

**Cherwell District Council Business Plan : 2013/2014**  
**A District of Opportunity : Q1 June 2013**

Objective/Measure Definition	Q4 2012/13 if applicable	Quarter 1 30/06/2013	Direction of Travel	Comments on Performance
Work with partners to tackle disadvantage in the District				
Support vulnerable residents through focussing on homelessness prevention and housing advice at current levels of performance	G	G	⇒	Since April 2013, 320 new Advice and Prevention cases have been open, this is comparable with previous years. Focus remains on prevention options, offering advice and assistance, home visits and negotiation with family or landlords in the first instance to resolve housing issues to keep the numbers having to present as homeless to a minimum and the numbers low in temporary accommodation.
Number of households living in temporary accommodation	R Actual 43 Target 33	G* Actual 34 Target 41	↑	The number of households in temporary accommodation was reduced by the end of June 2013 as planned. Those with accepted duties have been encouraged to be more realistic about their prospects for social housing and been applying our powers to make suitable offers of accommodation to those who are unwilling to fully engaging with options available to them. We are hopeful that the delays in re-letting times will be addressed by our partner Registered Social Landlords (RSL) which delayed move-ons and turn rounds in Temporary Accommodation and that their new structures will ensure continued good working relationships
Housing advice: repeat homelessness cases	G Q4 Actual 0 Target 1	G Actual 0 Target 1	⇒	The definition of repeat homelessness is defined by the Department of Communities and Local Government (CLG). It is a household that has been accepted as homeless and their statutory duty discharged, who then return to make a new application with a new duty accepted within a 2 year period. Cherwell has not received any applications meeting this definition in this quarter. Under the Localism Act 2012 the definition has been reviewed to include those households whose statutory duty is discharged through the powers of the Local Authority to discharge duty to private sector tenancies. The Council will be required to pick up the cases again if they re-present and are homeless through no fault of their own within 2 years even if at that time they are no longer in priority need.
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	G Actual 5.59 Target 11	G Actual 5.43 Target 11	↑	Performance continues to be ahead of target due to the significant volume of changes processed through ATLAS. Performance targets are currently being reviewed.
Average time for new Housing Benefit / Council Tax Benefit Claims (days)	G Q4 12/13 Actual 17.19 Target 18.00	G Actual 15.24 Target 18.00	↑	Processing of new claims has recovered quickly as Capita caught up on work after annual billing. It should be noted that the figures for 2013-14 relate to HB processing only, whilst in previous years it related to both HB and CTB processing.

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Average time to process change in circumstances (days)	G Actual 5.59 Target 11.00	G Actual 4.83 Target 11.00	↑	Processing of changes of circumstances continues to be well ahead of target due to the impact of ATLAS. This is not expected to change.
Provide Job Club Services across the District	G	G	⇒	<p>16 general Job Clubs were held during Quarter 1: 7 in Banbury (132 people helped); 7 in Bicester (111 people helped) and 2 in Kidlington (4 people helped)</p> <p>In addition, through the Brighter Futures in Banbury programme, 2 'Careers &amp; Opportunity Gateway' clubs were held in April attracting 10 managers/professionals, and 11 Going for Gold clubs which attracted 172 job seekers. This brings the total number of job clubs held during 2013/14 to 29 with 427 job seekers attending.</p> <p>A Talent Match tool to help jobseekers obtain skills for work, and for employers to promote what skills they are seeking, was launched on 13 June. <a href="http://develop.oxtalentmatch.co.uk/">http://develop.oxtalentmatch.co.uk/</a></p> <p>Further awareness of the job club services was provided via the Cherwell Disability Forum on 6 June, helping people with disabilities to enter training and work</p>
Deliver the Brighter Futures in Banbury programme	G	G	⇒	2012/13 Annual Report considered by Executive and Overview and Scrutiny Committee. Good multi agency engagement. 2013/14 priorities established and actions underway. Theme leader arrangements in place for all six themes. Connecting Communities events agreed
Balance economic development and housing growth				
Deliver 500 new homes including through planned major housing projects.	R Year End Actual 351 Target 500	A Actual : 121 Target : 125	↑ on Q1 12/13	A reasonable Q1 return in current market conditions helped by delivery at Kingsmere (SW Bicester) and the former DLO Caversfield site. This compares well to Quarter 1 2012/13 when only 44 homes were achieved against target of 125.

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Promote local economic growth through business advice, support, inward investment and the Local Enterprise Partnerships (LEPs)	G	G	↑	<p>During Quarter 1:</p> <ul style="list-style-type: none"> <li>- 37 residents of Cherwell were provided with one-to-one business start-up advice through Oxfordshire Business Enterprises (OBE) service hosted by CDC.</li> <li>- having nominated the senior adviser of OBE for the Queen's Award for Enterprise Promotion, CDC learned that John Vernon had been successful in gaining this highest accolade on behalf of the service available to all of Oxfordshire's residents.</li> <li>- Satisfaction levels were around 99% with considerable appreciation being demonstrated by residents writing in to offer thanks.</li> <li>- 9 detailed business enquiries were handled which could provide valuable investment in sites and jobs in Cherwell. Other inward investment enquiries from overseas were dealt with in partnership with the Local Enterprise Partnerships and UKTI's service.</li> <li>- The Banbury Innovation Awards ceremony 2013, part sponsored and assisted by CDC, was held to celebrate successful local small innovative companies and to encourage further vitality within the local economy. <a href="http://www.banburyinnovationaward.co.uk/index.php">http://www.banburyinnovationaward.co.uk/index.php</a></li> <li>- The Cherwell Business Awards ceremony was also held in April, again part sponsored and enabled by CDC, attracting over 100 business people to an event felt by delegates to be a very worthwhile event. <a href="http://www.cherwellbusinessawards.co.uk/">http://www.cherwellbusinessawards.co.uk/</a></li> <li>- Further contribution to the development of both Local Enterprise Partnerships covering Cherwell: the South East Midlands LEP and Oxfordshire LEP.</li> <li>- Support was provided to two local businesses bidding for Government's Regional Growth Fund. Whilst unsuccessful this time, the development bids will be useful in future. A further bid by CDC to enable self-build housing in Bicester was also supported and is set to develop further.</li> <li>- business leaders from across Cherwell were encouraged to attend the annual 'Venturefest' event to promote innovation amongst Oxfordshire's businesses.</li> </ul>
Contribute to creation/safeguarding of 200 jobs	G	G Actual 26 Target 25	⇒	<p>26 Jobs were safeguarded/created during Quarter 1: 20 at the Driving Test Centre, Banbury, following a search for alternative premises via the CHIP service over the past 2 years. In addition to the direct jobs, the retention of this service in Banbury is of considerable importance in training future drivers to be able to support their working lives throughout 'Banburyshire'. 6 jobs safeguarded for Oxon through Semico, following relocation from Charlbury to Banbury.</p>

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Facilitate on-going development of Cherwell Community Land Trust (CLT)	n/a	G	n/a	The Cherwell Community Land Trust (CLT) Annual General Meeting takes place in September 2013 with a view to extend membership. The Cherwell CLT is holding a number of Community Engagement events and work to register as a 'Registered Provider' with the Homes & Communities Agency (HCA) is underway.
Develop a robust and locally determined planning framework				
Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	A	A	⇒	Infrastructure Plan nearing completion. The Community Infrastructure Levy (CIL) is not being introduced until 2015. Preparation for the CIL will follow Local Plan
Secure implementation of new policy for Developer contributions	A	A	⇒	New Policy is not yet complete. The Local Plan work will inform the new Policy.
Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	A	A	⇒	<p>The team continue to deliver high quality advice on Heritage Management to the general public, developers and other organisations across the District, providing pre app advice and specific consultation on listed buildings and planning applications within Conservation Areas and other locations with specific heritage issues.</p> <p>While many of the proposals are relatively small scale in nature, they are important in preventing an incremental erosion of the quality of our built heritage. Substantial heritage advice is also being provided on larger sites such as Upper Heyford and RAF Bicester to support the successful and high quality development of these areas. The team is also working to:</p> <ul style="list-style-type: none"> <li>- Develop a register of Local Heritage Assets</li> <li>- Establish a strategy for the use of Article 4's across the District</li> <li>- Develop a management agreement with the Canals and Rivers Trust for the Oxford Canal</li> <li>- Oversee the Ancient Routeway study</li> </ul>
Percentage of Conservation Areas with published Management Plans	R Actual 62% Target 72.00%	G Actual 62% Target 59.32%	↑	<p>The consultation for Cropredy and North Newington Conservation Area Appraisals is now over and the team are working to finalise these appraisals.</p> <p>We are currently in the consultation period for Barford St John and Barford St Michael. The team therefore plans to have completed four more conservation areas with management plans in the next 4 - 6 weeks.</p> <p>The conservation area appraisals for Steeple Aston and South Newington are well under way and we will plan to consult on these in September. Target has been revised for 2013/14</p>

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Prepare design guidance for major developments	G	G	⇒	Substantial design advice has been given to address design quality and master planning issues on strategic sites across the District. The resources have been very stretched at times, with a number of major applications coming forward at one time. Substantial input has been given on major housing sites in Banbury at: Southam Road, Hanwell Fields, Bankside, Bretch Hill, West of Warwick Road as well as at SW Bicester, NW Bicester, Upper Heyford, Wykham Farm and Deddington and various sites at Bloxham. Other Strategic Sites include Spiceball, Woodgreen and RAF Bicester
Processing of major applications within 13 weeks	R Actual 25.00% Target 60.00%	G* Actual 68.75% Revised Target 50.00%	↑	Given the current difficult economic climate and the need to deliver growth the management approach continues to be to ensure sound planning outcomes. With low numbers of major applications, the percentage of applications processed becomes quite a volatile measure and this also makes it difficult to achieve. Despite that and following the introduction of improvement measures, a figure of 69% has been achieved and this represents significant progress, compared with previous performance
Processing of minor applications within 8 weeks	G Actual 73.74% Target 65.00%	R Actual 51.72% Target 65.00%	↓	Delays in registration are due to a number of factors, including major applications now taking precedence, a general increase in the number of major applications, which are more complex and take longer to register and recent changes in legislation and working practices. Staff vacancies and holidays have also contributed to the current level of application registration backlog which is approximately 2/3 weeks. Priority action is being taken to clear the backlog by seconding Development Management staff, this together with new appointment to the team will ensure maintaining throughput of applications will be manageable moving forward
Processing of other applications within 8 weeks	G Actual 86.28% Target 80.00%	A Actual 76.56% Target 80.00%	↓	
Planning appeals allowed against refusal decision	G Actual 30.00% Target 30.00%	R Actual 33.33% Target 30.00%	↓	The performance measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. There is no evidence of poor performance, though this continues to be carefully monitored. It should be noted that, compared with the government's stated threshold for the quality of a local planning authority's performance (i.e. no more than 20 per cent of an authority's decisions on applications for major development should be overturned at appeal) the current performance is 0 % (No major appeals this quarter)

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Supply of ready to develop housing sites	A Actual 90.60% Target 100%	A Actual 90.60% Target 100%	⇒	The supply of ready to develop housing sites is directly affected by the local housing market and national economic conditions. Although a '5 year' supply cannot presently be demonstrated, supply is increasing and will continue to rise as new sites are brought forward from the new Local Plan. Government Policy now requires at least a 5% buffer to be added to the 5 year requirement. The effect of this is to lower the return to 86.3%
% houses developed on previously developed land	G Actual 45.00% Target 25.00%	G* Actual 49.60% Target 25.00%	↑	A total of 121 net homes built in Quarter 1, 60 were built on previously developed land - which equates to 49.6%
Work to improve the quality and vibrancy of our town centres and urban areas				
Progress Bicester Town Centre commercial development	G	G	⇒	Project for Block A Retail Units were handed over to CDC on the 1st July 2013 as Practically Complete. Snagging will be progressed to our complete satisfaction.
Progress Bicester Community Building Plans	G	G	⇒	The procurement exercise is almost complete for appointment of main contractor to provide a Design and Build project for the detailed design and construction of the building. This will then enable the final programme of works to be completed.
Complete a Masterplan for Bicester	G	G	⇒	Masterplan on track and the Draft has been considered by Council. Adoption has to follow completion of the Local Plan.
Make progress on the Canal Side Regeneration, Spiceball & the redevelopment of the Bolton Road area in Banbury	G	G	⇒	Draft Supplementary Planning Draft is now complete. A viability assessment is underway by Montagu Evans to advise on planning of site delivery

**Cherwell District Council Business Plan : 2013/2014  
A Cleaner Greener District : Q1 June 2013**

Objective/Measure Definition	Q4 2012/13 if applicable	Quarter 1 30/06/2013	Direction of Travel	Comments on Performance
Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district				
Reduce the amount of waste sent to landfill	A (FY) Actual 25,500 Target 23,500	R Actual : 6566 Target : 5900	↓	Landfill tonnages are ahead of expectation although we are working to reduce these. Up on Quarter 1 2012/13 of 5950
Maintain the current high levels of customer satisfaction with our recycling & waste collection services	G Satisfaction 80%	G Satisfaction 80%	⇒	Satisfaction levels good awaiting for details from Customer Satisfaction Survey 2013
Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe				
Work with local communities to continue programme of neighbourhood litter blitzes	G	G	⇒	A new programme of neighbourhood litter blitzes commenced in June at Hardwick, Banbury. Further Blitzes to take place during the year in Kidlington, Kingsend Bicester, and Bretch Hill and Grimsbury in Banbury
Number of flytips : change to maintain level of flytips in the District? Last years outturn this years target	G Actual 100 Target 108	A Actual 100 Target 96	↓	We are currently experiencing an increase in either single item or small fly tips in garage areas. These sites are often remote and easily used for dumping. We are working with the housing associations to tackle this problem. One initiative is to erect a sign in the area to discourage potential offenders.
Work to reduce our impact on the natural environment, limit use of natural resources ^ support others in the district to do the same				
Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills	G	G	⇒	Aim: promote energy efficiency and give advice to residents. Results for Quarter 1:- Talked to 3000 residents as part of the three big compost give aways in May (4/5/11 May), 150 residents as part of the Bicester Big Lunch and 400 residents as part of the Banbury & District Show. Articles appeared in Cherwell Link
Work with partners to support development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, to work & spend their leisure time in sustainable ways				
Ensure opportunities for local people to participate in the Eco-Bicester programme	G	G	⇒	A consultation strategy for the North West Bicester proposals is being prepared. The Eco Bicester website continues to be updated and the Eco Bicester newsletter circulated. Other projects such as the Bicester Green Deal provide the opportunity for residents to get involved.
Work with partners to progress the delivery of the Masterplan for Bicester	G	G	⇒	The Eco Bicester Strategic Delivery Board and Project Team continues to work with partners including the Environment Agency, Homes and Communities

**Cherwell District Council Business Plan : 2013/2014  
A Safe Healthy and Thriving District : Q1 June 2013**

Objective/Measure Definition	Q4 2012/13 if applicable	Quarter 1 30/06/2013	Direction of Travel	Comments on Performance
Work with partners to support the development of safe and thriving local communities and neighbourhoods				
Continue to provide wide range of recreational activities/opportunities for young people across district	G	G	⇨	Activator programme being delivered across the District
Work with partners to maintain already low levels of crime in the district and ensure people feel safe in their communities and town centres	G	G	⇨	All areas of reported crime relevant indicate target is likely to be met, vehicle crime and burglary rates falling
Reduce all crime incidents reported by 1% (per 1000 Popn)	G Actual: 13.46 Target: 14.29	G Actual: 13.17 Target: 13.26	⇨	Following an initial spike, acquisitive crime rates are falling back to norm. No national indications of crime rising across country, similar family group remains consistent therefore unlikely to see an increase at this time
Reduce domestic burglary incidents reported by 2% (per 1000 Popn.)	G Actual: 0.31 Target: 0.36	A Actual: 0.34 Target: 0.30	⇨	Burglary rate is slightly higher than this time last year. Cherwell has received 6 more reports of Burglary in a dwelling. This however is a normal trend at the first quarter. Increased crime prevention publicity has been issued in the Cherwell area around keeping properties safe and secure during the summer months. Street Wardens have also knocked on doors if properties/sheds/cars have been left in-secure.
Number of anti-social behaviour incidents involving high and medium risk victims	G Actual: 4 Target: 7	G Actual: 6 Target: 7	⇨	There were 5 medium risk rated cases on hand at the beginning of the month. 3 new medium risk rated cases were received and 2 closed. There were 6 cases on hand at the end of the month.
Reduce chronic ASB cases	G	G	⇨	No new persistent or resistant cases added. Case A Possession granted at court. Tenant must now leave or be evicted by bailiffs; Case B Warrant executed. Sound equipment seized; Case C No activity from complainant
% nuisance cases responded to within the prescribed period (a maximum of 48 hours)	G Actual: 97.67% Target: 96%	G Actual: 97% Target: 96%	⇨	The reports module indicates 69 service requests received with only 2 falling outside the target time for a response. However this figure does not reconcile with the output form Uniform itself which puts service requests received at 146
% nuisance cases resolved within 8 weeks	G	G Actual: 100% Target: 96%	⇧	69 cases closed during the period all within the 8 week time frame



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Metal theft incidents	G	G	⇒	<p>During Q1 we have processed 1 application for registration as a Scrap Metal Dealer (SMD) made under section 1. We have 2 applications under section 1 and 3 pending. Additional information has been requested for the applicants. On 21 May 2013 the Team participated in Operation Jalopy, a stop check operation involving TVP, the EA, Northants and West Mercia police. This operation was part of a national scrap metal day of action.</p> <p>2 intelligence reports have been generated regarding SMDs in Cherwell. As a result of information supplied by a member of the team an unregistered SMD was stopped by police. The vehicle being used was seized and crushed as it was un-insured and the users reported for SMD offences.</p> <p>Excellent working relations have been established with TVP officers who are part of Op Precious and preparations are underway for the introduction of the SMDA 2013</p>
% of residents when asked feel safe being home alone after dark	G	G	⇒	Awaiting results of this year's survey.
% of residents when asked feel safe walking alone in town centres after dark	G	G	⇒	Currently Operation Jazz covering Bicester, Banbury & Kidlington concentrating on late night noise and nuisance
Work with partners/businesses, support public health, safety & environment protection	G	G	↑	<p>Occupational Safety Seminar held with 30+ local Businesses</p> <p>Primary Authority (PA) work continues with Sainsburys . Kate Harris PA Officer, won PA officer of the year award at the Better Regulation Delivery Office / Trading Standards Institute (BRDO/TSI) conference</p> <p>Work with Nationwide Caterers Association (NCASS) on Primary Authority Continues</p>
Number of risk based food premises inspections completed	G Actual: 187 Target 178	G* Actual: 140 Target 119	↑	Good performance in first quarter due to planning for leave and sickness (planned operation)
Support the local community, voluntary and not for profit sectors to play an active role in the district				
Work with local voluntary sector to provide advisory services for the local community	G	G	⇒	<p>Citizens Advice Bureau (CAB) is funded by the Council to provide debt and money advice to all residents of Cherwell. They have 3 contact points in Banbury, Bicester and Kidlington. They offer triage to screen anyone seeking help and advice to determine which service can meet their needs. They provide a regular quarterly report on the take-up of their service. This report will be made available to all by the end of the next quarter.</p>

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Support volunteering across the district	G	G	⇒	Volunteer Connect contract is delivering volunteer opportunities. First quarter monitoring has taken place and is satisfactory.
Provide good quality recreation and leisure opportunities in the district				
Maintain current levels high level of visits / usage to district leisure centres following the successful 2012 Olympic & Paralympics	G Q1 12/13 Actual 309,900 Target 284,407	A Actual 295,570 Target 309,900	↓ on Q1 12/13	First quarter total 295,570 which are down 14,330 on 2012. Spiceball Leisure Centre and Kidlington Leisure Centre have slightly exceeded target, however Bicester Leisure Centre play and teach pool closure continues to adversely affect this centres throughput
Maintain current levels of visits/usage to Woodgreen Leisure Centre, North Oxfordshire Academy and Cooper School	G Q1 12/13 Actual 22,018 Target 19,348	G* Actual 30,841 Target 22,018	↑ on Q1 12/13	First quarter position up 8,823 on same period in 2012, due to increased dry side usage at Woodgreen Leisure Centre and events at North Oxfordshire Academy and Cooper School, Bicester.
Establish an Independent Trust to secure the long term future of Banbury Museum and maintain access for the community	G	G	⇒	Progressing well. The schedule has been revised, the transfer to Trust date has been put back from 1 July to October
Support improvement of local health facilities, services and standards across the district				
Work to promote active & independent lifestyles amongst older people	G	G	⇒	The local area forums where well attended by Older People Group representatives and an agenda has been developed for the District Forum in September.
Work with partners to deliver 40 active lifestyle sessions monthly for older people	G	G	⇒	Active lifestyle sessions being delivered by Age UK through a funding agreement.

**Cherwell District Council Business Plan : 2013/2014**  
**Accessible Value for Money Council : Q1 June 2013**

Objective/Measure Definition	Q4 2012/13 if applicable	Quarter 1 30/06/2013	Direction of Travel	Comments on Performance
Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services				
Continue to implement and embed an effective approach to address the financial impact of Government welfare reform	G	G	⇒	Medium Term Financial Strategy (MTFS) being refreshed to consider implications of Local Government Resources Review including New Homes Bonus and Business Rates
Continue to plan for the implications of the Local Government Resources Review specifically the changes to localisation of business rates and council tax benefit	G	G	⇒	Specific monitoring of Council Tax Rates Scheme and Business Rates set up and reporting to Budget Planning Committee
Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery including making more effective use of technology	G	G	⇒	On track - 2014/15 budget process commencing with MTFS refresh, work programme of the Budget Planning Committee and Executive Planning Session in September 2013.
Percentage variance on Revenue budget expenditure against profile (+2% / -5%)	G	G	⇒	In May early projections identify that spend is in line with the budget. In June early projections identify a small underspend to budget but is on track.
Percentage variance on Capital budget expenditure against profile (+2% / -5%)	G	G	⇒	In May early projections are that there will be some slippage requested from 2013/14 into 2014/15. In June the majority of the variance is being requested to be carried forward to 2014/15 after a thorough review of the capital profiling of projects for quarter 1.
Sickness absence Average days sickness absence per FTE	G	G	⇒	Sickness absence rate for Q1 was 00.75 - improvement over same period in 2012/13 of 1.26 00.66 Average Days Short Term Sickness Absence per employee FTE 00.09 Average Days Long Term Sickness Absence per employee FTE

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Work with partners to reduce Council costs				
Continue to implement and embed shared back office systems & services to secure efficiencies	A	A	⇒	Work in progress - Human Resources Business Case approved for implementation and 3 way ICT business case being developed
Continue to develop and embed the shared ICT service specifically in relation to phase two of the programme (system standardisation and harmonisation)	G	G	⇒	The shared ICT service has achieved yet another externally accredited industry best practice standard -- Business Continuity Management - ISO 22301.
Explore further opportunities with partners to share or provide services, reducing costs and maximising income	G	A	⇩	In progress - quotes for services being provided to third parties
Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance				
Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity	G	G	⇒	Publication of data has continued. The annual report is available on the council's website and financial information is also published.
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	G	A	⇩	The survey has been commissioned, however response rates are down. Corrective action has been undertaken with the suppliers to boost the response rate. It may result in some small delays to the final report publication.
% Council Tax collected (cumulative)	A Q1 12/13 Actual 29.82 Target 30.25	A Actual 29.96 Target 30.25	⇒ on Q1 12/13	Comparable with Quarter 1 2012/13
% NNDR collected	G Q1 12/13 Actual 32.91 Target 31.50	G Actual: 32.64 Target: 31.50	⇒ on Q1 12/13	Comparable with Quarter 1 2012/14
% HB Recovered: Overpayment	G Actual 84.35 Target 78.00	G Actual 81.15 Target 78.00	⇒	Targets are currently being reviewed but in the meantime 2012/13 targets will be used to calculate outturn

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% HB Recovered: including outstanding (cumulative)	A Actual 37.51 Target 40.00	G Actual 15.82 Target 11.00	↑	Performance is up on 2012/13 Quarter 1 performance of 12.76% against target of 11 2012/13 Targets are currently being reviewed
% HB O'Pay: Written Off (cumulative)	G Actual 2.52 Target 5.00	G Actual 1.19 Target 1.50	⇒	Down on 2012/13 Quarter 1 performance of 0.37% Targets are currently being reviewed for 2013/14
Invoices paid within 30 days	G Actual 98.32 Target 98.30	A Actual 96.05 Target 98.00	↓	Some invoices are still being received either without a purchase order number or a purchase order being raised in the first instance. This is delaying the payment of the particular invoice until a valid purchase order has been raised and authorised. Note: Target reduced
Deliver a council tax increase in 2014/15 which is below inflation	G	n/a	n/a	Not due to report until Quarter 3 2013/14
Car parking revenue	G Q1 12/13 Actual £381,445 Target £354,149	G Actual £411,115 Target £377,559	↑ on Q1 12/13	Income up by 9% on profiled budget

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Work to ensure we provide good customer service through the delivery of high quality and accessible services				
<p>Improve levels of satisfaction with and access to information provided by the Council</p>	G	G	⇒	<p>The customer services team are working hard to ensure customers visiting the website can obtain requested information within three mouse clicks. All new and relevant information should be uploaded to the website quickly and accurately. To include planning documents, news releases and information relating to meetings i.e. agendas/ minutes. Ensure all hyperlinks on CDC website are working. Respond to all customer queries, complaints and applications within the allocated timeframe.</p> <p>The communications team is working to maintain strong relationships with internal departments so any positive/ negative issues can be flagged up in advance. We are also working with the media to ensure all deadlines are met and the council always issues a satisfactory response when requested. We are proactive by promoting council success stories through the media and social media. Continue growing followers on Facebook and Twitter by engaging directly with the public and uploading relevant information. We are making use of social media as an alternative means of communicating with the public, working in partnership with more traditional methods such as customer service and website. We aim to respond to all social media enquiries as quickly as possible. A representative from the team will attend public events where relevant and promote council services. The communications team will be rolling out a satisfaction surveys and respond to feedback accordingly.</p> <p>Cherwell Link remains an informative and balanced publication which is delivered to a high standard.</p>
<p>Reduce costs by increasing customer use of online services rather than accessing services at Council offices</p>	G	G	⇒	<p>A project is under way to automate two of the highest volume services - waste requests and council tax enquiries.</p>