 jointly with the Local Strategic Partnership (LSP) Reference Group which was well attended. Assisted new Community Association to set up at Kingsmere in SW Bicester.
Provide the best possible access to good quality recreation and leisure opportunities in the district					
CBP3 3.2	Maintain current levels high level of visits / usage to district leisure centres following the successful 2012 Olympic & Paralympics	A Actual: 271,514 Target: 276,579	G* Actual 367,639 Target 310,304	↑	Year end throughput figures are up on 2012/13 despite the Bicester Leisure Centre (BLC) play n teach pool closure. Good promotional work has been undertaken by Parkwood to address any "dips" in participation throughout the year to help achieve this. Overall in a challenging economic period the leisure centres continue to provide residents with good opportunities for recreational activities and healthy lifestyles.
		A Year to Date Actual: 844,239 Target: 894,888	G* Full Year Actual 1,211,878 Target 1,205,192	↑	
CBP3 3.2a	Maintain current levels of visits/usage to Woodgreen Leisure Centre, North Oxfordshire Academy and Cooper School	G Actual: 41,766 Target: 39,405	G* Actual 43,953 Target 35,419	↑	Year end figures have exceeded the target with increases seen at all three facilities. Woodgreen is attributed to improved dry side facilities and pool usage during the summer. North Oxfordshire Academy and Cooper School increase was due to fewer frozen astro turf pitch cancellations and increased club and community use.
		G* Year to Date Actual 117,370 Target 97,068	G* Full Year Actual 161,323 Target 132,487	↑	
CBP3 3.3	Establish an Independent Trust to secure the long term future of Banbury Museum and maintain access for the community	G	G	⇒	Banbury Museum successfully transferred to a CIO (Charitable Incorporate Organisation) on 01/11/13. Cherwell District Council continues to be the principle funder but funding opportunities to expand the range and improve the quality and depth of their programme is now accessible. The museum has been successful in attracting several grants since independence. In the long term the transfer will provide savings to the council but these will not be realised in the short term while the operation settles in.
Support improvement of local health facilities, services and standards across the district					
CBP3 4.1	Work to promote active & independent lifestyles amongst older people	G	G	⇒	Health Walks have been established across the District as part of the promotion of active and healthy lifestyles amongst the older population.
CBP3 4.1a	Work with partners to deliver 40 active lifestyle sessions monthly for older people	G	G	⇒	The Service Level Agreement with Age UK Oxfordshire has enabled 46 sessions to be delivered each month.

Cherwell District Council Business Plan : 2013/2014
An Accessible, Value for Money Council - Quarter 4 / Year End

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services					
CBP4 1.1	Continue to implement and embed an effective approach to address the financial impact of Government welfare reform	G	G	⇒	Welfare Reform Project group continues to progress a number of work streams which are addressing the on-going impact of the government's welfare reforms and identifying where financial issues are arising. Additional work streams are being developed to reflect the prevention agenda.
CBP4 1.2	Continue to plan for the implications of the Local Government Resources Review specifically the changes to localisation of business rates and council tax benefit	G	G	⇒	Local Government Resources Review (LGRR) is now fully implemented and is being incorporated into normal financial and budgetary monitoring processes.
CBP4 1.5	Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery including making more effective use of technology	G	G	⇒	Planning for 2014/15 is now complete with revised Medium Term financial Strategy (MTFS) produced, this will be developed over the next five year period.
CBP4 1.6	Percentage variance on Revenue budget expenditure against profile (+2% / -5%)	n/a	G	⇒	The year end outturn position is being prepared by Finance. The draft position will be presented to Joint Management Team on 21 May and will then go to Executive for formal sign off in June. Based on budget monitoring to date this will be with budget tolerances.
CBP4 1.7	Percentage variance on Capital budget expenditure against profile (+2% / -5%)	n/a	G	⇒	The year end outturn position is being prepared by Finance. The draft position will be presented to Joint Management Team on 21 May and will then go to Executive for formal sign off in June. Based on budget monitoring to date this will be with budget tolerances.
HR001	Sickness absence (Cumulative) Average days sickness absence per FTE	G	G Full Year Actual 4.42	↑	Good performance and below National Standard for the public sector. Significant improvement over 2012/13 outturn of 6.16 days per full time equivalent (FTE)
Work with partners to reduce Council costs					
CBP4 2.1	Continue to implement and embed shared back office systems & services to secure efficiencies	A	G	↑	Work in progress. Now being considered against the transformation programme and 3 way working with new projects being developed in 2014/15.
CBP4 2.2	Continue to develop and embed the shared ICT service specifically in relation to phase two of the programme (system standardisation and harmonisation)	G	G	⇒	The newly formed Transformation group/team has reviewed the shared ICT business case for 3 way working including Stratford on Avon and consultation with staff has now been completed. This will be implemented during 2014

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP4 2.3	Explore further opportunities with partners to share or provide services, reducing costs and maximising income	A	G	↑	On-going work with partners being undertaken supported by award of transformation funding to support 3 way working with Stratford on Avon.
Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance					
CBP4 3.1	Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity	G	G	⇒	The Cherwell Business Plan and five year strategy have been published both on the intranet and on the website. The annual report will also be published along with financial information.
CBP4 3.2	Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	G	G	⇒	All consultations were published online and residents were able to take part and have their say using our online consultation portal. This proved to be popular with residents and council services. Additionally we sought residents face to face views during engagement events (Cherwell Disability Forum, Faith Forum, Connecting Communities events) where consultations were undertaken with no additional cost to the council. Our Citizens Panel is another means of consulting residents on issues and priorities e.g. the Annual Customer Satisfaction Survey and the Energy and Environment survey.
CBP4 3.3a	% Council Tax collected (cumulative)	A Actual 86.40% Target 87.00%	G Actual 98.30% Target 98.25%	↑	Good performance throughout the year and slightly above target.
CBP4 3.3b	% NNDR collected (cumulative)	G Actual: 87.5% Target: 87.5%	G Actual 99.30% Target 98.50%	↑	Best ever collection rate for Business Rates
CBP4 3.3h	Invoices paid within 30 days	A Actual 96.13% Target 98.00%	A Actual 97.94% Target 98.00%	↑	This measure has improved and we are back on target. Purchase orders are now being raised and the majority are not being raised retrospectively hence being back on track with the target. 9194 invoices were received during the year of which 8904 were paid within 30 days
		A Year to Date Actual 96.48% Target 98.00%	A Full Year Actual 96.84% Target: 98%	↑	
CBP4 3.3g	Deliver a council tax increase in 2014/15 which is below inflation	G	G	⇒	The Council Tax was set in February 2014 for 2014/15 at 0% increase for the District Council - this is the 5th year in succession. We have achieved this by continuing to proactively embrace the challenges of reduced government funding by using innovative thinking, technology, joint working and ensuring services offer value for money. We have continued to cut overheads while improving and protecting the services you tell us matter most.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
CBP4 3.3I	Car parking revenue (Cash machines & Ringgo)	R Actual £366,490 Target £429,330	R Actual £321,850 Target £417,039	↓	The budget was not adjusted to take into account the impact of free parking with the new Sainsbury's store in Bicester. The Bicester tariffs have also remained at the reduced rate, originally implemented for the duration of the towns redevelopment.
		A Year to Date Actual £1,134,814 Target £1,203,963	R Year End Actual £1,456,664 Target £1,621,003	↓	
Work to ensure we provide good customer service through the delivery of high quality and accessible services					
CBP4 4.2	Improve levels of satisfaction with and access to information provided by the Council	G	G	⇒	Social media continues to grow both in terms of reach and engagement. At the end of Quarter 4 Facebook had 3363 'likes' and Twitter 4357 'followers'. All proactive releases and statements are now communicated to a variety of audiences using all channels. Evaluation of our media activity is monitored on a regular basis and reported on a weekly basis.
CBP4 4.5	Reduce costs by increasing customer use of online services rather than accessing services at Council offices	G	G	⇒	The functional specification has been signed off by the project team and the technical specification reviewed by ICT. The Pre Qualification Questionnaire (PQQ) is issued via Official Journal of the European Union (OJEU) and the process will run through until 09/05/2014. Following this the competitive dialogue tendering exercise will run until 01/09/2014 with the winning bidder appointed on 17/9/2014 following approval by the Procurement Steering Group and JMT. The project brief is scheduled for sponsor consideration at the beginning of April ahead of a full board kick off later that month. At that point the precise structure of the project in terms of stages and /or workstreams will be agreed. The recommendations from the initial service review will be presented to JMT in mid April for agreement on prioritisation of services to be implemented.
CBP4 4.6	Embed programme management, ensuring we have the right projects, properly resourced	G	G	⇒	Programme Boards have met all year , have suggested additions and changes to the content of reports and become more engaged in the process. A schedule of meetings is in place for 2014 /15.

**Cherwell District Council : 2013/2014
Equalities - Quarter 4 / Year End**

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Theme 1 : Fair Access and Customer Satisfaction					
CEQ1.1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇒	<p>Faith Forum held in Banbury during March 2014. Presentation from NHS Services, discussion good but quite low attendance. Main discussion was increase of support from NHS leaders to Faith Leaders when supporting community with mental health problems as Faith Leaders are a trusted point of contact rather than the NHS.</p> <p>Faith Steering Group met and agreed Community Faith Loans to commence during 2014/2015. Application Form agreed. Provisional launch date for loans June 2014 with results confirmed by August 2014.</p> <p>Equality Panel not met and review of panel currently underway.</p> <p>Consultation Wall was present at Creative Bicester Connecting Communities event and was in relation to the public's views on Bicester. Arts Department also used the wall to gain contacts regarding signing up for further arts activities within Bicester.</p>
CEQ1.2	Monitor specific objectives related to older people held within the Rec & Health Plan Implementation and roll out of specific Older People's Strategies	G	G	⇒	Directory and newsletters distributed this year. Local forums have been held in Banbury, Bicester and Kidlington.
CEQ1.3	To review the delivery of our Services	G	G	⇒	2 x Discrimination complaints received during Q4, both non valid. In total the Council received 5 complaints in relation to discrimination and were all found to be not upheld.
Theme 2 : Tackling Inequality and Deprivation					
CEQ2.1	Continue to break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	⇒	The Brighter Futures in Banbury Programme is concentrating on tackling those individuals and families in most need across the District. Additional multi agency projects funded for 2013/14. successful November partners engagement event undertaken to instigate further activity and joint working.

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Theme 3 : Building Strong and Cohesive Communities					
CEQ3.3	Continue to increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	⇒	<p>The re organisation of responsibilities within the Recreation and Health team has seen older peoples services joining Arts development. This has enabled the establishment of pilot programmes with older people to tackle loneliness and isolation.</p> <p>The Community Safety Partnership has completed 80% of the actions in the plan for 13-14. Further actions will need to be added to cover Child Sexual Exploitation and Human Trafficking.</p> <p>The Street Wardens have now moved to White Lion Walk and are engaging with Age UK. Activators are delivering 30 sessions a month with about 7000 young people attending over the year. Wardens are continuing to liaise with police and activators to attend youth hot spots.</p> <p>Due to competing priorities, delivery of the rural strategy is no longer proactively pursued or monitored. However, several work streams of the Countryside & Communities section do still contribute to aims identified in the strategy. Support for Community led plans, village shops & village halls are maintained through our partnership with the Oxfordshire Rural Community Council.</p>
CEQ3.1	Improve opportunities for different groups within communities to work together and build strong community relations	G	G	⇒	<p>Creative Bicester' Connecting Communities event took place during Q4. Very successful town event with mixed age groups attending.</p>
CEQ3.2	Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.	G	G	⇒	<p>Thames Valley Police Independent Advisory Group meetings assist in promoting Cherwell District Council's (CDC) events and consultations. These groups include the African, Polish and Gypsy and Traveller communities. CDC representative provides regular updates around the consultation plan of events, including connecting communities events, inviting Members to attend any feedback they may have. Attendance from CDC at future meetings of this group will continue.</p>

Ref	Objective/Measure Definition	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Theme 4 : Positive Engagement and Understanding					
CEQ4.1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇒	Cherwell youth Website has been improved with easier search options. Youth Parliament representatives have received additional support to ensure their active input at a county level.
CEQ4.2	Explore and establish links with minority representation/community groups to help	G	G	⇒	Stop Hate UK Steering Group Meeting postponed during Q4 due to membership attendance. This will be rearranged for Q1. Planning for Stop Hate UK training event at Banbury HUB has taken place and will be completed during Q1. Topaz (Oxfordshire County Council Youth Lesbian, Gay, Bisexual and Transgender Support Group) continues to be included in all community and engagement consultations. Partners with the Ministry of Defence (MoD) have been invited to engage and attend all community consultations and engagement activities during Q4. The HMP Bullingdon Prison pilot finished during Q4 and was very successful. currently our contact at the prison is working through the paperwork to sign off the process for an additional 2 prisoners to start volunteering with the Bicester Street Warden team within Q1 2014/15.
CEQ4.3	Raise CDC employees and Partners' awareness of diversity within our community	G	G	⇒	Preparation to the next events Human Trafficking (8th April 2014) and Dementia Awareness. Established contacts with Salvation Army and OXCAT (Oxford Community Against Human Trafficking). Dates of the events will depends on speakers availability
Theme 5 : Demonstrating our Commitment to Equality					
CEQ5.1	Ensure CDC meets all government requirements	G	G	⇒	The Council maintains compliance against the Equality Act 2010. Q4 has seen a review of Equality Impact Assessment Rolling Plan for 2014/15 in line with equality review against individual service plans. This will be distributed to Joint Management Team along with the reviewed Corporate Equality Action Plan for final sign off
CEQ5.2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	The completion of this scorecard commences the overall review of the Equalities performance for 13/14. This overall assessment will be presented to Joint Management Team and Members during Q1 of 14/15 alongside a weakness and improvement plan.
CEQ5.3	Ensure staff and services promote and embed equality into their work	G	G	⇒	Complete. Changes within Human Resources Structure have meant that a training schedule no longer exists. All equality training will now be conducted for new starters and all employees via the e-learning module.
CEQ5.4	Maximise output from the Equality & Diversity Steering Group	G	A	⇩	Joint Steering Group did not take place during Q4 due to Members not being able to attend the meeting. Equality Actions currently being reviewed and during 2014/15 this action will undergo a complete review to see if the current format is still manageable and whether a different approach would be more effective.

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Cherwell District Council : 2013/2014 Programmes - Quarter 4 / Year End

Ref	Programme	Quarter 3 31/12/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Comments on Performance
Place Programme					
CPP01	Eco Town Bicester	G	G	⇒	Good progress is being made on the development of the masterplan for NW Bicester. Following last December's well attended public exhibition in Pioneer Square and extensive wider on-going engagement by A2Dominion, all feedback in relation to the NW Bicester Masterplan proposals has been received and considered by A2Dominion's project team. Details of the consultation feedback and key responses can be found on: www.nwbicester.co.uk Issues preventing start on site on the Exemplar at NW Bicester have been resolved and whilst some offsite pre-development work has commenced start on site will be Q1 2014/2015
CPP02	Bicester Town Centre	G	G	⇒	Pioneer Square was officially opened for business in July 2013. A full Planning Application for the Community Building was submitted to the Local Planning Authority (LPA) on the 11th March for a decision in May 2014. Discussions are continuing with the Tenants to secure terms and with the LPA to determine materials to be used in the building.
CPP03	Banbury Brighter Futures	G	G	⇒	Future Oxfordshire County Council theme leads for Theme 1 - Early Years, Community Learning and Young People's Attainment - have now been agreed and are participating fully. Due to the breadth of activities in this theme, there are three officers sharing this role covering Children Centres, Early years and Schools Intervention services. A new initiative is being developed for Job Club attendees who are over 50, and £1000 has been provided to the Sunshine Centre for supporting day trips for children who would not otherwise have the opportunity.
Transformation Programme					
CTP01	ICT Shared Services	A	A	⇒	Some good progress has been made during this reporting period. The secondment to the post of interim Head of ICT Service Delivery has helped to provide some stability and direction to the ICT team and has raised the priority of the Harmonisation project, particularly as regards the workstreams which have a direct influence on the outcome of the upcoming Public Services Network (PSN) compliance audit. The main and most significant risk, however, remains the need for temporary staff to implement the necessary PSN compliance changes for CDC and South Northants Council (SNC) in the available timeframe. Both councils now carry an risk of running unsupported systems on the majority of corporate PCs and laptops for a short time in the new year.
CTP02	Service Transformation	G	G	⇒	The three-way working group and associated business transformation team are in place and are planning a schedule of service reviews to bring forward new approaches to service delivery. A set of three projects within the transformation programme are nearing the end of scoping, and will deliver channel shift, new approaches to print and scanning, and a pilot for electronic document and records management. A formal project kick off with the project board is being planned for April. On the channel shift project, procurement of the necessary technology is about to begin.

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**Cherwell District Council Business Plan : 2013/2014
Partnerships - Quarter 4 / Year End**

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Six Monthly Comments on Performance
Sub Regional Partnerships					
CPart001	Oxfordshire Partnership Board	G	G	⇒	Largely a six monthly networking Board for a wide range of county wide organisations and focussing on change in different sectors plus relevant county issues.
CPart002	Health and Well Being Partnership Board	G	G	⇒	The Health & Well Being (H&WB) Partnership Board is a county wide structure based on an overarching Oxfordshire H&WB Board supported by three partnership boards - Health Improvement, Children and Young People and Adult Health and Social Care. The Council has representatives that sit on the Health Improvement and the Children and Young People Partnership Boards but rely on other Districts representation for the remaining boards. An Oxfordshire H&WB Strategy is in place based on the findings of the Joint Strategic Needs Assessment which has recently been updated. Each of the boards have specific responsibilities, priorities and actions which contribute to delivering the H&WB strategy. The key priorities and joint activity for Districts relate to ill health prevention, obesity and housing services which enable people to remain in their own homes for as long as possible.
CPart003	Environment and Waste Partnership	G	G	⇒	Oxfordshire Waste Partnership will formally dissolve as a formal partnership in 2014/15 but will continue on a less frequent and more informal basis. Cherwell District Council as the employing authority is going through a redundancy process with two staff members and this should conclude by July 2014
CPart004	Oxfordshire Safety Community Partnership	G	G	⇒	The county Board has continued to meet bi monthly and to set the strategic context for community safety across the county base on local priorities and the priorities of the PCC.
CPart005	Stronger Communities Alliance	G	G	⇒	Watching brief kept on Oxfordshire Stronger Communities Alliance. It doesn't seem to achieve much beyond the networking opportunities afforded by its meetings. Councillor Donaldson has been appointed as the Members' representative.
CPart006	Local Enterprise Partnerships Oxfordshire (LEP)	G	G	⇒	The draft Strategic Economic Plan was submitted to The Department for Business, Innovation & Skills (BIS) for approval and a decision is awaited
CPart007	Local Enterprise Partnerships South Midlands (SEMLEP)	G	G	⇒	

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Six Monthly Comments on Performance
Cherwell Specific Partnerships					
CPart008	Cherwell Local Strategic Partnership (LSP)	G	G	⇒	LSP Reference Group conference was held in July (jointly with Voluntary Organisations Forum). Six Board meetings have been held. Board has been refining its focus on the five key priorities that it hopes will be able to benefit most from its cross-sector partnership working approach.
CPart009	Cherwell Safer Community Partnership	G	G	⇒	The partnership continues to meet to deliver the action plan and the priorities of the Police and Crime Commissioner. The Community Safety Plan has been updated and will be updated further, after the release of the Police Commissioners plan for 2015-16
CPart010	Cherwell M40 Investment Partnership (CHIP)	G	G	⇒	The Economic Development Service has provided a day-to-day enquiry handling service for existing businesses and inward investors in partnership with public and private bodies through leading the CHIP Partnership www.cherwell-m40.co.uk Cherwell was ranked by Local Futures as the 11th out of 325 Council areas in England in terms of their attractiveness to commercial investors. This represents a very competitive position upon which to develop a campaign to enable the creation of a sufficient number of additional jobs to retain a balance with the increasing household number. Further CHIP working group meetings was held on 17 Oct 2013 & 23 Jan 2014 to ensure that the commercial property market and other professions involved with local economic growth were consulted on and involved with the development of the Local Plan and delivery of the Cherwell Economic Strategy 2011-16.
CPart011	Banbury Town Centre Partnership	G	G	⇒	The Partnership meets with input from the Economic Development Team and is currently considering improved signage for the town centre and marketing using Portas funding.
CPart012	Bicester Vision Partnership	G	G	⇒	LSP Reference Group conference was held in July (jointly with Voluntary Organisations Forum). Six Board meetings have been held. Board has been refining its focus on the five key priorities that it hopes will be able to benefit most from its cross-sector partnership working approach.
CPart013	Kidlington Village Centre Management Board	G	G	⇒	Consultancy firm appointed to produce a masterplan outlining Kidlington's strengths, weaknesses, opportunities and threats. It will provide guidance for future planning applications and developments in the area. No meetings of the Village Management Board.

Ref	Objective/Measure Definition	Quarter 2 30/09/2013	Quarter 4 Year End 31/03/2014	Direction of Travel	Six Monthly Comments on Performance
CPart014	Homelessness Strategy Partnership	G	G	⇒	<p>The steering group has met to monitor the actions in the homelessness prevention action plan.</p> <p>End of year - a group of internal and external partners is monitoring the delivery of Cherwell's ambitious Homelessness Prevention Action Plan. The plan is designed to continue the Council's strong focus on homelessness prevention through partnership. Grant funding has been provided to The Hill young people's centre and BYHP to provide a family focussed approach to homelessness prevention with young people, to Reducing the Risk for domestic abuse outreach. Further funding is provided to Connection to work with single homeless people and to YMCA for work in the Youth Foundation Learning Centre</p>
CPart015	Cherwell RSL Partnerships & Sanctuary Housing	G	G	⇒	<p>Registered Partners (RP) management group held its quarterly meeting. Regular topics including lettings and welfare reform were discussed with additional items such as RP management standards. The Sustainability group met and received a presentation on the Bryan House development in Bicester and an opportunity to participate in a new study on solar energy. Sanctuary Housing - officers have supported members of the Charter Committee. There are many interactions with Sanctuary on a formal and less formal level over lettings and management. Officers maintain a strong partnership ethos with Sanctuary as the stock transfer RP. Sanctuary housing management team has moved from Hindle House into the Bodicote House offices and this has made the links even stronger.</p> <p>End of year - RP management partnership group has met on a quarterly basis. Partnerships are developed through additional communications on particular topics such as sustainability or lettings monitoring. Excellent feedback is received from RP partners on the way partnerships are supported here.</p>
CPart016	NW Bicester Strategic Delivery Board	G	G	⇒	<p>Strategic Delivery Board continues to meet quarterly with revised structure in place and terms of reference.</p>
CPart017	Banbury Brighter Futures Partnership Strategy Group	G	G	⇒	<p>Theme priorities established for the year. Additional multi agency projects funded for 2013/14. Successful November partners engagement event undertaken to instigate further joint working. Steering Group providing direction.</p>

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Cherwell District Council

Executive

23 June 2014

<p style="text-align: center;">Provisional 2013-14 Revenue and Capital Outturn Report</p>
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Report of the Interim Head of Finance & Procurement

This report is public

Purpose of report

This report summarises the Council's provisional Revenue and Capital performance for the financial year 2013-2014 and reports on performance against the procurement action plan. The figures are still subject to further validation work to ensure compliance with statutory requirements and proper accounting practices.

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree the carry forward of budget underspends within 2013-2014 to 2014-2015 as detailed in Appendix 1.
- 1.2 To agree the review of reserves as detailed in Appendix 3.
- 1.3 To note the provisional capital out-turn position for 2013-2014 detailed in Appendix 2.
- 1.4 To agree the balances on capital schemes which have slipped in 2013-2014 to be carried forward into the 2014-2015 capital programme as set out in Appendix 2.
- 1.5 To note the Treasury out-turn position for 2013-14.
- 1.6 To note progress against the Council's Procurement Action Plan.
- 1.7 To delegate authority to the Director of Resources and Interim Head of Finance and Procurement in consultation with the Lead Member for Financial Management to consider and implement further changes relating to all aspects of the closedown of the accounts for 2013-14 including: realigning reserves; the transfer of costs from revenue to capital; amendments of the revenue and capital budgets; and implementation of a minimum revenue provision accordingly.

2.0 Introduction

- 2.1 Three reports relating to the 2013-14 accounts have been considered by the Executive since the budget was approved in February 2013. This end of year finance report details the provisional revenue and capital out-turn - and also incorporates the current position of the procurement action plan.
- 2.2 During 2013-14 budget monitoring has taken place which has looked at variances between actual expenditure and budgeted expenditure. As in previous years there has been a detailed focus on the importance of accurate budgeting and appropriate monitoring. This continues to be embedded throughout the Council.
- 2.3 During 2013-14 the quarterly Executive budget monitoring reports have been based on Directorate or Service level budgets to provide an easy to understand picture of the Council's financial position.

3.0 Report Details

Revenue Out-turn 2013-14 provisional

- 3.1 The General Fund revenue and capital estimates were approved following a robust and detailed Service and Financial preparation process. Budget guidelines were determined by the Executive and budget holders and their service accountant prepared budget working papers, in accordance with these guidelines from September 2012 to December 2012.
- 3.2 Interim revenue budget reports were made to the Executive and Scrutiny between December 2012 and February 2013. The budget position was finalised and the Council Tax was set by the Council in February 2013.
- 3.3 During the course of the 2013-2014 year, a number of changes have been made to the original 2013-2014 revenue and capital budgets. The adjusted full-year budget represents the original budget, as approved by the Council, the addition of supplementary revenue estimates approved during the year, agreed virements to existing budgets and the utilisation of appropriate reserves.

(See next page)

SERVICE EXPENDITURE	Adjusted Budget 2013-14	Draft Outturn 2013-14	Variance	%
	£,000	£,000	£,000	
Services				
Bicester Regeneration Projects	1,005	917	(88)	8.77%
Community & Environment	9,343	9,567	224	-2.40%
Resources	3,351	3,196	(155)	4.63%
Development	4,084	3,907	(178)	4.34%
Services Total	17,783	17,587	(197)	1.11%
Capital Charges Reversed	(3,323)	(3,323)	0	0.00%
Net Expenditure Services	14,460	14,264	(197)	1.36%
Centrally Controlled Items	1,686	1,723	37	-2.24%
	16,146	15,987	(159)	0.99%
Investment Income	(146)	(557)	(412)	320.34%
Government Grant	(7,960)	(8,092)	(131)	1.65%
Section 31 Grant		(385)	(385)	
Retained Business Rates		(523)	(523)	
Capitalisation Grant		(26)	(26)	
Collection Fund	(100)	(215)	(115)	115.06%
Council Tax	(5,764)	(5,764)	0	0.00%
Use of Reserves	(2,176)	(2,126)	50	2.30%
New Homes Bonus after payment to Parishes	0	(1,199)	(1,199)	
	(16,129)	(18,871)	(2,742)	-17.00%
Budget Carry forwards - Service Budgets			388	
Budget Carry forwards - IFRS Grants			341	
Budget Carry forwards - Section 31 EMR			385	
Budget Carry forwards - Retained Business Rates EMR			523	
Budget Carry forwards - New Homes Bonus EMR			551	
Budget Carry forwards - Eco Town Interest to EMR			81	
Budget Carry forwards - EMR			580	
Budget Carry forwards - Capital reserves replenishment			304	
			3,152	
Provisional Outturn			251	1.56%
Transfer to/from General Fund			(251)	
Outturn			0	0.00%

- 3.4 The overspend of £251,000 after budget carry forwards and grants transfers represents a variance of 1.56% compared to budget. This is within the Council's revenue budget tolerances of 2%.
- 3.5 The underspend against service budget has arisen through a variety of reasons. The key variances and explanations are set out at Directorate level in the tables below. The underspend in services of £197,000 is split between the directorates as follows:

Directorate	2013-14 Budget	2013-14 Outturn	Variance	Variance %
Bicester Regeneration Projects	1,005	917	(88)	8.73%
<ul style="list-style-type: none"> Unspent DCLG grant (£90,000) transferred to Ear Marked Reserves (EMR). 				

Directorate	2013-14 Budget	2013-14 Outturn	Variance	Variance %
Community & Environment	9,403	9,627	224	-2.39%
<p><u>Community Services</u></p> <ul style="list-style-type: none"> Countryside & Community (£17,000) underspends within Community Development Customer Services (£36,000) underspends largely achieved due to staff vacancies and computer software Vehicle Parks £74,000 overspent due to car park income shortfalls from car parking, Excess Charge Notices and season tickets Safer Communities (£84,000) underspends for vacant posts and unspent grant Arts, Tourism and Health (£43,000) unspent arts grant to be transferred to ear marked reserves Recreation and Sports (£35,000) underspends due to vacant posts and unspent grant Sport Facilities £143,000 overspent due to utility benchmarking resulting in costs being greater than estimated; loss of income claims from the closure of Bicester pool; and the renewable heat income not achieved due to the delayed introduction of the Biomass Scheme. Licensing (£43,000) surplus in fee income Public and Environmental Health (£15,000) savings in salaries, computer software and contractors <p><u>Environmental Services</u></p> <ul style="list-style-type: none"> Waste, Recycling and Recycling Bank £304,000 overspend primarily due to contract changes with the recycling contract and additional costs incurred for agency staff covering sickness and vacancies. Maintenance of Vehicles and MOT Bay £74,000 overspend due to unbudgeted overtime, additional vehicle parts/repairs and the reduction in the number of MOT's. <p><u>Directorate Administration</u></p> <ul style="list-style-type: none"> Community and Environment Directorate Admin (£101,000): salary savings from vacant posts and unspent Brighter Futures grant 				

Directorate	2013-14 Budget	2013-14 Outturn	Variance	Variance %
Resources	3,350	3,185	(166)	4.94%
<ul style="list-style-type: none"> • HR (£97,000) underspends on training and shared service savings from joint team • Performance (£13,000) underspends on salary savings • Communications (£18,000) underspend from saving on the Cherwell Link • IT £97,000 overspend on telephony • Democratic (£24,000) underspend on Members Services including member training • Legal £10,000 overspend from lower legal costs recovered than anticipated • Land Charges (£47,000) underspend with higher income from search fees • Elections (£84,000) underspend on the elections account • Civic Ceremonial (£6,000) – underspend on shared salary costs • Procurement £82,000 – Procurement savings shown in the service area. • Finance (£60,000) – Overspend on agency, communications and computing and Housing Benefit. Savings in bank charges, audit costs and Discretionary Rate Relief 				

Directorate	2013-14 Budget	2013-14 Outturn	Variance	Variance %
Development	4,084	3,902	(181)	4.44%
<ul style="list-style-type: none"> • Development Control (£456,000) underspends on salaries and surplus planning income • Building control (£49,000) underspend from salary savings. • Assets & Facilities Management £133,000 overspend from unbudgeted set up and insurance costs; shortfall of income due to rent free periods for Bicester redevelopment and shortfall on Income for Castle Quay; offset by rental income from Bodicote House. • Delivery Team £186,000 overspend on Crown House charges from capital to revenue and Council Tax charges for Build programme 				

Directorate	2013-14 Budget	2013-14 Outturn	Variance	Variance %
TOTAL SERVICES	17,784	17,587	(197)	1.11%

3.6 Centrally Controlled Items

Centrally controlled items are showing an overspend of £37,000 but this is offset by the underspend in government grants. This is mainly due to the top up element of pass porting precept grant to the parishes. This has been funded from council tax freeze grant which was treated as windfall fall income in the 2013-14 budget.

3.7 Underspends to be transferred to an earmarked reserve (EMR)

Heads of Service have requested unspent budgets to be carried forward where:

- there are specific commitments
- there are discrete projects

- there is a requirement under IFRS to set up an earmarked reserve rather than accrue for a grant.

3.8 The total of the proposals for carried forward budgets is shown in **Appendix 1**. Full Council approval is required where the underspend exceeds 10% of the individual budget heading (where this amounts to £10,000 or more) or £50,000, whichever is less.

3.9 **Unspent Grants to be transferred to earmarked reserves**

As a result of complying with International Financial Reporting Standards (IFRS), any unspent grant received which has either no conditions attached to it, or where all conditions have been met, should be transferred to an earmarked reserve. These are detailed in **Appendix 1**.

General Fund (GF) Balances

3.10 The provisional levels of general fund balances can be summarised as follows:

General Fund balances

	£'000	£'000
Balance as at 31 March 2014		3,690
Add:		
Contributions to Balances within the year:		
Provisional Out-turn Underspend for 2013-14	159	
Variances on Government Grants	157	
New Homes Bonus	648	
Interest income surplus	27	
Collection fund surplus	115	
		1,106
Less: Transfers from GF Balances		
Budget carry forwards - Service Budgets	(388)	
Budget carry forwards - IFRS Grants	(341)	
Budget carry forwards – ear marked reserves	(580)	
Variance on use of reserves	(50)	
		(1,359)
Provisional General Fund Balance as at 31 March 2014		<u>3,439</u>

RESERVES

3.11 A detailed review of reserves was presented to Budget Planning Committee on 11 March 2014 for recommendation to Cabinet. This review is contained in Appendix 3 for Executive approval.

- 3.12 The proposed budget carry forwards and transfers to Ear Marked Reserves (listed in Appendix 1) have not been included in the Review of Reserves described above and will be added to them if approved.

CAPITAL PROGRAMME

Capital Expenditure

- 3.13 A summary of the capital expenditure in 2013-14 is set out in the table below. The detailed Capital Outturn and slippage requests by Capital Scheme are shown in Appendix 2.

CAPITAL OUTTURN AND SUMMARY OF SLIPPAGE			
PROVISIONAL OUTTURN	ANNUAL BUDGET £000	ACTUAL £000	VARIANCE £000
Bicester Regeneration Projects Total	137	137	0
Community & Environment Total	4,059	1,149	(2,910)
Resources Total	471	297	(174)
Development Total	13,489	5,868	(7,621)
Capital Total	18,156	7,451	(10,705)
Q1-4 slippage:			
Bicester Regeneration Projects			0
Community & Environment			2,830
Resources			211
Development			4,933
Total slippage requested			7,974
Bicester Regeneration Projects			0
Community & Environment			(80)
Resources			37
Development			(2,688)
Variance after slippage			(2,731)

- 3.14 Capital underspends will be returned to unallocated capital resources. Within the Development Directorate, £2.5m underspend relates to Bicester Town Centre Redevelopment. The underspend is as a result of the Sainsbury's contribution not being built into the original budget as well as some cost under runs. The variance against budget, after allowing for slippage, is 15% (which is outside 5% tolerance).
- 3.15 Slippage has been high this year due to the many external factors that have inhibited planned progress. The Bicester Community building project has been delayed until 2014-15 and is going to the Planning Committee in June. The largest items of slippage are shown below.

Slippage £000	
Largest items of Slippage	
South West Bicester sports village	1,458
Bicester Community building	3,037
Bicester Town Centre Redevelopment	250
Bicester Pedestrianisation	250
Biomass heating for Bicester Leisure Centre	307
Condition works survey	350
Old Bodicote House (car park, lighting and air conditioning)	262
	5,914

Efficiencies

- 3.16 Planned efficiency savings from the 2013-14 budget have been achieved. The Public Promise of £0.5m was successfully delivered and forms a significant element of the savings identified in our approved budget for 2014-15.

Treasury Management

- 3.17 The Treasury Management Strategy for 2013-14, which includes the Annual Investment Strategy, was taken to Council for approval in February 2013. It sets out the Council's investment priorities as being: security of capital; liquidity; and yield.
- 3.18 The Council has also aimed to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity.
- 3.19 Investment rates available in the market have continued at historically low levels. The average level of funds available for investment purposes was £69.8m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the Capital Programme and ECO Bicester.
- 3.20 Investment performance at 31 March 2014 is as follows:-

Fund	Amount at 31 March 2014	Interest Expectation	Actual Interest	Variance	Rate of return %
Investec	£0	£57,500	£49,802	-£7,698	-0.07%
In House	£63,998,863	£493,034	£509,523	£16,489	0.87%
Total	£63,998,863	£550,534	£559,325	£8,791	0.80%

- 3.21 During 2013-14 the council made the decision to return the funds from fund manager Investec, hence at 31 March 2014 (as per table above) there is no holding.

- 3.22 The council has been committed to reducing its reliance on investment income and in preparing the revenue budget for 2013-14 only £146,000 worth of investment income was utilised.
- 3.23 As can be seen from the table above the actual interest received totalled £0.559m. Within the £0.559m, there was interest received in respect of Eco Town funds totalling £81,000 and this has been transferred to the Eco Town Funds, leaving a balance of £0.478m.
- 3.24 The 2013-14 budget required £146,000 investment income. Therefore the additional interest received of £0.332m, has been treated as windfall income and £0.3m will be transferred to reserves (in appendix 1).

Procurement

- 3.25 The Joint Procurement Team has been working on a joint forward plan to provide savings targets and support a range of programmes across the Councils including Sports Pavilion and Community Building, Cash Collection, the Build! Projects, Christmas lights and the transfer of Gas supply to LASER.
- 3.26 The team have delivered cashable savings within year of £53,135 and additionally there are some procurement savings which are reflected in the service budgets.
- 3.27 All of these projects are being delivered below budget and are reducing the running costs of the Council.
- 3.28 The high standard of delivery of the Joint Procurement Team received recognition in April as it beat off national contenders to be a finalist for the Government Opportunities Collaborative Procurement Initiative of the Year Award 2014. This is a highly competitive category with a large number of bids received from across the public sector, with the Joint Procurement team being the only district authority selected as a finalist.
- 3.29 The Joint Procurement Team continues to work with Stratford-on-Avon District Council on a range of collaborative projects.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The financial performance in terms of both capital and revenue are underspent on capital or within set tolerance targets (once revenue carry forwards are processed). The performance demonstrates the Council's ability to respond positively and actively to changing economic circumstances and deliver sizeable capital programmes and effective financial management.
- 4.2 The continued focus on monthly budget monitoring and continued use of the "dashboard" has enabled more efficient use of the Council's resources.
- 4.3 The variances on the revenue out-turns is within the Council's stated tolerance of 2% of budget. Capital was outside the tolerance of 5% of budget.

5.0 Consultation

5.1 The budget monitoring reports have been reviewed by JMT, the Executive and Budget Planning Committee where applicable.

6.0 Alternative Options and Reasons for Rejection

6.1 This report illustrates the Council's provisional performance against the 2013-2014 Revenue and Capital Budget and progress achieved against our Procurement action plan and targets.

6.2 Alternative options are:

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

7.0 Implications

Financial and Resource Implications

7.1 There are no financial implications arising directly from the production of this report. It should be noted that the information in this report is in the format used for budget monitoring purposes and, although adjustments have been made for the requirements of IFRS, it does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice nor is it in the same format as the statutory Financial Statement. It is therefore not a straightforward task to compare the figures in this report with the Council's Financial Statement for 2013-2014 because the respective reports are each designed to serve different purposes.

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

Legal Implications

7.2. The Council is legally required to prepare Financial Statements by 30 June 2014.

Comments checked by:
Kevin Lane, Head of Law and Governance, 0300 0030107
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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	Budget carry forwards and Transfers to Earmarked Reserves
Appendix 2	Capital Out-turn Detail
Appendix 3	Review of Reserves
Background Papers	
None	
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**CHERWELL DISTRICT COUNCIL
REQUESTS FOR BUDGET CARRY FORWARDS TO 2013-14**

APPENDIX 1

REQUIRING MEMBER APPROVAL IF MORE THAN 10% of BUDGET
(EXECUTIVE UP TO £50k, COUNCIL ABOVE)

Amount	Head of Service	Approved	% of budget	Approval
BUDGET CARRY FORWARD REQUESTS				
InCase software upgrade in 2014-15	Tim Madden	6,100	15.0%	
Corporate finance salary savings on vacant posts	Tim Madden	30,000	16.2%	Council
Saving on audit fees to be used for future additional audit work	Tim Madden	14,500	8.1%	
Saving on bank charges	Tim Madden	10,000	13.9%	Council
Parking Feasibility	Tim Madden	20,000	14.8%	Council
Improvement Team posts	Jo Pitman	34,000	37.0%	Council
Committed spend required for 2014-15 to undertake coaching qualification training and to support further training for managers.	Jo Pitman	45,000	21.7%	Council
Member training reserve - for All Out Elections 2016	Kevin Lane	8,125	1.7%	
Fee income to cover Counsel costs - Banbury House	Kevin Lane	9,319	19.5%	
Development of Cherwell's Community Infrastructure Strategy. The need for a Community Infrastructure Strategy has been agreed by the Board of the Cherwell Local Strategic Partnership.	Chris Rothwell	12,138	8.0%	
To offset reduced 2014-15 funding from Thames Valley Police	Chris Rothwell	57,130	22.3%	Council
Unspent grant to fund Child Sexual Exploitation training	Chris Rothwell	1,000	0.8%	
Surplus in licensing income	Chris Rothwell	5,331	11.9%	
Surplus in licensing income	Chris Rothwell	37,611	nil budget	
Staff vacancies to cover agency costs prior to shared services.	Chris Rothwell	4,284	3.5%	
Salary underspends used to progress sports project feasibility studies.	Ian Davies	20,000	6.5%	
To help fund the Countywide Affordable Warmth Network (AWN). AWN is jointly funded by 6 Oxfordshire Authorities targeting to fuel poverty and	Chris Stratford	1,500	81.9%	
Unspent grant committed for ACE training (Local Charity)	Chris Stratford	29,446	29.2%	Council
To develop the Design Code to a draft final stage before the review process becomes viable.	Andy Preston	2,045	0.9%	
To pay for agency cover and IT enhancements (new scanner and mobile working)	Andy Preston	40,000		
		387,529		
IFRS GRANTS				
Brighter Futures - Skills Reward Grant	Ian Davies	43,360	Grant	
Safer Communities	Chris Rothwell	14,128	Grant	
Go Active	Chris Rothwell	8,532	Grant	
Active Women	Chris Rothwell	1,771	Grant	
Community Games	Chris Rothwell	2,903	Contribution	
Courtyard Youth Arts	Chris Rothwell	81,821	Contribution	Council
Individual Electoral Reform Section 31	Kevin Lane	7,501	Grant	
Individual Electoral Reform Max2	Kevin Lane	6,107	Grant	
Heat Network from DECC & OCC	Karen Curtin	90,180	Grant	Council
New Burdens CT & HB grants	Tim Madden	84,310	Grant	Council
		340,613		
S31 Grant	Tim Madden	384,873		Council
Retained Business Rates	Tim Madden	523,000		Council
New Homes Bonus	Martin Henry	550,909		Council
Eco Town interest to Eco Town EMR	Karen Curtin	81,403		Council
Investment Income to replenish capital reserves	Tim Madden	303,849		Council
TRANSFERS TO EAR MARKED RESERVES				
Increased planning application income for future legal costs of appeals / judicial review	Andy Preston	50,000	8.7%	Council
Increased planning application income for costs of future planning application work	Andy Preston	100,000	17.4%	Council
Business rates retention scheme	Tim Madden	128,099	100%	Council
Expenditure from PCC elections	Kevin Lane	57,495	100%	Council
Expenditure from County elections	Kevin Lane	19,240		
Move unspent budget to Civic Insignia Reserve	Kevin Lane	5,000	33%	
Country Park	Tim Madden	50,000		Council
Contribution to local plan	Adrian Colwell	170,000		Council
		579,834		
TOTAL TRANSFERS TO EARMARKED RESERVES		3,152,010		

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CHERWELL CAPITAL SLIPPAGE REQUESTS

Appendix 2

DESCRIPTION	ANNUAL BUDGET £000	ANNUAL SPEND £000	VARIANCE £000	Slippage Required £000	% of Budget	Approval
Eco Town - Travel Behaviour	45	45	0	0		
Green Deal	92	92	0	0		
	137	137	0	0		
Biomass Heating for Bicester Leisure Centre	385	78	(307)	307	80%	
Hanwell Fields Community Centre	6	0	(6)	0		
Community Centre Refurbishments	84	0	(84)	84	100%	
Replacement Cabling Infrastructure for CCTV and Of	48	48	0	0		
CCTV IP Transmission	21	21	(0)	0		
Solar Photovoltaics at Sports Centre	97	17	(80)	80	82%	
Village Hall, Recreation Play Grants	37	0	(37)	7	19%	
Football Development Plan in Banbury	20	0	(20)	20	100%	
Woodgreen Leisure Centre inc Car Parks & Footways	0	4	4	0		
South West Bicester Sports Village	1,637	179	(1,458)	1,458	89%	
Athletics Track Refurbishment - North Oxfordshire	165	0	(165)	165	100%	
Stratfield Brake Repair Works	80	58	(22)	22	28%	
Kidlington & Gosford Sports Centre - Track Replacement	202	125	(77)	77	38%	
Circular Walks DDA Works	2	0	(2)	0		
Car Park Refurbishments	28	0	(28)	28	100%	
Implementing Vehicle Parks Proposals	17	0	(17)	17	100%	
Sports Centre Modernisation Programme	249	131	(118)	118	47%	
Community Services Total	3,078	662	(2,416)	2,383		
Energy Efficiency Projects	73	24	(49)	49	67%	
Off Road Parking Facilities	18	0	(18)	18	100%	
Urban Centres Improvements	15	0	(15)	15	100%	
Vehicle Replacement Programme	620	374	(246)	201	32%	
Recycling Bins	120	24	(96)	96	80%	
Fleet Management System	16	12	(4)	4	25%	
Mini MRF [Materials Recovery Facility]	29	0	(29)	29	100%	
Recycling Bank Replacement 1314	25	24	(1)	0		
Vehicle Lifting Equipment	30	29	(1)	0		
Thorpe Lane Depot Hard Standing	35	0	(35)	35	100%	
Environmental Services Total	981	487	(494)	447		
Community & Environment Total	4,059	1,149	(2,910)	2,830		
Iclipse Software Upgrade	11	11	0	0		
Standardisation	31	31	0	0		
Harmonisation	9	9	0	0		
Renewal of PCs	42	61	19	0		
Microsoft Licensing Agreement	50	67	17	0		
Thin Client Extension	37	28	(9)	9	24%	
Core Business System Integration	48	24	(24)	24	50%	
Corporate Bookings System	50	31	(19)	19	38%	
Extended Contract for Website Hosting	20	0	(20)	20	100%	
Visualifies Upgrade	16	0	(16)	16	100%	
Server Replacement 1314	24	21	(3)	3	13%	
Financial System Upgrade	100	0	(100)	100	100%	
CDC&SNC Cust Servs Desktop	20	0	(20)	20	100%	
Transformation Total	458	284	(174)	211		
Resourcelink Implementation	13	13	0	0		
Finance & Procurement Total	13	13	0	0		
Resources Total	471	297	(174)	211		
Cherwell Community Led Programme	4,158	4,061	(97)	97	2%	
Sanctuary Acquisition Merton and Cedar	15	15	0	0		
Disabled Access Audit	15	0	(15)	15	100%	
Chasewell Community Centre Roof	15	13	(2)	0		
Units 6&7 Thorpe Way Roof	84	51	(33)	0		
23&24 Thorpe Place Roof Lights	27	0	(27)	27	100%	
Condition Survey Works	350	0	(350)	350	100%	
Replacement AC to Main Chamber Bodicote	80	0	(80)	80	100%	
Highfield Depot redevelopment Office & Welfare Facilities	265	47	(218)	156	59%	
Bicester Community Building	3,200	163	(3,037)	3,037	95%	
Access to Highfield Depot	22	0	(22)	22	100%	
Bicester Cattle Market Car Park Phase 2	90	0	(90)	90	100%	
Bicester Pedestrianisation	250	0	(250)	250	100%	
Future Regeneration Schemes Preliminary Prof Fees	42	36	(6)	6	14%	
Old Bodicote House	345	58	(287)	262	76%	
Bicester Town Centre Redevelopment	2,750	8	(2,742)	250	9%	
Highfield Depot Repairs	16	0	(16)	0		
Kidlington High Street Pedestrianisation	46	0	(46)	46	100%	
Orchard Way Refurbishment	250	251	1	0		
Photovoltaic at Bodicote House & Banbury Museum	3	0	(3)	0		
Disabled Facilities Grants	892	804	(88)	88	10%	
Discretionary Grants for Domestic Properties - Es	385	236	(148)	101	26%	
Land Claypits Lane Bicester	56	0	(56)	56	100%	
Banbury Foyer & Banbury Youth Hub	68	58	(10)	0		
Discretionary House Condition Grants	65	65	(0)	0		
Regeneration & Housing Total	13,489	5,868	(7,621)	4,933		
Development Total	13,489	5,868	(7,621)	4,933		
Capital Total	18,156	7,451	(10,705)	7,974		

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EARMARKED RESERVES	Delegated Officer Responsibility (in conjunction with Lead Member)	Purpose	Projection 31/03/14	Movements	Proposed Reserves 2014/15
Self Insurance / Legal Claims Reserve	Head of Finance & Procurement	To cover insurance/legal claims that are uneconomical to fight or below excess	(160,402)		(160,402)
Hs2 Reserve	Director of Development	To fund campaign against High Speed Rail Link 2	(14,021)		(14,021)
Building Control Reserve	Head of Public Protection and Development Management	To be used in establishing joint service with SNC	(47,242)		(47,242)
Plant and Transport Renewals Reserve	Head of Finance & Procurement	To fund future capital projects	0		0
Wheeled Bins Replacement Reserve	Head of Finance & Procurement	To fund future capital projects	(30,387)		(30,387)
Corporate IT Contingency Reserve	Director of Resources	To supplement the base budget for the planned programme of replacing obsolete IT equipment and to deliver ICT improvements	(203,905)		(203,905)
Planning Policy Reserve	Head of Strategic Planning and the Economy	To cover expenditure relating to planning policy decisions - LDF etc.	(103,801)		(103,801)
Planning Control Reserve	Head of Public Protection and Development Management	To cover expenditure relating to planning appeals	(776,000)	131,953	(644,047)
Environmental Warranties Reserve	Head of Finance & Procurement	CDC's commitment on asbestos/environmental warranties of housing stock runs for a further 14 years	(2,240,064)		(2,240,064)
Hanwell Fields Reserve	Head of Public Protection and Development Management	Open space commitment due to topography of the site affecting the layout of the developed elements but does improve the overall quality of the whole development. Contribution to Banbury Town Council for maintenance since developer agreements completed.	(89,123)		(89,123)
Licensing Reserve	Head of Community Services	Surplus of income generated from Licensing that is ringfenced for Licensing only, therefore is transferred to an earmarked reserve at the year end for licensing expenditure.	(104,538)		(104,538)
Corporate Change Reserve	Director of Resources	To fund change initiatives to address either improvement issues, interim capacity or spend to save initiatives	(678,444)		(678,444)
Elections Reserve	Head of Law & Governance	To fund election expenditure	(50,000)		(50,000)
Olympic Legacy Reserve	Director of Community & Environment	To fund the Olympic Legacy	(20,801)		(20,801)
Economic Risk	Head of Finance & Procurement	To manage risks associated with economic climate and impact upon the council	(250,000)		(250,000)
Country Park Option Appraisal	Director of Development	To fund option appraisals for proposed country park north of Banbury	(50,000)		(50,000)
Special Initiatives	Director of Development	Revenue reserve created to fund projects that deliver housing and economic growth	(300,000)		(300,000)
Welfare Reform	Head of Finance & Procurement	To fund costs/implications associated with Welfare Reform	(150,000)		(150,000)
Apprentice	Director of Resources	To fund the cost of the Apprentice Scheme	(49,500)		(49,500)
Total Earmarked Reserves			(5,318,227)	131,953	(5,186,274)
Earmarked Reserves from Grants & Contributions (Ringfenced)					
Eco Town Revenue	Director for Bicester Regeneration Projects	Delivery of the Eco Town project	(1,493,804)		(1,493,804)
Planning Delivery Grant	Head of Strategic Planning and the Economy and Development Management	A variety of projects, a schedule is available separately	(481,029)		(481,029)

EARMARKED RESERVES	Delegated Officer Responsibility (in conjunction with Lead Member)	Purpose	Projection 31/03/14	Movements	Proposed Reserves 2014/15
Broadfield Road Yarnton Sports	Director of Community & Environment	Section 106 for provision public open space as a local area of play	(17,365)		(17,365)
Homelessness Prevention	Head of Regeneration and Housing	To support homelessness provision in the district	(167,467)		(167,467)
Planning Policy Statement Climate Change	Head of Development Management	Area Based grant to meet challenges of climate change	(80,994)		(80,994)
Government Grant LABGI	Head of Development Management	A variety of projects, a schedule is available separately	0		0
Bicester Fields Main Park	Director of Community & Environment	Section 106 for landscape/green spaces	(96,292)		(96,292)
Flood Recovery Grant	Head of Community Services	Restoration fund following floods of 2007	(93,737)		(93,737)
Bicester Youth Bus	Head of Community Services	Bicester Village contributions towards the Bicester Youth Bus	(64,590)		(64,590)
Dovecote Milcombe	Head of Community Services	Section 106 for maintenance of the dovecote and woodland tree belts	(56,528)		(56,528)
Area Based Grant	Head of Transformation	Research and consultation projects	(83,011)		(83,011)
New Homes Bonus	Director of Resources	Allocations determined as per policy set out below	0		0
New Homes Bonus - Affordable Housing	Director of Resources	Allocated to affordable homes in the district	(126,280)		(126,280)
New Homes Bonus - Financial Pressures	Director of Resources	Identified for financial pressures	(1,178,129)	1,178,129	0
New Homes Bonus - Economic Development	Director of Resources	To enable economic development to take place across the district	(729,755)		(729,755)
New Homes Bonus - Planned Growth	Director of Resources	Payments to be made to communities to deal with the impact of growth	(448,377)		(448,377)
Green Deal Pioneer Places	Director for Bicester Regeneration Projects	To deliver green housing	(144,550)		(144,550)
Local Government Resource Review (including Welfare reform)	Head of Finance & Procurement	To fund costs/implications associated with LGRR and welfare reform	(84,000)	(45,000)	(129,000)
Graven Hill Equalisation Reserve	Director of Resources	To minimise the borrowing impact on the Council's net revenue budget for the Graven Hill project		(3,000,000)	(3,000,000)
Housing Earmarked Reserve	Director of Resources	Earmarked reserve set up as part of 2014/15 budget setting process		(100,000)	(100,000)
Total of smaller grants and contributions under £50,000	Various	Various	(612,747)		(612,747)
Total Earmarked Reserves from Grants & Contributions (Ringfenced)			(5,958,656)	(1,966,871)	(7,925,527)
Total Earmarked Reserves			(11,276,883)	(1,834,918)	(13,111,801)
General Fund Reserve	Director of Resources / Head of Finance and Procurement	General reserve - all deficits and surpluses for year end accounts moved in here	(3,689,918)	1,799,918	(1,890,000)

Cherwell District Council

Executive

23 June 2014

<p>Brighter Futures in Banbury 2013/14 Annual Report</p>

Report of Director of Community and Environment

This report is public

Purpose of Report

To consider the progress made in 2013/14 of the long term and multi agency Brighter Futures in Banbury Programme and the proposed priorities for 2014/15.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the good progress made in the fourth year of the Brighter Futures in Banbury Programme.
- 1.2 To support the areas of emphasis and proposed activity in 2014/15;

2.0 Introduction

- 2.1 The Brighter Futures in Banbury programme has been running for just over four years as a means of supporting in better ways those individuals and families in most need. During this time, it has made significant progress with effective multi-agency focus and many joint initiatives.
- 2.2 The activities include maintaining the continued effectiveness of multi-agency working, having a common purpose and understanding, taking a long-term approach, making best use of current and anticipated reducing resources and engaging with local people and communities in Banbury.
- 2.3 The fourth year's activities and outcomes can be found in the attached 2013/14 Annual Report.

3.0 Report Details

- 3.1 2013/14 generally has seen good performance and the bullet points below provide a summary of key achievements.
- A second year reduction (almost a third reduction) in the number of people claiming job seekers allowance
 - A second year reduction in the number of young people not in education, employment or training
 - An improvement in the number of pupils reaching the required standard in writing at Key Stage 1.
 - Banbury Academy has substantially increased the number of pupils attaining A*-C in English and Mathematics
 - The establishment of a Credit Union
 - All three children's centres in the Brighter Futures area, East Street, Britannia Road and Sunshine Centre have been recently judged 'good' by Ofsted.
 - 25 new social housing units have been delivered in the Brighter Futures area and 59 homes improved
 - Increased take up of health screening and smoking quitters, reduction in teenage pregnancy and good take up of carers breaks.
 - Address new challenges such as welfare reform with a series of workshops to communicate the new requirements and ensure that local partners are working effectively together
- 3.2 In November 2013, in order to increase the multi organisational effort, a highly successful partners engagement event was held at Prodrive in Banbury. This was particularly focussed on the education sector, faith communities and other voluntary groups. Arising from this, not only was there additional multi agency activity but a greater number of locally active bodies were engaged in targeted local effort and from the feedback received, there was a call for similar events in the future.
- 3.3 New initiatives in 2013/14 funded by the Brighter Futures CDC Reserve included;
- Providing support and mentoring to vulnerable families in Grimsbury where Home-Start Banbury & Chipping Norton is unable to work due to lack of funding.
 - Deliver an introduction to Cognitive Behaviour Therapy skills session for 'front line' workers in the North locality.
 - Set-up and the development of Credit Union services in the Brighter Futures area
 - Trips for children and families from The Sunshine Centre who would otherwise not have the opportunity.
- 3.4 Proposals for the coming year include maintaining the focus on the six main themes of:

- Early Years, Community Learning and Young People's Attainment
- Employment Support and Skills
- Family Support and Young People Not in Employment , Education or Training
- Financial Inclusion and Housing
- Health and Wellbeing
- Safe and Stronger Communities

3.5 Currently, consideration is being given to the changing population issues in the three target wards as a consequence of the analysis of the 2011 census information. From the 2011 census, notable changes have been identified through a big increase in private rented households, an increase in single adults, lone parents and HMOs, increasing ethnic diversity, from 11% minority groups in 2001 to 24% in 2011 and specific need such as a lack of qualifications of lone parents.

3.6 The Council has been active in its support of this work in many ways and has continued to take a strong leadership role:

- The activities of Councillor John Donaldson as Lead Member the Brighter Futures Programme, who chairs the three tier Banbury Councillors meeting/workshop;
- Director of Community and Environment lead as Chairman of the Brighter Futures in Banbury Steering Group;
- Strategic Housing Manager lead role for the Financial Inclusion and Housing theme
- Economic Development Manager lead role for the Employment Support and Skills theme.
- Corporate Performance Manager support for performance management and reporting;
- Aligning mainstream Council services such as benefits, employment support, housing, recreation, community engagement, cleansing, and health improvement to the wards and people most in need;.

4.0 Conclusion and Reasons for Recommendations

4.1 The Brighter Futures in Banbury Programme has seen continued progress and development in 2013/14. There have been notable achievements in most of the six themes and a number of new initiatives relevant to supporting those most in need.

4.2 2014/15 requires a continued focus and the need to look at new and innovative means of delivering more effective and targeted services involving a greater range of organisations. In particular, will be the need to review and respond to the emerging changes in the make-up of the ward population arising from the recent census information to ensure that the priorities and activities within each theme are still appropriate. It is also expected that the benefits of the Council's Build Programme will begin to emerge in 2014/15 as three developments sit within the target Banbury wards. In addition, specific proposals are being developed for improved support for the over 50s unemployed, encouraging via the Banbury and Bicester College the skills and talents of primary school children and additional mentoring for young people.

4.3 The Brighter Futures in Banbury programme as a Council priority falls within the Council's Place Programme governance arrangements set up to manage multiple

projects across both Cherwell and South Northants councils. As such, the Executive will receive further high level reports on this subject through that process along with the quarterly performance reporting requirements.

5.0 Consultation

Brighter Futures Theme Leads Their response is included in the Annual Report
Brighter Futures Steering Group The next meeting to gather wider partnership views is planned for 19 June.

6.0 Alternative Options and Reasons for Rejection

6.1 The following options have been identified as set out below.

Option 1: Adopt the recommendations as set out

Option 2: Amend/add to the areas of focus for 2014/15

7.0 Implications

Financial and Resource Implications

7.1 There are no 2013/14 implications arising from this report. The District Council implications of the proposals contained in this report are based on current approved service plans and budgets. Further consideration will be necessary for the Lead Member to determine the use of the special reserve agreed for this programme

Comments checked by:

Nicola Jackson, Corporate Finance Manager, 01295 221731,
nicola.jackson@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no legal implications arising from this report

Comments checked by Kevin Lane, Head of Law and Governance, 030000 30107,
kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

The Brighter Futures in Banbury programme focuses on the Wards of Ruscote, Neithrop and Grimsbury & Castle but its benefits can and do extend to most of Banbury

Links to Corporate Plan and Policy Framework

Brighter Futures in Banbury is a prominent part of the Council's 2013/14 Corporate Priority "A District of Opportunity", to work with partners to tackle disadvantage in the District.

Lead Councillor

Councillor John Donaldson
Lead Member Banbury Brighter Futures

Document Information

Appendix No	Title
1	2013/14 Brighter Futures in Banbury Annual Report
Background Papers	
None	
Report Author	Ian Davies, Director of Community and Environment
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**Cherwell local
strategic Partnership**

**Breaking the Cycle of Deprivation
and Tackling Health Inequalities**

**The Brighter Futures in Banbury
Programme**

Draft Annual Report 2013/14

Contents

1. **Foreword**
2. **Overview of the Brighter Futures in Banbury Programme**
3. **Progress Update 2013/14**
 - Theme 1: Early Years, Community Learning and Young People's Attainment
 - Theme 2: Employment Support and Skills
 - Theme 3: Family Support and Young People not in Employment, Education or Training
 - Theme 4: Financial Inclusion and Housing
 - Theme 5: Health and Well-being
 - Theme 6: Safer and Stronger Communities
4. **New Funding Initiatives in 2013/14**
5. **Looking Forward - Priorities for 2014/15**
6. **Contact details**

Appendix 1 -
Programme Performance Measures

How to contact us:

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**BRIGHTER FUTURES
in Banbury (BFiB)**



1. Foreword

Brighter Futures in Banbury: a strong long term partnership programme delivering new opportunities, innovative projects and high quality services in Ruscote, Neithrop and Grimsbury and Castle Wards.

The Brighter Futures programme is now moving into its fifth year, and as we look back on our achievements I can say that we continue to make progress and remain as focused on its goals as ever.

Brighter Futures is about ensuring that the wealth of opportunities and high quality of life we enjoy in Banbury is accessible to all, regardless. Our aims are outlined in detail throughout this report, but for me the most important elements of the programme are ensuring young people growing up in the area have opportunities to build a future through access to training and education, family support where needed, and are able to grow in strong and safe communities.

The programme is rooted in strong partnership working and you will see many examples in this report of partnership in action, whether it be directly funding local community groups to provide services or sponsor new projects or working with local business to help match skills to jobs.

During 2013/14, we have continued to meet our objectives and address the challenges we face. In November 2013, we increased our organisational effort through a highly successful partner's engagement event held at Prodrive in Banbury. This was particularly focussed on the education sector, faith communities and other voluntary groups. Arising from this, not only was there additional multi agency activity but we engage a greater number of locally active bodies in targeted local effort and from the feedback we received, there was a call for similar events in the future.

I'm particularly proud of the work that we have done to involve and engage local communities. The Early Intervention Hub is a shining example of locally provided services that directly meet the needs of young people and their families in an accessible and friendly environment. Our provision of affordable housing and skills development through the self-build programme is innovative and nationally recognised and our programme of support to people seeking work remains strong. Indeed, across the whole programme we have seen good performance and the bullet points below provide a summary that is explored in more detail in the main body of this report.

- A second year reduction (almost a third reduction) in the number of people claiming job seekers allowance
- A second year reduction in the number of young people not in education, employment or training
- An improvement in the number of pupils reaching the required standard in writing at Key Stage 1.

- Banbury Academy has substantially increased the number of pupils attaining A*-C in English and Mathematics
- On-going reduction in the number of recorded crimes including anti-social behaviour and criminal damage
- The establishment of a Credit Union
- All three children's centres in the Brighter Futures area, East Street, Britannia Road and Sunshine Centre have been recently judged 'good' by Ofsted.
- 25 new social housing units have been delivered in the Brighter Futures area
- Increased take up of health screening and smoking quitters, reduction in teenage pregnancy and good take up of carer's breaks.

As a partnership we've worked to address new challenges such as welfare reform with a series of workshops to communicate the new requirements and ensure that local partners are working effectively together.

This year, Cherwell District Council has made a number of small funding awards to help start new initiatives and projects which are of direct relevance to the Brighter Futures programme priorities. A summary of these can be found in Section 4.

Looking forward we remain committed to the programme's objectives and seek to capitalise on our exceptionally strong local partnerships. During 2014/15 we will be delivering a programme of local community events, providing support to ensure that welfare reform transition goes smoothly, continuing to support skills development and affordable housing through our award winning 'build' project. We will also be working to increase local apprenticeships and supporting economic development partners to improve the employment prospects for young people.

The coming years will continue to be challenging. The impact of the recession, reducing public expenditure and changes to policy mean that scarce resources will need to stretch further and partners will need to work together to support local communities and businesses through these changes. With this in mind, the Local Strategic Partnership (LSP) and the Brighter Futures in Banbury Steering Group will be focusing attention on areas where this programme can make a real difference with the resources available.

In the last year we have focused on the delivery of joined up services, innovative projects and delivery of new opportunities for local people. Our aim for 2013/14 is to continue this work, to renew our efforts and work to support local communities, business and community groups make Banbury a thriving and economically sustainable town, a great place to live, work and raise a family.

Councillor John Donaldson
Cherwell District Lead Member for Brighter Futures in Banbury

2. Overview of the Brighter Futures in Banbury Programme

Cherwell Sustainable Community Strategy - Our District, Our Future

The Cherwell Sustainable Community Strategy, Our District, Our Future, was launched in February 2010, following extensive consultation with over 100 local organisations and community groups. This strategy sets out a long term vision for the future of the district and shapes how the Local Strategic Partnership will work together. The Brighter Futures in Banbury programme is a fundamental part of delivering this shared vision; 'a diverse economy with opportunities for all, vibrant communities connected by a sense of pride, place and purpose'.

Brighter Futures in Banbury is a targeted programme of work, set up to increase life chances and address health inequalities within three wards in Banbury. A priority within Our District, Our Future is to tackle areas which rank on the lower end of the Indices of Multiple Deprivation. There are several areas in Banbury across the three wards of Ruscote, Neithrop and Grimsbury and Castle which rank amongst the 20% most deprived in the country.

Brighter Futures in Banbury – Programme Aims and Objectives

The programme is entering its fifth year and has a long term aim 'to create brighter futures for Banbury people', by tackling evidenced disadvantage and health inequality. The overall aim is to break the cycle of deprivation, but it is recognised that route to a brighter future will be different for each individual. This programme recognises that individuals have diverse needs covering issues around health, skills, access to services, housing and financial stability.

For individuals to realise their full potential the basic ingredients need to be right: a decent home and physical surroundings, access to services and opportunities, secure income, good health and well-being, a feeling of safety and a sense of connection or belonging in the local community.

There has been considerable investment by many agencies over many years into deprivation and health inequalities. For example, the Council's stock transfer to Charter Community Housing in 2004 created the investment needed to bring many of the homes in the area far above a minimum decent standard. However, on-going research highlights the areas of Ruscote, Neithrop and Grimsbury and Castle as being where this programme should focus, particularly to:

1. improve skill levels and educational attainment
2. improve employability, focusing particularly on young people
3. improve financial situations, addressing debt and financial inclusion
4. improve educational attainment through better numeracy skills and family engagement
5. good quality mixed housing, affordable and in well managed environments
6. good access to amenities including shops, health centres and leisure facilities

7. improve life expectancy with improved overall health and well being
8. reduce the clear inequality gaps with low life expectancy
9. reduce the high rates of teenage pregnancy
10. build a safer more connected community where residents feel socially included
11. target specific support to vulnerable people, families and children in need

But this programme is not all about new initiatives, much will be about improving the outcomes from current activities through better co-ordination, co-location and better multi-agency working.

This programme has long term aims and objectives as listed above, however it also aims to adapt to changing circumstances and respond to local needs. As part of this each of the themes across the programme has responded to the on-going economic challenges that have an inevitable impact on the local area, its businesses and economic wellbeing.

Likewise where new policy provides an opportunity to do things differently the programme responds to these. Examples over recent years have included early adoption of the 'Thriving Families' agenda, implementation of strong partnership approaches to early intervention through the Banbury Hub, proactive work to address the impacts of welfare reform and the use of Local Strategic Partnership Funds to directly support projects that support the programme objectives.

This report sets out the key themes that made up the programme during 2013/14 and some of their associated work to improve the lives of residents in the least affluent areas of Banbury. It also looks forward, setting out new priorities and areas of focus for 2014/15.

In addition to the themes in the Action Plan, there are three core principles for this programme:

- community engagement and consultation
- raising aspiration and ambition
- capacity building through multi agency working

Lead Partners involved in the direct delivery of the programme's work themes

Cherwell District Council

Oxfordshire Clinical Commissioning Group

Oxfordshire County Council

Thames Valley Police

Six Themes to Deliver the Programme Objectives

Programme Objectives	Theme	Key Priorities
<ul style="list-style-type: none"> → improve educational attainment through better numeracy skills and family engagement → improve skill levels and educational attainment 	Theme 1 Early Years, Community Learning and Young Peoples Attainment	Ensuring children get off to the best start in life, that young people, families and communities are supported in their aspirations and educational attainment
<ul style="list-style-type: none"> → improve skill levels and educational attainment → improve employability, focusing particularly on young people 	Theme 2 Employment Support and Skills	Working with local residents and businesses to support skills development, access to training and employment support.
<ul style="list-style-type: none"> → Target specific support to vulnerable people, families and children in need → improve employability, focusing particularly on young people 	Theme 3 Family support and young people not in employment, education or training	Supporting children, young people and families with complex needs.
<ul style="list-style-type: none"> → improve financial situations, addressing debt and financial inclusion → good quality mixed housing, affordable and in well managed environments → good access to amenities including shops, health centres and leisure facilities 	Theme 4 Financial Inclusion and Housing	Ensuring there are accessible advisory and support services for those facing challenging financial situations and delivering high quality affordable housing options and opportunities
<ul style="list-style-type: none"> → improve life expectancy with improved overall health and well being → reduce the clear inequality gaps with low life expectancy → reduce high rates of teenage pregnancy 	Theme 5 Health and Wellbeing	Improving life expectancy and reducing health inequalities through improved health and well-being
<ul style="list-style-type: none"> → build a safer more connected community where residents feel socially included 	Theme 6 Safer and Stronger Communities	Reducing crime and anti-social behaviour and ensuring local residents feel safe

3. Progress Update 2013/14

Theme 1: Early Years, Community Learning and Young People's Attainment

This theme aims to ensure that children get off to the best start in life, that young people, families and communities are supported in their aspirations and that educational attainment supports opportunities to build a long term economically independent futures. It has two main objectives:

- ➔ To improve attainment at all levels through better numeracy and literacy skills and family engagement
- ➔ Focusing on the needs of vulnerable families accessing pre-school and using local child-minders and children centres and to reduce exclusions in Banbury

Working to improve educational attainment outcomes across all key stages To improve attainment at all levels through better numeracy and literacy skills

This year there have been many key achievements for this theme- outlined in more detail below. See also appendix for further details. (Please note there are only primary schools in two of the wards - Grimsbury and Castle and Banbury Ruscote)

- Achievement overall has improved (2013 end of year data) in the Grimsbury and Castle ward significantly.
- Children entitled to pupil premium funding in Grimsbury and Castle and Banbury Ruscote are achieving at least in line with Oxfordshire or better. (Appendix 1a)
- There has been an increase in the number of Year 1 children who reach national standard in phonics screening – preparing children better for success in reading at an early age.(Appendix 1f)
- The proportions of pupils making expected progress in reading and writing by the time they leave primary school has increased over the past two years and this is at least in line with the national average.(Appendix 1e)
- There has been an improvement in the number of pupils reaching the required standard in writing at Key Stage 1 compared to 2012 (Appendix 1e)
- Children with SEN attain in line with Oxfordshire in Grimsbury and Castle. (Appendix 1b)
- Targeted training (with the Maths and Literacy Consultants and Early Years Team) is provided for schools in Ofsted categories (Requires improvement I and Inadequate) to aid transition from EYFS to KS1 in Brighter Futures area. High take up from schools.
- Schools have access to a range of training brokered by the LA and all have participated in a variety of packages tailored for their needs e.g. teaching phonics; subject leader training; pupil tracking and monitoring data; new national curriculum.

- Good links have been established with Banbury and Bicester College and joint activities with primary schools are taking place.
- At secondary level Banbury Academy has substantially increased the number of pupils attaining A*-C in English and Mathematics in 2013. Whist at North Oxfordshire Academy value added for best 8 (GCSEs and equivalents) is significantly stronger than national, first achieved in 2012 and consolidated in 2013. This is achieved by using level 2 courses beyond GCSE. BGN has strong Value Added in mathematics, science and humanities this year.
- All practitioners have access to web pages, an e newsletter, training courses, advice and guidance and business support officers to help improve the quality of provision for young children and their families.
- A project focusing upon improving children's language, reading and writing skills is running in the Banbury area from September 2013-July 2014. Pie Corbett an author and consultant will work with practitioners from schools and settings and children's centres focusing upon raising attainment in our youngest children. This is a joint venture with schools, the hub and LA.
- Recently a project was undertaken by the Centre of Research in Early Childhood (part of The University of Birmingham). The research was designed to capture the voices of children, families, practitioners and professionals working in the county to inform plans for future commissioning and delivery so that the Foundation Years in Oxfordshire are innovative, aspirational, inspirational, cost-effective and sustainable. This report is available on request.
- There 24 child-minders registered on the Early Years register working in the 3 wards. 7 of the 24 are waiting for their first OFSTED inspection. Of the 17 that have been inspected 10 have a good or outstanding Ofsted judgement which is 58%. Training and support is offered to child-minders to improve their practice and best prepare for their Ofsted inspection visits.
- Governing bodies have been targeted for support to enhance leadership and management of schools. Additional support has been given to St Mary's CE; St Joseph's RC and Orchard Fields. Governor services training continues to be accessed well by schools in Banbury

To improve family engagement and focus on the needs of vulnerable families accessing pre-school and using local child-minders and children centres reducing exclusions in schools.

- All three children's centres in the Brighter Futures area, East Street, Britannia Road and Sunshine Centre have been recently judged 'good' by Ofsted.
- It is estimated that there is a total of 1,524 families with children under five living in the reach areas of these centres. 1,405 families are registered at the children's centres (91%) and 922 have received a service from the children's centres (60%) for the year Jan – Dec 2013
- Children's centres also provide courses for parents to develop their own learning. During the year 40 courses for parents have run in the three children's centres in the Brighter Futures area. Courses range from healthy cookery to accredited courses in Maths and English.

- The Children's Centres have been very successful in contacting families who are entitled to two year old funding. As vulnerable families often have difficulties in responding, all families have been contacted face to face and supported in form filling if necessary. This has ensured that the most disadvantaged children are receiving childcare. The children's centres are the main referring agency for this entitlement.
- Children's centres help parents in improving the home learning environment from birth so that children can benefit from the opportunities open to them when they go to school. Specific examples this year are the Time for Me group at East Street which offers respite support for families in crisis and/or children who have specific needs. The Spirals group at the Sunshine Centre is a group for linguistically vulnerable children who may struggle with confidence in a larger group. At Britannia Road a new partnership with Adult Learning has developed the Learning Matters course which supports parents in understanding how children learn and develop.
- Children's centres focus on improving outcomes for young children and their families, in order to reduce inequalities in child development and school readiness parenting aspirations, self-esteem and parenting skills and child and family health and life chances. The core purpose is achieved by assessing the need in the local community, providing access to affordable services, using targeted evidence based interventions and acting as a hub for the local community. All services are integrated and include services delivered by health professionals and many other agencies. Many families receive one to one support (200 families this year) including some families who are on child protection plans.
- Lone parents with children under five living in the Brighter Futures area have received a service from the children's centres as follows Britannia Road 18.37%, East Street 35.42%, Sunshine Centre 56.41%.
- The number of workless families accessing a children's centre Jan-Dec13 is 256 which is 88% of the families with children under five living in the Brighter Futures area who are in receipt of workless benefits. Children's centres are now recording the number of families who have a positive Achieve Economic Wellbeing outcome For the year Jan-Dec13 33% of workless families accessing a children's centre in the Brighter Futures area have achieved a positive outcome in relation to economic wellbeing.
- The number of fathers attending across all 3 centres has increased by 3% during the year.
- 31 teenage parents across all 3 centres have accessed a service from the children's centre.
- The percentage of BME families reached as % of BME population for the period Jan – December 2013 for the three centres together is 33%. This is a 5% increase on the previous year.

- Information calculated by DfE states in autumn 2013 there were 18 children eligible for 2 year old funding living in the Britannia Rd Children's Centre reach area, 21 living in East Street reach and 46 living in Sunshine reach. Take up figures show that 66.7% of 2 year olds in Britannia Road area received a childcare place ; 75% children in East Street area received a place; 71.9% of eligible 2 year olds in the Sunshine Centre reach area received a place.
- Information calculated by DfE states in summer 2013 there were 16 children eligible for two year old funding living in the Britannia Rd Children's Centre reach area, 41 living in East Street reach and 75 living in Sunshine reach. Take up figures Aug 13 show 13 two year olds in Brit Road area received a childcare place (81%); 13 children in East Street area received a place ((32%) and 34 children in Sunshine reach area received a place (45%).
- Of the two year olds eligible for the 2 Year Old Entitlement who have gained a childcare place the following percentages apply for those attending good or above settings in the 3 children's centre reach areas.
 - Britannia Road 69%
 - East Street 100%
 - Sunshine Centre 94%
- Developing a secondary inclusion resource at Banbury secondary schools to improve attendance and reduce the need for exclusions, linking to police to develop restorative practice approach and local businesses to provide positive opportunities for young people. This work is led by the Banbury hub.

Further information:

Theme Leads: Pam Beal / Sue Currie / Michelle Jenkins
Oxfordshire County Council

Key Partners: Any voluntary sector group pertinent to a particular issue would be invited onto the theme sub-group: Other link agencies/ staff are:

- Links to schools and other county services – adult learning, family learning, extended schools services, children's centres and libraries. Family learning in children's centre provides an opportunity for community engagement.
- Strong links to schools and other county services around education and attainment – adult learning, family learning, extended schools services, children's centres and libraries.

Theme 2: Employment Support and Skills

For 2013/14 this theme focused upon the three primary objectives outlined in the Cherwell economic development strategy. They aimed to promote all aspects of economic development in a coherent way; supporting local people, local business and creating a local environment in which the economy can thrive.



The priorities for action were grouped around these three key objectives:

1	Developing people: help into work through skills, apprenticeships and job clubs
	<ul style="list-style-type: none"> • Run weekly Job Clubs in Banbury • Increase the number of apprenticeships available locally • Enhance work readiness skills for young people through the Skidz motor project

The number of Job Seeker Allowance claimants in Cherwell fell consistently during 2013 from 1,435 (1.6%) in March 2013 to 865 (0.9%) in Dec 2013, and remained at that low level through to March 2014. In the Brighter Futures Wards the picture shows significant reductions in the number of those unemployed and claiming Job Seekers Allowance, as shown below:

Ward	03/2013	03/2014	+/-
Banbury Ruscote	3.8%	2.3% (119)	-1.5
Banbury Neithrop	3.3%	2.0% (72)	-1.3
Banbury Grimsbury and Castle	3.1%	1.9% (132)	-1.2

Job Clubs have been successful:

The Banbury (fortnightly) job club marked its fifth anniversary in Feb 2013, having had over 8,000 visits from job seekers during that time, most of whom have moved

into work or training. In April 2009, for instance, Grimsbury ward had a JSA claimant level of 5.4% (375) but is now at 1.9% as shown above.

During 2013/14, additional resources were invested into job clubs in Banbury serving the Brighter Futures wards through Oxfordshire Local Enterprise Partnership / County Council and volunteer coaching of managers/professionals enabled by Cherwell District Council.

The breadth of support included group workshops, one-to-one coaching, action to engage long-term claimants and – importantly – continuous support throughout the year. Indeed, the Banbury job club partners have provided job club support every day Monday to Friday. Other notable achievements during the year include:

- A Saturday event was held at the Hub to support families with young children to prepare themselves to find work; this support has continued through the partnership.
- Close working closely with Banbury Food Bank has provided added support into training or work for people facing acute hardship.
- The new credit union is being provided with an outlet through the job club.
- Joint working with the Cherwell Disability Forum has helped people with disabilities to enter training and work.

A Job Fair held in Feb 2014 attracted around 200 people job seekers of all ages, some of whom were simply seeking to change jobs and were attracted by the employers present. The high profile marketing campaign ensured that new job seekers were engaged in the job club support partnership.

Apprenticeships have been provided:

Leading by example, Cherwell District Council employed a third cohort of Business & Administration Apprentices throughout 2013. The apprentices completed their 12 month contract, having passed their NVQ2 tests and completed coursework whilst gaining valuable experience and skills to become 'work-ready'. The contracts have been extended until summer 2014 and several of the apprentices have already gained work positions with other local employers.

Apprentice's open events were held for local young people for example at Mini in Oxford and at North Oxon Academy to provide access to information about apprentice opportunities for themselves and their families in preparation for 2014-15 and beyond. Support and referrals to Oxfordshire Apprenticeships service continues, leading to an increasing numbers of employers participating in apprenticeship schemes.

Work readiness skills have been enhanced:

Unfortunately, the Skidz motor project to help disaffected young people build their skills to continue learning and/or enter work ceased during the year. Schools are now using other services to meet this need but the success of Skidz providing intensive support to young people over many years is recognised.

Traineeships and placements were provided by businesses and the councils to school children. Entrepreneurial young people were also supported through the North Oxfordshire Young Enterprise Award scheme, arranging events to engage school pupils with employers.

2	Developing business: promoting enterprise and jobs for all
	<ul style="list-style-type: none"> • Increase business investment and expansion • Reduce unemployment levels (as measured by the number of claimants)

Many businesses have invested & expanded:

Over 100 business development & investment enquiries were handled by the economic development service of Cherwell District Council which also led the Cherwell Investment partnership www.cherwell-m40.co.uk Examples of businesses expanding within the Brighter Futures with the support of the service are Kannegeisser and Norbar, with inward investor Stewart Plastics providing valuable additional employment in a large facility that had been empty for some years.

The range of skills required by Banbury businesses has usually been met from within the local area although some higher skilled professional or technical jobs are remaining vacant for some months. Enhanced links between schools/colleges and employers are seeking to address this matter but it is clear that the training providers careers guiders must respond to the future needs of businesses.

Banbury & Bicester College is increasingly providing for such educational needs and has opened new facilities at its Banbury campus. It is also seeking to enhance its Bicester campus to meet the growing need for sustainable construction skills and has been awarded funding to construct a 'Studio School' for 14-19 year olds specialising in construction and logistics technologies.

To provide further connection with skills and employment, a Partnership Day was held in November 2013 at Prodrive Ltd to engage businesses with partners involved in the Brighter Futures regeneration programme. This proved to be a successful way for partners to understand the needs of employers in relation to workforce skills required and the opportunities that exist in the town to work with world-class employers.

Unemployment levels have decreased:

As explained above, the three wards have experienced significant reductions in Job Seeker Allowance claimants, with around one third fewer in March 2014 when compared to March 2013. Job Clubs and other partnership work appear to have been very helpful but the wider improvement in the national economy and actions by individual employers have all undoubtedly contributed to this positive situation. Challenges remain, however, to provide intensive help to those people facing long-term unemployment, to assist lone-parents into work and to ensure that workforce skills meet the needs of employers.

Entrepreneurialism has also been directly supported during 2013-14 through Cherwell District Council co-ordinating the Oxfordshire Business Enterprise service. www.oxonbe.co.uk Clients' satisfaction with the service was over 99% with residents of Brighter Futures wards being amongst the clients who have progressed on to start their own business through tailored one-to-one advice.

3 Developing place: creating an environment that works

- Work to ensure new sites for employment are created through the Local Plan.
- Undertake environmental improvement projects which enhance the appearance of the wards to encourage further investment

New employment sites have been identified:

The Local Plan submitted to Government for Inspection also contains policies to safeguard existing employment sites in and around the Brighter Futures wards, alongside supplementary sites for the period up to 2031. A considerable amount of research has been conducted for the preparation of the plan and it is publicly available to ensure that businesses and agencies can utilise it in their own business planning. This work should ensure that the long-term needs of residents and businesses of the Brighter Futures wards are planned for.

Environmental works

In addition to the day-to-day maintenance of the street-scene and parks by councils, additional 'blitzes' have taken place in the Brighter Futures wards.

Working with Banbury Chamber, an action group of businesses has been established in Neithrop (on Beaumont Rd). Issues and opportunities have been identified for mutual collaboration on during 2014-15. If appropriate, action groups will also be enabled in Grimsbury (for Thorpe and Wildmere business estates).

Further Information

Theme Lead

Steven Newman
Cherwell District Council

Theme 3: Family Support and Young People not in Employment, Education or Training

The primary focus of this theme is providing support to children, young people and their families with complex and diverse needs. The project uses an early intervention approach and aims to ensure that young people can make the most of the opportunities available to them. As well as providing support to families with specific needs, such as young carers, the objectives within this theme aim to prevent issues before they occur and work undertaken includes diversionary activities to prevent anti-social behaviour, crime and school exclusions.

The work undertaken as part of the project is done so out of the Banbury Hub which is based in the Wood Green area of the town. This theme sits alongside the work undertaken by other County Council departments including the children's centre and work supporting educational attainment and early year's development. For 2013/14 the priorities were:

- Reducing the number of young people not in employment, education or training
- Reducing the numbers of young people offending including first time entrants to the criminal justice system
- Supporting young people with inappropriate caring responsibilities
- Supporting children in need

Achievements 2013/14

- ➔ The NEET (young people not in education, employment or training) figure at this time was 9.2%. In December 2013 the figure had reduced to 4.7% exceeding the target of 6.5%
- ➔ 627 Children/young people have been supported through case work, 20% of these also attended Open Access. 67 of these were from the Neithrop Ward; 85 from Grimsbury and Castle; and 200 from Ruscote. The highest referrals to our schemes are from these three wards.
- ➔ 1727 children/young people have accessed Open Access provision. 286 were from the Neithrop Ward; 202 from Grimsbury and Castle; and 675 from Ruscote. The majority of attendance is from these three wards.

Our programme of activities and interventions to reduce the number of 'NEETs' in Banbury includes:

NEET Annual Review Project

A multi-agency team was set up to complete targeted work to contact each NEET young person (actively seeking work) on our database living in Banbury.

To date through our tracking we have found out about or supported 28% (38 out of 132 young people) of the initial project NEET cohort into education, employment or training (this excludes young people who were not available for work through illness or who were not yet ready for work or training).

NEET drop-ins (open access youth sessions) are available at the hub every Thursday throughout the year between 1-4pm. Staff also signpost young people to opportunities and encourage them to participate in learning through open access sessions

Banbury, Employment and Training Forum

This form meets quarterly (contains 50-60 members) to share information and best practice and generate new activities to reduce the numbers of young people who are 'NEET'.

Working with Job Club Partners

By working together and joining up adult and young people's services we now have job clubs and drop-ins running in all areas of Banbury every day of the week at varied times.

Teens and Toddlers

This programme has a proven track record in reducing unintended teenage pregnancies and post 16 'NEET'. This is currently running at North Banbury Children's Centre with students at risk of becoming NEET from North Oxfordshire Academy. Participants gain an award in interpersonal skills.

Duke of Edinburgh (DofE)

The Duke of Edinburgh open groups allows young people aged 14-24 to participate in the DofE programme outside of school context. The award is highly valued by employers and has proven links to support education, employment and training.

National Citizenship Service

National Citizen Service (NCS) is open to all 16 and 17-year-olds in England. It helps to build skills for work and life, helps young people to take on new challenges and meet new friends. A valuable personal development opportunity for young people to bridge into employment, education or training on leaving School.

Annual Opportunities Fair

This fair is a market place for all 'providers' to display their offer for unemployed young people and their families. Some successful stories last year of young people who were not sure what was available locally and who were able to join training programmes as a result of attending.

Parents with Prospects

A programme for all 16-24 year old parents or parents to be within Banbury who are not in education, employment or training (NEET). Participants gain a level 1 certificate in parenting.

Prospects

For young people aged 16-19 years old or 25 for those who have a learning disability who require more intensive support to find education, training, apprenticeships and employment opportunities.

Youth Contract Mentors – YMCA Training

For young people aged 16 or 17 year olds who are not currently in training, specifically young people who are or were in care, young people who have one GCSE at A*-C (or less than 2 GCSEs) or young offenders released from custody.

Progress Coaches - Skills Training UK

Support for families affected by unemployment, specifically where one member of the family is claiming a working age benefit, the claimant is not working or is working less than 16 hours, the claimant is legally resident in the UK and isn't on the Work Programme..

Banbury Hub Early Intervention Offer to Schools

A full menu of projects and programmes offered to Banbury Primary and Secondary School including workshops designed to support students to engage with their learning including, music, art and cycle and outdoor learning programmes.

Raising Participation Age Strategy

This plan sets out to ensure we work with schools to ensure they are fulfilling their duty in relation to impartial and independent careers advice and linking with employers to increase apprenticeship and learning opportunities.

Youth Engagement and Opportunities Team (YEO)

Part of the work of this team is to collect and use data to track young people after leaving school to ensure they do not become 'NEET'.

OXME website

Oxfordshire's website for young people. It is split into two sub sites, one for young people aged 8-13, the other for young people aged 13-19 (up to 25 where there are difficulties, vulnerabilities, or disabilities). They provide young people, staff, parents and partners with a variety of information and communication tools including e-info bulletins, direct mailing, social networking, secure web chat and more. OXME contains a directory of Foundation Learning Provision and employment and training opportunities available locally.

Volunteering and Mentoring

Volunteering and mentoring programmes are offered by the hub and these can often lead to sustained employment within the County Council or with other employers.

Further information:

Theme Lead: Helen Kilby
Oxfordshire County Council

Key Partners: Any voluntary or community sector group pertinent to a particular issue would be invited onto the theme sub-group, specific activity or initiative.

Theme 4: Financial Inclusion and Housing

The Themes objectives are to ensure there are accessible advisory and support services for those facing challenging financial situations and delivering high quality affordable housing options and opportunities by:

- ➔ Improving financial situations, addressing debt and financial inclusion.
- ➔ Supplying good quality mixed housing, affordable and in well managed environments.
- ➔ Making sure there is good access to amenities including shops, health centres and leisure facilities.

Improving financial situations

Building skills and self-esteem to improve employability are important areas of work in the Brighter Futures context of breaking cycles of deprivation, as well as helping those who already have money and debt problems.

- Citizens Advice Bureau offer a debt and money advice service to all residents 26% clients for general money advice came from the Brighter Futures area
- Volunteer Connect provide opportunities to build transferable skills and improve CVs
- Young residents are supported to improve their employability by BYHP's Unlocking the Potential course, including work experience in a catering social enterprise
- The YMCA youth foundation learning centre offers a variety of courses, work placements and apprenticeships to young people
- The Hill (Bretch Hill) takes a family approach to building skills and personal resilience with budgeting and cooking courses
- Oxfordshire Youth Arts Partnership provide skills building opportunities which also raise young people's aspirations and self-esteem at the Hill
- Sanctuary's Fixers project builds self-esteem and skills such as project planning, media management and team work for young people

Addressing debt and financial inclusion

- Citizens' advice offer a fast track service for those at risk of homelessness and 45% of those who were fast tracked for advice came from the Brighter Futures area.
- The Beacon Centre provides support including access to financial advice for marginalised people
- The food bank offers immediate assistance plus referral to money advice agencies
- Banbury Foyer gives vulnerable young people the chance to develop cooking, budgeting and money management skills

Supplying good quality mixed housing, affordable and in well managed environments.

- 25 new units of affordable accommodation delivered in the Brighter Futures area
- 59 homes in the area improved due to Council interventions

Achievements in 2013/14

Improving financial situations, addressing debt and financial inclusion

Good advice services are key to delivering this theme. Residents can access quality advice when in an emergency, but can also receive services which prevent situations reaching a crisis. For example they can receive budgeting skills training which helps prevent them from falling into debt and improves their disposable income in a way which can enable them to save for the “bumps in the road” which affect all households at some time.

Citizens Advice Bureau

Cherwell supports Citizens Advice Bureau through a contract for advice services. In total 5457 individuals have sought advice from the Bureau during the year 2013/4. 1663 of those individuals gave an address in the Brighter Futures area, 30% of the total.

Much of the work of the bureau is concerned with debt, either personal or housing debt. During the year, for the Bureau as a whole, 24% of enquiries were about debt and 11% about housing.

The Citizens Advice Bureau led a successful bid for Big Lottery funding to form the North Oxfordshire Advice Partnership. The partners are Citizens Advice Bureau, BYHP (who provide support for young people), and Mind (a mental health charity). The funding has enabled them to employ a project worker who will assist the partners in directing people to the right advice first time, sharing good practice and cutting down on duplication. An example of this work is the mental health session which Mind is providing for young people at BYHP.

In addition the Citizens Advice Bureau receives funding from Cherwell District Council and from Sanctuary Housing, for fast track housing advice for people who are at risk of homelessness. 68 people who used this service referred by Cherwell District Council were from the Brighter Futures wards, representing approximately 45% of the people seen in these circumstances.

Brighter Futures Wards – CAB clients					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Banbury Grimsbury and Castle	12	8	4	9	33
Banbury Neithrop	1	0	3	6	10
Banbury Ruscote	6	7	3	9	24
Total	19	15	10	24	68

CAB has a two year contract with Sanctuary to support its residents with the impact of welfare reform and pathways back to work, during the last year 83 households were assisted with money management and debt of which twenty six per cent were from the Brighter Futures area.

Volunteer Connect

Funded by Cherwell District Council, Volunteer Connect was started in April 2012 to provide two services: one for volunteering and one for community transport. They are a member of the National Council for Voluntary Organisations, working under the auspices of Banbury Citizen's Advice Bureau.

Volunteer Connect promotes volunteering, liaising with charitable organisations and those who want to volunteer. Volunteers are encouraged develop new skills, meet new people, increase their self -esteem, be involved in their local community, gain work experience and have something current to put on their CV. Feedback from volunteers has been very positive, including:

“I now feel I am giving something back to the local community” and
 “The Charity I volunteer at once helped me, so I feel I am repaying them in some way”

Numbers of volunteers placed 2013/14

Ward	Number of volunteers
Grimsbury and Castle	38
Ruscote	31
Neithrop	12
Total Brighter Futures Clients	81

Credit Union

Credit Unions are community banks which are set up for the benefit of their members. Many people who are refused banking services by mainstream banks can open credit union accounts. They offer small loans at reasonable rates to members who might not be able to access mainstream lending and therefore turn to payday lenders, loan sharks or doorstep lenders.

Cherwell District Council is working with Northamptonshire Credit Union to promote services in the District. A development officer has been appointed to work in Cherwell and South Northants to establish the Credit Union presence and market the services. Over £6,000 of Brighter Futures funding has been awarded to the Credit Union to provide ICT equipment and for publicity to encourage people from the Brighter Futures wards to become more financially included by banking and saving with the Credit Union.

The development officer started in post in February 2014, and has already built contacts with a variety of organisations who operate in the Brighter Futures wards, including the Sunshine Centre and Citizens Advice Bureau, both of which have agreed to act as access points for the Credit Union.

Mortgage Rescue Scheme

Cherwell District Council has been highly successful with the Mortgage rescue scheme and is the highest performer in our region. This is achieved through co-operation with Citizens Advice Bureau who provide the financial appraisal element.

The Hill

The Hill is a youth and community centred based on the Bretch Hill estate. The Hill works with young people and families to take a family based approach to preparing young people for independent life, and developing the skills they need.

The Hill Youth and Family centre held a series of cooking events during the school holidays. 418 meals were provided This had many benefits – children who would normally have been receiving free school meals had access to food during the holiday period, children and parents improved cooking skills and learned how to prepare fresh food and budget friendly recipes. 2 volunteers have gained Food Hygiene Certificates.

Workers at the Hill give informal budget advice, and have noticed an encouraging trend that parents are sharing problems and giving one another advice on budgeting and household maintenance.

BYHP

BYHP works with young people in a variety of situations, including those whose housing situation is vulnerable and also provides youth work across the Grimsbury area.

BYHP runs courses in youth work, wellbeing, and music as well as sports activities to build young people's self-esteem and confidence. BYHP also runs a weekly job club for young people focused specifically on supporting young people into employment. Young people who have attended BYHP have said the following:

- "Dance club gets me off the streets where am just hanging around to making up some great dances" *16 year old at risk of homelessness*
- "This was an opportunity that people like me don't get, cos I am not in school and stuff. It was great to see the sea it's only the second time I have ever been in it!" *14 year old, out of school and working with the youth offending service*
- "Thank you for not giving up on me...I like coming to the centre, you haven't given up on me...I really want to give it a go this year and do the courses" *Young person attending BYHP*

BYHP runs a social enterprise which has been training young people for over 3 years to get experience in catering and customer service through hands on employability support with experienced trainers, funded by the Lottery as part of its 5 year Unlocking Potential programme. Unlocking potential trains NEET young people over a 12 week course to gain qualifications and improve their employability from interview skills to food hygiene. Young people on the programme are supported to move into jobs, apprenticeships, volunteering and training

YMCA

YMCA has a presence in a bespoke training centre in Banbury's George Street operating the Youth foundation learning centre. Foundation Learning programmes offer a combination of vocational learning, personal and social development and functional skills from which people can pursue further education. They can progress in a number of directions including diplomas, apprenticeships or GCSEs. FL can also help them into independent living or supported employment.

The training is directed at young people who are NEET or at risk of becoming NEET. The main focus in the Banbury Centre is on 16-19 year old NEET young people who are at risk of becoming homeless.

The provision also supports young people who feel unable to engage in FE provision due to learning difficulties and/or disabilities.

During the past 2 years, YMCA have engaged with 91 young people, offering Information, Advice and Guidance, and delivering four full time Foundation Learning courses, one Level 1 Retail Award and one full time Level 1 Employability and

Personal Development Diploma. All of the programmes also include mandatory Maths and English Functional Skills qualifications. With the exception of 21 learners who left the course either due to non-attendance or leaving the local area, all other learners have achieved their personalised learning plans.

The Youth Foundation Learning Centre is supported with funding by Cherwell District Council and Sanctuary Housing.

Banbury Foyer

Banbury Foyer is run by Sanctuary Housing to offer supported housing for vulnerable young people. It has undergone phase one of an extensive refurbishment, which has included improving the shared kitchen facilities to enable young people to develop their cooking skills. A volunteer provides fun budgeting and cooking sessions to help the young people prepare for independent living.

Food Bank

A food bank is run at the People's Church Banbury. Usage has increased dramatically during the year, although people are restricted to 3 visits. A range of agencies including health visitors and citizen's advice bureau can refer to the Food Bank.

The Beacon Centre

The Beacon centre provides services for single homeless people and meets at a building behind St Marys Church. Visitors have access to purchase hot food at reasonable prices, companionship and advice as well as the possibility of being referred to other agencies such as GPs, Mental Health services etc. The centre has a small personalisation fund which has been used to provide necessities such as work boots or travel expenses which could help people back into work.

Total visits to centre	4855
Total visitors	282
Visitors helped by targeted support	91

Cherwell Bond Scheme

Applicants to the Cherwell Bond Scheme have a financial assessment for affordability to help with maintaining a tenancy. When required, they are referred to Citizens Advice Bureau for financial advice.

Fixers

Sanctuary Housing has worked with Fixers on a national project which enhances young people's self-esteem and increases their employability. The Fixers Charity say

“Fixers chose the issue they want to fix and, using the skills of a team of creative experts, they work out how to make sure their message is heard by the right people, whether that’s through a unique film, a leaflet or poster campaign, a website, an event or workshop. Then they use digital, print and broadcast media to make their voice heard as far and wide as possible.”

In Cherwell, 26 Fixers are being supported by North Oxfordshire Academy and Making Life Work (The Hill), are doing a piece of work on Youth Work. The Bretch Hill Fixers shot their documentary encouraging young people to consider youth work as a career on Thursday 30 January 2014.

OYAP

The Bretch Hill Youth Action Team started in Autumn last year, funded by Sanctuary’s Cherish Cherwell Fund the project engages with young people by harnessing their ideas and enthusiasm to explore things that interest them and then enable them to organise and run community events, a raft of successful community events have been delivered in the Brighter Futures area during the year including the ‘Bretch Hill Creative Christmas’ event – a creative party event, with artists and photographers doing activities, and members of the community bringing and sharing food. The vocal band attended to do some carol singing and volunteers, helped with young people with disabilities from the Let’s Play Group and the pop choir kids.

As a longer term project the Bretch Hill Action team set themselves the ambition to redesign and landscape the outside of The Hill, which has remained untouched for over 40 years. Landscape designer, Jeremy Sacha, comes to work with them on designs and plans to include lighting, seating, shelter, bike racks, a picnic area, a new path and a community garden.

Ensuring there are high quality affordable housing options and opportunities in Banbury

New housing units

Cherwell District Council has seen the first year of delivery of the ambitious Build! Programme. In the Brighter Futures area there has been a dual benefit. The Council has provided shared units of a good standard which also offer residents opportunities for education and training to lead to employment. The units have been provided as part of a regeneration project which targets empty homes or those in need of refurbishment, which provides a benefit for the whole community.

We have also seen homes delivered through our registered provider partners, including homes to rent and for sale as shared ownership, for example in Middleton Road.

25 new housing units have been delivered in the Brighter Futures area this year. This includes 4 x 2 bed maisonettes which have been refurbished and 8 new homes

in Middleton Road, which include a 3 bed bungalow with adaptations for a disabled occupant, a much needed addition to the housing stock. In addition 4 homes were brought back into use by the delivery team.

Homes improved through Council action

A total of 59 homes have been improved through the intervention of the Private Sector Housing Team. No special initiatives have been undertaken in the Brighter Futures wards this year, but the 3 wards together account for 54% of the team's reactive work, with Grimsbury and Castle alone accounting for 30%.

Further information:

Theme Lead: Kate Winstanley
Cherwell District Council (Housing Team)

Key Partners: Any voluntary sector group pertinent to a particular issue would be invited onto the theme sub-group: Other link agencies/ staff are:

- Sanctuary Housing Group, Central Government (DCLG) Citizens Advice Bureaux, Homes and Communities Agency, Oxfordshire County Council, Banbury Community Church, Oxford and Cherwell Valley College, Housing and Habitat for Humanity, BPHA, Age UK
- Benefit support, debt counselling, debt prevention – JCP, CDC's Benefits Advisors, Citizens Advice Bureaux, Christians Against Poverty, Banbury Food Bank

Theme 5: Health and Wellbeing

This theme has an overall objective to improve life expectancy and reduce health inequalities through improved overall health and well-being. It is linked to the following programme objectives:

- Improve life expectancy with improved overall health and well being
- Reduce the clear inequality gaps with low life expectancy
- Reduce the high rates of teenage pregnancy

Achievements 2013/14

Improve access to health services for BME communities

48 additional South Asian women took up cervical screening from two GP Practices. Programme continuing on a cycle. More GP practices keen to engage in roll out face to face programme

Reduce high rates of teenage pregnancy and 18 conceptions

Rates had continued to fall in line with national statistics. Local services are focussed on ensuring that young people have access to sexual health information and advice. GP practices and community groups are more proactive, Oxfordshire County Council recruiting 2 workers to support outreach programme in 2014/15. New staff will be working in partnership with Equality and Access Team

Work to support carers- increase the number of carers in GP Practices accessing carer's breaks

Up to January 2013, more carer breaks have been given to carers in the Banbury Practices. The County Council has had more requests for carers' assessments which traditionally lead to more carer breaks. Closer working with the Dementia Alliance in Oxfordshire has encouraged better dissemination of information to target groups

Improve access to benefits- Citizens Advice Bureau Outreach Services in GPs surgeries

This is continuing, but no data available at present.

Early diagnosis

NHS Health Checks- 3,395 eligible patients (those aged 40-74 and not on a risk register) have accessed a health check across the 6 Banbury centre GP Practices. This represents an uptake of 18.22% against PH England target of 20%. One practice is still to submit data, which might account for the missed target.

Community cohesion and diversity, including local community events

Several health promotions held with the Evergreen Group (Chinese community); East Timorese Community; African and Caribbean Community and the host Banbury community. Over 150 people were contacted via events, fairs and community engagement exercises

Health Promotion

Smoking Cessation- 210 people in the 4 Banbury wards have quit smoking in Qs 1-3, including pregnant smokers. Launch of the 'Smoke Free Pledges' in Feb 13. This project, funded by BFIB, is to target hard core smokers to encourage them to keep their home and car smoke free to protect other family members, especially children. 5 people signed a pledge at the launch event.

Cooking Skills Course- 2013 has been another busy and successful year for the Healthy Cookery project. Courses have continued to run throughout the Banbury area concentrating on areas of deprivation. 18 courses were completed and there have been a total of nearly 90 clients. The courses have run at the Surestart Children's Centres, The Hub, Redlands and St Leonards School. All of the Children's Centres have run 2 or more courses. The courses at Redlands have been working with a small group of adults, and have been separately funded following a grant from one of the clients. The Redlands courses have been 4 weeks in duration and have run 3 times over the year. Further funding has been successfully secured by this trust in order that we continue to work with this group in 2014. Bookings are very strong for 2014, with 5 courses already on the calendar. 2013 also saw a number of men attend the courses for the first time.

Mental Health Awareness – Two half day mental health awareness sessions were facilitated by Mind staff in July and November, with an attendance of 12 people at each event. It was organised for 'front line' staff working in Cherwell District Council, CAB, Job Clubs and other local organisations, where staff are increasingly in contact with clients who have some degree of mental health issues. This was further bolstered by a session in September on Cognitive Behavioural Therapy (CBT) skills which was attended by 19 people and facilitated by Mind staff, courtesy of funding from Brighter Futures.

Further information:

Theme Lead: Maggie Dent
Oxfordshire Clinical Commissioning Group

Key Partners: Any voluntary sector group pertinent to a particular issue would be invited onto the theme sub-group: Other link agencies/ staff are:

- Smoking Advice Service
- Public Health colleagues
- Community Health staff
- Children's centre staff
- Home Start
- Expert Patient Programme
- Sexual health services
- Black and Minority Ethnic Groups
- Learning Disability Trust
- Drugs and Alcohol Team (DAAT).

Theme 6: Safer and Stronger Communities

This theme aims to reduce crime and anti-social behaviour and also works to ensure that local residents feel safe through community engagement activities. It is linked to the following programme objective:

- build a safer more connected community where residents feel socially included

Achievements 2013/14

During the year a number of events have taken place that aim to promote social inclusion and build strong communities. This year the Connecting Communities programme was shortlisted for a national award. Events have included:

- April 2013 – Connecting Communities, “Coming of age” event organised with Age UK and WRVS Cornhill Centre to support older residents of Banbury. It was a very successful event with many residents accessing local information, advice and support provided by nearly 20 local organisations. Age UK used this event as an opportunity to officially launch its ‘Generation Games’ service – initiative a scheme to keep everyone fit and active no matter of age or abilities. Many local residents took part in activities like boccia, bowls and seated exercises. Members of the local Chinese community who attended the event especially enjoyed the Thai-Chi session, which also had an input from Councillor Donaldson, lead member of Brighter Futures Programme.
- July 2013 - the neighbourhood policing team enjoyed a game of rounder’s and BBQ in People’s Park with young people from the Hub at Woodgreen. The event was a really positive and effective way to break down barriers and build relations with the young people in our community. It was also attended by Cherwell District Council Anti-Social behaviour Officer and the Sports Activators who were able to sign post other activities that were going on throughout the summer.

The neighbourhood teams attended a number of summer fetes along with the Connecting Communities event ‘Play Day’ held in People’s Park. The team enjoyed meeting parents and youngsters and took the fingerprints of 300 children during the course of the day who were lining up to have them taken!

- August 2013 - Connecting Communities, ‘BYHP Big Day Out’ – an exciting family day out for residents and families living in the Grimsbury area. Organised with BYHP it was a great opportunity for local people to find out about education opportunities, setting up own businesses, recycling initiatives and many more. Young people were inspired to start new careers; many of them took part in photo sessions prepared by the Banbury and Bicester College who were introducing new courses run by the college.

- September 2013 - Connecting Communities event 'Sport, Health and Wellbeing day held at Spiceball Leisure Centre. This consisted of free swimming and free sports lessons such as boxing and hockey. This was an extremely well attended and successful event.
- November 2013 - a Brighter Futures partnership event where we took part in discussions to improve understanding and share ideas on delivering services to the Brighter Futures wards. Feedback received included:
 - Working with outreach services in St Marys Church to engage with groups gathering and offer help and support for alcohol/drug issues.
 - Additional contact with educational establishments, in particular college students.

We have listened to these suggestions and are working towards implementation with other services.

- Neighbourhood teams spent a total of four weeks throughout January and February actively involved in the running of the Junior Citizen programme. Year six pupils from local schools learn how to stay safe in everyday life by experiencing eight different scenarios and having the chance to practice making a 999 call. The scenarios were interactive with the children making decisions and learning from their mistakes with real life situations.
- The neighbourhood team have also been working closely with retailers and local businesses and as a result 13 new stores at Lockheed Close joined the Cherwell Crime Partnership and new CCTV cameras were installed on site. This is an accredited crime reduction scheme and has close working relationships between retailers, Thames Valley Police and local councils to combat crime, disorder and anti-social behaviour. We have already seen a dramatic reduction in the use of vehicles to cause anti-social behaviour at this location.

The North Oxfordshire Integrated Offender Management Scheme is a long term joint Probation and Police scheme targeting the top 20% of prolific offenders of the area.

The Scheme proactively manages offenders closely on a one to one basis working with the individual to identify the causes their offending and helping them to address these issues. In this respect a multi-agency approach is crucial with officers on the Scheme referring individuals into Drug/Alcohol Treatment, Housing Agencies, Mental Health Charities and Outreach Agencies.

Officers attend local meetings such as JATAC, TTCG, Social Services Case Conferences and Mappa to provide a whole picture of the individual and provide intelligence so that the relevant agency can make informed and constructive decisions.

This whole world approach has proved effective in helping to reduce the local area crime rate and the recidivism rate of those on the Scheme.

Reduce Crime in the Brighter Futures Wards

2013/14	Banbury Town	Ruscote Hardwick Neithrop Hanwell Fields	
All Crime	-10%	-9%	Overall crime continues to fall within both neighbourhoods and across Cherwell & West LPA.
Burglary Dwelling	34%	125%	Due to our burglary rates being so low, the percentage increase equates to a low number of burglaries i.e. 16 – 36 in RHN in a 12 month period.
Arson & Criminal Damage	-60%	-12%	Neighbourhood teams have joined with the Fire service in Spring/summer 2013 to speak to young people within schools, the Hub and The Hill youth club to give talks on criminal damage & arson.
Anti-social behaviour	-11%	-15%	Neighbourhood teams have worked closely with partner agencies to deter young people away from ASB. This has included rounder's matches with Police, regular attendance at schools/youth projects to get to know our young people, effective use of ABC/ASBO's and referrals to Thriving Families scheme.

Recreation & Sport Activator – Safer and stronger communities

1. Reduction in crime rates

The initiative aims to reduce anti-social behaviour by using free and fun diversionary activities to engage young people 8-16Yrs. The Activator sessions can be delivered in a wide variety of settings and don't need fixed facilities to run so can take opportunities to hotspot locations across the district.

The project has had a positive effect throughout the district working with a collective attendance of over 7,000 young people which is 1,200 individual participants. Intelligence from the local street wardens, police and voluntary youth partners have informed us that when sessions are running there are noticeably less young people hanging around and causing issues in the community and a trend in reduced anti-social behaviour acts.

2. Work with partners to ensure local residents have opportunities to participate in their communities

The Activator initiative is delivered in partnership with a number of organisations and groups from both the voluntary and public sector who meet regularly as a steering group to support and direct the programme. Partners include the Police, voluntary youth clubs and organisations, Early Intervention Hubs, Street Warden's, Schools, Town Councils and health professionals.

The partnership uses local intelligence to direct the project encouraging all members of the community to participate at all levels through a "sports for the whole

community” approach, Provide opportunities for all regardless of ability or ethnic heritage.

3. Activities to target key groups to reduce offending

The initiative takes new opportunities to young people in their local settings using a “doorstep” sports approach accessing hard to reach groups using alternative sports as an engagement and diversionary tool. The project provides a reactive service and can be delivered in areas of need where young people have been highlighted as needing support.

4/Partnership projects to tackle local issues

- Family fun days to strengthen communities
- Play Day events to showcase what opportunities and organisations and opportunities are running in the district for young people
- Activate Banbury initiative to deliver targeted sessions in Brighter future wards

Further information:

Theme Lead: Inspector John Batty
Thames Valley Police

Key Partners: There are a number of forums for dealing with prolific offenders, crime and disorder issues, community development objectives and family support involving joint working with:

- Thames Valley Probation
- Oxfordshire County Council: Youth Offending Services, Social Services and Fire Service
- Cherwell District Council Housing, ASB and Environment, Cleansing and Street Wardens
- Registered Social landlords
- Community groups and voluntary providers linked to a range of bodies including the Community Development team of Oxfordshire CC, Cherwell DC, and The Hill Youth Club

4. New Funding Initiatives in 2013/14

During the course of the year a number of opportunities arose which required additional funding to extend the targeted activity in the Brighter Futures wards. These are as follows;

Providing support and mentoring to vulnerable families in Grimsbury where Home-Start Banbury is unable to work due to lack of funding.

- *By working with disadvantaged families when their children are young, combating social exclusion, and improving the stability of the family environment.*
- *Trained volunteers are carefully selected visit families in their own home. This support is individually-designed and needs-led. A grant of £10,000 has been awarded to Home-Start.*
- *The support of Home-Start will help to prevent children already on the Child Protection Register from being taken into the care of the Local Authority.*

Deliver an introduction to Cognitive Behavioural Therapy (CBT) skills session for 'front line' workers in the North locality.

- *To have increased knowledge of Cognitive Behavioural Therapy (CBT) skills and learn how to use them to support their work with people and situations where some psychological knowledge would be valuable.*
- *Learning will be demonstrated through interactive sessions and role play of case studies. The session will benefit approximately 25 attendees.*
- *This should result in joint working between the Health & Well Being theme lead and the theme lead for Employment Support & Skills as well as successful mental health awareness*

Set-up and the development of Credit Union services in the Brighter Futures area

- *Finding access points for customer service where "point of sale" advertising will take place.*
- *A grant of £6,700 has been awarded to the Credit Union.*
- *Recruiting and training volunteers to offer and explain Credit Union services.*
- *Targeting people with a need to develop budgeting skills to open a budget account and to plan ahead for possible loans rather than needing a loan as a short term "fix".*

- *Promoting a savings and budgeting habit and avoiding doorstep and payday loans.*

Trips for Children and Families from The Sunshine Centre

- Improved personal and social development
- Enhanced self –esteem and confidence
- Improved social behaviour
- Raised aspirations
- New Experiences
- Fun
- Four summer trips to different attractions including the coast
- A grant of £1,000 has been awarded to The Sunshine Centre

5. Looking Forward - Priorities for 2014/15

Theme Priorities for 2014/15

As the Brighter Futures in Banbury is a long term programme, aimed at breaking cycles of deprivation and disadvantage, part of this long term approach is an annual process of review is undertaken. The six theme leads have reviewed their areas of responsibility and considered future opportunities. Examples include capitalising on the on-going success of the Banbury Early Intervention Hub, continuing to build upon the successful programme of Connecting Communities events, using the new relationships and opportunities afforded by the new Oxfordshire Clinical Commissioning Group and working to communicate the impacts of welfare reform. There remains a deep commitment to building safe and strong communities, tackling health inequalities and supporting educational attainment and aspiration.

The recently obtained 2011 census information has identified changes in the make-up of the ward population in relation to a big increase in private rented households, an increase in single adults, lone parents and HMOs, increasing ethnic diversity, from 11% minority groups in 2001 to 24% in 2011 and specific need such as a lack of qualifications of lone parents. The Programme will be reviewing the implications of these changes.

It is anticipated that there will be a greater emphasis by OCCG in 2014/15 on tackling health inequalities which supports perfectly with the emphasis placed on this through the health and wellbeing theme.

Each of these themes, and the objectives and priorities that underpin them, contribute to the longer term aims of the programme, reflect local needs and issues and takes into account the impact of factors such as the recession, availability of housing, accessibility of public services, changes to the benefits system and educational attainment. Each theme aims to work at a local level to ensure that tangible outcomes are delivered to help improve quality of life and opportunities across Banbury.

Following this review, the Brighter Futures in Banbury Programme for 2014/15 will continue to be comprised of the six themes highlighted below. Each of these is supported by a series of priorities, projects and activities and these will form the basis of performance reports for the coming year.



Theme 1: Early Years, Community Learning and Young Peoples Attainment

This theme aims to ensure that children get off to the best start in life, that young people, families and communities are supported in their aspirations and that educational attainment supports opportunity to build a long term economically independent futures.

1 Working to improve educational outcomes across all key stages

Narrowing the gap for our most disadvantaged and vulnerable children

- Improved outcomes for children who access pupil premium funding
- Improved outcomes for SEND children achieving L4 at KS2

Raising achievement for all children and young people

- Increase the number of children in good or outstanding schools
- Increase the numbers of children attaining a good level of development at the end of the EYFS
- Increase the numbers of children who achieve the national expectation in phonics at Year 1
- Increase the numbers of children who achieve 2b in reading at KS1
- Increase the numbers of children who achieve the national expectation in reading, writing and maths at KS2
- Increase the numbers of young people who achieve 5 GCSEs at A*-C including English and Maths
- Increase number and % of number of families (attending the children's centres that have a positive outcome that promotes early child/parent interaction and communication e.g. PEEP, Parents Involvement in their Children's Learning (PICL), Webster Stratton Incredible Years

Improving leadership and governance of schools

- Improve the number of schools where leadership and management/governance is judged to be good or outstanding
- Build capacity through training such as subject leader training.

Working with the Local Authority:

- Schools identified as requires improvement (RI) or inadequate are supported by School Intervention Leaders, Early Years Advisory Teachers, Inclusion Consultants, English As an Additional Language (EAL) Consultants and broker other professionals to meet the schools needs for school improvement
- Governing bodies are supported by the governor services who provide training, targeted support, documentation
- Provide training (bespoke, targeted and continuing professional development)
- Provide opportunities for working in partnership
- Signposting, giving advice, sharing information via newsletters, schools news, website
- Work in conjunction with Oxfordshire Safeguarding Team to ensure children are kept safe
- Support school with assessment, pupil tracking, moderation and data analysis and inspection

Working in partnership with:

Working with the Oxford and Cherwell Valley College more closely

- Further develop the joint links are now being forged the college

Other Providers

- The aspiration Network (funded) will improve teaching and learning for pupils and staff skills
- Sunshine Centre, East Street and Britannia Road Children's Centres
- Community, Childcare and Play team (OCC)
- The Banbury Academy Trust (Dashwood, and Banbury School)
- Diocese – Catholic and Anglican providing school improvement support to schools
- Every Child Projects (funded) will continue to improve outcomes in reading, writing and mathematics
- Maths Advisory Support Teacher Training (MAST) project training leading maths teachers
- Development of Leading Teachers (funded) in Mathematics, Writing and Early Years to support and model good practice, improving pupil outcomes
- Reading Recovery initiative (funded) to improve the quality of teaching of reading and specific needs
- The Oxfordshire Reading Project (funded) to raise attainment in reading
- Assisted Reading for Children in Oxfordshire (ARCh) recruits, trains and supports volunteers to encourage children to develop lifelong love of reading?

- The Oxford Brookes KS1 project (funded) to raise attainment at KS1?
- The Oxfordshire Teaching School ?
- The Private, Voluntary and Independent sector including: preschools, day nurseries, child minders, children centres

2 Reducing the need for exclusions in Banbury schools

- Working with hub staff, the primary and secondary partnership to reduce exclusions
- Developing a secondary inclusion resource at Banbury secondary schools to improve attendance and reduce the need for exclusions, linking to police to develop restorative practice approach and local businesses to provide positive opportunities for young people

3 Focusing on the needs of vulnerable families accessing pre-school and using local child-minders or children centres.

- Encouraging take up of places for 2 year olds in good or outstanding settings
- Increase the number of children in good or outstanding settings
- Increase the number of children and families accessing good or outstanding children centres
- Support smooth transitions throughout the Early Years Foundation Stage and into Year 1
- Offer effective services for providers including information, advice, training, quality improvement and business support to ensure child care is of the best quality
- Identifying and supporting families and children with particular needs working with a multi-agency approach e.g. speech and language
- Keeping all children safe by reducing the number of safeguarding incidents in childcare provision
- Increase the number and percentage of population of families from target groups accessing children's centres
- Increase the percentage of child-minders in the Brighter Futures area that receive Good and Outstanding OFSTED results

Theme Lead: Oxfordshire County Council

Theme 2: Employment Support and Skills

For 2014/15 this theme will focus on the three primary objectives outlined in the local economic development strategy. They aim to promote all aspects of economic development; supporting local people, local business and creating a local environment in which businesses can thrive.



The priorities for action are grouped around these three key objectives:

1	Developing people: help into work through skills, apprenticeships and job clubs
	<ul style="list-style-type: none"> • Run Job Clubs in Banbury • Enhance work readiness skills and apprenticeships available locally
2	Developing business: promoting enterprise and jobs for all
	<ul style="list-style-type: none"> • Increase business start-up investment and expansion • Reduce unemployment levels (as measured by the number of claimants)
3	Developing place: creating an environment that works
	<ul style="list-style-type: none"> • Take action to enhance the appearance of the wards to encourage further investment

Theme Lead	Cherwell District Council
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Theme 3: Family Support and Young People not in Employment, Education or Training

The theme is delivered through the Early Intervention Service which includes the Banbury Hub (based at the New Futures Centre at Wood Green) and Children's Centres across Banbury and joined up work with Children's services and partners such as Banbury Job Club and the voluntary sector.

For 2014/15 the priorities are:

1	Reduce persistent absence from School
2	Reduce the number of exclusions from School
3	Reduce the number of young people not in employment, education or training
4	Reduce the number of young people offending, including first time entrants to the criminal justice system
5	Reduce teenage pregnancy rates
6	Reduce the levels of children and young people admitted to hospital for non-accidental injuries including self-harm
7	Improve foundation stage profile results for vulnerable and disadvantaged groups
8	Reduce incidences of inappropriate caring responsibilities
9	Improve attendance and attainment of children looked after

Theme Lead: Oxfordshire County Council – Early Intervention Hub

Theme 4: Financial Inclusion and Housing

For 2013/14 this theme remains focused on two key objectives. Firstly it works to ensure that there are strong and accessible advisory and support services for those facing challenging financial situations and the second objective aims to ensure that there are high quality affordable housing options and opportunities available in Banbury.

The project seeks to ensure opportunities for skills development through initiatives such as the self-build programme and works to ensure housing solutions are sustainable by providing related advisory and support services such as debt advice.

The table below highlights the priorities that underpin these two objectives and the performance measures that will be used to track progress.

1	Ensuring that there are strong and accessible advisory and support services for those facing challenging financial situations and prevent people getting into debt
	<ul style="list-style-type: none"> The number of young people and adults in Brighter Futures areas receiving interventions on debt and money issues (including benefits) from Citizens Advice Bureau
	<ul style="list-style-type: none"> The number of young people and adults in Brighter Futures areas receiving help with employment, education and training opportunities from volunteer connect
2	Ensuring there are high quality affordable housing options and opportunities in Banbury
	<ul style="list-style-type: none"> The number of new units of housing delivered in Brighter Futures areas and the number of empty properties in Brighter Futures areas undergoing regeneration works and being brought back into use
	<ul style="list-style-type: none"> The number of private sector housing grants awarded to residents living in Brighter Futures areas
	<ul style="list-style-type: none"> Reducing the number of people accepted as statutorily homeless from Brighter Futures areas

Theme Lead:	Cherwell District Council
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Theme 5: Health and Wellbeing

This theme has an overall objective to improve life expectancy and reduce health inequalities. Underpinning this priority is a series of objectives and activities that aim to improve health and wellbeing in the broadest sense through the provision of health improvement programme and addressing issues such as access to health services, take up of services for example screening, activities to promote healthy lifestyles and work to support cohesive communities.

The table below highlights the priorities within this theme:

1	Reduce the risk of premature deaths from smoking.
	<ul style="list-style-type: none"> • Increase the number of smoking quitters • Increase the number of pregnant women quitting smoking • Increase the number of 'Smoke Free' pledges made
2	Reduce the risk of premature deaths from heart disease
	<ul style="list-style-type: none"> • NHS Health Checks for 40- 74 year olds • Cooking skills sessions in targeted wards
3	Reduce the number of teenage conceptions
	<ul style="list-style-type: none"> • Local service provision as part of the Teenage Pregnancy Strategy.
4	Improve support to carers
	<ul style="list-style-type: none"> • Improve the number of carers identified by GP Practices. • Increase the number of carers accessing breaks. • Promote carers support with BME groups.
5	Improve access to benefits
	<ul style="list-style-type: none"> • Increase the number of people accessing benefits through the Benefits in Practice contract. • Benefits in Practice once weekly sessions in Hardwick surgery (West Bar branch) and Horsefair surgery
6	Improve access to health services for BME communities
	<ul style="list-style-type: none"> • Improve uptake of cervical screening in women from South Asian community • Improve access to diabetes education sessions for patients from BME communities.

Theme Lead: Oxfordshire Clinical Commissioning Group

Theme 6: Safer and Stronger Communities

This theme aims to reduce crime and anti-social behaviour and also works to ensure that local residents feel safe and secure. Performance is measured through local crime figures and key activities cover both crime reduction and community engagement activities.

1	Reduction in crime rates
	<ul style="list-style-type: none"> • Reducing anti-social behaviour • Reducing repeat offending • Reducing serious acquisitive crime rates • Reduction in violent crime
2	Work with partners to ensure local residents have opportunities to participate in their communities
	<ul style="list-style-type: none"> • Delivery of the Connecting Communities Programme - a series of community events that provide local people with improved opportunities to access services and to provide feedback about local priorities
3	Activities to target key groups to reduce offending
	<ul style="list-style-type: none"> • Integrated Offender Management Project • Targeted and specific support to vulnerable people, families and children in need (link to the Oxfordshire County Council Thriving Families Programme)
4	Partnership projects to tackle local issues
	<ul style="list-style-type: none"> • JATAC - Joint Agency Tasking and Co-ordinating Group to help identify and join up around local problems • Work to improve the night-time economy through strengthened local partnerships • Enhanced Neighbourhood Policing • Banbury Youth Partnership

Theme Lead:	Thames Valley Police
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6. Contacts

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Financial Inclusion and Housing Cherwell District Council	Kate Winstanley kate.winstanley@cherwell-dc.gov.uk
Health and Wellbeing Oxfordshire Clinical Commissioning Group	Maggie Dent Maggie.dent@oxfordshireccg.nhs.uk
Safer and Stronger Communities Thames Valley Police	Inspector John Batty John.Batty@thamesvalley.pnn.police.uk

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List of Data Tables and Figures included within the appendix:

Theme 1 – Appendix 1 - 5	Table 1:	KS2 Reading, writing, maths %L4+ 2013 compared to Oxfordshire
	Table 2:	KS2 Reading, writing and maths %L4+ 2013 for All SEN children
	Table 3:	Good level of Development 2013 % compared to national and Oxfordshire
	Table 4:	KS1 reading 2013 (% level 2+) compared to 2012, national and Oxfordshire
	Table 5:	% of pupils making expected progress in reading compared to 2012 national figures
	Table 6:	% of pupils making expected progress in maths compared to 2012 national figures
	Table 7:	% of pupils making expected progress in writing compared to 2012 national figures
	Table 8:	Key Stage 1 - % of pupils reaching Level 2 in writing
	Table 9:	Phonics screening 2013
	Table 10:	Reading, writing and maths at KS2
	Table 11:	Secondary data - Increase the numbers of young people who achieve 5 GCSEs at A*-C including English and Maths
	Table 12:	Exclusion Data
	Table 13:	Increase the number of children in good or outstanding settings.
	Table 14:	Raising achievement for all children and young people
	Table 15 & 16:	EYSEN Team involvement with families and children with additional needs.
Theme 2	Table 1:	Population, deprivation and housing summary
	Figure 2:	Number of Job Seekers Allowance claimants
	Figure 3:	% of Job Seekers Allowance claimants
	Figure 4:	Numbers claiming Employment Support and Incapacity Benefits
	Figure 5:	% claiming Lone Parent Benefits
	Figure 6:	Numbers claiming Lone Parent Benefits in the Brighter Futures Wards
	Figure 7:	% of 16-18 Year Olds Not in Education, Employment or Training
	Figure 8:	Number of 16-18 Year Olds Not in Education, Employment or Training
	Figure 9:	Percentage claiming Carer Benefits
	Figure 10:	Numbers claiming Carer Benefits
	Figure 11:	Life Expectancy
	Figure 12:	Teenage Pregnancy

Theme 6	Figure 13	Criminal Damage (including Arson) Incidents
	Figure 14	All Crime Incidents

Programme Performance Measures

Theme 1 - Theme 1 Early Years, Community Learning and Young People's Attainment

Appendix 1 a - Children entitled to Pupil Premium Funding:

The government believes that the pupil premium is the best way to address the current underlying inequalities between children eligible for free school meals (FSM) and their peers by ensuring there is funding to tackle disadvantage and that this reaches the pupils who need it most. The premium is given directly to the school and is in addition to the schools general funding.

Table 1

KS2 Reading, writing, maths %L4+ 2013 compared to Oxfordshire 2012 figures are not available due to change in assessment - not comparing like with like.				
Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	77.3	N/A	64% (invalidated) (data)	62.5
Banbury Ruscote	62.5	N/A		

In most of the primary schools pupil premium children qualifying for the premium achieve well. Schools have spent their money on more staffing/one to one tutor and extra resources and this has impacted positively. Schools in these wards perform better than other schools in Oxfordshire.

Children living within the Banbury, Grimsbury and Castle wards who qualify for the 'pupil premium' attain well compared to Oxfordshire and nationally.

Appendix 1b - Improved outcomes for SEN children achieving L4 at KS2

Table 2

KS2 Reading, writing and maths %L4+ 2013 for All SEN children compared to 2012 and Oxfordshire				
Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	40.0	44.4	N/A	32.3
Banbury Ruscote	25.6	32.3		

Appendix 1c - Increase the numbers of children attaining a good level of development at the end of the EYFS

Table 3

Good level of Development 2013 % compared to national and Oxfordshire (all provisional)			
Ward	Ward %	National %	Oxfordshire %
Banbury Grimsbury and Castle	41.8	52	48
Banbury Ruscote	40.4		

This assessment was new in 2013 and cannot be compared to previous data. A GLD is indicating those children who are ready to access the KS1 curriculum. The children in these wards start school at a very low level, often with speech and language difficulties. Rigorous moderation ensured that this data is accurate – 3 out of 6 of the primaries had a visit from a moderator and all attended relevant and statutory training on the new assessment.

Appendix 1d - Increase the numbers of children who achieve 2b+ in reading at KS1

Table 4

KS1 reading 2013 (% level 2+) compared to 2012, national and Oxfordshire				
Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	82.1	86.3	89	89
Banbury Ruscote	75.2	82.6		

As a result of this data, schools are taking part in the Oxfordshire Reading Campaign and volunteers from ARCh are helping improve reading skills. Individual schools data shows that three schools attain above national in reading. The 2013 dip is mainly due to the dip in performance of two schools.

ARCh and the Reading Project are already working to improve outcomes. This is where there is the biggest need for support to help these young children improve their reading particularly in Ruscote – what can we do in BFIB to enhance and support reading for KS1 children? You can see by KS2 chart below the gap narrows as they get older see chart below.

Appendix 1e – Primary Reading, Writing and Mathematics Key Stage 2 data

Reading - Table 5

% of pupils making expected progress in reading compared to 2012 national figures these are English due to change in assessment				
Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	90.0	93.3	88	90
Banbury Ruscote	88.5	93.0		

Maths – Table 6

% of pupils making expected progress in maths compared to 2012 national figures.				
Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	93.8	90.0	88	89
Banbury Ruscote	78.2	93.0		

Writing – Table 7

% of pupils making expected progress in writing compared to 2012 national figures.				
Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	98.8	93.3	92	93
Banbury Ruscote	89.7	93.0		

Table 8

Key Stage 1 - % of pupils reaching Level 2 in writing compared to 2012 national figures.				
Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	80.3	74.7	85	86
Banbury Ruscote	76.2	75.2		

Appendix 1f (Table 9) - Phonics screening 2013 (Working at expected level) compared to 2012, national and Oxfordshire - Year 1's only

Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	58.5	35.9	69	69
Banbury Ruscote	54.6	50.9		

Appendix 1g (Table 10) - Reading, writing and maths at KS2

KS2 reading, writing, maths % L4+ 2013 compared to 2012, national and Oxfordshire 2012 figures are English and Maths %L4+ due to change in assessment				
Ward	2013 %	2012 %	National 2013 %	Oxfordshire 2013 %
Banbury Grimsbury and Castle	76.3	71.1	74	77
Banbury Ruscote	63.2	73.3		

Once again schools in Banbury, Grimsbury and Castle performs in line or better than national. There is a dip in Banbury Ruscote data in 2013. This dip is due to two

schools scoring particularly low on this indicator. The other four schools are broadly in line with national.

Schools have an opportunity to participate in a range of Every Child projects – designed to improve outcomes in reading, writing and maths. Four of the schools are involved in these. As part of the LA statutory duties two schools had their phonics screening checked and 1 school had its KS1 results moderated

Appendix 1h (Table 11) - Secondary data

Increase the numbers of young people who achieve 5 GCSEs at A*-C including English and Maths

Name of school:	% achieved A*-C in English and Maths in 2013	% achieved A*-C in English and Maths in 2012
Banbury Academy	65	51
BGN	61	64
North Oxfordshire Academy	48	59

The lower scores at **North Oxfordshire Academy** are only one indicator the school uses to measure performance.

Intake: KS2 shows significantly downward skew, therefore significantly weaker intake than national.

Value added for best 8 (GCSEs and equivalents) is significantly stronger than national, first achieved in 2012 and consolidated in 2013. This is achieved by using level 2 courses beyond GCSE.

Expected progress in English is above national at 75% (Nat 69%).

Expected progress in maths is 56% (Nat 70%) [the school did use early entry but did not have the impact needed]

Pupil premium performance is good in English (68% making expected progress) and needing improvement in maths (56% making expected progress).

At GCSE maths, Science Core and Humanities are the areas to improve.

The school has used a broader curriculum to demonstrate stronger progress.

It is making progress, but now areas of GCSE (especially mathematics) need to improve.

Appendix 2 (Table 12) - Exclusion Data

Ward	Exclusion No.s:
Grimsbury and Castle	11
Banbury Ruscote	23

These were for a variety of reasons, mainly Key Stage 2 children.
This is a reduction on previous year's data. More data is available from the hub

Appendix 3a (Table 13) - Increase the number of children in good or outstanding settings.

Ward	Name of setting:	Ofsted rating:
Grimsbury and Castle	St Leonard's Montessori	New setting so not yet inspected
Grimsbury and Castle	Rainbows Day Nursery	Satisfactory 01/07/2013
Grimsbury and Castle	East Street Early Years (managed by Grimsbury Family Association)	Good 17/04/2012
Grimsbury and Castle	St Mary's Playgroup	Good 18/04/2009
Grimsbury and Castle	Child First	Good 27/09/2013
Grimsbury and Castle	Smart Tots	Good 21/05/2013
Ruscote	Sunshine Day care & Tots are us	Inadequate 30/10/13

Four of the settings are 'good'; one is 'satisfactory' and one is awaiting an inspection as newly opened.

Appendix 3b (Table 14) - Raising achievement for all children and young people. Increase the number of children in good or outstanding schools

Current Status

Grimsbury and Castle	2 'good' primary schools 09/03/2012 St Leonard's and 14/01/2014 Dashwood Academy	1 'requires improvement' 10/10/2012 St Mary's CE
Ruscote	2 'requires improvement' 16/05/2013 William Morris and 28/11/2012 St Joseph's RC	1 'inadequate' 03/07/2013 Orchard Fields- but improving rapidly and expected to be good soon.
Neithrop	No schools	No schools
Secondary covers all wards North Oxfordshire Academy Banbury Aspirations Academy BGN	'good' 31/01/2013 'satisfactory' as Banbury School 14/09/2010 'good' 8/03/2012	

'Requires improvement' schools are being supported by School Intervention leaders and are on track to become 'good' in the next year.

Appendix 3 – EYSEN Team involvement with families and children with additional needs.

(Table 15) **April to July 2013**

Ward	Number of families	Multiagency involvement		Support given to setting
		Children's Therapy services	Community Paediatrician	
Grimsbury and Castle	6	100%	100%	100%
Neithrop	6	100%	66%	83%
Ruscote	6	100%	83%	83%

We have worked with 18 families within the 3 wards. All 18 have had children's Therapy service involvement. And 83% have involvement from Community Paediatrician Team. 89% of the children have been supported by the EYSEN Team in their pre-school settings.

66% (i.e. 4 of the 6 settings) in Grimsbury and Castle have received support from the EYSEN Team.

100% (i.e. the one setting in Ruscote) has received support from the EYSEN Team.

(Table 16) August to December 2013

Ward	Number of families	Multiagency involvement		Support given to setting
		Children's Therapy services	Community Paediatrician	
Grimsbury and Castle	3	75%	75%	100%
Neithrop	3	100%	66%	100%
Ruscote	6	66%	40%	100%

We have worked with 12 families within the 3 wards. 80% of the children have had children's Therapy service involvement. And 60% have involvement from Community Paediatrician Team. 100% of the children have been supported by the EYSEN Team in their pre-school settings.

84% (i.e. 5 of the 6 settings) in Grimsbury and Castle have received support from the EYSEN Team.

100% (i.e. the one setting in Ruscote) has received support from the EYSEN Team.

Appendix 4 - Increase the number and percentage of population of families from target groups accessing children's centres

The overall number of families accessing East Street, Britannia Road and Sunshine Centre has stayed the same as previous quarter i.e. 62% of families with children under five living in the Brighter Futures wards have accessed a children's centre.

The number of lone parents accessing a children's centre has increased in all centres i.e. Britannia Road 24.49% (increase from 18.37%) East Street 36.76% (increase from 32.75) Sunshine Centre 59.49 (increase from 58.46)

The Number of workless families reached for the quarter July –September is Britannia Rd 24, East Street 71, and Sunshine Centre 168

Children's centres are now recording the number of families who have a positive Achieve Economic Wellbeing outcome For the quarter July – September 2013 25% of workless families reached at Britannia Road received a positive outcome; 15.49% of workless families seen at East Street received a positive outcome and 44.64% of workless families seen at Sunshine Centre received a positive outcome

The number of fathers attending across all 3 centres has increased by 1.83% this quarter compared to previous quarter.

29 teenage parents across all 3 centres have been reached this quarter which is a reduction of 2 from the previous quarter.

The percentage of BME families reached as % of BME population for each area for the period 2012-13 is as follows 14% Britannia Rd; 27.3% Sunshine Centre and 45.3% East Street. Figures for the quarter July – September 2013 is Britannia Road 25.3%; East Street 38.4%; Sunshine Centre 29.4%.

Appendix 5 - Increase the percentage of child-minders in the Brighter Futures area that receive Good and Outstanding OFSTED results

There 24 child-minders registered on the Early Years register working in the 3 wards. 7 of the 24 are waiting for their first OFSTED inspection. Of the 17 that have been inspected 10 have a good or outstanding Ofsted judgement which is 58%. Training and support is offered to child-minders to improve their practice and best prepare for their Ofsted inspection visits.

Appendix 6 - Theme 2 - Employment Support and Skills

The charts and graphs on the following pages highlight some of the key social and economic data that is used to measure the outcomes of the Brighter Futures in Banbury Programme.

Data is the latest available for the whole year (at time of drafting the report) and more information is available via the Oxfordshire County Council Data Observatory.

The table below provides a population, deprivation and housing summary for the three Brighter Futures wards referred to within this appendix:

Table 1

Population						
	Ruscote		Neithrop		Grimsbury and Castle	
	No.	%	No.	%	No.	%
0-19	2,712	32.0%	1,590	27.1%	2,580	23.7%
20 – 65	4,687	55.3%	3,432	58.5%	7,089	65.2%
Over 65	1,071	12.6%	846	14.4%	1,211	11.1%

Source: ONS 2011 Census – KS102EW

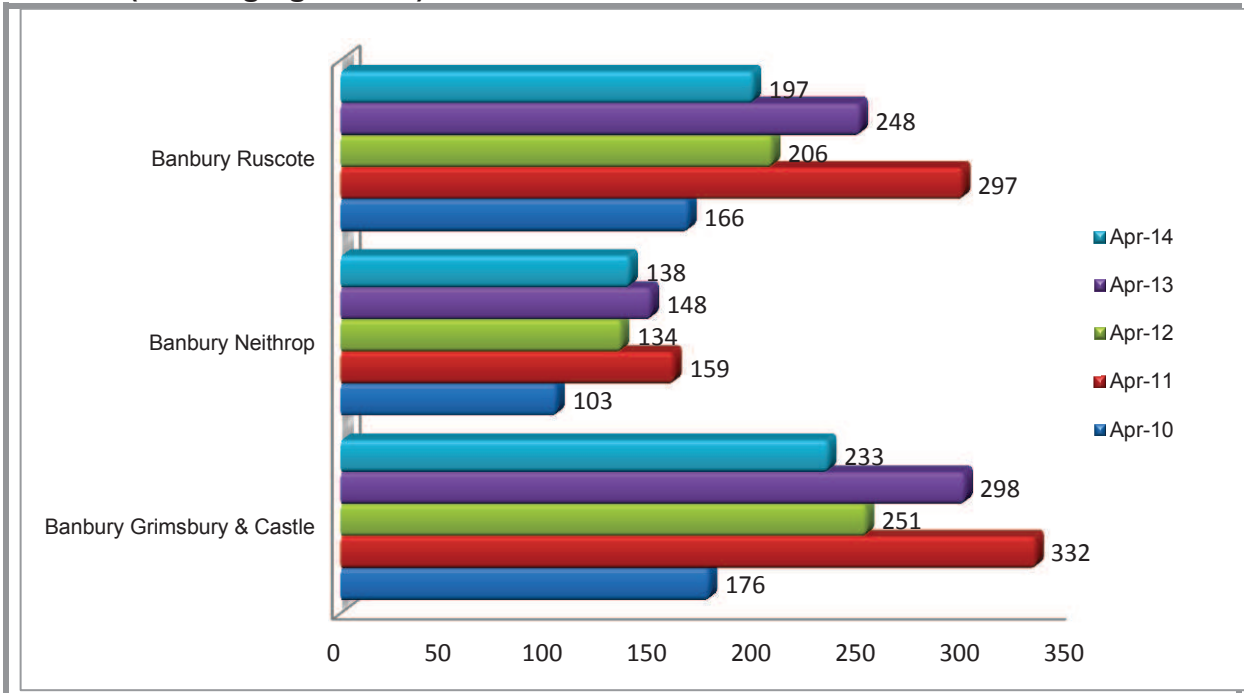
Super Output Areas within the wards that rank in the highest 25% in terms of deprivation (i.e. the 25% most deprived)	
Banbury Ruscote 005A Banbury Ruscote 005B Banbury Ruscote 005D Banbury Ruscote 005E Banbury Ruscote 005F	Banbury Grimsbury and Castle 004A Banbury Grimsbury and Castle 004B Banbury Neithrop 003D

Source: Index of Multiple Deprivation 2010 www.data.gov.uk

Tenure (Home Ownership)						
	Ruscote		Neithrop		Grimsbury & Castle	
	No.	%	No.	%	No.	%
Owned outright (no mortgage)	573	18.3%	493	21.4%	752	15.5%
Owned with a mortgage or loan	1,003	32.0%	803	34.9%	1,374	28.3%
Shared ownership	#	0.1%	#	0.8%	90	1.9%
Social rented (all)	1,259	40.1%	573	24.9%	826	17.0%
Private rented (all)	252	8.0%	381	16.6%	1,756	36.2%
Living rent free	#	1.5%	#	1.4%	54	1.1%

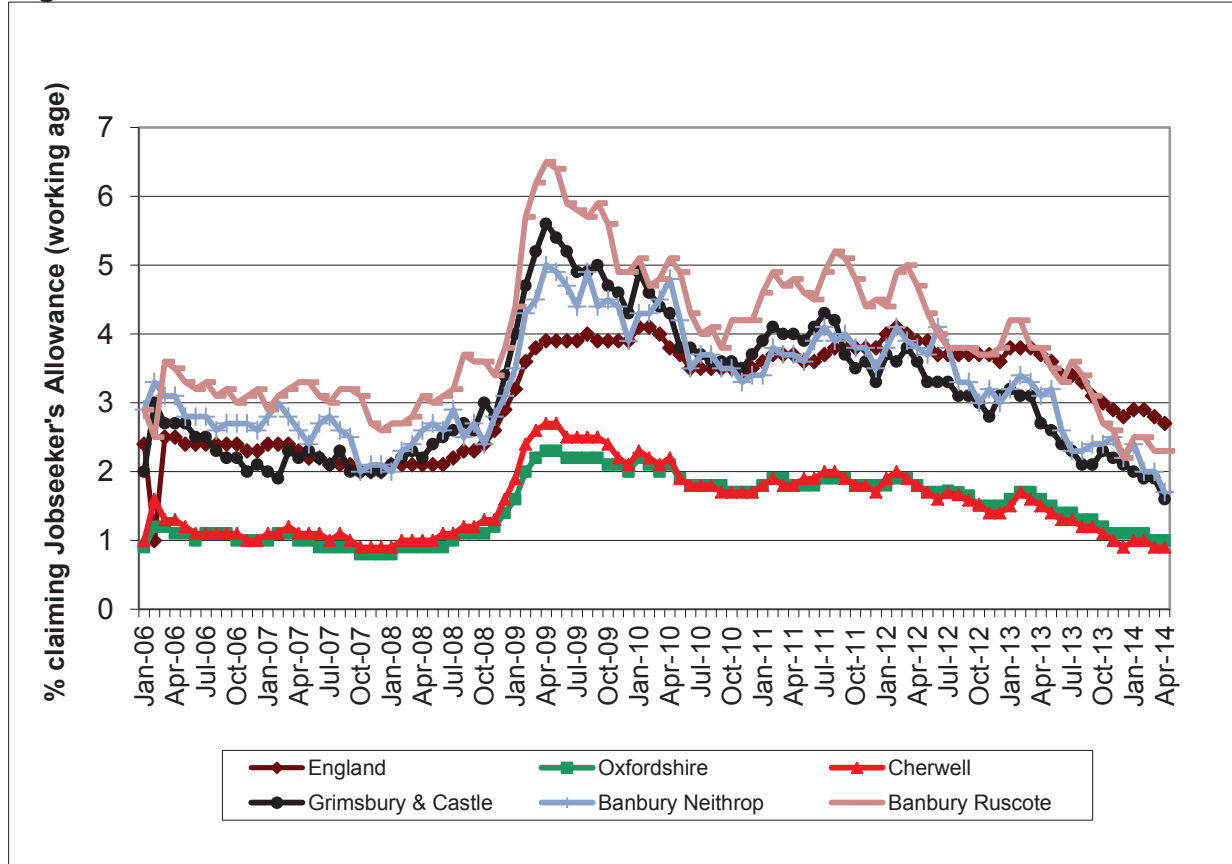
*Source: ONS 2011 Census – KS402EW
refers to a number greater than 0 but less than 50.*

Figure 2: Number of Job Seekers Allowance claimants in the Brighter Futures Wards (working age 16-64)



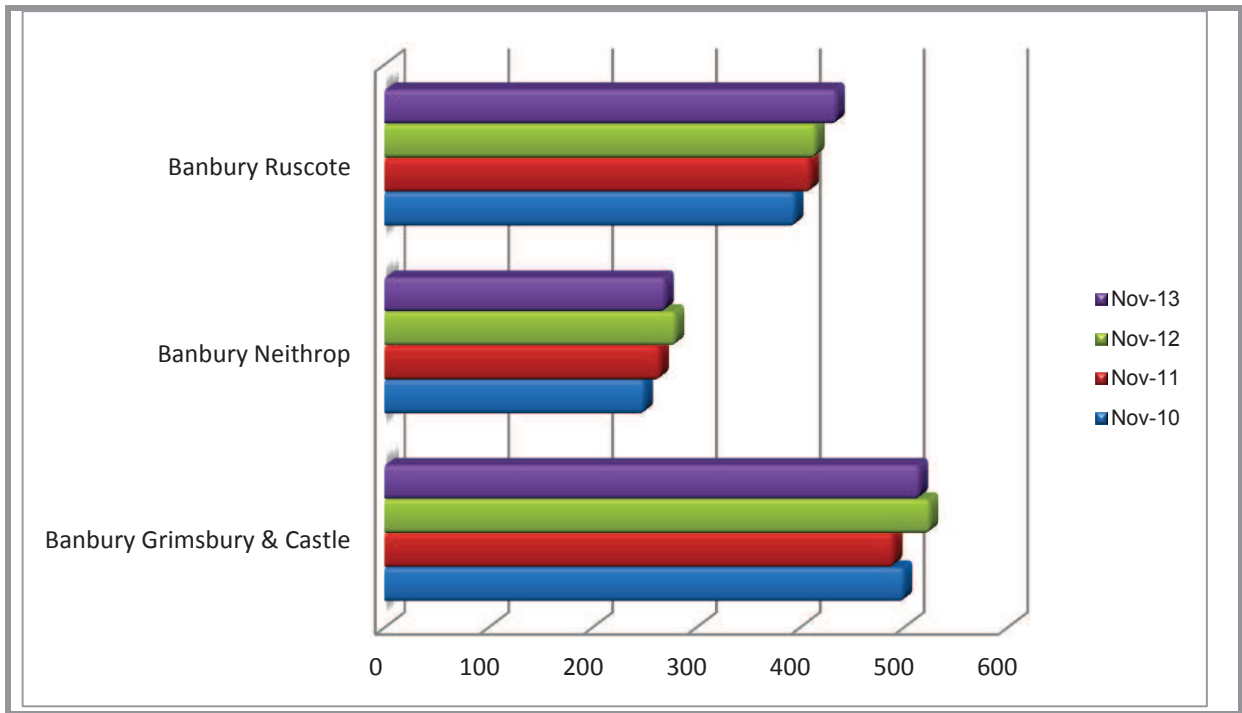
Data Source: Nomis Official Labour Market Statistics (<http://www.nomisweb.co.uk/>)

Figure 3:



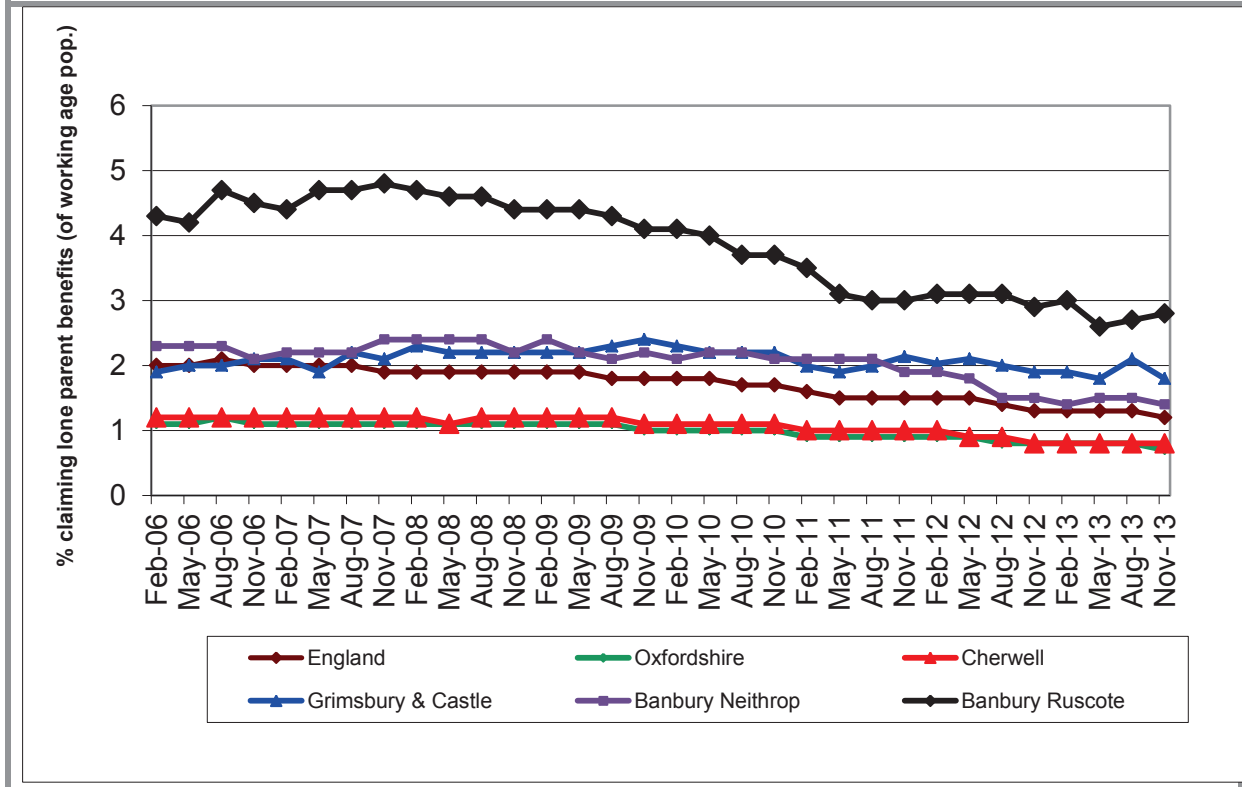
Data Source: Nomis Official Labour Market Statistics (<http://www.nomisweb.co.uk/>)

Figure 4: Numbers claiming Employment Support and Incapacity Benefits
(Nov 13 latest available data)



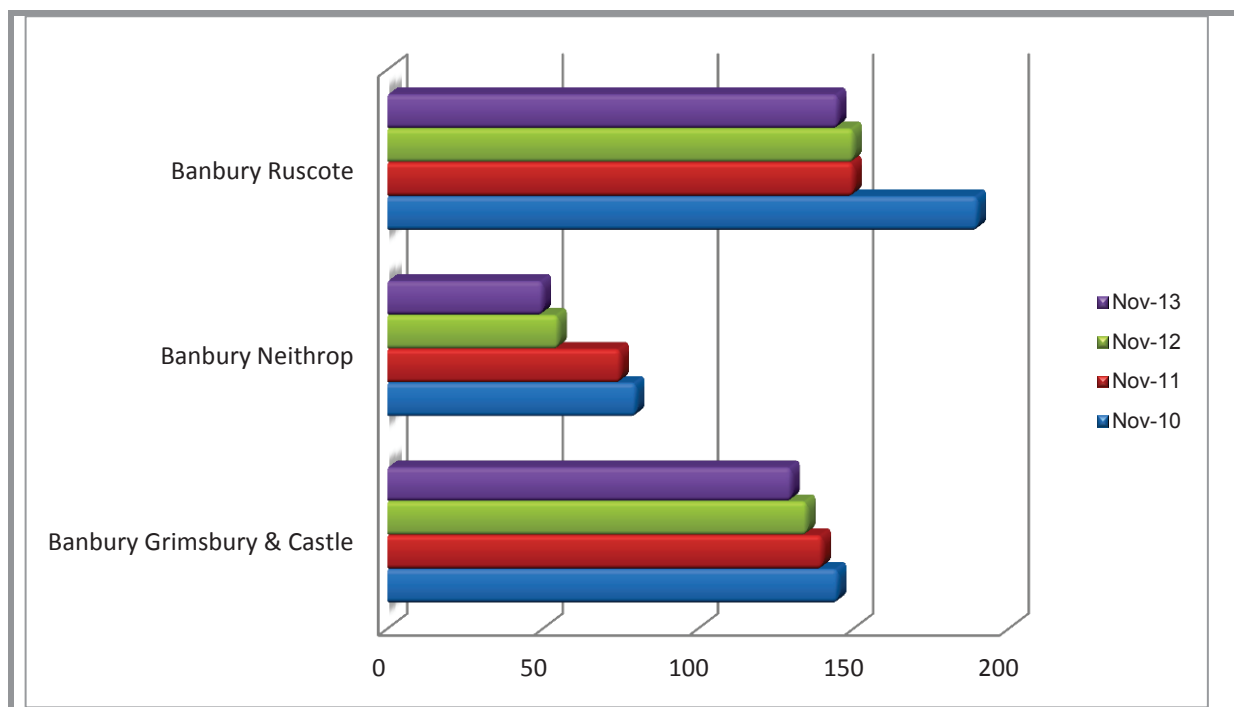
Data Source: Nomis Official Labour Market Statistics (<http://www.nomisweb.co.uk/>)

Figure 5: Percentage claiming Lone Parent Benefits (Nov 13 latest available data)



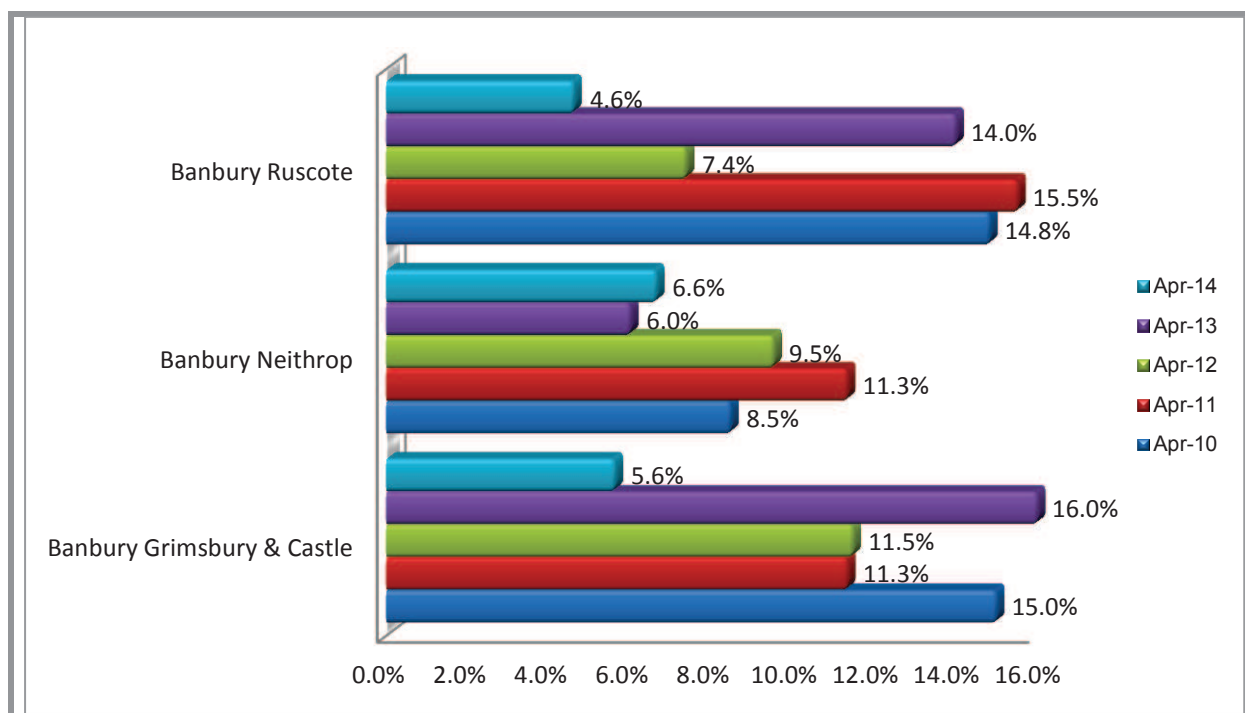
Data Source: Nomis Official Labour Market Statistics (<http://www.nomisweb.co.uk/>)

Figure 6: Numbers claiming Lone Parent Benefits in the Brighter Futures Wards (Nov 13 latest available data)



Data Source: Nomis Official Labour Market Statistics (<http://www.nomisweb.co.uk/>)

Figure 7: Percentage of 16-18 Year Olds Not in Education, Employment or Training



Data Source: Oxfordshire County Council

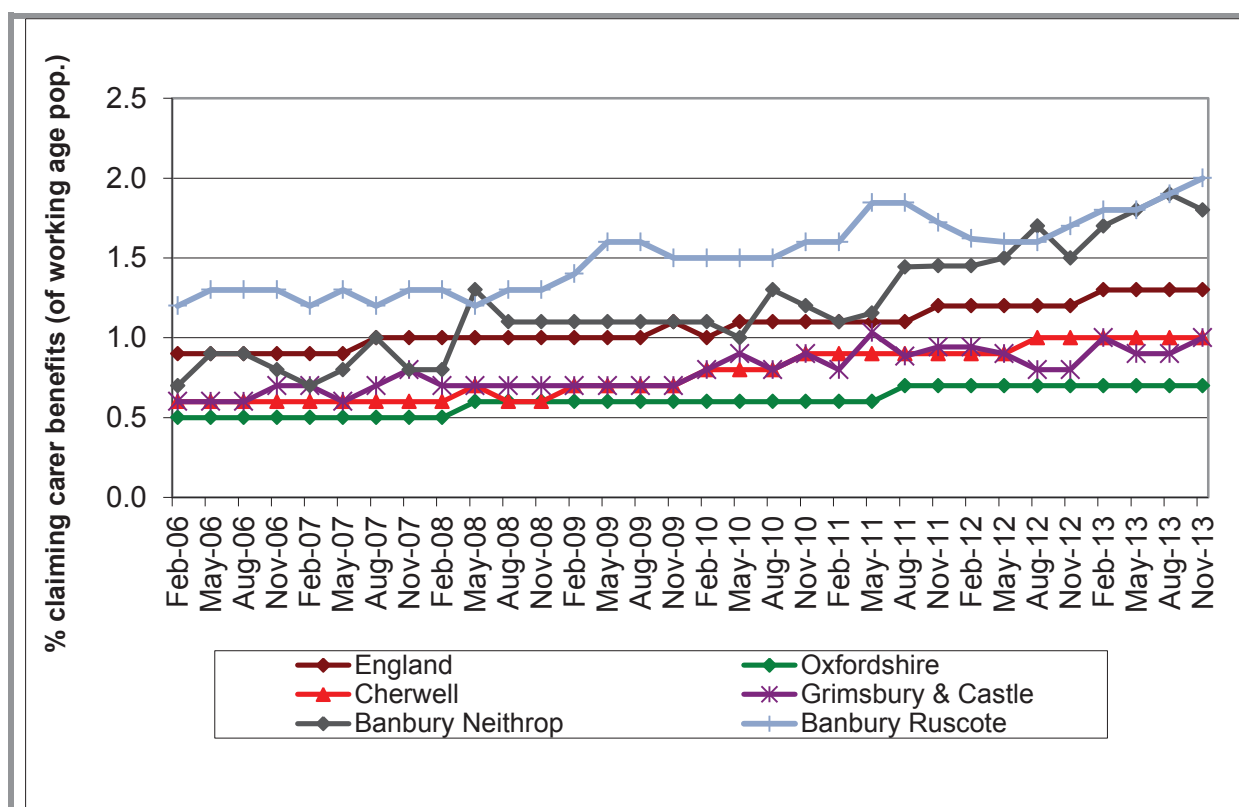
Figure 8: Number of 16-18 Year Olds Not in Education, Employment or Training

Wards	Apr-10	Apr-11	Apr-12	Apr-13	Apr-14
Banbury Grimsbury & Castle	33	28	32	16	14
Banbury Neithrop	11	17	20	6	15
Banbury Ruscote	43	52	28	14	17

Data Source: Oxfordshire County Council

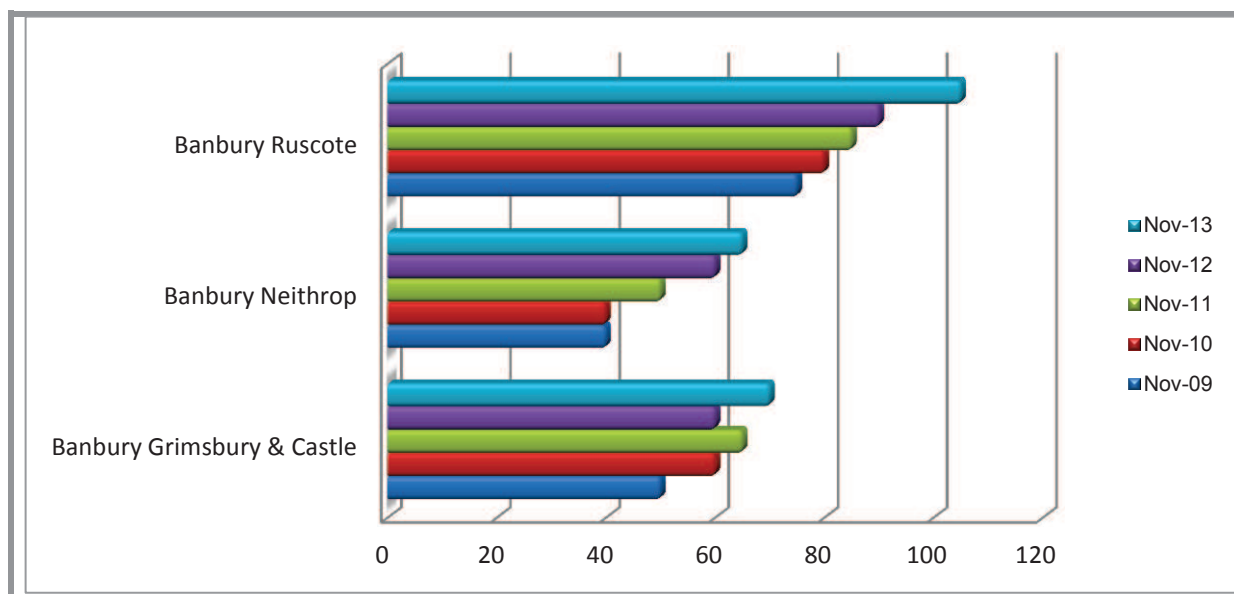
The information in tables 1a and 1b provides a summary of the percentage and number of NEETs over a five year period in the three Brighter Futures wards. The data has been provided by Oxfordshire County Council and refers to young people not in education, employment or training aged 16-18.

Figure 9: Percentage claiming Carer Benefits (Nov 13 latest data)



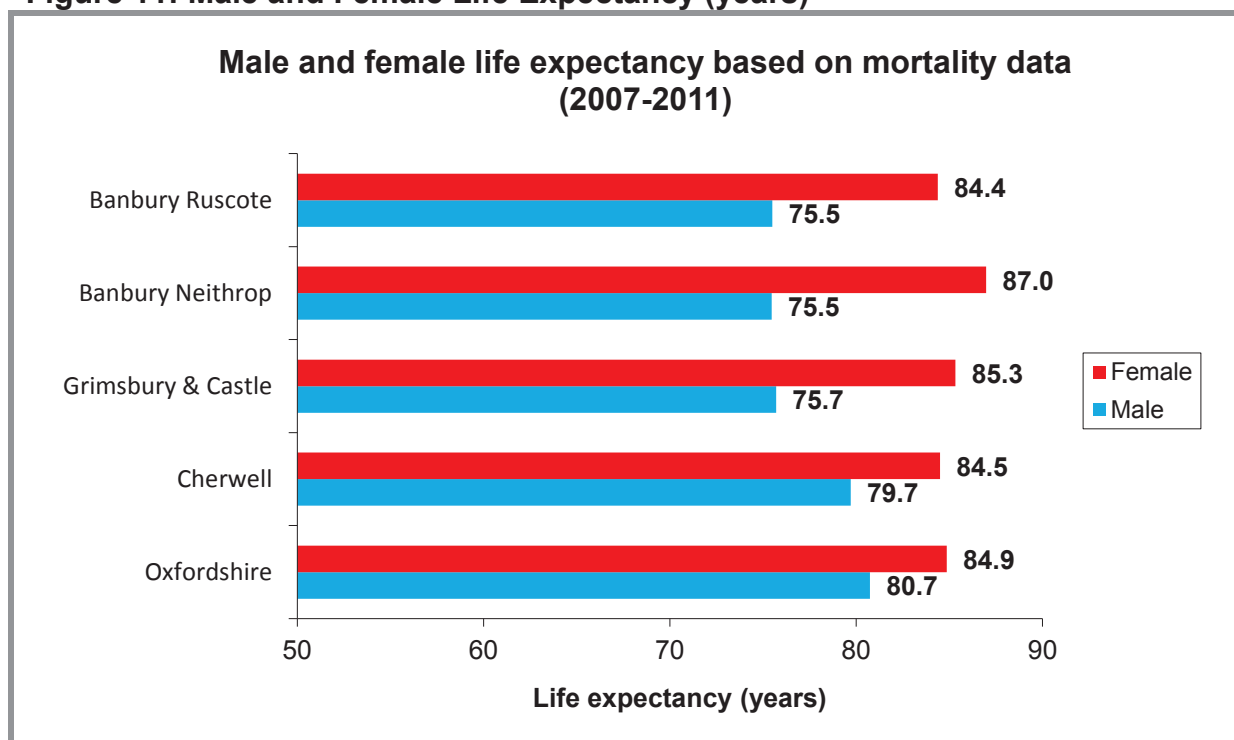
Data Source: Nomis Official Labour Market Statistics (<http://www.nomisweb.co.uk/>)

Figure 10: Numbers claiming Carer Benefits (Nov 13 latest data)



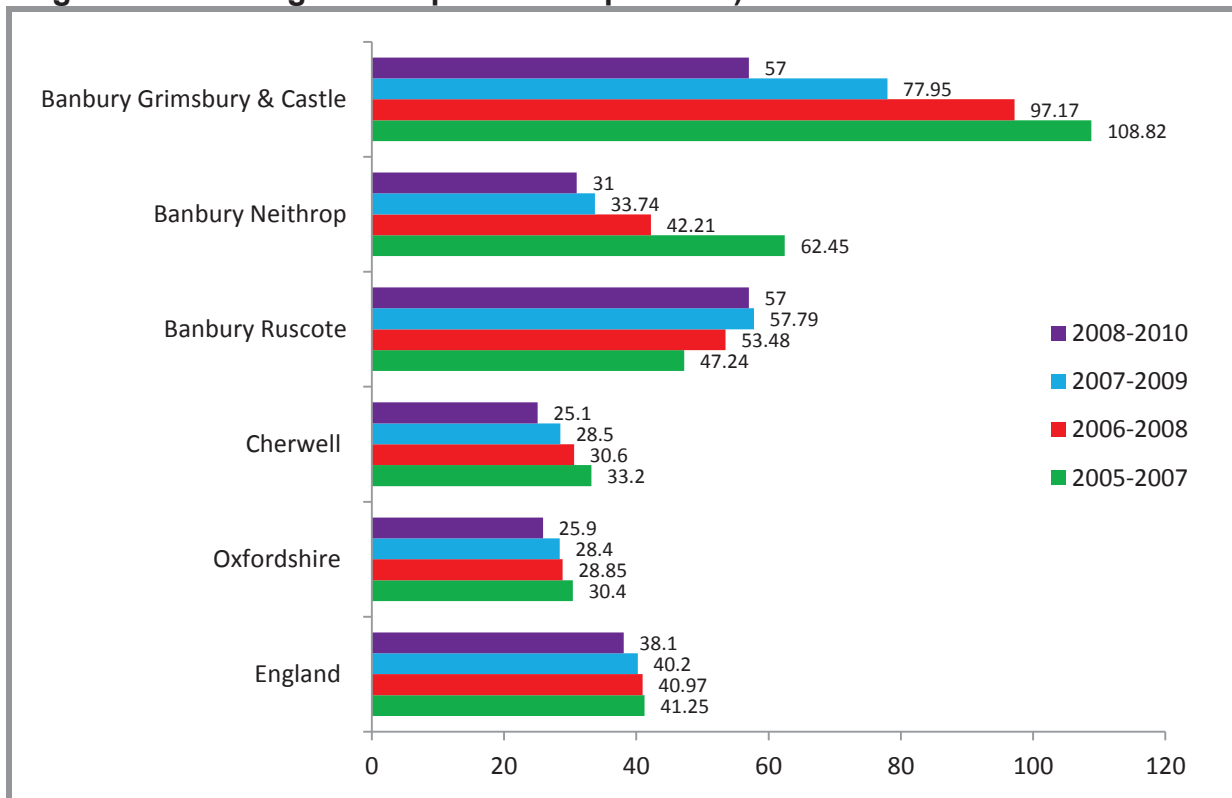
Data Source: Nomis Official Labour Market Statistics (<http://www.nomisweb.co.uk/>)

Figure 11: Male and Female Life Expectancy (years)



Data Source: Oxfordshire NHS

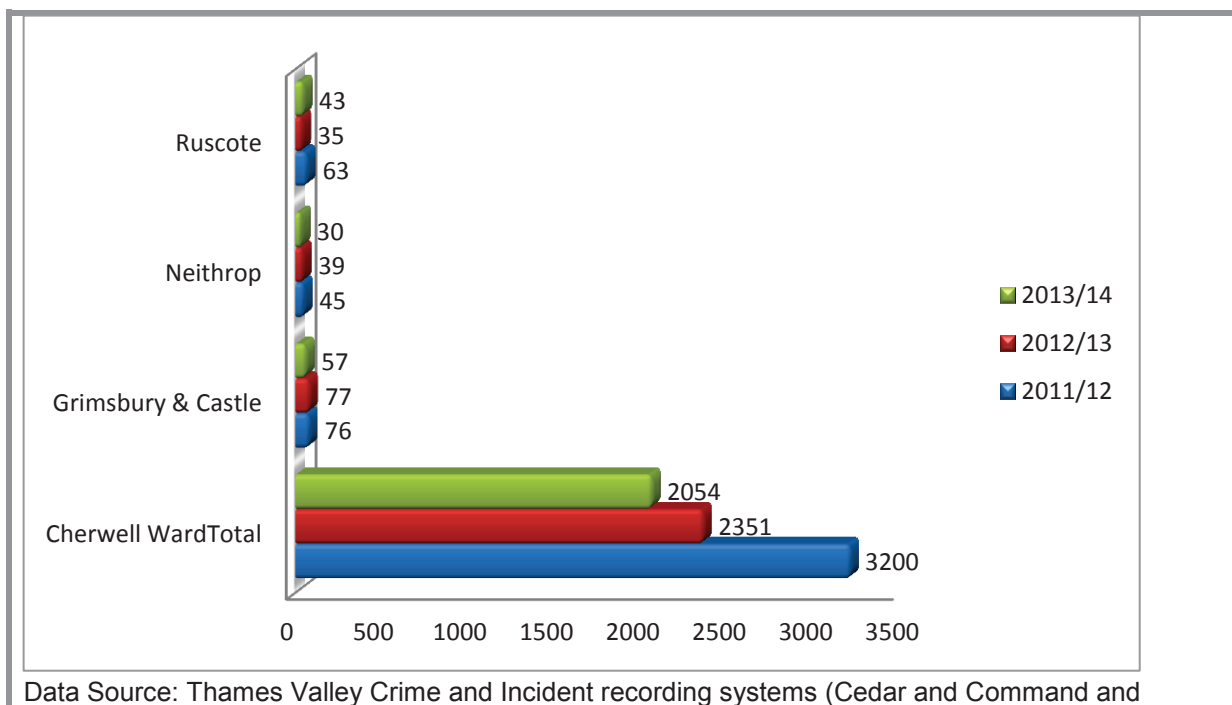
Figure 12: Teenage Conceptions rate per 1000)



Data Source: Oxfordshire NHS

Theme 6 – Safer and Stronger Communities

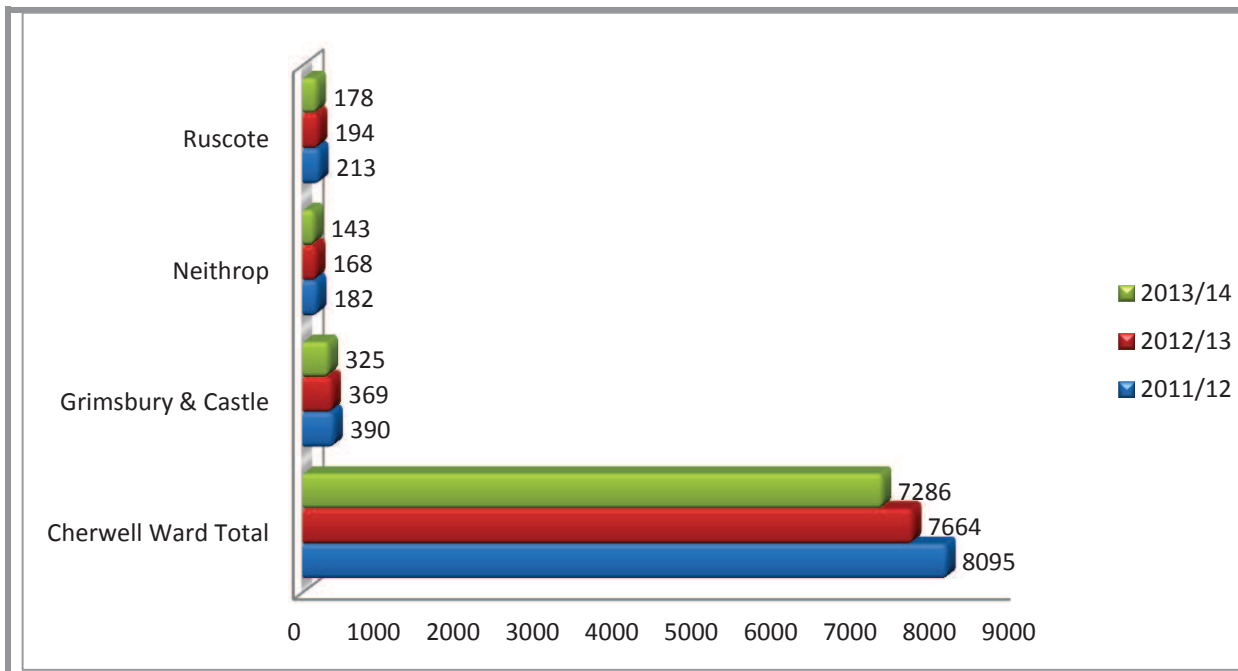
Figure 13: Criminal Damage (including Arson) Incidents



Data Source: Thames Valley Crime and Incident recording systems (Cedar and Command and

Control) Data Extracted April 2014

Figure 14: All Crime (total number of recorded crimes)



Data Source: Thames Valley Crime and Incident recording systems (Cedar and Command and Control) Data Extracted April 2014

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