

Public Document Pack



Committee: Overview and Scrutiny Committee
Date: Thursday 1 September 2016
Time: 6.45 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Neil Prestidge (Chairman)	Councillor Jolanta Lis (Vice-Chairman)
Councillor Chris Heath	Councillor David Anderson
Councillor Claire Bell	Councillor Mike Bishop
Councillor Hugo Brown	Councillor Mark Cherry
Councillor Nicholas Mawer	Councillor Sandra Rhodes
Councillor Jason Slaymaker	Councillor Bryn Williams

AGENDA

Overview and Scrutiny Members should not normally be subject to the party whip. Where a member is subject to a party whip they must declare this at the beginning of the meeting and it should be recorded in the minutes.

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

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

3. Urgent Business

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

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

To confirm as a correct record the minutes of the meeting held on 31 May 2016.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Quarter One Performance Update** (Pages 7 - 40)

Report of Director – Strategy and Commissioning

Purpose of report

To provide an update on the Cherwell District Business Plan progress to the end of Quarter One 2016/17.

Recommendations

The meeting is recommended to:

- 1.1 Note the exceptions highlighted and proposed actions.
- 1.2 Identify any performance related matters which the Overview and Scrutiny Committee may wish to review or refer to Executive.
- 1.3 Note the new reporting style which has been designed to improve the presentation of performance reporting.
- 1.4 Agree that, where appropriate, judgement measures used in the current business plan reporting are augmented or replaced by more specific, measurable, achievable, realistic, timely (SMART) measures.

7. **Fly Tipping and Environmental Enforcement** (Pages 41 - 46)

Report of Head of Environmental Services

Purpose of report

The purpose of this report is to update the Overview & Scrutiny Committee on fly tipping and the planned actions to reduce the number of instances in Cherwell District Council

Recommendations

The Committee is recommended:

- 1.1 To note the rise in fly tipping recorded in 2015/16 following several years of small fluctuations;

- 1.2 To note the successes of the Environmental Enforcement Team in bringing action against fly tippers; and
- 1.3 To support the proposed actions including the introduction of fixed penalty notices for small fly tips to be considered by the Executive in October.

8. Work Programme 2016/2017 (Pages 47 - 52)

Report of Head of Law and Governance

Purpose of report

To give an update on the Overview and Scrutiny work programme for 2016-2017

Recommendations

The meeting is recommended:

- 1.1 To review the draft work programme (Appendix 1).
- 1.2 Identify any items from the Executive Work Programme to form part of the Overview and Scrutiny Committee Work Programme for 2016/17.
- 1.3 Identify any other possible future topics for scrutiny and consider whether these topics should have scoping documents produced, based on the considerations of risk and what value scrutiny can add through considering the issue.

9. Council Car Parks (Pages 53 - 54)

Report of Director of Operational Delivery

Purpose of report

To introduce the forthcoming Executive report on Council Car Parks

Recommendations

The Committee is recommended:

- 1.1 To consider any comments and recommendations it wishes to relay to the Executive for its meeting on 5 September 2016 having considered the forthcoming Executive report on this matter.

10. Exclusion of the Press and Public

The following report(s) contain exempt information as defined in the following paragraph(s) of Part 1, Schedule 12A of Local Government Act 1972.

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

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

Should Members decide not to make a decision in public, they are recommended to resolve as follows:

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

11. Council Car Parks - Exempt Appendix

Exempt appendix to the report of the Director of Operational Delivery

This exempt annexe will be available on 25 August 2016 as part of the Executive agenda for 5 September 2016

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01327 322043 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.

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 Emma Faulkner, Democratic and Elections
emma.faulkner@cherwellandsouthnorthants.gov.uk, 01327 322043

Sue Smith
Chief Executive

Published on Tuesday 23 August 2016

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Agenda Item 4

Cherwell District Council

Overview and Scrutiny Committee

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 31 May 2016 at 6.30 pm

Present: Councillor Jolanta Lis (Vice-Chairman, in the Chair)

Councillor Chris Heath
Councillor David Anderson
Councillor Mike Bishop
Councillor Hugo Brown
Councillor Mark Cherry
Councillor Nicholas Mawer
Councillor Sandra Rhodes
Councillor Jason Slaymaker
Councillor Bryn Williams

Substitute Members: Councillor Andrew Beere (In place of Councillor Claire Bell)

Also Present: Councillor Barry Wood, Leader of the Council

Apologies for absence: Councillor Neil Prestidge
Councillor Claire Bell

Officers: Edward Bailey, Corporate Performance Manager
Louise Tustian², Acting Corporate Performance and Insight Manager
James Doble, Democratic and Elections Manager
Natasha Clark, Team Leader, Democratic and Elections
Emma Faulkner, Democratic and Elections Officer

3 **Declarations of Interest**

There were no declarations of interest.

4 **Urgent Business**

There were no items of urgent business.

5 **Minutes**

The Minutes of the meetings of the Committee held on 5 April and 17 May 2016 were confirmed as correct records and signed by the Chairman.

6 Chairman's Announcements

There were no Chairman's announcements.

7 Scrutiny Briefing

The Chairman welcomed the Democratic and Elections Manager, who gave a short presentation on how the Overview and Scrutiny function would work, and gave guidance on how the Committee could decide which areas to focus on.

The Democratic and Elections Manager also clarified the role of Executive Members in the Scrutiny process. Although it wasn't possible for an Executive Member to be a member of an Overview and Scrutiny Committee, it didn't mean that they couldn't attend meetings or be asked questions during a scrutiny investigation.

The Democratic and Elections Manager added that historically the Committee had a very good working relationship with the Executive, and most recommendations made to Executive in the past as a result of Overview and Scrutiny reviews had been accepted.

In response to questions from the Committee, the Democratic and Elections Manager advised that areas of responsibility of other authorities such as County Council or Highways Authority could still be looked at, as joint scrutiny was an option.

The Committee thanked the Democratic and Elections officer for his briefing.

8 Performance Management Framework 2015/16 Quarter 4/Year End Report

The Committee considered a report from the Head of Transformation that detailed performance monitoring for Quarter 4 of 2015-2016, and the end of year report.

In response to questions from the Committee, the Corporate Performance Manager and the Senior Performance and Improvement Officer agreed to circulate a link to the Council's business plan to the Committee.

In connection with indicators CBP2 2.1b and 2.1c, recorded fly tips and number of fly tip enforcement actions, the Committee noted the scheduled consideration of a fly tipping report by Executive at its September meeting, and requested that the relevant officers be invited to a future meeting of the Committee prior to the report being submitted to Executive. Officers also agreed to circulate details of the recently appointed enforcement officer, as well as feedback on the number of prosecutions.

The Committee noted that work on redeveloping the website (pledge CBP4 2.2) had been put on hold whilst the future of working with Stratford was

discussed. They requested that the item be kept on the work programme to enable a further update in the future.

With regard to indicator CBP4 4.3, develop a car parking strategy, the Committee noted the scheduled consideration of the item at the September meeting of Executive, and requested that it be added to the work programme for the Committee ahead of the Executive meeting.

The Committee also requested that when partnerships or working groups were referred to in the report, a brief definition be included to remind people what each one does.

In connection with indicator CBP3 8.2, "Rural Proof" significant new policies, officers agreed to circulate a definition of "Rural Proof".

With regard to the format of future performance reports, the Corporate Performance Manager demonstrated two possible options. The first was an online based 'dashboard' approach, which would provide key headlines and statistics at a glance. The second was a website based on the business plan, which would link from the main Council website and give the option of summary information, or more detailed statistics behind the headlines if users so wished.

The Corporate Performance Manager advised that links to both options would be circulated to the Committee before the next meeting the team were due to attend, and feedback would be invited ahead of consideration by the Executive.

Resolved

- (1) That the report be noted
- (2) That the red performance of flytipping be noted from the performance monitoring, as well as the scheduling of a report to Executive in September and the item be added to the Committee work programme to consider the report prior to its submission to Executive
- (3) That the development of a parking strategy be noted from the performance monitoring, as well as the scheduling of a report to future meeting of Executive and the item be added to the Committee work programme to consider the report prior to its submission to Executive

9 Committee Work Programme

The Committee considered the work programme for the Municipal Year.

With regard to the on-going Youth Engagement Review, the Committee agreed to defer consideration of the item to the next meeting of the Committee in July.

Following consideration of end of year performance at item 7 on the agenda, it was agreed that reports relating to flytipping and creation of a parking strategy

from the Executive work programme should be considered by Overview and Scrutiny prior to their consideration by Executive.

In response to concerns raised by the Committee, a working group was established comprising of Councillors Brown, Bishop, Heath and Williams to draft a scoping document relating to the A361 through the district, for consideration by the Committee ahead of a possible Scrutiny review.

The Committee also expressed an interest in updates relating to the redevelopment of the Council website, and the possible introduction of the Community Infrastructure Levy (CIL).

The Committee Chairman had requested that consideration be given to the start time of future meetings being changed to 6:45pm, due to his work commitments. The Committee agreed to the change, with effect from the next meeting.

Officers also requested that the meeting of the Committee scheduled for Tuesday 6 September 2016 be brought forward to Thursday 1 September. This would allow the Committee to consider the Quarter 1 performance figures and make any comments to Executive, ahead of their consideration of the item at the meeting on Monday 5 September.

Resolved

- (1) That consideration of the continuation of the Youth Engagement Review be deferred to the July meeting of the Committee.
- (2) That, as per the resolution from item 7 (Performance Monitoring), reports relating to flytipping and the creation of a parking strategy from the Executive Work Programme be considered by Overview and Scrutiny prior to consideration by Executive.
- (3) That a working group be established comprising of Councillors Brown, Bishop, Heath and Williams to draft a scoping document relating to the A361.
- (4) That updates relating to the Cherwell District Council Website redevelopment and the Community Infrastructure Levy (CIL) be added to the work programme.
- (5) That the start time of future meetings be changed to 6:45pm.
- (6) That the September meeting of the Committee be moved from Tuesday 6 September to Thursday 1 September at 6:45pm, to enable the Committee to consider Quarter 1 Performance ahead of its submission to Executive.

The meeting ended at 8.35 pm

Chairman:

Date:

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Cherwell District Council

Overview and Scrutiny

1 September 2016

Quarter One Performance Update

Report of Director – Strategy & Commissioning

Purpose of report

To provide an update on the Cherwell District Business Plan progress to the end of Quarter One 2016/17.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the exceptions highlighted and proposed actions.
- 1.2 Identify any performance related matters which the Overview and Scrutiny Committee may wish to review or refer to Executive.
- 1.3 Note the new reporting style which has been designed to improve the presentation of performance reporting.
- 1.4 Agree that, where appropriate, judgement measures used in the current business plan reporting are augmented or replaced by more specific, measurable, achievable, realistic, timely (SMART) measures.

2.0 Introduction

- 2.1 This is the first quarterly performance report for the 2016/17 Business Plan. Commentary has been developed to focus on areas not performing at the required level and provide an explanation of what has happened, why it has happened and what are we doing to improve performance.
- 2.2 The revised reporting template uses infographics (displaying data in a graphical form to aid understanding) and focuses on exception reporting (concentrating on the issues).
- 2.3 The report is also available online via the Performance Matters website where further options are available to interrogate the data in the report and the performance and insight team is available to respond to specific reporting enquiries.

3.0 Report Details

3.1 Overall summary

- 3.1.1 Of the 81 measures in the plan that have targets or judgements applied to them, 61 (75%) are performing on or above target. 17 measures (21%) are showing an Amber alert and there are currently three measures (4%) which have not been updated. There are no red alerts as at Quarter One. Appendix 1 shows a 'sunburst' overview of performance plus counts for each of the corporate priorities.

3.2 A district of opportunity

- 3.2.1 The overall RAGG* rating for this priority is showing as Amber for this first quarter. CBP1.5.1 Deliver High Quality Regulatory Services has been reported as green for this quarter.

It has been a great year for Better Business. Approximately 200 staff attended four Organisational Awareness Days across Cherwell and South Northamptonshire which provided an opportunity for staff to experience what it felt like to be a start-up business in our district and to shape how our services assist. 88% of delegates agreed that the workshops met a number of objectives including ensuring that services recognise and understand that they need to work together as a whole Council to support our businesses.

Our programme with SEMLEP continues with a regulators workshop and a work programme which will include working with businesses to find out what the barriers are. We held workshops in Banbury with local businesses earlier in the year and developed a funded single regulatory point of contact based on feedback from businesses. We have extended this project as it is showing early signs of success which will add value to the final evaluation.

3.3 Safe, Clean and Green

- 3.3.1 CBP2.1.4 Maintain Customer satisfaction with recycling and waste service has been reported as green with an 83% customer satisfaction rate.

In order to maintain/enhance customer satisfaction on waste collection we will take the following measures:-

- Ensure all our collection staff are trained and competent.
- Ensure all our collection staff are smart, wearing corporate PPE and carry out their duties professionally.
- Regularly remind staff of the need for high quality customer service through team briefings.
- Ensure our supervisors monitor the performance of our collection staff in areas such as returning bins to the point of collection.
- Investigate any complaints and put in place any actions needed.

3.4 A Thriving Community

- 3.4.1 CBP3.1.1 Deliver at least 190 units of affordable housing is reporting as green* for this quarter. The 43 units were delivered at: Springfield Farm (Ambrosden), Kingsmere (Bicester), Longford Park, North West Bicester (Eco Town).

These figures reflect the continued good partnership working that is taking place between the district council and registered providers operating in Cherwell to continue to deliver the affordable homes that are needed. It also reflects the Council's strong policy position with regards to affordable housing.

However, there will be increasing challenges in the coming months to ensure the Council continues to secure the affordable housing it needs to meet the affordable housing demand which the district has, not least because of the financial implications of the Brexit decision and the changing national housing and planning policy.

3.5 Sound Budgets and Customer Focused

3.5.1 The overall RAGG* rating for this priority is showing as Amber for this first quarter.

CBP4.1.4 Maximise income coming into the authority to include NHB/NNDR/C-Tax/external funding is reporting as green for this quarter.

Work is ongoing to maximise all income coming in to the authority. We have seen a further 299 properties become subject to council tax in the first quarter of 2016-2017 which means additional income from council tax as well as New Homes Bonus. We are continuing to implement and deliver strategies for NNDR, but we have seen a fall in rateable value in this quarter which impacts negatively on income. This is a variable we have little control over although we seek to mitigate this by having efficient processes in place to identify and monitor growth. During this quarter we went live with a product called GrantFinder and anticipate that this will help us to start to capture funding from external sources.

3.6 Exceptions

3.6.1 An exception is anything that has triggered a red or amber alert.

3.6.2 For objectives where judgements are being used, this is anything rated as 'slightly behind schedule' (amber) or 'significantly behind schedule' (red).

3.6.3 For measures of performance which are numerically based, the default tolerances are 'not meeting target but within 10%' (amber) and 'worse than 10% away from target' (red). Some measures may in future have their own tailored tolerances to ensure that red and amber alerts are appropriate to the measure.

3.7 There are 17 exceptions this quarter; thirteen judgements rated as 'slightly behind schedule' and four numeric measures.

3.7.1 Appendix 2 highlights the exceptions with associated commentary outlining:

- 1) What has happened
- 2) Why it has happened
- 3) What actions we are taking
- 4) When we will see improvement.

3.7.2 Commentary has come directly from the service experts to provide context to the judgement or data displayed.

3.8 Appendix 3 provides a specific trend report showing performance over time for the numeric measures performing below targeted levels. A variation of this graph with further options for exploring the data is available for all measures online to enable users to explore data more fully.

4.0 Conclusion and Reasons for Recommendations

4.1 This is the first report with the new reporting style. It is inevitable that there may be some tweaks we will need to apply to both content and format of the report as we develop and evolve the performance reporting of the new business plan.

5.0 Consultation

5.1 The annual customer satisfaction survey is being run in a slightly different format this year for CDC with a direct mailshot and online survey being conducted rather than surveying the citizens' forum. We received around 1,000 postal responses and around 150 online responses and results will be available in mid-August and will help to inform the business planning process for 2017/18.

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 request additional information on items and/or add to the work programme for review.

7.0 Implications

Financial and Resource Implications

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

Comments checked by:
Paul Sutton – Chief Finance Officer
03000 030106 Paul.Sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no legal issues arising from this report.

Comments checked by: Nigel Bell, Team Leader – Planning and Litigation
01295 221687 nigel.bell@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:

Louise Tustian – Senior Performance & Improvement Officer

01295 221786 Louise.tustian2@cherwellandsouthnorthants.gov.uk

Data Quality

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

Comments checked by:

Ros Holloway - Performance Information Officer

01295 221758 Ros.Holloway@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

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 Barry Wood

Leader of the Council

Document Information

Appendix No	Title
1	Sunburst showing the SNC Business Plan Priorities and Objectives
2	Exceptions
3	Trend Graphs for Numeric Exceptions
4	Full measure and judgement list
Background Papers	
None	
Report Author	Ed Bailey – Corporate Performance & Insight Manager
Contact Information	01295 221605 Edward.Bailey@cherwellandsouthnorthants.gov.uk

LIST OF APPENDICES

Appendix 1 – Sunburst showing the CDC Business Plan Priorities and Objectives

The outer ring of the diagram shows the individual judgments and measures used to evidence the objective judgements in the middle ring. The exceptions are detailed in Appendix 2 and information about all measures can be reviewed in Appendix 4 and online.

Appendix 2 – Exceptions

The table below provides details of all measures with a Red or Amber alert and also shows direction of travel from last period and last year. If commentary is not showing, we are awaiting an update from the appropriate service area.

Appendix 3 – Trend Graphs for Numeric Exceptions

The graphs show the trend of performance for any numeric measure highlighted in Appendix 2 and compares against previous years' performance where applicable.

Appendix 4 – Full measure and judgement list

All measures are shown in this appendix with commentary provided by the appropriate service area.

Legend for Appendices

The following legend applies to all the following appendices:

Colour	Symbol	Meaning for Judgments	Meaning for Numeric Measures
Red		Significantly behind schedule	Significantly worse than target (more than 10% by default)
Amber		Slightly behind schedule	Slightly worse than target (up to 10% worse by default)
Dark Green		Delivering to plan	Delivering to target (up to 10% better by default)
Light Green		Ahead of schedule	Significantly better than target (more than 10% by default)
Blue	n/a	n/a	Target setting not appropriate
Grey		Not updated	Not updated
		Has improved since last month/quarter/year (arrow signifies which way performance has moved)	
		Has got worse since last month/quarter/year	
		Direction of Travel is not applicable as measures have not previously been reported	

Appendix 1 – Sunburst and Counts



District of Opportunity						Safe, Clean, Green						A Thriving Community						Sound Budgets and Customer Focus						
KPI summary					Total	KPI summary					Total	KPI summary					Total	KPI summary					Total	
▲	●	★	✱	?		▲	●	★	✱	?		▲	●	★	✱	?		▲	●	★	✱	?		
0	7	10	0		17	0	2	5	4		11	0	3	24	10		37	0	5	8	0	3		16

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Appendix 2 - Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	✖
<p>1) What has happened? All NW Bicester planning applications have been reported to the Planning Committee. Resolutions to grant outline planning permission have been made for 3500 dwellings and supporting infrastructure and for the full planning permission for the road. However a further application for the main commercial area has been refused and an application has been deferred, although it is anticipated that it will be reported back to the planning committee later this year. Negotiations on legal agreements are on going.</p> <p>2) Why has it happened? The delivery of large scale development is complex particularly where the site has multiple landowners and developers. This has added to the complexity of dealing with planning applications at NW Bicester.</p> <p>3) What actions are we taking? Regular communication continues with developers and consultees to progress the determination of the applications and negotiation of legal agreements.</p> <p>4) When will we see improvement? The end of the calendar year is being targeted to have made progress with the applications subject to resolutions to grant planning permission.</p>										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<p>1) What has happened? Project progressing - 10 plots allocated. Agreeing foundation prices and securing planning compliance on all plots. Exchange of contracts expected on some of the plots in June to enable some of the Pioneers to be on site during quarter 2 and the remainder during the forthcoming months.</p> <p>2) Why has it happened? This is part of the on-going Graven Hill project work and timescales have altered as the project has progressed.</p> <p>3) What actions are we taking? Continuing with progress with the Pioneers and securing planning compliance.</p> <p>4) When will we see improvement? Exchange of contracts expected on some of the plots in June to enable some of the Pioneers to be on site during quarter 2 and the remainder during the forthcoming months.</p>										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡
<p>1) What has happened? The sales process will open to those that live and work in the District on 11th July and nationally on 22nd August. A sales and marketing suite will open in central Bicester location in Autumn and in line with the delivery of phase 1 transfer to Graven Hill location during 2018. At present the activity is taking place from a temporary location in Bodicote House.</p> <p>2) Why has it happened? This work is on-going and dependent on a suitable location becoming available on the Graven Hill site.</p> <p>3) What actions are we taking? There is a temporary location set-up in Bodicote House.</p> <p>4) When will we see improvement? When sales and marketing suite opens in a central Bicester location in the Autumn.</p>										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.4 Engage with the community and stakeholders to deliver Garden Town Bicester	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p>1) What has happened? Town-wide public consultation event held in March to understand the priorities and aspirations of the local community. Over 900 written responses were received and a summary of feedback has been produced. As a result the agreed next action was to undertake a 'you said, we did' exercise, drawing out the main things identified as important and setting how the council has/will respond to key issues. The 'you said' feedback element was first reported to the community at The Big Lunch on 12 June - this included a 'Top 5' list of what people like about Bicester and what they would like to see improved. The feedback is to be available on the Growing Bicester website. Bicester's retail offer and town centre was at the top of the improvements agenda and workshop discussions (facilitated by Economic Growth team and its consultants) between key CDC officers and external stakeholders have been programmed (26 May and 15 July) to devise a 'quick wins' action plan in response to the identified issues.</p>										

Appendix 2 - Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that masterplanning process in Autumn 2016.</p> <p>2) Why has it happened? Future consultation fatigue resulting in disengagement meaning that the people of Bicester no longer influence and help control decisions and services that shape the town in which they live and work. Cynical confusion about the many overlapping labels and messages and how they relate to each other Fear and apprehension of change, particularly with a significant increase in population in the future, impacts on future consultation and results in hostility and negative feedback</p> <p>3) What actions are we taking? Production of an engagement and communications strategy that sets out agreed engagement principles and provides guidance particularly around how and with whom we engage.</p> <p>4) When will we see improvement? A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that masterplanning process in Autumn 2016.</p>										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.1 Prepare a scheme for the redevelopment of the Bolton Road site	Quarterly	Delivering to plan	Slightly behind schedule	●	➔	Delivering to plan	Slightly behind schedule	●	✖
<p>1) What has happened? The Castleside multi-storey car park at Bolton Road, Banbury permanently closed on Friday 10 June 2016 after an inspection identified significant structural issues. This car park will now be demolished as a matter of urgency (out to tender) and a temporary facility created. This part of the town has been identified for significant regeneration, and on-going scoping and appraisal works are underway.</p> <p>2) Why has it happened? Significant structural issues were identified.</p> <p>3) What actions are we taking? This car park will now be demolished as a matter of urgency (out to tender) and a temporary facility created.</p> <p>4) When will we see improvement? When car park has been demolished and temporary facility set-up and scoping and appraisal work is completed.</p>										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3a Secure start on site for Castle Quay 2	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	✖
<p>1) What has happened? There has been some significant progress in recent months and Aberdeen Investments (the developer) are considering a communication update on the scheme in the near future.</p>										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3b Maximise Council's income from Castle Quay 1	Quarterly	?	Slightly behind schedule	●	?	?	Slightly behind schedule	●	?
<p>1) What has happened? There are some very challenging trading circumstances impacting on retail outlets nationally.</p> <p>3) What actions are we taking? Officers have arranged to meet with Aberdeen Investments, along with their appointed FM provider, to review current trading conditions. We have indicated our intention to look at all potential options Aberdeen might wish to put on the table, to help improve the overall income position. Finance officers will also attend the planned meeting, and an update for members will be presented to members in due course"</p>										

Appendix 2 - Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.1 Deliver the Council's Biodiversity Action Plan	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	✖
<p>1) What has happened? 2016/17 Biodiversity Action Plan now scheduled for September Executive rather than July.</p> <p>2) Why has it happened? Requirement to deliver and administer Queen's 90th Birthday Celebration grant scheme was unexpected, and took up a large amount of officer time at the time of year when the Biodiversity Action Plan (BAP) would usually be prepared.</p> <p>3) What actions are we taking? BAP is currently being updated, alongside biodiversity input to Local Plan part 2.</p> <p>4) When will we see improvement? Updated BAP will be presented to September Executive. In the meanwhile, partners continue to deliver outputs in line with their service level agreements.</p>										
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.2 Implement a new carbon management plan from 2015-2020	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1a Number of households living in Temporary Accommodation (TA)	Monthly	41	42	●	✖	41	42	●	✖
<p>1) What has happened? During the quarter numbers in TA have risen and the numbers at the end of the month reflect an increase in those placed for a limited period, but are not owed full duties.</p> <p>2) Why has it happened? Numbers can often fluctuate depending on demand and we exceeded the target by 1 case in this particular week.</p> <p>3) What actions are we taking? We have anticipated this rise and have made arrangements to ensure adequate suitable accommodation is available at affordable rates.</p> <p>4) When will we see improvement? Numbers have already reduced to target.</p>										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.1 Support CPN with financial, clinical & technological changes in health & social care sector	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	?
<p>1) What has happened? Local concern has arisen over recruitment difficulties to maintain maternity services at the Horton DGH resulting in alternative service options which include downgrading the unit to a midwife led unit rather than a consultant led unit. Further assessment work is underway with a conclusion with proposed options to be available in August.</p> <p>2) Why has it happened? National recruitment difficulties with middle grade doctors where despite repeated recruitment processes and salary incentives, two out of eight posts have remained unfilled and three other postholders are about to leave.</p> <p>3) What actions are we taking? Contingency plan being developed. Further OUHFT recruitment underway. Alternative service delivery models being examined across the range of Horton services.</p> <p>4) When will we see improvement? Late August/early September will be the point at which new Horton service options will be finalised and whether the further recruitment process has been successful</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1a Number of visits/usage to District Leisure Centres	Monthly	123,306	119,536	●	✔	359,105	355,805	●	✖

Appendix 2 - Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
1) What has happened? Overall there has been a relatively consistent performance from the 3 Leisure Centres within the District with Spiceball Leisure Centre marginally up on the same period last year and Kidlington and Bicester marginally down on the same period last year. North Oxfordshire Academy usage is significantly up as part of the Joint Use facilities as is the Cooper School Sports Facility with Woodgreen Leisure Centre marginally up on the same period last year										
2) Why has it happened? The partial withdrawal of school use by Bicester Community College has had a negative effect on throughputs at Bicester Leisure Centre with approximately 1,000 less registered users for June 2016 compared to the same period last year. Both North Oxfordshire Academy and Cooper Sports Facility registered an increase in throughputs, primarily due to well attended one off events including operatic performance, athletics events and school supported activities. Kidlington Leisure Centre has shown a decrease in numbers for the 2nd successive month. Initially this was identified as a reduction in 'Club' use however further interrogation into their usage will be required once this information is available										
3) What actions are we taking? CDC officers in partnership with the leisure operator will look at measures to increase usage particularly at Kidlington Leisure Centre and further identify the reasons for the decrease in usage numbers compared to last year. Discussions will take place as part of the Leisure Meeting. The Leisure Operator has recently submitted their National Benchmarking Survey Action Plan to address any shortfalls in participation for particular target groups										
4) When will we see improvement? It is anticipated that improvement will take place within the next few months as new marketing strategies are developed to encourage greater participation across all facilities										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.1 Review key business processes to enhance performance, reduce cost & designed for customers	Quarterly	Delivering to plan	Slightly behind schedule	●	?	Delivering to plan	Slightly behind schedule	●	?
1) What has happened? Work has been undertaken during this period to transition to a new 2-way service. This has had the knock-on effect of delaying work to enhance the IT service as required.										
2) Why has it happened? Changing priorities due to move from 3-way to 2-way service.										
3) What actions are we taking? Currently undertaking IT infrastructure review which will result in improved performance and reduced costs.										
4) When will we see improvement? The IT service will start improving immediately now that we have re-launched as a 2-way service.										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.2 Increase the number of services that can be accessed and paid for online.	Quarterly	Delivering to plan	Slightly behind schedule	●	?	Delivering to plan	Slightly behind schedule	●	?
1) What has happened? Activities being undertaken include: Initiating a project to develop new council websites which will support improved functionality for online services; Developing payments integration for achieve forms; Initiating work to support online leisure bookings										
2) Why has it happened? Although we are slightly behind due to the transition activities, some good progress is being made.										
3) What actions are we taking? Work is being undertaken to support projects that have been initiated.										
4) When will we see improvement? Towards the end of 16/17.										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.5 Establish appropriate commercial arrangements.	Quarterly	Delivering to plan	Slightly behind schedule	●	?	Delivering to plan	Slightly behind schedule	●	✘
1) What has happened? Commercial opportunities have been identified and a draft action plan is due for review in July.										

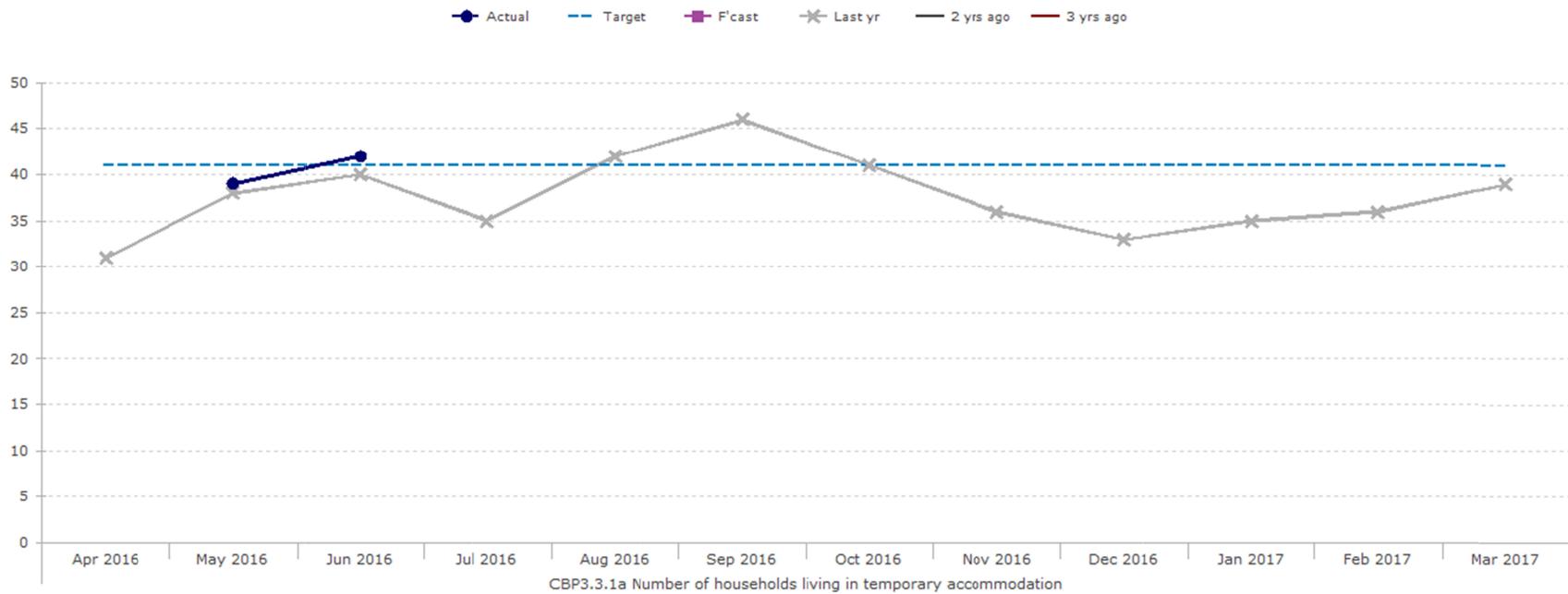
Appendix 2 - Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
2) Why has it happened? Programme resources and content review										
3) What actions are we taking? Resources allocated										
4) When will we see improvement? Q2										
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.2 Percentage of Council Tax collected	Monthly	30.00	29.86	●	✓	30.00	29.86	●	✗
1) What has happened? Collection rate is slightly under target at end of quarter 1 (0.14%) despite good start in collections during April and May.										
2) Why has it happened? Reduction in collection rate										
3) What actions are we taking? Recovery action has started for those payments overdue from April and May.										
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.3 Percentage of business rates collected	Monthly	31.00	30.36	●	✓	31.00	30.36	●	✗
1) What has happened? BHS has not paid the rates that it was due to pay.										
2) Why has it happened? BHS has gone into administration.										
3) What actions are we taking? None possible at the moment. Currently we do not expect to recover any of the outstanding debt.										
4) When will we see improvement? New business that start paying rates over the course of the current financial year will offset this loss.										

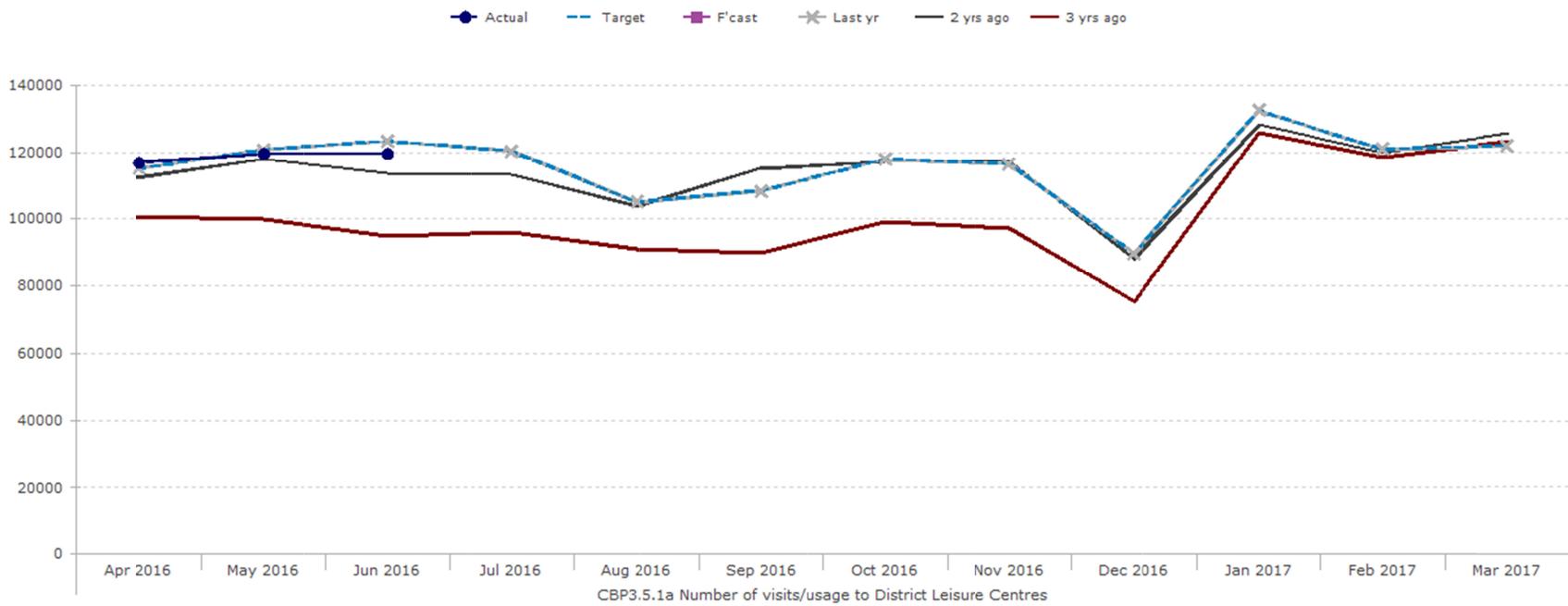
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Appendix 3 – Performance trend for Exception measures

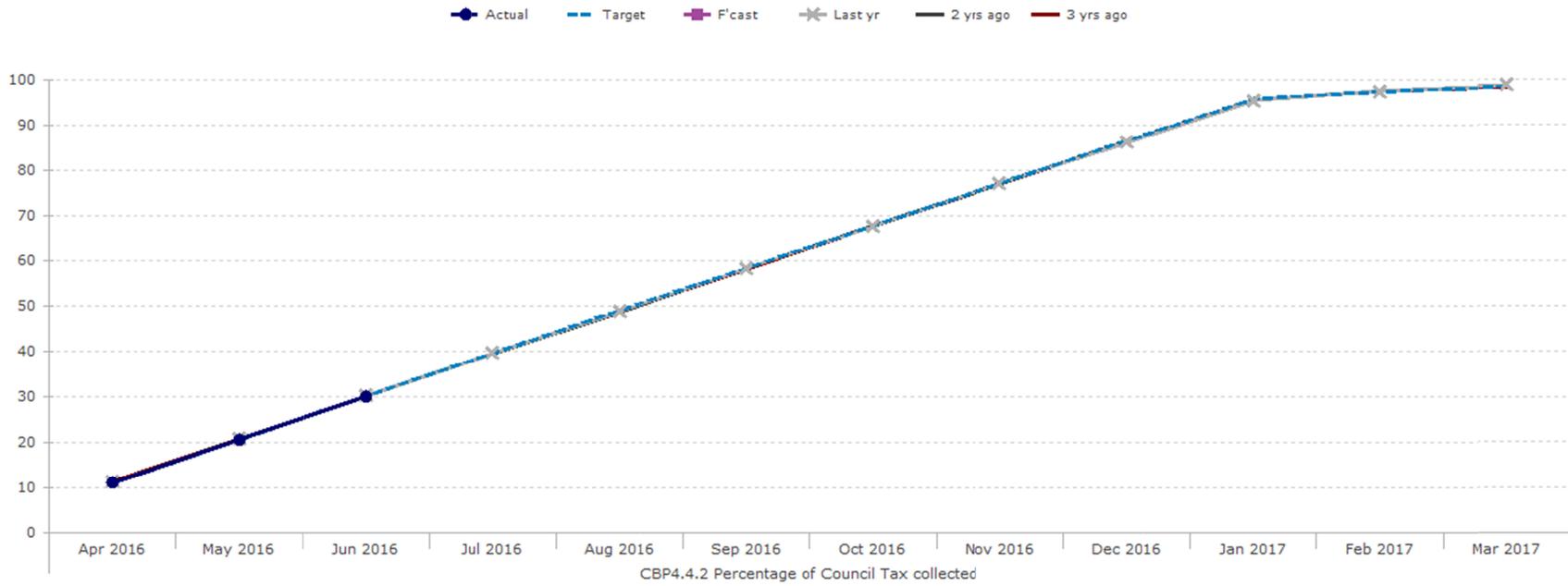
CBP3.3.1a Number of households living in temporary accommodation												
	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017
Actual		39	42									
Target	41	41	41	41	41	41	41	41	41	41	41	41
Perf.	?	★	●	—	—	—	—	—	—	—	—	—
Change	?	?	✖	?	?	?	?	?	?	?	?	?
F'cast												
Last yr	31	38	40	35	42	46	41	36	33	35	36	39
2 yrs ago												
3 yrs ago												



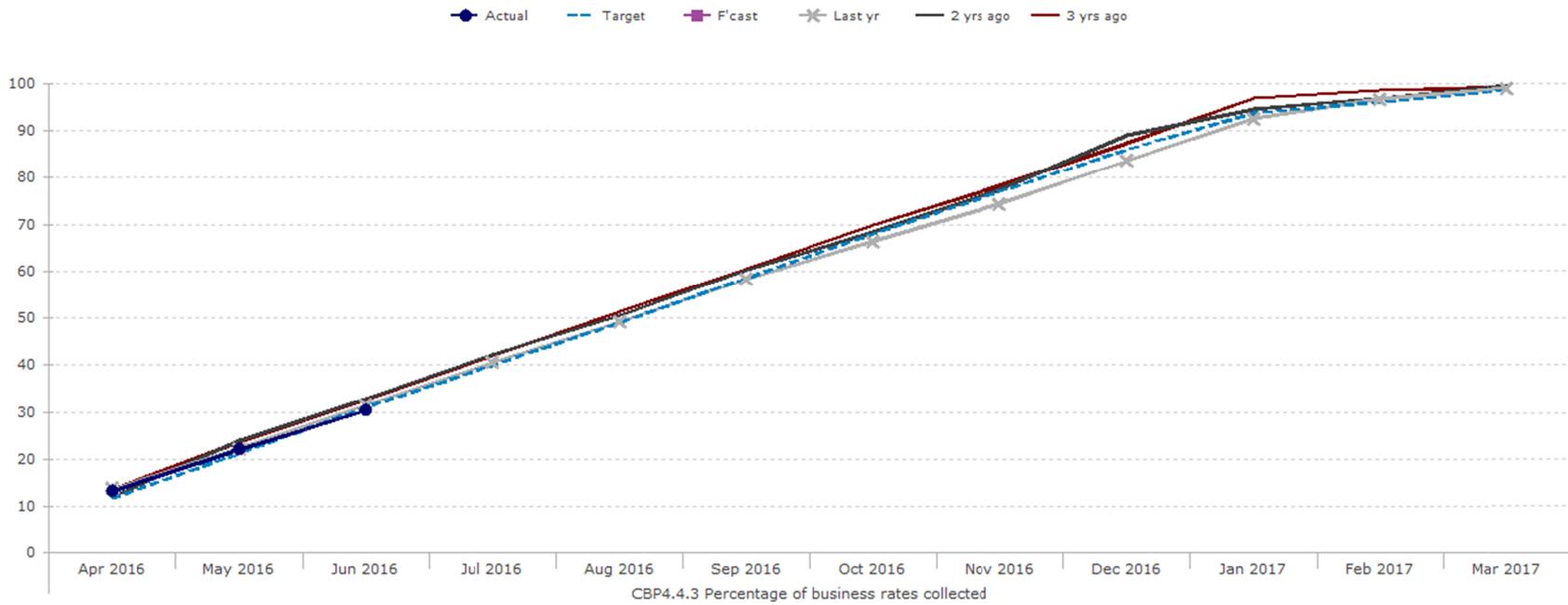
CBP3.5.1a Number of visits/usage to District Leisure Centres												
	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017
Actual	116,867	119,402	119,536									
Target	115,019	120,780	123,306	120,349	104,974	108,392	117,837	116,431	89,766	132,408	120,891	121,811
Perf.	★	●	●	—	—	—	—	—	—	—	—	—
Change	✖	✔	✔	?	?	?	?	?	?	?	?	?
F'cast												
Last yr	115,019	120,780	123,306	120,349	104,974	108,392	117,837	116,431	89,766	132,408	120,891	121,811
2 yrs ago	112,388	117,859	113,717	113,286	103,840	115,121	117,121	117,133	88,018	128,299	119,903	125,542
3 yrs ago	100,771	99,995	94,804	96,188	91,007	89,960	99,047	97,295	75,172	125,936	118,537	123,166



CBP4.4.2 Percentage of Council Tax collected												
	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017
Actual	11.01	20.54	29.86									
Target	11.00	20.50	30.00	39.50	49.00	58.25	67.75	77.00	86.50	95.75	97.25	98.25
Perf.	★	★	●	—	—	—	—	—	—	—	—	—
Change	✖	✔	✔	?	?	?	?	?	?	?	?	?
F'cast												
Last yr	11.18	20.65	30.05	39.49	48.80	58.19	67.65	77.00	86.10	95.41	97.44	98.65
2 yrs ago	11.00	20.42	29.88	39.38	48.65	58.16	67.69	76.93	86.43	95.55	97.42	98.49
3 yrs ago	11.22	20.65	29.96	39.51	48.82	58.09	67.65	76.92	86.41	95.51	97.38	98.27



CBP4.4.3 Percentage of business rates collected												
	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017
Actual	13.25	22.00	30.36									
Target	11.75	21.25	31.00	40.00	49.00	58.50	68.00	77.00	86.00	93.75	96.00	98.50
Perf.	★	★	●	—	—	—	—	—	—	—	—	—
Change	✖	✔	✔	?	?	?	?	?	?	?	?	?
F'cast												
Last yr	13.73	22.21	31.57	40.67	49.24	58.28	66.36	74.38	83.73	92.62	96.75	98.96
2 yrs ago	12.05	23.88	32.91	42.30	50.55	60.27	68.38	77.47	89.04	94.49	96.87	99.46
3 yrs ago	13.57	23.72	32.64	42.02	51.39	60.47	69.83	78.35	87.45	96.92	98.53	99.30



Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing	CBP1.1.1 Banbury and Kidlington Masterplans adopted as Supplementary Planning Documents	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? To be adopted at October 2016 Council meeting										
CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing	CBP1.1.2 Prepare draft Local Plan Part 2 and review of Local Plan Part 1	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? Next stage on each Local Plan to be presented to Executive 2016.										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? All NW Bicester planning applications have been reported to the Planning Committee. Resolutions to grant outline planning permission have been made for 3500 dwellings and supporting infrastructure and for the full planning permission for the road. However a further application for the main commercial area has been refused and an application has been deferred, although it is anticipated that it will be reported back to the planning committee later this year. Negotiations on legal agreements are on going.										
2) Why has it happened? The delivery of large scale development is complex particularly where the site has multiple landowners and developers. This has added to the complexity of dealing with planning applications at NW Bicester.										
What actions are we taking? Regular communication continues with developers and consultees to progress the determination of the applications and negotiation of legal agreements.										
When will we see improvement? The end of the calendar year is being targeted to have made progress with the applications subject to resolutions to grant planning permission.										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.2 Northwest Bicester: Delivery of the Eco - Bicester business centre	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? An architect has been appointed to develop a concept design for the building and further work is being done on the business case for the operation of the centre. The outcome of this work will be reported to the Executive in September.										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? Project progressing - 10 plots allocated. Agreeing foundation prices and securing planning compliance on all plots. Exchange of contracts expected on some of the plots in June to enable some of the Pioneers to be on site during quarter 2 and the remainder during the forthcoming months.										
2) Why has it happened? This is part of the on-going Graven Hill project work and timescales have altered as the project has progressed.										
3) What actions are we taking? Continuing with progress with the Pioneers and securing planning compliance.										
4) When will we see improvement? Exchange of contracts expected on some of the plots in June to enable some of the Pioneers to be on site during quarter 2 and the remainder during the forthcoming months.										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>1) What has happened? The sales process will open to those that live and work in the District on 11th July and nationally on 22nd August. A sales and marketing suite will open in central Bicester location in Autumn and in line with the delivery of phase 1 transfer to Graven Hill location during 2018. At present the activity is taking place from a temporary location in Bodicote House.</p> <p>2) Why has it happened? This work is on-going and dependent on a suitable location becoming available on the Graven Hill site.</p> <p>3) What actions are we taking? There is a temporary location set-up in Bodicote House.</p> <p>4) When will we see improvement? When sales and marketing suite opens in a central Bicester location in the Autumn.</p>										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.4 Engage with the community and stakeholders to deliver Garden Town Bicester	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p>1) What has happened? Town-wide public consultation event held in March to understand the priorities and aspirations of the local community. Over 900 written responses were received and a summary of feedback has been produced. As a result the agreed next action was to undertake a 'you said, we did' exercise, drawing out the main things identified as important and setting how the council has/will respond to key issues. The 'you said' feedback element was first reported to the community at The Big Lunch on 12 June - this included a 'Top 5' list of what people like about Bicester and what they would like to see improved. The feedback is to be available on the Growing Bicester website. Bicester's retail offer and town centre was at the top of the improvements agenda and workshop discussions (facilitated by Economic Growth team and its consultants) between key CDC officers and external stakeholders have been programmed (26 May and 15 July) to devise a 'quick wins' action plan in response to the identified issues. A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that masterplanning process in Autumn 2016.</p> <p>2) Why has it happened? Future consultation fatigue resulting in disengagement meaning that the people of Bicester no longer influence and help control decisions and services that shape the town in which they live and work. Conceptual confusion about the many overlapping labels and messages and how they relate to each other Fear and apprehension of change, particularly with a significant increase in population in the future, impacts on future consultation and results in hostility and negative feedback</p> <p>3) What actions are we taking? Production of an engagement and communications strategy that sets out agreed engagement principles and provides guidance particularly around how and with whom we engage.</p> <p>4) When will we see improvement? A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that masterplanning process in Autumn 2016.</p> <p>8) Data delay Town-wide public consultation event held in March to understand the priorities and aspirations of the local community. Over 900 written responses were received and a summary of feedback has been produced. As a result the agreed next action was to undertake a 'you said, we did' exercise, drawing out the main things identified as important and setting how the council has/will respond to key issues. The 'you said' feedback element was first reported to the community at The Big Lunch on 12 June - this included a 'Top 5' list of what people like about Bicester and what they would like to see improved. The feedback is to be available on the Growing Bicester website. Bicester's retail offer and town centre was at the top of the improvements agenda and workshop discussions (facilitated by Economic Growth team and its consultants) between key CDC officers and external stakeholders have been programmed (26 May and 15 July) to devise a 'quick wins' action plan in response to the identified issues. A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that masterplanning process in Autumn 2016.</p>										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.1 Prepare a scheme for the redevelopment of the Bolton Road site	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<p>1) What has happened? The Castleside multi-storey car park at Bolton Road, Banbury permanently closed on Friday 10 June 2016 after an inspection identified significant structural issues. This car park will now be demolished as a matter of urgency (out to tender) and a temporary facility created. This part of the town has been identified for significant regeneration, and on-going scoping and</p>										

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>appraisal works are underway.</p> <p>2) Why has it happened? Significant structural issues were identified.</p> <p>3) What actions are we taking? This car park will now be demolished as a matter of urgency (out to tender) and a temporary facility created.</p> <p>4) When will we see improvement? When car park has been demolished and temporary facility set-up and scoping and appraisal work is completed.</p>										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.2 Take steps to develop a Masterplan of Canalside in Banbury Town Centre for redevelopment	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? Delivery on track with the technical assessment nearly finished. Draft Supplementary Planning Document follows.</p>										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3a Secure start on site for Castle Quay 2	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	✖
<p>1) What has happened? There has been some significant progress in recent months and Aberdeen Investments (the developer) are considering a communication update on the scheme in the near future.</p>										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3b Maximise Council's income from Castle Quay 1	Quarterly	?	Slightly behind schedule	●	?	?	Slightly behind schedule	●	?
<p>What has happened? There are some very challenging trading circumstances impacting on retail outlets nationally.</p> <p>What actions are we taking? Officers have arranged to meet with Aberdeen Investments, along with their appointed FM provider, to review current trading conditions. We have indicated our intention to look at all potential options Aberdeen might wish to put on the table, to help improve the overall income position. Finance officers will also attend the planned meeting, and an update for members will be presented to members in due course"</p>										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.4 Support The Mill as the primary town centre arts provision in its development activities	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? A meeting with the newly formed Mill Arts Centre Trust and County Council Partners took place recently to assess the business development opportunities and begin to scope the scale of investment needed.</p>										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.	CBP1.4.1 Support business growth, skills & employment in local companies & visitor economy	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p>1) What has happened? Daily delivery of services to support business growth, including 84 detailed enquires during Q1 of 2016-17.</p> <p>The vitality of our town centres is being developed as follows: a) In Banbury: through the town team co-ordination programme and the commencement of a Business Improvement District feasibility study, and b) In Bicester: through the Retail Success programme to assist, amongst other objectives, traders with their business plans to maximise the benefits of a growing number of households in</p>										

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>the town.</p> <p>Completion of another very successful Cherwell Business Awards 2016 programme, alongside partners from the voluntary, public and private sectors. The Council sponsored the Community and Charity Award and all applicants have been provided with free-of-charge business development advice.</p> <p>2) Why has it happened? The business support services are a result of a) responsiveness to businesses requesting help and b) pro-action to ensure that businesses have access to new markets, staff, land and premises.</p> <p>3) What actions are we taking? The action is delivered through services to:</p> <p>a) support recruitment and skills through weekly job clubs and quarterly job fairs in Banbury and Bicester. b) Comprehensive place marketing and business investment support service through www.Cherwell-M40.co.uk c) Advice to start-up businesses through providing a venue & promotion of Oxfordshire Business Enterprises service. d) Access to business grants and advice through providing a venue & promotion of SEMLEP and OxLEP business support services. e) Develop research to support the implementation of the Local Plan and revision of the Cherwell economic growth strategy.</p> <p>4) When will we see improvement? Improvement in the number of jobs created and safeguarded will be particularly notable in the autumn 2016. At this time, the results of work over the past 5 years will be evident as a number of indigenous and inward investing businesses will be operational at new premises.</p> <p>5) Excellent Performance The business clients have often recorded their appreciation of the assistance provided by the Council to assist with recruiting staff, gaining planning permission and overcoming operational issues. No complaints have been received.</p>										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.	CBP1.4.2 Continue to use the Cherwell Investment Partnership as a hub for inward investment	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>What has happened? Leadership and daily support and liaison provided through the Cherwell Investment Partnership to ensure that business enquiries are effectively handled in partnership with commercial estate agents and other partners supporting local business growth.</p>										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.	CBP1.4.3 Produce marketing material to promote commercial and industrial business sites to the area	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? Research into new and existing commercial development sites has been completed. This is now being used to create a guide for businesses to identify landowners/developers/agents with whom to discuss their property needs.</p>										
CBP1.5 - Deliver High Quality Regulatory Services	CBP1.5.1 Develop a whole council approach to supporting businesses	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? Two further successful Organisational Awareness Days were held in July 2016; this gave services a chance to work together to determine how both CDC and SNC can best provide services to businesses; the newly formed Regulators Forum continues to exchange legal good practice and to make regulatory services more efficient; the SEMLEP Better Business for All programme will roll out a regulatory awayday this year to seek ways to improve the way that regulators interact with businesses.</p> <p>5) Excellent Performance It has been a great year for Better Business. Approximately 200 staff attended four Organisational Awareness Days across Cherwell and South Northamptonshire which provided an opportunity for staff to experience what it felt like to be a start up business in our district and to shape how our services assist. 88% of delegates agreed that the workshops met a number of objectives including ensuring that services recognise and understand that they need to work together as a whole Council to support our businesses. Our programme with SEMLEP continues with a regulators workshops and a work programme which will include working with businesses to find out what the barriers are. We held workshops in Banbury with local businesses earlier in the year and developed a funded single regulatory point of contact based on feedback from businesses. We have extended this project as it is showing early signs of</p>										

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
success which will add value to the final evaluation.										
CBP1.5 - Deliver High Quality Regulatory Services	CBP1.5.2 Work proactively with developers to aid delivery of new commercial projects	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? Developer Forum held in May to explore how the Council and developers can work more collaboratively to ensure delivery.</p> <p>3) What actions are we taking? 1) Reviewing the Local Validation List 2) Reviewing how pre-application advice is provided 3) Using design reviews for sensitive/ contentious developments 4) Streamlining the S106 process with OCC 5) Reducing the number of pre-commencement conditions - providing 'shovel ready consents'</p>										
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.1 Achieve 55% recycling rate	Monthly	55.00	62.78	★*	✔	55.00	61.01	★*	✔
<p>1) What has happened? Excellent performance for Q1, well in excess of target and higher than the same period last year (60.53%).</p> <p>5) Excellent Performance Several factors have contributed to this exceptional performance:- 1) Garden/Food waste is far higher than last year due to the weather with it being warm and wet, both June and July tonnages were higher than we have ever had before. 2) We've renegotiated the terms of the contract with our dry recycling processor so they now accept mixed glass which has increased the amount of dry recycling tonnage we've collected. 3) We've continued to publicise our recycling scheme through Cherwell link and all new properties are getting lots of start-up information.</p>										
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.4 Maintain Customer satisfaction with recycling and waste service (=>80%)	Quarterly	80.00	83.00	★	✔	80.00	83.00	★	✖
<p>1) What has happened? Increase in satisfaction rate during 2015/16. 2016/17 Satisfaction Survey results will be available in Q2.</p> <p>3) What actions are we taking? In order to maintain/enhance customer satisfaction on waste collection we will take the following measures:-</p> <ul style="list-style-type: none"> • Ensure all our collection staff are trained and competent. • Ensure all our collection are smart wearing corporate PPE and carry out their duties professionally. • Regularly remind staff of the need for high quality customer service through team briefings. • Ensure our supervisors monitor the performance of our collection staff in areas such as returning bins to the point of collection. • Investigate any complaints and put in place any actions needed. 										
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1 Maintain customer satisfaction with street cleansing	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	✖
<p>1) What has happened? The Street Cleansing Department has recently been involved in the Royal Horticultural Society (RHS) In Bloom competition(s). The areas judged were Banbury, Bicester, and Kidlington.</p> <p>During the course all of the events the judges have commented very positively with regards the lack of litter and also about the general cleanliness of all of the areas inspected.</p> <p>5) Excellent Performance The high profile street cleansing work will continue.</p>										
CBP2.2 - Provide High Quality Street Cleansing Services, And	CBP2.2.1a Undertake 6 neighbourhood blitzes with	Quarterly	0	1	★*	✖	0	1	★*	➡

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
Tackle Environmental Crime	community involvement									
<p>1) What has happened? We have recently had a neighbourhood blitz event in Banbury town centre which was very well received by residents and members of the public alike. This was carried out with the assistance of Street Wardens and Banbury Town Council.</p> <p>5) Excellent Performance There are six planned events this year during which we will encourage as much participation by residents and members of the public in making them a success.</p> <p>The next event is planned for Bicester town centre commencing 19 September 2016.</p>										
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1b Number of flytips	Monthly	44	34	🌟*	📈	150	146	🌟	📉
<p>1) What has happened? Very small fluctuations in the numbers of fly tips. We have noticed an increase in the number of fly tips around Cherwell's recycling banks at certain locations. For example: Poolside Close, Banbury, Admiral Holland car park, Banbury and the Red Lion car park in Yarnton.</p> <p>It seems to be a wide range of types of waste being dumped, ranging from general household waste to recyclable waste.</p> <p>We have been successful in issuing 2 fixed penalty notices on two individuals for depositing household waste.</p> <p>A range of initiatives are being looked at, and depending on the location overt cameras to be used. A variety of signage that could be used: which will advise the public that the site is under surveillance. -Asking customers that if the banks are full to find an alternative site or take it home -Asking residents to contact us if they witness any fly tipping taking place. Drop in the number of fly tips for this month, fluctuations are a regular occurrence. No trends appearing with either the type of waste or location.</p> <p>5) Excellent Performance Small fluctuations in the numbers of fly tips are a frequent occurrence throughout the year.</p>										
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1c Number of Enforcement actions	Monthly	15	26	🌟*	📈	47	65	🌟*	📈
<p>1) What has happened? 22 Warning letters sent out 4 Fixed penalty notices issued for low level fly tipping</p> <p>5) Excellent Performance 22 Warning letters have been sent out. 4 Fixed penalty notices have been issued for small amounts of fly tips.</p>										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.1 To develop an alternative CCTV operational system for our Urban centres	Quarterly	Delivering to plan	Delivering to plan	🌟	➡	Delivering to plan	Delivering to plan	🌟	➡
<p>1) What has happened? Thames Valley Police, are currently undertaking a review of CCTV across the force area. Their preferred option is for one control room in each County. The review will not be completed until the autumn. Then officers will need to collate the findings and produce a report for member decision.</p>										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.1a Continue working with local police & licence holders to ensure town centres remain safe	Quarterly	Delivering to plan	Delivering to plan	🌟	➡	Delivering to plan	Delivering to plan	🌟	➡

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
1) What has happened? A joint night time economy action plan has been created and a calendar of events is being drawn up. Initial operations have proven quite useful in scoping the impact of violence in the Towns, which appears to be at lower levels than previous years.										
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.1 Deliver the Council's Biodiversity Action Plan	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? 2016/17 Biodiversity Action Plan now scheduled for September Executive rather than July. 2) Why has it happened? Requirement to deliver and administer Queen's 90th Birthday Celebration grant scheme was unexpected, and took up a large amount of officer time at the time of year when the Biodiversity Action Plan (BAP) would usually be prepared. 3) What actions are we taking? BAP is currently being updated, alongside biodiversity input to Local Plan part 2. 4) When will we see improvement? Updated BAP will be presented to September Executive. In the meanwhile, partners continue to deliver outputs in line with their service level agreements.										
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.2 Implement a new carbon management plan from 2015-2020	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡
The 2015-2020 Carbon Management Plan was adopted in November 2015 with a target of 2% reduction per year against a 2008/09 baseline. Quarter 1 data is not yet available although as emissions mostly occur during the winter months we anticipate being on track.										
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.1 Deliver at least 190 units of affordable housing	Monthly	15	43	★*	✔	33	72	★*	✔
The 43 units were delivered at: Springfield Farm (Ambrosden), Kingsmere (Bicester), Longford Park, North West Bicester (Eco Town). These figures reflect the continued good partnership working that is taking place between the district council and registered providers operating in Cherwell to continue to deliver the affordable homes that are needed. It also reflects the Council's strong policy position with regards to affordable housing. However, there will be increasing challenges in the coming months to ensure the Council continues to secure the affordable housing it needs to meet the affordable housing demand which the district has, not least because of the financial implications of the Brexit decision and the changing national housing and planning policy.										
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.2 Promote the establishment of an off-site construction factory in Bicester	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? The European Funding bid has been submitted on time and the outcome is awaited. 3) What actions are we taking? If the funding bid is successful then a 2 year pilot programme will be set up to produce housing prototypes before full time production in the 3rd year.										
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.3 Encourage private sector landlords to improve their stock through grants action & advice	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? 1. 2 private-rented properties were improved through CHEEP energy-efficiency grant contributions during the first quarter. (As reported in the last quarter of 2015-16, we are working with the leaseholders of 11 rented flats in a residential block to get window replacements installed and expect to see those 11 grant jobs completed in 2016-17.) 2. 1 private-rented property has been renovated by means of Landlord Home Improvement Grants securing nomination-rights and affordable rent. (Grant aided works are underway at 4 further properties.)										

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.4 Ensure the provision of extra care housing	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
1) What has happened? Cherwell currently has 233 units of Extra Care Housing across the district. These units are closely monitored by the Housing Registration Team who hold weekly virtual meetings with partners to review any vacancies and approve individuals with the greatest needs access this type of accommodation. The Investment and Growth team also meet regularly with the County Council about future needs for this type of accommodation locally. 78 units (23 affordable) have recently been approved planning permission in Bath Road, Banbury. Workers are currently on site with delivery anticipated in 2018/19. Conversations are also continuing with a range of partners to consider the need for other sites across the district which would have the potential to deliver over 100 further units if all were to proceed and receive planning approval.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.1 Commissioning of high quality financial and debt advice for vulnerable residents	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
1) What has happened? The current money and debt advice contract with Citizens Advice is now in its final year and is due to expire 31 March 2017. The Housing Department have started initial discussions about re-tendering for a new service to start from 1 April 2017 and will need to progress further throughout the summer and will need to give consideration to the impacts of welfare reforms including the expected reduction in benefit cap from £26,000 to £20,000 for families and from £18,200 to £13,400 for single claimants being introduced towards the end of 2016. The introduction of Universal Credit will also result in individuals receiving one payment per month instead of the current weekly/fortnightly payments. This may result in people experiencing further financial difficulties in the future and will require robust financial advice services to be available within the district. The existing contract continues to be monitored through quarterly meetings with Citizens Advice, Operations manager who provides a detailed report of the work completed and the outcomes achieved for local residents. In the first quarter of 16/17, 1707 individuals received support about Money and Debt issues from Citizens Advice.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2 Effective implementation of welfare reform and administration of benefits	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2a Average time taken to process new Housing Benefit claims	Monthly	14.00	13.13	★	✔	14.00	13.29	★	✔
1) What has happened? Good performance for period and year to date although down against performance in 2015 (12.75 days)										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2b Average time taken to process change in circumstances	Monthly	12.00	4.85	★*	✘	12.00	3.60	★*	✘
1) What has happened? On average changes continue to be processed well within target. This is due to the volume of information received electronically from DWP that can be uploaded directly into our systems.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2c Average time taken to process new claims and changes for HB	Monthly	12.00	5.31	★*	✘	12.00	4.04	★*	✘
1) What has happened? The Benefit team continues to exceed the target for this measure by a big margin to the performance on changes of circumstances.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.3 Number of covert surveillance exercises that have been applied for	Quarterly	0	0	★	?	0	0	★	✔
1) What has happened? No requests for covert surveillances were made during the year.										
	CBP3.2.4 Support skills									

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP3.2 - Work with partners to support financial inclusion	development/apprenticeships/job clubs to keep unemployment at low level	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>Weekly job clubs have been provided continuously since 2009, alternating between Banbury and Bicester. The number of clients each week averages around 12 with significantly more (around 300) attending the occasional job fairs, including the Oxfordshire Apprenticeship Service and other services to support skills development.</p> <p>The venue at Bicester is now the new library and this has been a successful transition whereby job seekers can now gain access to job seeking resources (computers, books, etc.) throughout the week. In Banbury, the Town Hall continues to be a popular venue, supplemented by additional support at the library and job centre.</p> <p>Unemployment is at 0.5% (JSA claimants) and additional activity is being provided through the Brighter Futures in Banbury programme (employment theme) to equip job seekers with work ready skills and support.</p> <p>The opening of the Studio Technology School in Bicester is on target for September 2016 and, whilst being the culmination of several years development support by CDC, will also in future provide a venue for interaction between students and business through job fairs, etc.</p>										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1 Deliver the actions identified within the revised Homelessness prevention strategy	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? The Homeless Action Plan for 2016/17 was approved by Executive on 4 January 2016 and was launched 22 March 2016.</p> <p>The first steering group meeting for the action plan which includes representation from Economic Development, OCCG, local community workers and Citizens Advice was held on 9 June at Cherwell District Council. The meeting reviewed the 31 action points identified to be delivered throughout the year and discussed opportunities to support the delivery of actions not being achieved or started. The meeting also provided an opportunity to understand what is happening within different areas that impact upon people who are homeless and to help improved joined up approach to tackling homelessness within Cherwell.</p> <p>The new Homeless Pathway continues to be monitored closely with the first monitoring meetings having taken place over the first quarter of this year and remain on target to deliver the expected outcomes for local residents.</p> <p>Housing staff also continue to ensure that there is representation at Oxfordshire County Council meetings about re-commissioning homeless services for rough sleepers. As a result of budgetary cuts the county are having to make to the Housing Related Support budget which provides support within the emergency accommodation for rough sleepers to zero by April 2017.</p>										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1a Number of households living in Temporary Accommodation (TA)	Monthly	41	42	●	✖	41	42	●	✖
<p>1) What has happened? During the quarter numbers in TA have risen and the numbers at the end of the month reflect an increase in those placed for a limited period, but are not owed full duties.</p> <p>2) Why has it happened? Numbers can often fluctuate depending on demand and we exceeded the target by 1 case in this particular week.</p> <p>3) What actions are we taking? We have anticipated this rise and have made arrangements to ensure adequate suitable accommodation is available at affordable rates.</p> <p>4) When will we see improvement? Numbers have already reduced to target.</p>										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1b Housing Advice: repeat homelessness cases	Monthly	0	0	★	➡	0	0	★	➡

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
1) What has happened? We have had no repeat cases of homelessness as defined by DCLG in this quarter.										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.1 Support CPN with financial, clinical & technological changes in health & social care sector	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	?
1) What has happened? Local concern has arisen over recruitment difficulties to maintain maternity services at the Horton DGH resulting in alternative service options which include downgrading the unit to a midwife led unit rather than a consultant led unit. Further assessment work is underway with a conclusion with proposed options to be available in August.										
2) Why has it happened? National recruitment difficulties with middle grade doctors where despite repeated recruitment processes and salary incentives, two out of eight posts have remained unfilled and three other postholders are about to leave.										
3) What actions are we taking? Contingency plan being developed. Further OUHFT recruitment underway. Alternative service delivery models being examined across the range of Horton services.										
4) When will we see improvement? Late August/early September will be the point at which new Horton service options will be finalised and whether the further recruitment process has been successful										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.2 Enable the development of volunteer transport schemes to support vulnerable residents	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? The final stages of the current contract are being administered to ensure that CDC receives the detailed monitoring as laid out in the contract. Tendering will begin in earnest in the autumn.										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.3 With partners help improve lives of most vulnerable from Brighter Futures initiative	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? Further Brighter Futures theme work is underway supported by a multi agency workshop on child poverty to understand the issue, the relevance locally and actions to improve the current position.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities	Monthly	133,615	132,904	★*	✔	133,615	132,904	★*	✖
1) What has happened? Both Bicester and Kidlington Leisure Centres have shown an increase in June 2016 against May 2016 with Spiceball demonstrating a slight decrease in usage. Overall the actual Year to Date is showing a marginal decrease against the same period last year, however this can be attributed to the withdrawal of usage at Bicester Leisure Centre by Bicester Community College (school use).										
5) Excellent Performance As mentioned previously both Bicester and Kidlington Leisure Centres demonstrated an increase in usage compared to the previous month										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1a Number of visits/usage to District Leisure Centres	Monthly	123,306	119,536	●	✔	359,105	355,805	●	✖
1) What has happened? Overall there has been a relatively consistent performance from the 3 Leisure Centres within the District with Spiceball Leisure Centre marginally up on the same period last year and Kidlington and Bicester marginally down on the same period last year. North Oxfordshire Academy usage is significantly up as part of the Joint Use facilities as is the Cooper School Sports Facility with Woodgreen Leisure Centre marginally up on the same period last year										
2) Why has it happened? The partial withdrawal of school use by Bicester Community College has had a negative effect on throughputs at Bicester Leisure Centre with approximately 1,000 less registered users for June 2016 compared to the same period last year. Both North Oxfordshire Academy and Cooper Sports Facility registered an increase in throughputs, primarily due to well attended one off										

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Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>events including operatic performance, athletics events and school supported activities. Kidlington Leisure Centre has shown a decrease in numbers for the 2nd successive month. Initially this was identified as a reduction in 'Club' use however further interrogation into their usage will be required once this information is available</p> <p>3) What actions are we taking? CDC officers in partnership with the leisure operator will look at measures to increase usage particularly at Kidlington Leisure Centre and further identify the reasons for the decrease in usage numbers compared to last year. Discussions will take place as part of the Leisure Meeting.</p> <p>The Leisure Operator has recently submitted their National Benchmarking Survey Action Plan to address any shortfalls in participation for particular target groups</p> <p>4) When will we see improvement? It is anticipated that improvement will take place within the next few months as new marketing strategies are developed to encourage greater participation across all facilities</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1b Number of visits/usage to WGLC, NOA and Cooper	Monthly	10,309	13,368	★ [#]	✔	9,354	10,780	★ [#]	✔
<p>1) What has happened? When comparing the Cooper Sports Facility, North Oxfordshire Academy (NOA) and Woodgreen Leisure Centre (WGLC) against May 2016 the increase would be primarily due to the opening of the Outdoor Pool at WGLC and the increase in One Off Events/Athletics events at Cooper/NOA</p> <p>5) Excellent Performance As mentioned previously all 3 facilities increased their usage against the previous months with the reason behind this being highlighted in the 'what has happened' section</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.2 Complete Phase 2 pavilion works for SW Bicester Sports Village	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
<p>1) What has happened? The Tender process is complete with four bids submitted. These have been evaluated and a report recommending the successful construction contractor will be reported to a special Executive meeting and then to the Full Council meeting both of which are to be held on 18 July 2016.</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.3 Increase access to leisure & recreation opportunities through development & outreach work	Quarterly	Delivering to plan	Ahead of schedule	★ [#]	?	Delivering to plan	Ahead of schedule	★ [#]	?
<p>1) What has happened? Taking Part, social prescribing and Singing for Health are all meeting project milestones early.</p> <p>5) Excellent Performance There is a real appetite for work that engages with people in new and creative ways. Our projects are proving cost effective and attracting good levels of participation.</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.4 Commence the improvement of Woodgreen Leisure Centre and a long term operating contract	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
<p>1) What has happened? Parkwood Leisure took over management operation on 4 May 2016 and dry side refurbishment works have commenced as planned.</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.5 Deliver with the aid of external funding the redevelopment of The Hill in Banbury	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
<p>1) What has happened? External funding anticipated to enable the funding plan to be completed.</p> <p>Construction procurement underway for the appointment of the architects following which there will be planning, construction procurement and construction processes.</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.6 Establish new management arrangements for Stratfield Brake Sports Ground	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?

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Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
	for Kidlington PC									
1) What has happened? Now progressing with drafting of contract documents. Tender process due to commence September 2016.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.1 Implement social & community infrastructure for housing developments across the District	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? The Cherwell Community Spaces development study has been adopted by members and work continues to integrate this into Local Plan part 2 and Community Infrastructure Levy. The interim Cherwell Community Spaces and Development Study (CCSDS) analysed and made recommendations for community centre provision and community development work on new housing developments. It was reported to and approved by CDC Exec on 01 Feb 2016.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.2 Support the voluntary sector and community groups	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? We get quarterly reports from Citizens Advice detailing which organisations volunteers have been placed with. In Q4 of 2015/16, 47 volunteers were placed with 23 organisations, including Age UK, British Heart Foundation, Radio Horton, Royal Voluntary Service and Parkrun. An additional 19 volunteers were recruited for one-off 'Clean for the Queen' events.										
5) Excellent Performance Voluntary organisations being supported through contract with CAB to provide volunteering opportunities										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.3 Support the growth & development of neighbourhood community associations	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
1) What has happened? The Countryside & Communities team provides guidance and signposting to Community associations in Banbury & Bicester. More intensive development work is ongoing with the newly formed Kingsmere (SW Bicester) and embryonic Longford Park (Banbury Bankside) Community Associations.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.4 Increase and promote volunteering opportunities throughout the District.	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
1) What has happened? Citizens Advice Bureau offer supported volunteering opportunities through contract for services. This is about helping and encouraging new volunteers rather than organisations. Contract with Citizens Advice is due to expire on 31/03/17.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.5 Support the Local Strategic Partnership in addressing the key issues in the District	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? LSP Board has approved updated Terms of Reference and membership. Next meeting (04 August) will consider Brighter Futures in Banbury annual report 2015/16.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.1 Continue programme of Conservation Reviews (5pa)	Quarterly	0	0	★	✖	0	0	★	➡
1) What has happened? The research process for the Conservation Area Appraisals has begun for Banbury, Hethe and Tadmarton. Banbury will be prepared for early 2017. Hethe and Tadmarton should be complete by November 2016										
CBP3.7 - Protect Our Built Heritage	CBP3.7.2 Provide design guidance on major developments	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? Design and masterplanning advice is being provided on all strategic sites and most major development sites to promote high quality development across the District.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.3 Processing of major applications within 13 weeks	Monthly	60.00	77.78	★*	✖	60.00	84.26	★*	✖
1) What has happened?										

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Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>A performance figure of 78% was achieved in June. Whilst this is a drop on the previous month this is due to the small number of major applications determined, with only two applications going over time.</p> <p>5) Excellent Performance 78% far exceeds the target for major applications and this has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits.</p>										
CBP3.7 - Protect Our Built Heritage	CBP3.7.4 Processing of minor applications within 8 weeks	Monthly	65.00	91.67	★*	✖	65.00	94.62	★*	✔
<p>1) What has happened? Performance in June was 92% which is only slightly down on the previous month's figures during a busy period whilst having to deal with staff leave.</p> <p>5) Excellent Performance Performance for June was significantly above the target of 65%. This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants.</p>										
CBP3.7 - Protect Our Built Heritage	CBP3.7.5 Processing of other applications within 8 weeks	Monthly	80.00	95.45	★*	✖	80.00	96.72	★*	✔
<p>1) What has happened? Performance in June was 95% which is only slightly down on the previous month's figures during a busy period whilst having to deal with staff leave.</p> <p>5) Excellent Performance Performance on Other applications remains high and continues to far exceed the 80% target.</p>										
CBP3.7 - Protect Our Built Heritage	CBP3.7.6 Planning appeals allowed	Monthly	30.00	16.67	★*	?	30.00	16.67	★*	✔
<p>1) What has happened? The application which was allowed on appeal was refused by the case officer.</p> <p>6) Appeals on major applications: We have kept within the government's stated threshold for the quality of a local planning authority's performance (i.e. no more than 20 per cent of an authority's decisions on applications for major development should be overturned at appeal).</p> <p>5) Excellent Performance Appeals on major applications: The percentage against this measure at the last designation was 4.5% and the current performance is 0.5%.</p>										
CBP3.8 - Work To Ensure Rural Areas Are Connected To Local Services.	CBP3.8.1 Work with BT/BDUK & Oxfordshire County Council to extend Superfast Broadband District wide	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>The Council is investing £545,000 over two years from January 2016 towards Phase Two of the Oxfordshire Superfast Broadband Project. This will extend coverage of speeds greater than 24mbps from 90% of premises (business and residential) to 95%. During Q1, progress with the roll-out has been made to target which means that not only can more and more rural properties gain an enhanced service but also that gaps in urban coverage have been filled.</p>										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.1 Review key business processes to enhance performance, reduce cost & designed for customers	Quarterly	Delivering to plan	Slightly behind schedule	●	?	Delivering to plan	Slightly behind schedule	●	?
<p>1) What has happened? Work has been undertaken during this period to transition to a new 2-way service. This has had the knock-on effect of delaying work to enhance the IT service as required.</p> <p>2) Why has it happened? Changing priorities due to move from 3-way to 2-way service.</p> <p>3) What actions are we taking? Currently undertaking IT infrastructure review which will result in improved performance and reduced costs.</p> <p>4) When will we see improvement? The IT service will start improving immediately now that we have re-launched as a 2-way service.</p>										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.2 Increase the number of services that can be accessed and paid for online.	Quarterly	Delivering to plan	Slightly behind schedule	●	?	Delivering to plan	Slightly behind schedule	●	?

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
1) What has happened? Activities being undertaken include: Initiating a project to develop new council websites which will support improved functionality for online services; Developing payments integration for achieve forms; Initiating work to support online leisure bookings 2) Why has it happened? Although we are slightly behind due to the transition activities, some good progress is being made. 3) What actions are we taking? Work is being undertaken to support projects that have been initiated. 4) When will we see improvement? Towards the end of 16/17.										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.3 Deliver the Information communications Technology Strategy.	Quarterly	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
1) What has happened? We successfully launched the new 2-way IT service on 4th July as planned and are on track to complete all separation tasks by 31st July. The IT infrastructure review that is required to inform the strategy is now underway and the initial draft will be ready in September. 5) Excellent Performance On track to meet agreed timeline.										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.4 Maximise income coming into the authority to include NHB/NNDR/CTax/ external funding.	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? Work is on-going to maximise all income coming in to the authority. We have seen a further 299 properties become subject to council tax in the first quarter of 2016-2017 which means additional income from council tax as well as New Homes Bonus. We are continuing to implement and deliver strategies for NNDR, but we have seen a fall in rateable value in this quarter which impacts negatively on income. This is a variable we have little control over although we seek to mitigate this by having efficient processes in place to identify and monitor growth. During this quarter we went live with a product called GrantFinder and anticipate that this will help us to start to capture funding from external sources.										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.5 Establish appropriate commercial arrangements.	Quarterly	Delivering to plan	Slightly behind schedule	●	?	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? Commercial opportunities have been identified and a draft action plan is due for review in July. 2) Why has it happened? Programme resources and content review 3) What actions are we taking? Resources allocated 4) When will we see improvement? Q2										
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1 Continue to increase use of social media to communicate with residents & local businesses	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? Social media is considered one of our key communications channel. Both likes and engagement continue to increase as do shares, comments and posts.										

Appendix 4 - All Measures

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)	Quarterly	8,544	8,661	★	👍	8,544	8,661	★	👍
1) What has happened? The Facebook page continues to grow at a steady pace. In the lead up to elections and the referendum, Facebook was key to promoting voter registration and details of both polling days.										
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1b Social media ratings : Twitter (9000 Hits)	Quarterly	6,160	6,235	★	👍	6,160	6,235	★	👍
1) What has happened? Changes have been made to how Twitter is used including the use of more hashtags and images. Hootsuite is now used to ensure it is now populated on weekends as well as weekdays in line with Facebook.										
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.3 Continue to develop our business focused communications	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? The team continues to work with the Economic Development team to support Job Clubs, Job Fairs and the Town Centre coordinators. E-bulletin has been revamped and a new wordle identity has been implemented across a number of publications and online applications.										
CBP4.3 - Deliver the five year business strategy	CBP4.3.1 Deliver annual balanced budget setting out 5 year financial plan (MTFS)	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? This is being delivered to plan.										
CBP4.3 - Deliver the five year business strategy	CBP4.3.1a Budget variance on capital within 2%	Quarterly	?	?	?!	?	?	?	?!	?
8) Data delay This is an annual target										
CBP4.3 - Deliver the five year business strategy	CBP4.3.1b Budget variance on revenue within 2%	Quarterly	?	?	?!	?	?	?	?!	?
8) Data delay This is an annual target										
CBP4.3 - Deliver the five year business strategy	CBP4.3.2 Deliver the savings targets £500k within the agreed timescales	Quarterly	?	?	?!	?	?	?	?!	?
8) Data delay This is an annual target										
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.1 CDC Council Tax element frozen for 16/17	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? Done										
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.2 Percentage of Council Tax collected	Monthly	30.00	29.86	●	👍	30.00	29.86	●	✖
1) What has happened? Collection rate is slightly under target at end of quarter 1 (0.14%) despite good start in collections during April and May. 2) Why has it happened? Reduction in collection rate										

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
3) What actions are we taking? Recovery action has started for those payments overdue from April and May.										
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.3 Percentage of business rates collected	Monthly	31.00	30.36			31.00	30.36		
1) What has happened? BHS has not paid the rates that it was due to pay.										
2) Why has it happened? BHS has gone into administration.										
3) What actions are we taking? None possible at the moment. Currently we do not expect to recover any of the outstanding debt.										
4) When will we see improvement? New business that start paying rates over the course of the current financial year will offset this loss.										

Cherwell District Council

Overview & Scrutiny Committee

1 September 2016

Fly tipping & Environmental Enforcement

Report of Head of Environmental Services

This report is public

Purpose of report

The purpose of this report is to update the Overview & Scrutiny Committee on fly tipping and the planned actions to reduce the number of instances in Cherwell District Council

1.0 Recommendations

The Committee is recommended:

- 1.1 To note the rise in fly tipping recorded in 2015/16 following several years of small fluctuations;
- 1.2 To note the successes of the Environmental Enforcement Team in bringing action against fly tippers; and
- 1.3 To support the proposed actions including the introduction of fixed penalty notices for small fly tips to be considered by the Executive in October.

2.0 Introduction

- 2.1 Fly tipping can be a significant problem when businesses or households dispose of their waste thoughtlessly.
- 2.2 Over recent years there has been between 390 – 470 fly tips per year. The number of fly tips in the period 2009/10 – 2014/15 averages 430 per year.
- 2.3 The number of fly tips over this same period has shown a small fluctuation ranging from 390 to 469. However, in 2015/16 there was a more significant rise with the number of fly tips increasing to 558. For the first three months of 2016/17, there has been a further small rise with the number of fly tips increasing to 145 in 2016/17 from 137 in 2015/16.

- 2.4 Most of the fly tips are household waste, small in size and can be quickly removed. However, a small number are more difficult and involve asbestos or tyres. These are more challenging to remove and more costly to dispose.
- 2.5 Nationally there also has been a rise in fly tipping in 2014/15 with a near 6% rise. National data for 2015/16 will not be available until autumn 2017.
- 2.6 To stem the rise in fly tipping a number of actions are proposed. These include measures to raise awareness of how to dispose of waste properly and the introduction of fixed penalty notices for fly tipping.
- 2.7 Over the last few years the amount of enforcement against fly tipping has increased. The enforcement team have built up experience and worked closely with the legal team on bringing forward possible prosecutions
- 2.8 All fly tipping incidents are investigated. Some incidents have no evidence. Other incidents have some evidence and/or witness statements. A formal caution maybe used where there has been limited involvement by the offender, have been quick to admit their part in the offence and have shown some level of remorse.
- 2.9 Unfortunately the average fine for fly tipping is relatively low with the average fine over the last four years being a little over £385.
- 2.10 From May 2016, the government has allowed the introduction of fixed penalty notices for fly tipping. It is intended that a proposal is considered by the Executive to introduce fixed penalty notices for small fly tips (car boot size or smaller) with a charge of £250, reduced to £150 if paid within 14 days. This is likely to mean that costly court action is not usually used for the smallest fly tips. Of course if the perpetrator is not prepared to accept the fixed penalty notice then court action will follow. For fly tips greater in size than a car boot or for material such as asbestos or tyres, court action alone will be used.

3.0 Report Details

Fly tipping

- 3.1 Over recent times fly tipping levels have been fairly stable with an average of 430 fly tips per year. There have been small fluctuations but no large changes. Last year the number of fly tips rose more significantly to 558, almost a 30% rise on the average between April 2009 & April 2015. The number of fly tips in each year is set out in the table below

Year	Number of fly tips
2015/16	558
2014/15	447
2013/14	469
2012/13	390
2011/12	429
2010/11	420
2009/10	448

- 3.2 Most of the fly tips are household waste and either single items or a small car boot load. Such fly tips are not only an eyesore but are also detrimental to the environment.
- 3.3 All fly tips are investigated and then quickly removed. Some fly tips have no evidence as to where the waste has come from and no witnesses. However, other fly tips have names & addresses in the waste and/or witnesses to the fly tip.
- 3.4 Where evidence exists a case file is built up and if sufficient evidence exists, formal action will take place. In most cases this involves going to court. In some cases where the circumstances and the level of co-operation of the alleged offender have been very good then the route of a formal caution may be used. The number of formal cautions and prosecutions are set out in the table below

	2012/13	2013/14	2014/15	2015/16	Total
Formal cautions	6	9	8	7	30
Prosecutions	1	2	11	9	23

- 3.5 All fly tips are captured on an Environment Agency system called Waste Dataflow. This system captures data on not only fly tipping but also on the wider waste agenda including recycling. To ensure an overall national picture can be built up from local data a number of issues have to be recorded for each fly tip. This includes the land type the fly tip was on, the type of primary waste in the fly tip and the size of the fly tip. On size, the categories are

- Single black bag
- Other single item
- Car boot load or less
- Small van load
- Transit van load
- Tipper lorry load
- Significant/multiple loads

Each of the sizes has a standard clearance & disposal cost attached so the overall cost of fly tipping can be calculated.

- 3.6 Of the fly tips in Cherwell, the majority are household waste items. This percentage varies each quarter but is never below 50% and often in nearer 65%. In addition more than 50% of the fly tips are either single items or a car boot load or less.
- 3.7 From May 2016, local authorities are able to issue fixed penalty notices for fly tipping. With the average court fine being only £385, using a fixed penalty notice maybe a better option for some fly tips. A paper is due to go to Executive in October looking to introduce the issuing of fixed penalty notices for fly tips of a car boot load or less and for single items. The intention is to issue a fixed penalty notice of £250

reduced to £150 if paid within 14 days. In the event of individuals not accepting a fixed penalty notice or refusing to pay, then the court route would be followed.

- 3.8 The Enforcement team regularly meets with their counterparts in neighbouring authorities. These meetings give the opportunity to look at trends, share intelligence and look at any fly tips which may have cross boundary issues..

Disposing of household waste

- 3.9 There should be no reason for residents to fly tip waste. The Council offers a comprehensive set of services to the householder. Each property receives a collection of household residual waste every two weeks. Each property also receives a collection of dry recycling materials and garden waste/food waste collections also on a two weekly basis. In addition batteries and small electrical items are collected at the kerbside if residents put the batteries in a clear plastic bag and small electrical items in a carrier bag and then place the bag on top of any of the bins.
- 3.10 The Council also has some competitively charged services for residents. This includes the bulky waste service. This service will take up to three bulky items (a three piece suite for instance) for a one off charge of £16.
- 3.11 In addition if residents wish to have a major clear out, for a one off charge of £48 residents can have the use of a 1100 litre bin (either for residual waste or for garden waste) for two weeks. In comparison, a skip can cost considerably more than £200.
- 3.12 For residents who wish to dispose of waste at the two Household Waste Recycling Centres in Alkerton or at Ardley, the sites are open seven days a week.
- 3.13 In addition to disposal, a number of options exist for items which can be reused. Charities shops will take surplus clothes and small household items. A number of options exist for reusing furniture including a variety of third sector organisations.
- 3.14 To encourage residents to use the services available during Neighbourhood blitz events, a free bulky waste collection service is offered to residents within the Neighbourhood blitz area.
- 3.15 To make residents aware of how to dispose of their waste responsibly, a campaign to raise awareness will be developed. This will use articles in Cherwell Link, the website, leaflets during Neighbourhood blitz events and roadshows.
- 3.16 Residents who pay unauthorised individuals or organisations to dispose of their waste can be prosecuted for breaching duty of care regulations. Residents must check that the person taking away their waste holds a registered waste carriers licence. If they do not check this and the waste is traced back to them, they can be prosecuted under Duty of Care.
- 3.17 By raising awareness to residents and businesses that there are easily accessible services available to dispose of waste and the consequences of not using these services, the number of fly tips should be brought back under control

4.0 Conclusion and Reasons for Recommendations

- 4.1 Fly tipping is not a major problem in the Cherwell area but it is irritating and unnecessary. Residents and businesses have a duty of care to dispose of their waste in a responsible manner.
- 4.2 Fly tipping rose in 2015/16 and actions are being put in place to reduce fly tipping. By raising awareness of the need to be responsible with waste and by introducing fixed penalty notices for fly tipping, the number of fly tips will be brought back under control.

5.0 Consultation

Neighbouring authorities through the Oxfordshire Environment Partnership

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified

Option 1: To support the proposed changes

Option 2: To reject the proposed changes

Option 3: To ask officers to consider alternative improvements

7.0 Implications

Financial and Resource Implications

- 7.1 There are no significant additional costs associated with this report. Moving to issuing fixed penalties for small fly tips will bring in very small amounts of additional income to offset a small proportion of costs

Comments to be checked by Kelly Wheeler Principal Accountant, 01327 332230, kelly.wheeler@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The Council now has the power to issue fixed penalty notices for fly tipping, as an alternative to prosecution in the Magistrates Court. This will be the subject of a future report to the Executive

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

Risk

- 7.3 The number of fly tips is monitored through the performance management. The number of fly tips will be managed through the operational risk register and escalated through to the corporate risk register as and when necessary

Comments checked by Louise Tustian, Senior Performance Officer, 01295 221786, louise.tustian2@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Cherwell: Safe, Clean and Green

Lead Councillor

Councillor Debbie Pickford, Lead Member for Clean and Green

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ed Potter Head of Environmental Services
Contact Information	0300 003 0105 ed.potter@cherwellandsouthnorthants.gov.uk

Cherwell District Council

Overview and Scrutiny Committee

1 September 2016

Work Programme 2016/17

Report of Head of Law and Governance

This report is public

Purpose of report

To give an update on the Overview and Scrutiny work programme for 2016-2017

1.0 Recommendations

The meeting is recommended:

- 1.1 To review the draft work programme (Appendix 1).
- 1.2 Identify any items from the Executive Work Programme to form part of the Overview and Scrutiny Committee Work Programme for 2016/17.
- 1.3 Identify any other possible future topics for scrutiny and consider whether these topics should have scoping documents produced, based on the considerations of risk and what value scrutiny can add through considering the issue.

2.0 Introduction

- 2.1 The Committee are required to review the Work Plan at each meeting and make any amendments required as a result of developments since the last meeting.

3.0 Report Details

Update on current Scrutiny review

Youth Engagement Review

- 3.1 The Youth Engagement Review was established in October 2014, and a scoping document was signed off by the Committee. Councillors Bryn Williams and Neil Prestidge were appointed to the working group, along with Councillor Dan Sames. Councillor Sames left the Committee in 2015.

3.2 Members of the working group will be asked to give a verbal update on the review at the meeting.

A361 review

3.3 At the meeting of the Committee in May, it was agreed that a working group be established to look at a potential review regarding the A361 through the district.

3.4 Officers will be arranging a meeting with the working group in due course, to discuss a possible scoping document for consideration.

Executive Work Programme

3.5 As part of the monthly work programme report, the Committee reviews the Executive Work Programme to consider whether there are any issues which they would wish to look at in more detail in advance of the Executive discussion and decision. To facilitate a thorough consideration of the topic the Committee will need to identify the Executive Work Programme items at an early stage of the decision making process.

3.6 The Executive Work Programme is updated and published monthly; an electronic copy is available on the council's website and all councillors are sent a prompt containing the website link. Members of the Committee are encouraged to review the Executive Work Programme outside the committee meetings and to contact the Chairman, Vice-Chairman or Democratic Services Officer if there is a topic that they wish to review.

3.7 The Committee will wish to note any items of interest in the current version of the Executive Work Programme and consider whether to include them on the Overview and Scrutiny Committee Work Programme for 2016/17.

3.8 At the time of writing this report, the current version of the Executive Work Programme is September to December 2016 and can be found on the following page of the website: [Cherwell Forward Plan](#)

Future meetings Schedule

3.9 The meetings of the Overview and Scrutiny Committee for the 2016-2017 Municipal Year are listed below:

Overview and Scrutiny Committee	2016/17 11 October, 6:45pm 22 November, 6:45pm 10 January 2017, 6:45pm 21 February, 6:45pm 4 April, 6:45pm
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4.0 Conclusion and Reasons for Recommendations

4.1 The recommendations as set out in the report are believed to be in the best interests of the Council.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To agree the recommendations as set out in the report.

Option 2: To amend the recommendations.

Option 3: Not to agree the recommendations.

7.0 Implications

Financial and Resource Implications

7.1 There are no financial implications arising directly from this report. The report of the individual scrutiny reviews will address any specific legal issue.

Comments checked by:

Paul Sutton, Chief Finance Officer, 0300 003 0106,
paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no legal implications arising directly from this report. The report of the individual scrutiny reviews will address any specific financial issues.

Comments checked by: James Doble, Deputy Monitoring Officer,
01295 221587, james.doble@cherwellandsouthnorthants.gov.uk

Risk Management

7.3 If too many items are included on the work programme there is a risk that scrutiny agenda become overloaded. This undermines effective scrutiny because Members are unable to concentrate on the key issues and officer resources are over-stretched. It may be necessary to hold further meetings during the year if the risk of not achieving the work programme becomes apparent. The reports of the individual scrutiny reviews will address any specific risk issues.

Comments checked by: James Doble, Deputy Monitoring Officer,
01295 221587, james.doble@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

Each scrutiny review will identify the wards affected.

Links to Corporate Plan and Policy Framework

Each Scrutiny Review will identify the relevant Corporate Plan and Policy framework links.

Lead Councillor

None

Document Information

Appendix No	Title
1	Work Programme for 2016-17
Background Papers	
None	
Report Author	Emma Faulkner, Democratic and Elections Officer
Contact Information	Tel: 01327 322043 emma.faulkner@cherwellandsouthnorthants.gov.uk

Overview and Scrutiny Committee Draft Work Programme - 2016/2017

Item	Description	Reason for Consideration	Contact Officer
11 October 2016			
Customer Satisfaction Survey 2016	To review the survey	For information	Ed Bailey, Corporate Performance Manager
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer
22 November 2016			
Annual Safeguarding Report	Update on Safeguarding activities and progress ahead of Section 11 Audit return	Committee resolution January 2016	Nicola Riley, Interim Shared Community Partnerships and Recreation Manager
Performance Report 2016-17 Quarter 2 (1 July to 30 September)	Performance data and if necessary officer attendance for each quarter	To flag any issues before consideration by Executive	Ed Bailey, Corporate Performance Manager
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer
10 January 2017			
Draft Business Plan 2017/18	Consideration of key objectives for 2017-18	To consider draft plan ahead of consideration by Council	Ed Bailey, Corporate Performance Manager
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer

Appendix 1

Item	Description	Reason for Consideration	Contact Officer
21 February 2017			
Performance Report 2016-17 Quarter 3 (1 October to 31 December)	Performance data and if necessary officer attendance for each quarter	To flag any issues before consideration by Executive	Ed Bailey, Corporate Performance Manager
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer
4 April 2017			
Draft Overview and Scrutiny Annual Report 2016/17	To consider the draft Overview and Scrutiny Committee Annual Report prior to submission to Council	Constitutional requirement to submit an annual report to Council	Emma Faulkner, Democratic and Elections Officer
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer
Items to be allocated			
Community Infrastructure Levy	To receive information on the Community Infrastructure Levy (CIL)	Committee request May 2016	TBA
Website redevelopment Project	Update on the project	Committee request May 2016, following website review working group in 2015-16	TBA
A361 Review	Potential Scrutiny review	Committee request May 2016	TBA

Cherwell District Council

Overview and Scrutiny Committee

1 September 2016

Council Car Parks

Report of Director of Operational Delivery

This report is public
However, the forthcoming Executive report will be exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972

Purpose of report

To introduce the forthcoming Executive report on Council Car Parks

1.0 Recommendations

The Committee is recommended:

- 1.1 To consider any comments and recommendations it wishes to relay to the Executive for its meeting on 5 September 2016 having considered the forthcoming Executive report on this matter.

2.0 Introduction

- 2.1 The Executive is due in its forward plan to consider the Council's car parks at its meeting on 5 September 2016. This Committee has requested consideration of the Executive report to enable it to comment and recommend as appropriate to contribute to the Executive's deliberations.

3.0 Report Details

- 3.1 The report to the Executive will be published on 25 August 2016 which is after the agenda for the Overview and Scrutiny Committee meeting has been published. The Executive report will therefore be a late supplementary document issued to Committee members at the same time as the Executive agenda is issued. The Executive report will be a confidential report and as such, will be considered by the Overview and Scrutiny Committee in the confidential Part 2 section of its meeting agenda.

4.0 Conclusion and Reasons for Recommendations

- 4.1 To be considered at the meeting.

5.0 Consultation – None

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To consider the Executive report as proposed

Option 2: Not to consider the Executive report

7.0 Implications

Financial and Resource Implications

7.1 There are no implications arising from this report. The Executive report will include relevant financial implications based on its content and proposals.

Comments checked by Paul Sutton, Chief Financial Officer, 030000 30106, paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no implications arising from this report. The Executive report will include relevant legal implications based on its content and proposals.

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

8.0 Decision Information

Wards Affected - All wards

Links to Corporate Plan and Policy Framework

Cherwell: a thriving community and Cherwell: sound budgets and customer focussed council

Lead Councillor

Councillor George Reynolds, Deputy Leader

Document Information

Appendix No	Title
Appendix 1	Part 2 Confidential Executive Report 5 September – Council Car Parks – to follow
Background Papers	
None	
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