

**Cherwell District Council Business Plan : 2014/2015**  
**Corporate Pledges - Quarter 4 /Year End**

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
A District of Opportunity						
CBP1 1.1	Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure: Meet the Local Plan milestones including preparation for the examination process	G	G	⇒	G	Inspectors Report delayed until after General Election in May 2015. Work has commenced on Local Plan Part 2 and Community Infrastructure Levy to complete the Development Framework for the District in accordance with the published Local Development Scheme.
CBP1 2.2	Progress work on the North West Bicester exemplar site	G	G	⇒	G	Work is progressing on site with the first properties due to be completed in the summer 2015. Properties are being built to high Eco Town standards.
CBP1 2.3	Delivery in North West Bicester of the Eco Business Centre	A	A	⇒	A	The work on this project was delayed whilst we awaited information relating to the delivery of the local centre. We are now working up options for the delivery and will take these to Executive in July 2015.
Safe, Green and Clean						
CBP2 1.1	Maintain a household recycling rate of above 57%	A Actual 53.59% Target 57.00%	R Actual 47.28% Target 57.00% <i>provisional</i>	↓	A Actual 55.29% Target 57.00% <i>provisional</i>	March recycling is higher than January/February due to the increase in garden waste. Provisional year end figure is 55.29% close to the 56% previously projected and higher than the 55% achieved last year. This is due to the changes in the recycling market, reduction in paper in the comingled stream. Also changes in legislation meaning less street sweepings could be recycled.
CBP2 2.1	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes  (Satisfaction Survey undertaken annually in May )	A Actual 68.00% Target 70.00%	A Actual 68.00% Target 70.00%	⇒	A Actual 68.00% Target 70.00%	<p>It is not apparent why the satisfaction levels have dropped slightly, we continue to receive positive feedback from the public and members alike. We have been involved in a number of successful enforcement prosecutions by either witnessing or gathering evidence.</p> <p>The Street Cleansing department has supported a number of voluntary organisations in community litter picking events which have proved popular. Some new replacement vehicles have been added to the fleet, all of which have separate compartments in order for the operative(s) to separate waste from recyclable materials thereby reducing the amount of waste going to landfill.</p> <p>We have just entered into a new contract with Banbury Town Council for cleaning their open spaces and parks areas.</p>

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CBP2 2.1a	Undertake 6 neighbourhood blitzes with community involvement	G Actual 1 Target 1	G Actual 2 Target 2	↑	G* Actual 6 Target 5	<p>Six Neighbourhood Blitzes were completed as scheduled:- June 2014 – Langford Village, Bicester; August 2014 – Grimsbury, Banbury; October 2014 – Southwold, Bicester; January 2015 – Bretch Hill, Banbury; February 2015 – Bicester Town Centre; March 2015 – Banbury Town Centre.</p> <p>All the Blitzes appeared to be well received by members of the public who actively took advantage of the extra services available to them during these initiatives. Extra services provided included free pre-booked bulky household waste removal, graffiti, fly tip removal on areas that are not strictly a council responsibility to deal with, and also the free removal of scrapped / abandoned vehicles.</p> <p>Six Blitzes are planned for 2015/16 and as this year, will be publicised via press releases, the Cherwell Link and leaflet drops nearer to the date of the planned work. Dates scheduled:- Monday 15th until Friday 19th June 2015 – Glory Farm, Bicester Monday 20th until Friday 24th July 2015 – Calthorpe &amp; Easington, Banbury Monday 21st until Friday 25th September 2015 – Kidlington Monday 16th until Friday 20th November 2015 – Grimsbury, Banbury Monday 18th until Friday 22nd January 2016 – Kingsend, Bicester Monday 15th until Friday 19th February 2016 – Bretch Hill, Banbury</p>
CBP2 3.2	Work with local police and licence holders to ensure our town centres remain safe and vibrant in the evenings	G	G	⇒	G	Cherwell's joint operation 'Jazz' with Thames Valley Police reducing late night noise continues as does funding for night safe initiatives. Overall night time economy violence and disorder is slightly up however this is not just local and in comparison to other areas in our family group Cherwell is doing well indicating our town centres are relatively safe.
CBP2 4.1	Maintain the Council's five year commitment to reduce our carbon footprint by 22% by 2016	A	R	↓	R Estimated Actual 16% Target 22%	<p>Q4 data will not be available until end of May but we will not meet 22% target. A review of the Carbon Management Plan which will explain the shortfall in more detail will be presented to Executive in September together with the new action plan currently being developed for 2015-2020. A major concern this year has been the delay in the biomass boiler and associated teething problems which failed to achieve the anticipated 8-10% (full capacity) reduction in our footprint. Whilst improvements were made in our fleet emissions this was impacted by increase in residents and the need to carry more waste further.</p> <p>That said, it is important to note the significant improvement brought about by the plan in terms of both the impressive reduction in our carbon footprint and demonstrable financial savings of hundreds of thousands of pounds in the process.</p>

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Thriving Communities						
CBP 3 1.1	Deliver 150 units of affordable homes in the district and support opportunities for self build and developing self build skills	G* Actual: 15 Target: 13	G* Actual 108 Target 77	↑	G* Actual 188 Target 150	Over the past year the Regeneration and Housing Development Team have worked hard with Registered Providers, Developers and CDC's own Planning department to ensure that affordable housing is delivered in line with the Council's Housing Strategy. To this end, there has been 188 new affordable homes delivered across the district which include affordable rented and shared ownership properties, allowing those on lower incomes to be able to get a secure, affordable home. It is anticipated that next years affordable housing target will remain the same, but again it is hoped that the number delivered will be higher.
CBP3 1.1b	Delivery 150 self-build housing projects as part of HCA funded grants programme	G Actual 40 Target 40	G Actual 87 Target 84	↑	G Actual 152 Target 150	It has been a challenging environment to achieve the target of 150 self build opportunities in Cherwell over the past year, building costs in the market place have risen, and dealing with difficult sites has meant that the appointment of proven and knowledgeable contractors has been critical. However the Regeneration and Development team have worked hard to overcome the challenges and deliver the opportunities for those persons wanting to get a home of their own and carry out self build work to those properties making them feel they've learnt new skills and developed existing ones, together with putting their own stamp on their homes.
CBP3 2.4	Continue working with partners to provide support to improve the lives and opportunities for the most vulnerable individuals and families in the district, building on Brighter Futures in Banbury Programme	G	G	⇒	G	The multi agency work targeted at the Brighter Futures wards has continued to supplement the core services provided by key partners. There have been many new initiatives commenced. The Cherwell Community Bank as the local credit union has been increasing its presence locally following a Sunshine Centre launch. The voluntary sector engagement event was well received and followed by a successful public volunteering recruitment event in January.

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CBP3 2.5	Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training.	G	G	⇒	G	<p>The Banbury Job Fair held on 13 March 2015, attracting 268 job seekers and 30 recruiting businesses/organisations. This event generated excellent media coverage, leading to very positive feedback from employers and job seekers.</p> <p>840 visits made to job clubs/fairs in Cherwell during Q4. This equates to 3,028 individual visits made to Cherwell job clubs during the year 2014-15.</p> <p>The number of Job Seeker Allowance claimants in Cherwell reduced from 879 (1.0%) in February 2014 to 609 (0.7%) in February 2015 and 588 (0.6%) in March. Active participation in the Brighter Futures in Banbury programme, including the completion of a project to provide additional job club support for the long-term unemployed in Neithrop/Ruscote/Grimsbury. This intensive one-to-one support built confidence and skills, helping jobseekers to help themselves and contributed towards a decrease in the number of claimants.</p> <p>Development site identified for the Bicester Studio School and support provided to the working group to engage businesses at an event on 22 Jan and to develop the curriculum for its opening in Sept 2016.</p> <p>CDC continues to operate its Cherwell Apprenticeship programme - now in its fourth year - leading by example to encourage employers to create their own apprenticeship schemes. Further support has been provided to the College to promote 'traineeships' to enable young people to gain work experience and skills with a view to then begin an apprenticeship. Cherwell employed 6 Apprentices last year and currently employ 4.</p> <p>Development of European and Structural Investment Fund programmes with OxLEP and SEMLEP to prepare to support Cherwell projects over the next 6 years.</p>
CBP3 2.5a	Contribute to the creation and safeguarding of jobs	G* Actual 135 Target: 50	G* Actual 37 Target 30	⇩	G* Actual 383 Target 200	<p>Contribution towards the creation of 27 jobs during Q4:</p> <p>Burger King created 25 new jobs when it opened in Castle Quay with the help of the CDC-led Town Team which has drawn additional sponsorship from Aberdeen Investments. Support provided through Bicester Job Club led to 2 further positions being filled at Homebase.</p> <p>10 jobs created at new motorsports business in Banbury supported through its start-up phase by the Economic Development team. Of the 40 employers that attended Banbury Job Fair in March, it is expected that the hundreds of vacant posts advertised will be filled in 2015-16 partially as a result of CDC's help. This includes jobs arising from Mondelez's on-going £30m investment in its production facility and Karcher's relocation into purpose-built premises by the end of 2015.</p>

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Sound Budgets and Customer Focussed Council						
CBP4 1.1	Extend the Joint Working Programme to include new methods of service delivery and more services delivered in partnership	A	A	⇒	A	The programme has been delayed due to alternative decision making timeframes adopted by Stratford District Council. The new decision making timeframe for three way working is June 2015. In order to ensure progress continues two way opportunities are now being brought forward to deliver savings during 2015/16. Action has been taken, and is being implemented, to ensure the programme objectives can be met, it should be noted that during 2014/15 three way Legal and ICT services were successfully implemented and a extensive review of joint working options has been completed.
CBP4 3.1	Continue to improve our website, and implement additional online services for customers	G	G	⇒	G	The website is updated on an on-going basis and pages are being developed regularly to promote new and existing services. The website editor, working alongside the communications officers and graphic designer ensure that there is adequate promotion of initiatives, events, consultations etc., and that these are promoted at the appropriate point on the website.  Achieve forms continue to be developed to allow members of the public to do business with us 'online' at a time and a place that is most convenient to them.
CBP4 4.2	Deliver the savings targets £500,000 within the agreed timescales.	G	G	⇒	G	Savings targets are incorporated in to the budget and monitored accordingly. Outturn for 2014-15 is currently being finalised but an underspend is expected and savings well in excess of £500,000 delivered.

**Cherwell District Council Business Plan : 2014/2015**  
**A District of Opportunity - Quarter 4 / Year End**

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	
Implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities.						
CBP1 2.1	Northwest Bicester: Delivery of the Masterplan to the agreed timescales	G	G	⇒	G	Five planning applications have been received for development of the NW Bicester site. Only one large area is yet to be the subject of an application. There is a resolution to grant planning permission for the first 2600 dwellings.
CBP1 2.4	Bicester town centre regeneration including the Council Commercial Building	A	G	↑	G	The project is currently on programme and on budget. The building is due to open in Spring 2016.
CBP1 2.5	Graven Hill: deliver the Council's vision for this strategic site	G	G	⇒	G	The Graven Hill vision continues to be on programme, soft launch took place in March and full release of plots in phase 1 is on track for Autumn 2016.
Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.						
CBP1 3.1	Wood Green, Banbury – secure the delivery of new homes on the site and continue to improve the physical environment of the area	G	G	⇒	G	The Build! @ programme is developing a scheme of 18 homes (two and three bedrooms) to watertight shell for self completion by the owners to increase affordability. Demolition and site clearance is complete and this scheme has started on site, with Keepmoat as main contractor.
CBP1 3.2	Secure an agreed scheme for the delivery of the Bolton Road site in Banbury	G	G	⇒	G	The future development of this site is now linked to the outcome of the review of Council owned sites, which is programmed to report in June 2015.
CBP1 3.3	Work with the developer to secure delivery of the extension to the Castle Quay shopping centre in Banbury, an improved retail commercial offer and the Spiceball development	G	G	⇒	G	Castle Quay 2 start on site is still projected for later in the year and both the Heads of Terms for the S106 and the Development Agreement are at an advanced stage.
Implement the Masterplan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.						
CBP1 4.1	Agree next steps for the development options for Kidlington against agreed timescales and milestones	G	G	⇒	G	On track against set milestones in the published Local Development Scheme. Both proceeding following completion of Local Plan part 1 Examination, which sets the policy framework for development.
Promote inward investment and support appropriate economic growth within the district.						
CBP1 5.1	Produce marketing material to promote commercial and industrial business sites and the area	G	G	⇒	G	Employment Land Study in progress to identify and illustrate all employment clusters in the District - including rural areas and small sites. This complements the Local Plan identification of strategic sites. Consultation has been held with business groups and commercial agents. Cherwell Investment Partnership webpages promote news and events <a href="http://www.cherwell-m40.co.uk">www.cherwell-m40.co.uk</a> . E-newsletter has also been sent to businesses across the district to ensure information on services provided by the Council and others is available to support economic growth. Commencement of on-line Business Directory work for publication by December 2015.

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CBP1 5.2	Develop the role of the Cherwell Investment Partnership (CHIP) to provide a hub for inward investment	G	G	⇒	G	<p>45 formal business enquiries were answered this quarter and other assistance given to businesses seeking to move/expand/contract. Day-to-day contact held with members of the Cherwell Investment Partnership (CHIP) - consisting commercial estate agents, skills providers, recruitment companies, local business groups and others involved in supporting business investment &amp; growth. Gathering market intelligence and consulting with businesses on matters relating to the Council's work.</p> <p>* Banbury Town Team co-ordination project completes its first year, contributing to a reduction of vacant shop units from 53 in April 2014 to 39 in March 2015 through a variety of pro-active work to add vitality to the town.</p> <p>* Meetings held at the premises of key local businesses embarking upon growth, resolving any issues to enable considerable private investment and job creation to proceed.</p> <p>* Enhancement of Job Fair service to ensure the needs of those expanding businesses are met.</p> <p>* Broadband connection problems identified on some industrial estates; local intelligence provided to OCC/BT/Openreach to prioritise resolution.</p> <p>* Contribution towards the UKTI Invest in Oxfordshire Sector Proposition work to ensure that county and national inward investment practitioners and marketing reflects the interests of Cherwell businesses and the district council's Local Plan and Economic Development Strategy.</p> <p>* Development of a share client management system with Oxfordshire County Council and OxLEP to maximise effectiveness of partnership support.</p> <p>* Liaison meetings held with Bicester and Banbury Chamber and participation in the Kidlington Voice forum.</p> <p>* Attendance and support of the 'Banbury positivity summit' (Visit Banbury) to engage members of the community (as envisaged in the Cherwell Economic Development Strategy).</p> <p>* Cherwell Business Awards sponsored and promoted to recognise local business success and to encourage more.</p> <p>* Green Construction Network sponsored to enable Bicester to develop low carbon businesses.</p> <p>* Support provided to the Graven Hill delivery team to explore how the needs of expanding local business may be met.</p> <p>* Better Regulation project launched within CDC to improve services to businesses &amp; enhance efficiency.</p> <p>* EU LEADER (rural development) programme launched for southern Cherwell.</p>
Deliver high quality regulatory services that support the growth of the local economy.						
CBP1 6.1	Develop a whole Council 'Better Business' approach to support new and existing businesses	G	G	⇒	G	<p>The SEMLEP Better Business project is now well under way and several task and finish groups have initiated workstreams to improve regulator and business relationships commencing with an organisational awareness day in June 2015; work has now started with Oxfordshire regulators to initiate Better Business in the Oxfordshire area. An initial scoping meeting has been held with Banbury Town coordinators and a workshop is planned with regulators and local businesses early summer to establish better business principles. The latter is funded by the Better Regulation Delivery Office.</p>

**Cherwell District Council Business Plan : 2014/2015**  
**Safe, Green and Clean - Quarter 4 /Year End**

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible						
CBP2 1.2	Reduce the amount of waste sent to landfill (Tonnes)	G Actual 6129 Target 6448	G Actual 6334 Target 6485	↓	G Actual 25,836 Target 25,895	Another good performance in Quarter 4 with estimated tonnage to landfill at 6,334 tonnes, bringing the total for the year within target. Figures are provisional at this stage as Oxfordshire County Council have yet to confirm the street sweeping tonnage and this may effect the residual waste tonnage as well as recycling.
CBP2 1.3	Residual household waste per household (kgs)	G Actual 101.46 Target 107.70	G Actual 104.85 Target 108.40	↓	G Actual 427.68 Target 431.96	Average residual waste per month during the quarter was 34.95 kgs. Just within the full year target, although these figures are yet to be confirmed by Oxfordshire County Council.
CBP2 1.4	Maintain the current high levels of customer satisfaction with our waste and recycling services	G	G	⇒	G	Strong rise in customer satisfaction (as measured by the Annual Customer Satisfaction Survey) from 82% in 2013 to 85% in 2014 for Waste Collection services and 83% to 88% for Household Recycling services. The 2015 Annual Customer Satisfaction Survey is due to be undertaken by the end of July.
Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.						
CBP2 2.1c	Number of fly tips recorded (compared with same period 2013/14)	G Actual 100 Target 109	G Actual 130 Target 136	↓	A Actual 478 Target 469	There has been a small rise (nine) in the number of fly tips when compared with last year's figures. This seems to be in line with the general trend throughout the country. The team are working hard on investigating and following up leads, which is always very time consuming. We have also gained a new legal team, and they have been very helpful in giving advice at different stages of an investigation. Also, during the course of this year we have noticed an increase in the number of large fly tips that have come up from North London, we are currently investigating four, and hope to have sufficient evidence to proceed to the magistrates courts.  Over the year we have also carried out three joint operations with the Police and Trading standards. This gave us the opportunity to educate the various operators in the area. A number of notices were served, but all were complied with. This has resulted in a noticeable drop in the number of potentially un-licensed scrap metal dealers operating in the district. The Street cleansing staff are also gaining knowledge and experience in identifying and gathering evidence found in the fly tips.
CBP2 2.1d	Number of fly tips enforcement actions (compared with same period 2013/14)	G Actual 151 Target 60	G* Actual 71 Target 44	↓	G* Actual 345 Target 224	This has been a very good year overall. We have had nine successful prosecutions in the magistrate's courts, and we have potentially eight more either already with the legal team, or about to be submitted. We have also had to cope with an increase in dog fouling complaints, which at times have stretched the team.  We have also had a number of very large fly tips which have originated from the North London area. These have resulted in complicated investigations involving interviews under caution with a number of people including the use of an interpreter on one occasion.



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Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.						
CBP2 3.1	Explore new partnerships delivery models for the management and operation of Closed-Circuit Television (CCTV)	G	G	⇒	G	Thames Valley Police (TVP) have been informed that CDC will not be entering into an agreement for a single Oxfordshire control room. Options are currently being explored with West Oxfordshire District Council around the feasibility of joint monitoring. As TVP reduces its financial commitment to CCTV it is hoped that pooled TVP funding and district inputs can facilitate an operational response similar to that currently delivered. If this is not successful it will mean the reduced funding from police will create redundancy's in police staff and 24/7 operator cover will not be possible. However all cameras will remain operative covering public open space and recording, but there will not be a live operator response at all times.
CBP2 3.2	Reduce costs of Closed-Circuit Television (CCTV)	G	G	⇒	G	A submission to Planning Policy has been made to include CCTV in the draft Supplementary Planning document (SPD) which if successful will reduce future spend on infrastructure. Until the options with West Oxfordshire or a third party are brought to a conclusion, savings are not calculable.
CBP2 3.2c	Number of All Crime incidents reported	A Actual 1936 Target 1787	A Actual 1860 Target 1748	↑	G Actual 7187 Target 7284	All crime is below last years out turn (-1.3%), early indications from Thames Valley suggest that this type of data will not be priority and that quality of response will over-ride quantitative reporting. There will be more use of comparative data sets moving forward.
CBP2 3.2d	Number of All Domestic Burglary incidents reported	G* Actual 62 Target 74	G Actual 54 Target 54	↓	G* Actual 202 Target 236	Domestic burglary has reduced significantly. Reduction of 14.4% in 2014/15 compared with 2013/14
CBP2 3.2e	Number of All Violence against the Person (without injury) incidents reported	R Actual 151 Target 102	R Actual 162 Target 130	↓	A Actual 564 Target 515	Violence against the persons is up on previous years; however this pattern is present at both the local and national level. In comparison to other similar area groups Cherwell is still low.
CBP2 3.2f	Anti-Social Behaviour (ASB) incidents involving high and medium risk victims					
CBP2 3.2h	Percentage of nuisance cases responded to within prescribed period of 48 hours	unavailable	unavailable	⇒	unavailable	We are unable to report on these measures at this time
CBP2 3.2i	Percentage of nuisance cases resolved within 8 weeks					

**Cherwell District Council Business Plan : 2014/2015**  
**Thriving District - Quarter 4 / Year End**

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
Work with partners to support financial inclusion and help local people into paid employment.						
CBP3 2.2	Effective implementation of welfare reform and administration of benefits	G	G	⇒	G	The Welfare Reform Project has now been completed and replaced by a new Board to manage the smooth implementation of Universal Credit.
CBP3 2.2a	Average time to process new Housing Benefit claims in days	A Actual 14.52 Target 14.00	G Actual 13.69 Actual 14.00	↑	G Actual 13.83 Actual 14.00	As anticipated, the backlog that had subsisted for a number of months was cleared ahead of annual billing. Consequently, the final quarter performance was back within target. Average performance for 2014-15 was 13.83 days so within target.
CBP3 2.2b	Average time to process change in circumstances (days)	G* Actual 7.58 Target 12.00	G* Actual 3.33 Target 12.00	↑	G* Actual 4.17 Target 12.00	Following annual billing the number of changes processed within this quarter has returned to normal levels. Performance for the quarter and for the year as a whole remains well within the target of 12 days.
CBP3 2.2c	Average time taken to process new claims and changes for Housing Benefit in days	G* Actual 8.51 Target 12.00	G* Actual 3.68 Target 12.00	↑	G* Actual 4.70 Target 12.00	Processing has remained well within target during this quarter and throughout the year.
CBP3 2.3	Number of covert surveillances applied for	G Actual 0	G Actual 0	⇒	G Actual 0	No requests for covert surveillances were made during the quarter
Provide high quality housing options advice and support to prevent homelessness.						
CBP3 3.1	Deliver the approved new Homelessness Prevention Strategy and action plan	G	G	⇒	G	<p>Meetings are held quarterly to monitor the actions of the Homeless Action Plan. The next meeting for the steering group (April) will monitor progress made to date. Although the number of people presenting as homeless increased slightly during this quarter however the number of cases requiring temporary accommodation did not increase. This is due to proactive casework by staff to ensure that appropriate housing options are identified quickly to help people find settled accommodation.</p> <p>A significant amount of officer time was spent working in partnership with the other District Councils in Oxfordshire to shape Oxfordshire County Councils (OCC) new commissioning for young persons and single person pathways. OCC will continue to provide supported accommodation in each District across the county. A new contract to provide Young Persons accommodation will be provided by Sanctuary Housing in Banbury and Bicester. Single persons provision commissioning is being finalised and will be in place by 2016. Supported Housing helps many people develop the skills they need to manage a tenancy successfully.</p> <p>The Homeless Action plan as approved by Executive in November 2014 is progressing on target.</p>

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CBP3 3.2	Support vulnerable residents focussing on homelessness prevention and housing advice	G	G	⇒	G	The Housing Needs team continue to work very hard to ensure their first response is to prevent homelessness. 242 Advice and Prevention Case were opened in the Quarter 4. Casework successfully resolved the situation in 92 cases; others are still on-going or required advice and information only. In the same period the team accepted full statutory Homeless duties in 18 cases.
CBP3 3.2a	No of households in temporary accommodation	G Actual 41 Target 41	G* Actual: 36 Target: 41	↑	G* Actual: 36 Target: 41	Numbers in temporary accommodation have been kept below the target for much of the year. The placements have been managed to ensure those placed have been assisted as quickly as possible to move on to secure settled housing.
CBP3 3.2b	Housing advice : repeat homelessness cases	G Actual 0 Target 1	G Actual 0 Target 1	⇒	G* Actual 0 Target 3	In this period there were no repeat homeless cases. We have not seen any present as repeat homeless throughout the year.
Work to promote and support health and wellbeing across the district						
CBP3 4	Work to promote and support health and wellbeing across the district	G	G	⇒	G	This work is on-going and reflected in many of the Council's services, most notably Leisure, Housing and Environmental Health. Further activity will take place following the Oxfordshire Clinical Commissioning Group funded secondment of an additional member of staff for one year.
CBP3 4.1	Support the work of the Community Partnership Network (CPN) with financial, clinical and technological changes in the health and social care sector	G	G	⇒	G	Recent activity of the CPN has focussed on the growing pressures on GPs, the need for greater integration between physical and mental health services, the ambulance service and the on-going funding pressures of the Oxfordshire University Hospitals Trust (OUHT). The services at the Horton General Hospital continue to grow as a whole but in the context of change in specialist services due to clinical and technology reasons within a reducing financial envelope. A growth workshop is planned for 2015 to assess the effectiveness of future service provision given such high levels of local population growth.
Provide high quality and accessible leisure opportunities.						
CBP3 5.1	Maintain a minimum usage level of visits to leisure facilities. (Total of visits to District Leisure Centres and WGLC, NOA and Cooper)	G* Actual 362,472 Target 313,280 <i>revised</i>	G Actual 413,827 Target 411,592	↓	G* Actual 1,516,242 Target 1,373,201	March 2015 slightly up on March 2014 position. A very successful year overall, mainly due to the throughputs at the three Leisure Centres - a rise of 160,349 visits during the year.
CBP3 5.1a	Number of visits to District Leisure Centres (Spiceball, Kidlington & Gosford and Bicester)	G* Actual 322,272 Target 271,514	G Actual 373,744 Target 367,639	↓	G* Actual 1,372,227 Target 1,211,878	March 2015 up on March 2014 position. A very successful year overall with throughputs up within the three centres from 1,211,878 in 2013/14 to 1,372,227, an increase of 160,349 visits.

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
CBP3 5.1b	Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School	A Actual 40,200 Target 41,766 <i>revised</i>	A Actual 40,083 Target 43,953	↓	R Actual 144,015 Target 161,323	Down 3,870 in Quarter 4 compared with the same period in 2014. Year end position down overall by 17,308 from 161,323 in 2013/14 to 144,015 in 2014/15: WGLC down 11,845 (attributed to a poorer summer with a drop of circa 5,000 swimmers, reduction in wedding bookings and the loss of the Boxing Club to a bespoke facility. Officers have worked with Parkwood Leisure to address usage levels and an expanded gym facility has been introduced from April 15 which will see an increase in membership and throughput figures whilst also utilising unsold space). NOA down, attributed to booking cancellations due to frozen pitches as is Cooper School, due to frozen pitch and reduction in Pitch Invasion bookings: these sessions have been re-let but to a user with a lesser user turnover rate and finally less one off performance hall bookings throughout the year.
CBP3 5.2	Commence Phase 2 pavilion works for SW Bicester Sports Village	A	A	⇒	A	Planning issues identified as a result of the Pre-Application process need to be addressed before the full application is submitted. The Design Code for Kingsmere, produced in 2006, did not take account of the size of the site requirements and therefore there is a need to find an acceptable variation to the Design Code. We anticipate submission of the full application in June/July for determination in September/October 2015.
CBP3 5.3	Increase access to Leisure and Recreation opportunities through development and outreach work	G	G	⇒	G	The Sportivate initiative, funded by Sport England, has again been a success in bringing new participation opportunities to young people in the District. Of the 2500 participants this year, 600 were retained and linked into sports clubs. Sport England have now committed a further £23,000 to continue delivery in 2015/16, the focus will be on getting more young people (13-25) active and into sport on a regular basis.
Provide support to the voluntary and community sector.						
CBP3 6	Continue to support the voluntary sector and community groups	G	G	⇒	G	CAB "Volunteer Connect" contract is delivering on target - increasing volunteer opportunities & providing volunteers for local organisations. Successful Volunteering Fair held at Banbury Town Hall on 22 January 2015. New targets have been agreed for 2015/16. Support has been given to the newly formed Kingsmere Residents Association (SW Bicester) and discussions are taking place re the provision of a new community centre.  The Local Strategic Partnership has met every two months during the last year and has received a report on Banbury Brighter Futures, Healthwatch, the CCG progress against their business plan, Child Sexual Exploitation (CSE), Eco- Town Bicester and Community Governance.  There has been a tender process for securing consultants to write a social and community infrastructure plan that highlights the need for community spaces within new developments and will evidence the need for extended existing spaces or complete new halls / centres.  We have continued support to community associations with advice and small pots of funding. There has been a specific War Memorials restoration fund in 2014 /2015.

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
CBP3 6.1	Secure social and community infrastructure for housing developments across the District	A	G	↑	G	<p>A tender process for securing consultants to write a social and community infrastructure plan that highlights the need for community spaces within new developments and will evidence the need for extended existing spaces or complete new halls / centres has been completed and the contract for consultative service awarded to Oxfordshire Rural Community Council.</p> <p>Joint working with planning to secure appropriate infrastructure from new developments and input into the creation of the new planning obligations Supplementary Planning Document that is being developed as part of the infrastructure development plan arising from the revised Local Plan.</p>
Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.						
CBP3 7.1	Continue programme of Conservation Reviews	G Actual 1 Target 1	G Actual 2 Target: 2	⇒	G Actual 5 Target 5	The target of five conservations areas for review during the year has been met, the reviews took place for:- Cropredy, North Newington, South Newington, Steeple Aston and Wigginton.
CBP3 7.2	Establish a register of Local Heritage Assets	G	G	⇒	G	The team has produced clear guidance to support the community making nominations in their neighbourhood. Following seminars in April, a talk was given at the Parish Liaison meeting in June. Some submissions have since been received but the overall response rate is low. It is planned to write again to the Parish Councils to call for nominations and to explore other avenues to increase submissions.
CBP3 7.3	Provide design guidance on major developments	G	G	⇒	G	Advice has continued to be given on all strategic sites, and the majority of other major sites.
CBP3 7.4	Introduce revised planning enforcement policy	G	G	⇒	G	Draft Policy has been prepared but requires some revisions before being implemented in 2015/16.
CBP3 7.5	Processing of Major applications with 13 weeks	G* Actual 89.29% Target 50.00%	G* Actual 85.00% Target 50.00%	↓	G* Actual 90.00% Target 50.00%	<p>A figure of 85% was achieved in Quarter 4, significantly above target. This measure is subject to change due to post-decision performance agreements. The provisional year to date figure is 90%</p> <p>It is important to note that Section 62B of the Town and Country Planning Act 1990 (as amended) which allows the Secretary of State to designate Local Planning Authorities that are not 'adequately performing their function of determining applications' relates to their performance against major applications only, rather than minors and others. Town and Parish Councils are given 21 days from the date of the consultation letter to comment upon a planning application. The Council does not respond to consultation responses received from Town and Parish Councils in respect of planning applications but their comments are set out in full in officer reports to committee and delegated officer reports. A review is planned to consider communications with Parish and Town Councils. With regard to Developer Funding a member of staff from OCC will now be based within the Development Management team at CDC 2-3 days per week. In addition re Transport Planning a Senior Transport Planner will be based within the Development Management team at CDC 2-3 days per week focussed on Strategic Developments/ major applications and a further Transport Planner (currently being recruited) will be dedicated to CDC.</p>

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
CBP3 7.6	Processing of Minor applications with 8 weeks	G Actual 65.00% Target 65.00%	R Actual 50.00% Target 65.00%	↓	R Actual 57.56% Target 65.00%	Quarter 4 performance 50% with a provisional year to date performance figure of 57.56%. Additional measures introduced to monitor and manage performance, including agreeing extensions of time limits with applicants and agents have been successful although still short of target at year end. Use of overtime, agency and consultants continues.
CBP3 7.7	Processing of Other applications within 8 weeks	A Actual 78.57% Target 80.00%	R Actual 71.03% Target 80.00%	↓	A Actual 74.35% Target 80.00%	Performance for Quarter 4 was 71.03% despite a continuing high volume of applications, staff changes and vacancies. Use of overtime, agency and consultants continues. The provisional year to date performance figure is 74% and as for minors, it should be noted that priority is still given to majors and pre-apps.
CBP3 7.8	Percentage of planning appeals allowed against refusal decision	G Actual 0.00% Target 30.00%	G Actual 25.00% Target 30.00%	↓	R Actual 36.67% Target 30.00%	The performance this month is excellent, (8 appeals - 2 allowed) although it should be noted that the measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. The provisional year to date performance figure is 36.67%.
Work to ensure rural areas are connected to local services						
CBP3.8	Roll out the service implementation of Broadband with Oxfordshire County Council (OCC)	G	G	⇒	G	<p>Following the Executive decision to fund an extension of the Oxfordshire County Council / Broadband Delivery UK / BT superfast broadband programme, a contract was signed in December.</p> <p>This extension will ensure that at least 95% of premises (businesses and residential) have superfast broadband by the end of 2017. Discussions have been held with potential service providers and several Parish Council representatives. A presentation was made to the Parish Liaison meeting and 'advice clinics' held.</p> <p>A meeting with BT &amp; Open Reach that took place in January contributed to the broadband problems at Kingsmere in Bicester being addressed. Difficulties facing some businesses and households in urban areas have also come to light. The Council has worked with Oxfordshire County Council to liaise with providers and to share contacts and best practice towards resolving issues. The ultimate aim is to achieve 100% coverage of the district by working in partnership: this will be investigated over the coming months. Key 'milestone' launches are being held across the District, for example at Adderbury.</p> <p>The coverage position and plans can be viewed at:  <a href="http://www.betterbroadbandoxfordshire.org.uk/coverage-map">http://www.betterbroadbandoxfordshire.org.uk/coverage-map</a>.</p>

**Cherwell District Council Business Plan : 2014/2015**  
**Sound Budgets and a Customer Focused Council - Quarter 4 / Year End**

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
Reduce the cost of providing our services through partnerships, joint working and other service delivery models.						
CBP4 1.2	A new Human Resources (HR) strategy designed to support new methods of service delivery involving more partners increased organisational capacity and efficiency, improved workforce planning and development, visible recognition for innovation	A	A	⇒	A	Two way Organisational Development (OD) Strategy has been approved and a competency framework is being developed.
CBP4 1.2a	Increase organisational capacity and efficiency	A	A	⇒	A	A two way OD Strategy has been agreed and work will now commence on a competency framework.
CBP4 1.2b	Improve workforce planning and development	A	A	⇒	A	Work will commence on workforce planning and development when the competency framework has been agreed.
CBP4 1.3	Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies	A	A	⇒	A	Business process change will be delivered through business cases for joint working. During 2014/15 Legal and ICT have been delivered as three way services and there is a ICT harmonisation strategy in place to deliver further savings.
CBP4 1.4	Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities	G	G	⇒	G	The implementation of the three-way Civica FMS has been delayed due to a number of issues with the new system which remained un-resolved as the end of the financial year. The Finance Director and Head of Service agreed to defer the go-live of the system until October 2015 at Stratford District Council and April 2016 at CDC and South Northants Council.  Streamlining of other ICT systems in 2015/16, for example Land and Property, will now be delivered as a core element of the three-way Shared ICT Business Service Strategy.
CBP4 1.5	Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies a savings; deliver a minimum of 10% financial savings	A	A	⇒	A	The decision making timeframe for three way working has been set back until June by SDC. The ground work on alternative service delivery models has been completed and CDC and SNC have adopted the confederation approach - exploring the use of alternative service delivery models - as part of the framework for joint working. Two way work progresses. Implementation of Legal and ICT joint working business cases has delivered the required savings. Further savings have been identified through the roll out of joint working options which may be implemented after the SDC decision making process in June 2015. There is potential to deliver savings of 10% through two way joint working business cases currently being prepared.
CBP4 1.6	Maximise income through designing services that can attract a market	A	A	⇒	A	The ground work on alternative ways of delivering services, trading and commercialisation has been completed. This includes feasibility and options, legal requirements and risks. The business case for delivering new ways of working that can generate income have been adopted by CDC and SNC and will be worked up into detailed proposals during 2015/16.

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
Work to effectively communicate with local residents and businesses to better understand and respond to their needs						
CBP4 2.1	Increase our use of social media to communicate with residents and local businesses	G	G	⇒	G	Engagement through social media is an integral part of our marketing and communications activity with Facebook likes now standing at 7264 and Twitter followers at 5304 respectively. All Facebook is showing an overall increase, there was a sharp drop in the number of likes in Quarter 4 when Facebook removed all inactive accounts from their system. Scheduling of posts for both Twitter and Facebook is in place to ensure that messages are posted at weekends.
CBP4 2.1a	Social media ratings : Facebook 'likes'	A Actual 6363 Target 5800	G* Actual 7264 Target: 6500	↑	G* Actual 23,080 Target 22,100	Facebook continues to grow steadily in terms of "likes" breaking through the 7,000 barrier and with engagement during Quarter 4 peaking at c170,000 audience reach in a single week.
CBP4 2.1b	Social media ratings : Twitter followers	G Actual 4790 Target 4750	G Actual 5304 Target 5000	↑	A Actual 19132 Target 19250	The Twitter presence continues to grow although at a slower pace than Facebook.
CBP4 2.2	Support the increased use of the CDC website as a communications and transactional tool	G	G	⇒	G	Maintenance of the existing website continues with a review of content, specifically around Elections pages undertaken in Quarter 4. A project group has also been identified to lead on the creation of a new website.
CBP4 2.3	Deliver a new approach to communications for the Bicester Master plan	G	G	⇒	G	There continues to be a great deal of activity around Bicester which is being supported through Communications. During Quarter 4 NW Bicester hosted a visit from housing minister Brandon Lewis MP, the Graven Hill soft launch took place with c. 700 attendees and this was backed with marketing collateral, promotional banners, an interim website.
CBP4 2.4	Continue to develop our business focused communications	G	G	⇒	G	Communications continue to support the work of the Economic Team, most notably in Quarter 4 the team supported the Banbury and Bicester Job Fairs with social media marketing. This led to a high level of take up from employers offering jobs, but also the greatest footfall from jobseekers.
CBP4 2.5	Maintain/improve customer satisfaction ratings with Communications	G	G	⇒	G	Satisfaction with communications is monitored through the annual customer satisfaction survey. Cherwell Link also continues to provide a good source of information to residents and engagement via social media continues to grow rapidly.
Improve customer service through the use of technology and responding to customer feedback						
CBP4 3.3	Implement the Individual Electoral Registration system in accordance with legislative timetable	G	G	⇒	G	Fully achieved with the new individual electoral register published on 1 December 2014 as legally required



Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
CBP4 3.4	Deliver significant reduction in phone contact by implementing additional online services	A	A	⇒	A	Suspension of the Customer Relationship Management (CRM) and Customer Portal project pending 3 way working reviews will impact on the opportunity to achieve "significant " reductions. This said, work continues in the interim to use current software provision to implement online services where viable.
CBP4 3.5	Increased capacity to build service delivery processes suitable for online services	G	G	⇒	G	Staffing resource is being addressed to ensure capacity is available to manage both the current workload and to assist other services with the development of their customer provision via all channels.
CBP4 3.6	Create a measurable plan - significantly increasing customer demand met through self service	A	A	⇒	A	Suspension of the CRM and Customer Portal project pending 3 way working reviews will impact on the opportunity to achieve "significant " increase in use of self serve. That said work continues in the interim to use current software provision to implement online services and self serve channels where viable.
CBP4 3.7	Target the reduction of avoidable contact from customers	G	G	⇒	G	Comments: Work continues with other services to review publications and letters prior to issue to prevent avoidable contact. Further marketing the "fast-track" system for claims has seen an increase in use (now up to an average of 35.61%) which reduces the need for repeat visits, emails or correspondence. Apr 29.35% May 31.40% Jun 31.25%; Jul 36.31% Aug 32.11% Sep 42.78% Oct 35.71% Nov 43.18% Dec 40.13% Jan 41.99% Feb 36.73% Mar 40.46%
Produce and deliver a rolling 5 year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities						
CBP4 4.1	Deliver an annual balanced budget setting out the five year financial plan (Medium Term Financial Strategy - MTFS)	G	G	⇒	G	A balanced budget for 2015-16 was achieved. The outlook for funding in the medium term remains both difficult and uncertain. The Council plans to continue with its transformation programme to address those issues as they arise. 2014-15 Revenue and Capital Outturn report (provisional) will be presented to Executive later in June.

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
HR001/2/3	Sickness absence - average days lost per full time equivalent (FTE) (note: cumulative measure - full year target 8 days)	G* Actual 4.50 Target 6.03	G* Actual 6.70 Target 8.00	⇒	G* Actual 6.70 Target 8.00	<p>6.7 average days lost per FTE due to sickness absence - this has increased by 2.28 days per FTE in comparison to 2013/14.</p> <p>There were 660 incidents of short term absence in 2014/15, amounting to 1387.81 FTE days lost and 52.63% of all sickness absence. This is a reduction in comparison to 2013/14 where days lost due to short term absence amounted to 1439.12 days and accounted for 79.26% of all sickness absence.</p> <p>Main reasons for short term absence were infections and stomach, liver, kidney and digestion, accounting for 49.31% of short term absence which are comparative to that in 2013/14 where they accounted for 37.85% of all short term absence.</p> <p>There were 18 cases of long term sickness absence in 2014/15, accounting for 1249.22 days and 47.37% of all sickness absence. This is a substantial increase in comparison to 2013/14, where long term absence cases amounted to a loss of 376.6 days and 20.74% of all sickness absence. The reasons for long term absence have also changed over the year period with a shift from stress, depression and anxiety and muscular-skeletal problems accounted for 63.57% of long term absence in 2013/14 compared to muscular-skeletal problems and post-operative recovery accounting for 59.2% of long term absence in 2014/15.</p> <p>It is a disappointing to note an increase of 2.28 FTE days per employee in the last 12 months but positive to note that short term absence, which is more difficult to manage, has reduced. The 18 long term cases have been closely managed with input from Occupational Health but unfortunately have been very complex to resolve.</p> <p>Compares well with Stratford District Council performance of 7.98 days per FTE and slightly higher than that of SNC of 5.43 days.</p>

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.						
CBP4 5.1	Commission and introduce a new Asset Management Strategy	G	G	⇒	G	Strategy delivered in September 2014 and currently working on 4 workstreams: accommodation review, car park review, community assets and resource/systems.
CBP4 5.2	Car Park Income	A Actual £305,227 Target £309,490	A Actual £362,354 Target £379,651	⇒	R Actual 1,307,604 Target 1,457,465	<p>The target figure for this quarter was based on last years actual income figures for the same period. This includes expected income for Franklins Yard Car Park which closed in December.</p> <p>Due to the timing of this report and end of year procedures it can take up to 10 working days for ticket machine takings to be processed and therefore it is expected that the final income figure for March is likely to be Approximately £5.5K more than currently reported.</p> <p>This shows a shortfall for the quarter. The year to date figure is showing a significant shortfall compared to budget as previously forecast.</p> <p>Full Year - The reduction in income is as a result of a number of factors. These include:</p> <ul style="list-style-type: none"> <li>* the impact of the Sainsbury's car park in Bicester</li> <li>* changes to customer behaviour</li> <li>* falling demand generally</li> <li>* closure of Franklins Yard in Bicester to make way for development of Community Building</li> <li>* closure of Spiceball Temporary Vehicle Park in Banbury while feasibility of repair and maintenance works is investigated.</li> </ul>
Deliver below inflation increases to the CDC element of Council Tax.						
CBP4 6	Deliver below inflation increases to the CDC element of Council Tax	G	G	⇒	G	Council Tax frozen for 2014/15.
CBP4 6.1	Percentage of Council Tax collected	A Actual 86.43% Target 86.50%	G Actual 98.49% Target 98.25%	↑	G Actual 98.49% Target 98.25%	A good Quarter 4 performance has resulted in end of year target being exceeded. Full year performance is just 0.01% short of the best ever collection rate recorded at Cherwell. Performance improvements are a result of changes to recovery procedures (issuing a greater number and earlier reminder notices) as well as Corporate Recovery team and Customer Services proactively chasing debt. Council Tax teams at Capita being up to date with work in the last few months of 2014/15 have also contributed to this performance.
CBP4 6.2	Percentage of NNDR collected	A Actual 86.61% Target 87.50%	G Actual 99.46% Target 98.50%	↑	G Actual 99.46% Target 98.50%	Good Q4 performance has resulted in end of year target being exceeded and recorded as the best collection rate achieved for Business Rates since 1991. Performance improvements are a result of changes to recovery procedures whereby a greater number and earlier reminder notices were issued. Corporate Recovery team and Customer Services proactively chasing debt and Business Rates' teams at Capita being up to date with work in the last few months of 2014/15 have also contributed to this performance.

**Cherwell District Council : 2014/2015  
Equalities - Quarter 4 / Year End**

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
<b>Theme 1 : Fair Access and Customer Satisfaction</b>						
CEQ1 1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇔	G	<p>The Faith Forum was held at Banbury Town Hall during Quarterly 4 with 20 attendees. Representatives from the 'Safe Places' Steering Group presented the Safe Place scheme launched in Banbury with emphasis on how the Faith communities can support the initiative. The Cherwell Faith Community Grant fund was also launched at this meeting, following the Faith Forums objectives this fund is to promote community cohesion for all within the district. Applications will be reviewed during Quarter 1 of 2015/2016.</p> <p>Attendees at the Disability Forum held in November, were asked to discuss and provide their top three improvements that they would like to see take place in the District. These were:- better job opportunities for the disabled, especially 18-25 year olds improved Transport Services and centralised website for all useful information.</p> <p>Corporate Policy Officer met with Banbury &amp; Bicester College Principal to discuss apprenticeship opportunities and linked with Oxfordshire County Council regarding an update in relation to the historical Disability Directory. Consultation has taken place and a meeting will be scheduled to agree next steps for the Disability Forum in 2015/2016.</p> <p>The Equality &amp; Access Panels no longer exist but it is proposed to link with the Ethnic Minorities Consultative Forum lead by Oxfordshire County Council to fill this gap and this will be reviewed during Quarter 1 and 2 in 2015/2016.</p>
CEQ1 2	Monitor specific objectives related to older people held within the Recreation Strategy	G	G	⇔	G	<p>The Service Level Agreement with Age UK for recreation opportunities ties in well with other commissions they have secured so there is a greater range of services being offered through one network which makes it easier for older people to navigate their way through the choices and options open to them. Actions to deliver the older peoples service plan have all been completed within budget.</p>
CEQ1 3	To review the delivery of our Services	G	G	⇔	G	<p>Cherwell District Council captures whether formal complaints received across all service areas are linked to discrimination - none of this nature were received in Quarter 4. A full review of current customer satisfaction measures is to be undertaken and reported from April 2015.</p>
<b>Theme 2 : Tackling Inequality and Deprivation</b>						
CEQ2 1	Continue to break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	⇔	G	<p>The multi agency work targeted at the Brighter Futures wards has continued to supplement the core services provided by key partners. Many new initiatives have commenced. The Cherwell Community Bank, as the local credit union, has been increasing its presence locally following a Sunshine Centre launch. The voluntary sector engagement event was well received and followed by a successful public volunteering recruitment event in January.</p>

Ref	Objective/Measure Definition	Quarter 3 31/12/2014	Quarter 4 31/03/2015	Q on Q Direction of Travel	End of Year Position 31/03/2015	Comments on Performance
<b>Theme 3 : Building Strong Communities</b>						
CEQ3 1	Improve opportunities for community groups to work together to build strong communities	G	G	⇔	G	Considering the impact on rural communities work is ad-hoc rather than proactive or systematic. Consideration of potential impacts does occur in some cases, but usually informally. There is no mechanism in place for monitoring the regularity and consistency of these considerations. Dial-a-Ride "top-up" to continue for 2015/16. Monthly update meetings with the Rural Champion, regular Community-led Plan liaison with Oxfordshire Rural Community Council. Cherwell Street Wardens continue to work with the Banbury Hub and 'Go Active' in identifying hot spots for activator attendance. Street Wardens visit Hubs and attend youth events. Police briefings now concentrate warden's efforts on gathering intelligence on potential problem locations and identifying individuals known to the police. Community Safety partners continue to deliver the priorities in the action plan. 2015 will see the introduction of new actions relating to Child Sexual Exploitation (CSE) and other emerging topics. It appears that from the police delivery plan, former targets of crime and burglary will give way to these new priorities. Reporting of crime will be more focused on quality of response rather than quantity.
CEQ3 2	Attend Thames Valley Police (TVP) Advisory Panel to improve consultation & community relations	G	G	⇔	G	No meetings were held during Q4.
CEQ3 3	Increase CDC's knowledge/understanding of wider community to ensure we fulfil residents needs within our services	G	G	⇔	G	The profile of safeguarding has been raised with officers, senior managers and Members over the last twelve months. There is now greater cross-departmental working and steps are being taken to identify information sharing processes in order to escalate the right information in a timely manner.
<b>Theme 4 : Positive Engagement and Understanding</b>						
CEQ4 1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇔	G	All Cherwell schools provide representation on the Cherwell Youth Website and the Oxfordshire Youth Parliament, supported by Cherwell District Council Officers.
CEQ4 2	Explore and establish links with minority representation/community groups to help us improve our services	G	G	⇔	G	Disability Sport Development Plan has been delivered and is being developed further. The Stop Hate UK service continued to be available through Cherwell during Quarter 4. Contact still established between Ministry of Defence (MOD) & HMP Bullingdon Prison via invite to attend all community engagement/forum events and to be involved in all Council consultations. No specific projects with partners running at this time.
CEQ4 3	Raise internal awareness of diversity in community	G	G	⇔	G	During the quarter, Cherwell District Council launched the "See It Report It" themed Knowing Your Community events which are linked to all Safeguarding issues. Two events, well attended by CDC staff and partner organisations have taken place and were themed on the 'PREVENT' agenda and 'Child Sexual Exploitation'. The training raised awareness of these issues for staff and gave an understanding of our roles as eyes and ears and how to report if we see something suspicious. Planning has started for the next event which will be based on modern day slavery.
<b>Theme 5 : Demonstrating our Commitment to Equality</b>						
CEQ5 1	Ensure the Council meets all government requirements	G	G	⇔	G	Cherwell District Council continues to monitor all Equality legislation to ensure compliance.
CEQ5 2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇔	G	Planning for the 2014/2015 assessment started during Quarter 4 of this year with completion of assessment taking place during Quarter 1 of 2015/2016.
CEQ5 3	Ensure staff and services promote and embed equality into their work	G	G	⇔	G	This training has been replaced with an eLearning package and is no longer used for training new staff.

**Cherwell District Council : 2014/2015  
Programmes - Quarter 4 / Year End**

Ref	Programme	Quarter 3 31/12/2014	Quarter 4 / Year End 31/03/2015	Q on Q Direction of Travel	Comments on Performance
CDC Place Programme					
CPP01	Banbury Development (7 Areas; CQ2; Bolton Road; Gateway; Hella; CM40; Mondelēz; Canalside)	G	G	⇒	The Boards focus remains the review of the Council's assets and their future use which will be the subject of a report which is programmed to be presented to the Board in June. Discussions are also progressing with the County Council and Chiltern Railways to co-ordinate actions in respect to Canalside and the development of improved transport links.
CPP02	Bicester Strategic Project	G	G	⇒	The project has now moved into the delivery phase with the building contract in February and stakeholder meetings to ensure the design of the building evolves to meet requirements.
CPP03	Graven Hill	G	G	⇒	The Graven Hill vision continues to be on programme, soft launch took place in March and full release of plots in phase 1 is on track for Autumn 2016.
CPP04	Build!	G	A	⇩	Six schemes completed, 13 schemes on site, five schemes at pre-development stage and sales are progressing well The apprenticeship team is now fully recruited with eight young people and is proving successful. Budgets are challenging in the context of increasing costs for both labour and materials but at present the view from finance is that this is manageable.
CPP04	Brighter Futures in Banbury	G	G	⇒	The multi agency work targeted at the Brighter Futures wards has continued to supplement the core services provided by key partners. There have been many new initiatives commenced. The Cherwell Community Bank as the local credit union has been increasing its presence locally following a Sunshine Centre launch. The voluntary sector engagement event was well received and followed by a successful public volunteering recruitment event in January.
Transformation Programme					
TP01	ICT Infrastructure & Applications Harmonisation	G	G	⇒	The required ICT infrastructure for Lync telephony has been installed at CDC/SNC and the process of migrating and training users has commenced with no significant issues encountered so far. Work to implement the three-way shared financial management system (Civica Financials) is on-going and a revised plan seeks to provide the test team with an extended timescale to assess, review and implement the system.

**Cherwell District Council : 2014/2015  
Programmes - Quarter 4 / Year End**

Ref	Programme	Quarter 3 31/12/2014	Quarter 4 / Year End 31/03/2015	Q on Q Direction of Travel	Comments on Performance
TP02	Channel Shift (including paper light and EDM)	A	A	⇒	The procurement of a replacement CRM with customer portal has been put on hold pending a review of a three-way (CDC, SNC and SDC) customer service strategy. This review is being undertaken by the Business Transformation Team. Whilst the CRM procurement is on hold interim solutions are being progressed prioritising the new ways of working for SNC at The Forum, building interim solutions around systems that are already in place. The delivery governance of these SNC specific solutions – Academy connect (revs and bens), integration of online forms with Bartec waste system and conversion of the housing needs survey to an online form - will be transferred to that project as part of the New Working Environment and Service Access Models workstream.
TP03	Harmonisation of Terms & Conditions	A	G	↑	The joint flexitime policy is now in place and commenced for SNC employees from the date of the move to The Forum. Whilst full harmonisation of terms and conditions of employment (whether it be across either the two or three Councils) is currently in abeyance, work to harmonise some HR policies and procedures is continuing across SNC and CDC. Policies and procedures recently harmonised include induction, recruitment and selection, homeworking, probation, flexitime, capability, drugs and alcohol and sickness absence. There are now more HR policies and procedures that are harmonised than are not, and more will be done over the next few months.
TP04	Organisational Development (OD)	A	G	↑	The OD project is now starting across CDC and SNC and includes the development of a new Competency Framework. Consultation on this has started with a view to this being agreed in June at the relevant HR Committees. This is likely to impact on many HR and managerial policies and procedures over the next few years and is hoped to act as a catalyst for change in the culture of both organisations as well as supporting new ways of working with better performance management arrangements, more targeted recruitment arrangements leading to improved workforce planning and talent management initiatives.

## Significant Partnerships 2014/2015 : Quarter 4 / Year End

Partnerships reports six-monthly	30/09/2014	31/03/2015 Year End Position	Comments on Performance
<b>Sub-Regional Partnerships</b>			
Oxfordshire Partnership Board	G	G	Quarterly meetings are held where a wide range of county partnership issues are considered.
Health and Well Being Partnership Board (H&WB)	G	G	Wide ranging health and social care issues and plans are considered by the main Board and the supporting partnership boards. The Council has representation on behalf of Oxfordshire Districts on two of the four boards.
Environment and Waste Partnership	G	G	Environment & Waste Partnership more low key - meeting two/three times per year.
Oxfordshire Safer Community Partnership (OSCP)	G	G	Portfolio holder continues to attend Oxfordshire Safer Communities Partnership (OSCP), which is under review. OSCP business group (Officers) reports progress on priorities and emerging issues to OSCP and the office of the Police and Crime Commissioner.
Oxfordshire Stronger Communities Alliance (OSCA)	G	G	Some good work being done (led by OCVA) on planning for the future of volunteering in Oxfordshire.
Local Enterprise Partnerships (LEP) (Oxfordshire)	G	G	The Council contributes to OLEP and in particular works with Invest in Oxfordshire, an OLEP service, on inward investment enquiries.
Local Enterprise Partnerships (LEP) (South Midlands)	G	G	The Council contributes to SEMLEP including development of Strategic Economic Plan (SEP) and joint funding bids with South Northants Council.
<b>Cherwell-specific Partnerships</b>			
Cherwell Local Strategic Partnership (LSP)	G	G	Officers are currently considering (given the very limited support resource available to the LSP Board) how to maintain the value of the partnership by securing appropriate breadth of agenda and senior level engagement.
Cherwell Safer Community Partnership (CSCP)	G	G	Cherwell Safer Communities Partnership is due to review its Annual strategy, which will include emerging priorities of Child Sexual Exploitation, Preventing terrorism and Slavery. The partnership funding is set to remain the same for 2015-16. However future funding will need to reflect 'Safeguarding' issues as paramount over traditional priorities of crime.



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Cherwell M40 Investment Partnership (CHIP)	G	G	<p>The group - involving the Council, College, Job Centre+ and Developers Agents to review economic opportunities in the district. The Group has contributed to the development of the GVA Employment Land Review to assess the need for land and the quantity of business premises</p> <p>The Cherwell M40 Investment Partnership (CHIP), established in 1990, has been led by Cherwell District Council to ensure that businesses are supported and to enable investment to create jobs. The Partnership has been instrumental in attracting inward investment and helping indigenous companies to expand. The pipeline of investment now being seen is testament to the relentless day-to-day efforts of the private and public members of the CHIP working group. The group has also provided valuable market intelligence to inform the preparation of the Local Plan.</p>
Banbury Town Centre Partnership (BTCP)	G	G	<p>The BTCP receives input from the Town Centre Coordinators appointed using Portas funding. They are currently working with the town businesses to identify a package of additional marketing and promotional changes in support of strengthening the town centre as a place to shop, visit and spend leisure time.</p>
Bicester Vision (BV)	G	G	<p>CDC are executive members of Bicester Vision and therefore attends monthly meetings. The partnership meets with all private, voluntary and public sector members quarterly. A new inward investment brochure has been created along with updated website content. Monitoring against objectives continues.</p>
Homelessness Strategy Partnership	G	G	<p>Members gave their approval to continue funding partnership working to prevent homelessness in 2015/16. Agreements are in place with, Citizens Advice Bureau (Specialist Housing Advice service), Reducing the Risk (Domestic Abuse Support), The Hill (Family focussed homeless prevention), BYHP (young people's housing advice), Bicester Salvation Army and Banbury Beacon Centre (support and advice for rough sleepers and those vulnerably housed), Connexions - Outreach for rough sleepers including assessment and triage which operates alongside their OCC contract to provide floating support (tenancy sustainment) in Cherwell.</p> <p>We have continued to closely monitor the various partners that we have within Cherwell to help prevent homelessness within the district and meet quarterly to discuss their work and any support that the housing department can offer to improve services further. The continued work done by partners has helped us to ensure homelessness within the district is prevented wherever possible.</p>

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Cherwell RSL Partnership & Sanctuary Housing Group	G	G	A quarterly meeting is held for Registered Providers with housing stock in the District which is used to share best practice on all housing management issues and to develop and align partnership working in Cherwell. We receive very positive feedback from those attending and also invite officers from Cherwell representing Customer Services, Housing Benefits and Community Safety to attend as appropriate. RP's performance is monitored through quarterly lettings reports requested from all RP's in the district to ensure that properties are being let in line with the Council's Allocations Scheme and Nominations agreements. We continue to ensure that we share information with all RP's on the implementation of Universal Credit and Cherwell developments in Welfare Reform including Credit Union which they are very keen to be aware of as well as other recent changes in legislation affecting both the Council and housing sector . It is intended to develop and introduce a new appraisal system to monitor RP's operating in Cherwell in 2015/16.
NW Bicester Strategic Delivery Board	G	G	This forum continues to meet quarterly to manage the Bicester One Vision. Terms of Reference to be reviewed to consider the garden town status secured in December 2014.
Banbury Brighter Futures	G	G	The multi agency work targeted at the Brighter Futures wards has continued to supplement the core services provided by key partners. There have been many new initiatives commenced. The Cherwell Community Bank as the local credit union has been increasing its presence locally following a Sunshine Centre launch. The voluntary sector engagement event was well received and followed by a successful public volunteering recruitment event in January. It is intended to review the partnership make up and focus of the programme in 2015.