

Cherwell District Council Business Plan : 2015/2016
A District of Opportunity - Quarter 2

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
Implement the Cherwell Local Plan as framework for sustainable housing, new employment & infrastructure investments over the next 20 years					
CBP1 1.1	Deliver a Community Infrastructure Levy (CIL), Bicester, Banbury Town and Kidlington Masterplans & Supplementary Planning Documents for strategic sites to guide investment	G	G	⇒	Reports are currently being prepared for 4 January 2016 Executive on the Community Infrastructure Levy, Local Plan - Part 2, Banbury Masterplan and Assets Management Review.
Complete and implement the Masterplan for Bicester helping to provide new housing, jobs & leisure opportunities					
CBP1 2.1	Make progress onsite for the initial housing development at North West Bicester (Pledge)	G	G	⇒	The timing of the commissioning of the energy centre has led to first occupations (97 units) being programmed for Q1 of 2016. The whole of the first phase (excluding the show homes) is now programmed for occupation Q1 2016. Building work will continue on to the second phase. The delivery of the primary school on the second phase has commenced with opening programmed for September 2016.
CBP1 2.2	Deliver the Eco – Bicester Business Centre in North West Bicester	G	G	⇒	CDC Executive has approved the proposal and a project Board and project team have been established to deliver the project. Further work is being undertaken with A2Dominion to establish the timescales for the delivery of the local centre within which the centre is located. This may impact on the programme for delivery.
CBP1 2.3	Facilitate the 5 applications for the Northwest Bicester site	G	G	⇒	Work is progressing on applications submitted on the site. There is a resolution to grant planning permission for 2600 homes subject to completion of legal agreement. Work continues to resolve issues with Network Rail which have been raised at a National level.
CBP1 2.4	Complete Bicester Town Centre regeneration including the Council's Commercial Building	G	G	⇒	The project is being monitored through the project team and project board. The project is on track for a Spring opening and is currently operating within budget. Focus is now on marketing the commercial space available on the ground and 2nd floor. A topping out ceremony took place in October to recognise the construction at its highest point.

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
CBP1 2.5	Make progress on site for the initial infrastructure at Graven Hill and promotion of the self-build plots (Pledge)	A	A	⇒	The company board continues to meet monthly and is focussing on the demonstrator site, My Grand Designs - first 10 plots and the key infrastructure required for phase 1. A price preview event is due on 20th November 2015 to release details of how to reserve in the first phase and the prices of each plot. The current programme ensures work starts on site in Jan 2016 to allow the first self-builders on site in April 2016. The company is currently out to recruitment for a Managing Director.
CBP1 2.5a	Deliver the demonstration project on the Graven Hill site	G	G	⇒	Project on plan - 10 plots allocated and on track for an April start on site.
CBP1 2.5b	Set up a sales and marketing suite to promote the plots at Graven Hill	A	A	⇒	Work on the sales and marketing suite to promote plots at Graven Hill is on track and is expected to open in June 2016.
CBP1 2.5c	Appoint an infrastructure contractor for Graven Hill			>>	Not due to report until Quarter 4.
CBP1 2.6	Deliver the SW Bicester Phase 2 (sports pavilion and 3G pitch)	G	G	⇒	Planning application submitted. Currently developing the tender documents for the main construction contractor.
Complete and implement the Masterplan for Banbury helping to provide retail, employment and town centre development opportunities					
CBP1 3.1	Commission and complete a commercial appraisal for Banbury town centre, and subsequently bring forward appropriate redevelopment proposals for urgent consideration (Pledge)	G	G	⇒	Work continues on finalising the Banbury Masterplan and is due for consultation in early 2016. Along with consideration of the town centre, it will also incorporate a comprehensive range of redevelopment proposals for the town as a whole along with how it is envisaged that these will be funded and delivered.
CBP1 3.2	Prepare a scheme for the redevelopment of the Bolton Road site	G	G	⇒	This site along with two others, is the subject of a soft market testing exercise, which is due for completion in mid November.
CBP1 3.3	Take steps to develop a Masterplan for the redevelopment of Canalside within Banbury Town Centre redevelopment	G	G	⇒	Banbury Masterplan is considering how Canalside fits into the town as a whole, and with respect to the development of Canalside in particular, a revised Supplementary Planning Document will be completed and is envisaged to conclude in early 2016.

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
CBP1 3.4	Develop a car parking strategy for Banbury Town	G	G	⇒	Work is continuing with the consultants who have been commissioned to identify the development potential for the Councils car parks. Phase 1 has been completed, and this has led to a Phase 2, which is now developing a car park operating and investment strategy.
CBP1 3.5	Secure a start on site by the developer subject to the detailed development agreement being completed, and maximise the Council's income and returns from Castle Quay and Castle Quay 2	G	G	⇒	Negotiations are continuing in respect to the Heads of terms in order to complete the Strategic Development Agreement associated with Castle Quay 2.
CBP1 3.6	Extension and improvement of Woodgreen Leisure centre as a better facility for the town (including procurement of new contract arrangements including dry side facilities)	G	G	⇒	Competitive dialogue has taken place with the short listed bidders during September/October prior to Invitation to Submit Final Solutions 13 October 2015 and receipt of final bids 11 November 2015. This project continues to be on target, moving positively forward.
CBP1 3.7	Review future arts provision	G	G	⇒	Working with three commercial development sites to advise on the provision of Public Art and providing support to The Mill in their fundraising.
Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre afforded by its location.					
CBP1 4.1	Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre (Pledge)	G	G	⇒	Work is proceeding following the adoption of the Local Plan Part 1.
CBP1 4.2	Agree next steps for development options for Kidlington against agreed timescales & milestones	G	G	⇒	
CBP1 4.3	Establish new management arrangements for Stratfield Brake Sports Group on behalf of Kidlington Parish Council	A	A	⇒	Position unchanged: Management arrangements are being considered by Kidlington Parish Council and CDC will be advised in due course.

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
CBP1 .5 : Promote inward investment and support business growth within the District					
CBP1 5.1	Support business growth, skills & employment in local companies & the visitor economy to strengthen the economy of the District	G	G	⇒	<p>33 detailed business enquiries served during this quarter, including inward investors, expanding indigenous companies and businesses seeking advice and information.</p> <p>Development services included:</p> <ul style="list-style-type: none"> • Jointly sponsored and promoted Cherwell businesses and skills at the High Performance Technology day at Silverstone (1 July). • Representing the interests of north Oxfordshire in the EU-funded LEADER rural business development programme seeking to develop skills and investment in the community. • Meetings with businesses at their premises to support their growth and/or local relocation, including recruitment and apprenticeships. • Support and guidance to emerging EU programme operators to provide practical support to tackle long term unemployment. • Weekly job club service plus 'mini' job fairs to help businesses to recruit staff. • A further major Job Fair held in Banbury on 15 Sept attracting 32 employers and over 300 job seekers. These services received considerable praise from businesses and job seekers. It was particularly timely for the new businesses due to open in October at Banbury Gateway retail park and for established employers in a variety of other sectors. • Co-operation with the Cherwell Volunteer Service to enable residents to gain 'work-ready' skills as a means of gaining employment. • Finalisation of the district-wide assessment of employment sites and premises to inform part two of the Local Plan and future inward investment services to businesses. • Contribution through the Bicester Technology Studio (School) working group to the development of key infrastructure to nurture construction and logistics expertise. • Attendance at key business events in Kidlington (involving Chiltern Rail and the new Oxford Parkway development) and Bicester (involving the local MP). • Active involvement with the Beaumont Road Industrial Estate Group (23 July) to tackle operational issues and develop the capacity of businesses alongside the vitality of the estate. • Further regular meetings with the local Chambers of Commerce. • Continuation of the Banbury Town Team Co-ordination project, including the holding of the first very successful 'Night Market' on 18 Sept. The Co-ordinators have also provided practical help to traders to enhance their business and assisted CDC to reassess its licensing and regulation services to be more 'customer friendly'. • Sponsorship of the Banbury Old Town Party on 5 September to increase trade in the town through increased vibrancy.

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
CBP1 5.2	Continue to use the Cherwell Investment Partnership as a hub for inward investment and ensuring sufficient business sites and employment land are available to meet the needs of the District	G	G	⇒	Promotion of the district for commercial investment continues through the Cherwell Investment Partnership, established in 1991 by the Council and operating continuously since that time to ensure that the skills and services of commercial estate agents developers, recruitment companies, professional services and public bodies are aligned to provide practical help and strategic planning to support the economy through investment and job creation. Day to day liaison with the commercial agents and promotion of key sites and premises through www.cherwell-m40.co.uk ensures that the Council as the Planning Authority also provides practical help and support for business growth.
CBP1 5.3	Produce marketing material to promote commercial & industrial business sites and the area	G	G	⇒	Partnership meeting held on 7 August to present the findings of the commercial property study to ensure the CDC-led work to assess all business parks and 'clusters' within the district is aligned to market intelligence. Photographic library and contact database developed further. Newsletters sent to businesses, partners and potential investors.
CBP1.6 : Deliver high quality regulatory services that support the growth of the local economy					
CBP1 6.1	Build on the Council's 'Better Business' approach to support new and existing businesses	G	G	⇒	SEMLEP Better Business for All group is preparing to organise additional events to better understand what businesses want from their regulators, this is due to take place early 2016. Business survey carried out in order to gather info relating to the programme, results will be available in November. Work continues on ways to support businesses utilising £5k Better Regulation Delivery Office (BRDO) grant fund and it is anticipated that this will link in with the outcomes from the Organisational Awareness Days.
CBP1 6.2	Work proactively with developers on both planning applications and pre-application enquiries to enable the speedy delivery of new commercial projects	G	G	⇒	A Development Management team approach continues to facilitate the delivery of new commercial development. The use of Planning Performance Agreements (PPAs) is continuing and provides certainty to the developer in terms of the provision of pre-application advice and the timely consideration of future planning applications. The use of PPAs also allows the Council to generate additional income to deliver against the agreed timeframe.
CBP1 6.3	Identify the blockages to development and investigate a range of solutions, in consultation with planning agents	G	G	⇒	The Development Management team approach and use of Planning Performance Agreements (PPAs) is a direct solution to address concerns that have been raised by developers. Agent and Developer Forums are planned for the third quarter and will further develop the relationship between Development Management and agents to ensure that the service delivery meets their expectations. The Business Process Re-engineering (BPR) programme has identified some clear improvements to process and these have started to be introduced. The programme will continue in the second half of the year and will assist Development Management in working efficiently and effectively, ensuring the delivery of timely decision making.

Ref	Objective/Measure Definition	Quarter 1 30/06/15	Quarter 2 30/09/15	Q on Q Direction of Travel	Comments on Performance
CBP1 6.4	Provide high quality responsive regulatory services	G	G	⇒	Cross-authorisation achieved across all teams in Community Services (Licensing/Environmental Health etc.), improving resilience in both CDC and SNC. Organisational Awareness Days delivered in both CDC and SNC locations to bring together teams from across the council and improve the culture of regulatory colleagues and their appreciation of business customers experience. Discussions and outcomes from event are to be used to inform next steps in considering new ways of working and/or opportunities for commercialisation.
CBP1 6.5	Embed the Regulatory Code and Corporate Enforcement Policy	G	G	⇒	Initial meeting of organisational Regulators Group took place on 13/10/2015. It is anticipated that this will help improve consistency of approach across all services and identify areas that might benefit further focus.

**Cherwell District Council Business Plan : 2015/2016
Safe, Green and Clean - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP2 : Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible					
CBP2 1.1	Maintain the District's high household recycling rate (Pledge)	G Actual 59.36% Target 57.00%	G Actual 57.14% Target 57.00%	↓	Garden waste is over 1000 tonnes down on last year due to the cool summer. Dry recycling is also down nearly 300 tonnes due to the changes how the contractor calculates the MRF contamination. Residual waste has dropped due to the new street sweeping recycling contract. Summary recycling rate will be approximately down by 2% at the end of the year. Year to date performance 58.30%.
CBP2 1.2	Tonnage of waste sent to landfill	A Actual 6,597 Target 6,531	G Actual 6,363 Target 6,842	↑	Waste sent to landfill down 479 tonnes on same period last year. Year to date down 413 on last year - 12,960 tonnes against target 13,373.
CBP2 1.3	Residual household waste per household (kgs)	G Actual 109.20 Target 113.26	A Actual 105.33 Target 101.46	↓	A slight increase (3.87 kgs) in residual waste per household compared with 2014/15.
CBP2 1.4	Increase the number of glass recycling bank sites to 130	G	G	⇒	Well on track to achieve full year target with 124 sites being delivered as at the end of September. Further bank sites will be installed as and when opportunities arise; suggestions for bank locations are encouraged from collection staff.
CBP2 1.5	Deliver an additional 1000 blue recycling bins this year	G	G*	↑	The annual target has now been exceeded with 1,212 bins being delivered as at the end of September. Reduction in the price of Blue Bins in conjunction with Blitz events has proved popular.
CBP2 1.6	Maintain the current high levels of customer satisfaction with our waste and recycling services	G	A	↓	A presentation of the 2015 Annual Satisfaction Survey took place on 5 October 2015 at Executive and the results are now available on the Website. The friendliness and helpfulness of refuse collection staff recorded an increase of 3% from 78% in 2014 to 81% 2015. However, there was a reduction of 2% in the satisfaction rate for Waste Collection services and 1% in Household Recycling services compared with 2014 .
CBP2 1.6a	Customer satisfaction with Waste Collection services	2014 85.00%	A Actual 83.00%		
CBP2 1.6b	Customer satisfaction with Household Recycling services	2014 88.00%	A Actual 87.00%		

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.					
CBP2 2.1	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes (Pledge)	2014 67.00%	G Actual 69.00%	↑	This year the satisfaction survey has risen from 67% to 69% with regards the customer satisfaction survey. This may reflect the successful undertaking of the Banbury Town Council parks and open spaces contract since 1st April this year. We have received numerous compliments on the high standard of our work to date.
CBP2 2.1a	Undertake 6 neighbourhood blitzes with community involvement	G Actual 1 Target 1	G Actual 2 Target 2	⇒	We have just completed the third of the six planned events. Kidlington was covered between Monday 21st and Friday 25th September. The event was well received by members of the public and councillors alike. In particular, the free removal of prebooked items of household waste saw a significant rise in requests on this blitz.
CBP2 2.1b	Number of fly tips recorded (compared with same period 2014/15)	R Actual 137 Target 121	R Actual 152 Target 127	↓	Again, there is a small fluctuation in the number of fly tips this quarter. We do seem to have had an increase in the number of fly tips from outside the district, from London, Oxford and Birmingham. There has also been an increase in the numbers of householders using unlicensed waste carriers to get rid of their waste which invariably then gets dumped. A press campaign to try and get the message across to householders, and their obligations, is being planned. An article is being planned for the next Cherwell Link. Year to date 290 fly tips compared with 248 in the same period last year.
CBP2 2.1c	Number of fly tips enforcement actions (compared with same period 2014/15)	R Actual 46 Target 64	G* Actual 75 Target 59	↑	The number of enforcement action this quarter remain steady. The investigation process for a fly tip is getting extremely detailed and time consuming, making sure that the legal team have all the information they might require to go forward. Should alleged offenders not turn up for an Interview under caution, a more formal letter asking detailed question whilst "under caution" will be sent. Should that be ignored it will help in any future court proceedings. There have been 121 enforcement actions to-date compared with 123 same period last year.
CBP2 3 : Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.					
CBP2 3.1	Develop an alternative CCTV operational system for our Urban centres	G	G	⇒	Thames Valley Police have discontinued the single control room project. Options are being explored with West Oxfordshire District Council (WODC) around a joint control room. However WODC are determined that the day monitoring be from Witney alone.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP2 3.2	Work with local police & licensees to ensure town centres remain safe & vibrant in the evenings (Pledge)	G	G	⇒	Violent crime has risen slightly, but there has been no appreciable lift in violent crime reported by the media or perceived by the public. The police remain confident that the rise is due to new reporting procedures. New action plans for the community safety partnership now include actions for the police and council to address specific night time economy issues.
CBP2 3.3	Number of ASB/Nuisance cases received (compared with same period 2014/15)	G Actual 413 Target n/a	G Actual 727 Target n/a	⇒	Previously this measure captured the number of ASB only - as we now record both ASB and Nuisance data the target data needs to be recalculated so we are comparing like for like data. This will be available prior to Executive Report deadline.
CBP2 3.2b	Percentage of ASB/Nuisance cases responded to within prescribed period of 2 working days	A Actual 93.84 Target 96.00	G Actual 97.25 Target 96.00	↑	Of the 727 ASB and nuisance cases received during Q2, 707 were responded to within the 2 working day target. Good improvement over Q1.
CBP2 3.2c	Percentage of ASB/Nuisance cases resolved within 56 working days	A Actual 95.58 Target 96.00	G Actual 98.98 Target 96.00	↑	A good improvement over Q1 performance with 594 service requests being resolved. Year to date performance is 97.60%.
CBP2 4 : Reduce our carbon footprint and protect the natural environment.					
CBP2 4.1	Deliver the Council's Biodiversity Action Plan (BAP) "Protecting and Enhancing Cherwell's Natural Environment"	G	G	⇒	The updated 2015/16 version of the BAP was approved by Executive Committee 01/06/2015. Service level agreements with biodiversity delivery partners are all in place. Concern re workload for the p/t Ecology Officer (0.3 fte) in assessing all planning applications with potential biodiversity effects (review to be undertaken).
CBP2 4.2	Develop and begin Implementation of a new carbon management plan from 2015-20 which increases the energy efficiency of the organisation and lowers the carbon footprint	A	A	⇒	The Carbon Management Plan will be considered by Executive in November. Actions or objectives arising out of this will be considered for inclusion in the performance reports.

**Cherwell District Council Business Plan : 2015/2016
Thriving District - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3.1 : Deliver affordable housing and work with private sector landlords to help improve affordable housing options					
CBP3 1.1	Deliver 150 units of affordable housing and 100 self-build housing projects as part of the HCA funded Build! programme whilst exploring new diverse funding regimes for the longer term sustainability of affordable housing across the district and the potential development of an off-site construction facility for the long term production of off-site units for affordable housing	G	G	⇒	<p>The current Build Programme is delivery 275 homes across 26 sites of which :</p> <ul style="list-style-type: none"> • 9 sites are completed and occupied (56 units) • 13 sites are on site and due to complete within the next one to twelve months (of which 9 will complete within the next three months) (181 units) • 4 sites are at pre-development stage (40 units) <p>The team continue to work very hard to improve the delivery model. This work includes improving the approach to training and customer support, optimising the timing of sales and lettings, improving customer communication channels and expanding the panel of lenders who provide mortgages to our customers. The team is also actively engaged in the development of Graven Hill. Last month the Council won, for the second year running 'Council of the Year' for Self builders at the National 'Build It' Awards.</p>
CBP3 1.1a	Deliver 150 affordable homes in the District (Pledge)	G Actual 22 Target 21	G* Actual 118 Target 75	↑	During the second quarter we significantly exceeded the target of 75 units of affordable homes mainly due to an increase in the speed of delivery on some developments and also the completion of schemes which were scheduled for completion earlier this year. This brings the number of homes completed this year to date to 140 against target of 96.
CBP3 1.1b	Deliver 100 self build housing projects	G Actual 0 Target 0	G Actual 6 Target 6	⇒	The figures for self build opportunities created by the Build! team this quarter has met the target. Delivery of the 15 opportunities scheduled for October is also on target for delivery.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 1.2	Explore new diverse funding regimes for longer term sustainability of affordable housing	G	G	⇒	<p>There are a number of work streams here:-</p> <p>a) The Local Housing Company: the business case is complete and approved and the baseline viability for the Local Housing Company is complete and now undergoing sensitivity testing to look at the potential impact of the recent Government announcements and opportunities to further increase resilience. Work is now underway to progress registration with the Financial Conduct Authority (FCA) and the Homes and Communities Agency (HCA).</p> <p>b) The Council's Build! ® Team have been exploring a range of different finance models and 'testing these out' through the Build programme. One recent example is leaseback finance (e.g. Town Centre House) which enables the Council (via the Local Housing Company) to lease the property and then secure the asset for £1 at the end of the lease period. Other models being explored include private sector investment and equity bonds.</p> <p>c) The Council's Build! ® Team have been analysing different shared ownership models (with low shares) and the segment of the market that this would support</p>
CBP3 1.2a	Explore development of off-site construction facility for affordable housing production	G	G	⇒	<p>In addition to the work stream that is being progressed through the Garden Town initiative (in Bicester) the Council's Build Team are taking forward a 'prototype project' with three aims:</p> <p>a) To build capacity in the local supply chain to respond to the growing advanced manufactured housing market</p> <p>b) To have a council-owned product and as such give greater control on the supply chain and with it greater cost and programme certainty</p> <p>c) To develop expertise and networks within the off-site manufacturing industry</p>
CBP3 1.3	Extend enforcement actions in private sector to bring empty dwellings back into use	G	G	⇒	<p>The principal enforcement power for securing re-use of empty property is the Empty Dwelling Management Order (EDMO). EDMOs have to be approved by a residential Property Tribunal and the Council is required to demonstrate that it has exhausted all other reasonable approaches. Any EDMO application therefore comes at the end of considerable efforts and on the back of carefully documented inputs. The long-term empty property that is the subject of the Council's first Empty Dwelling Management Order is now undergoing sale and remains under close review. 4 long-term empty flats are undergoing refurbishment work with grant assistance (see below) and we are in discussion about possible grants with the owners of 5 further empty properties. A number of owners have been put on notice that the Council will progress to seeking EDMOs should they fail to take action and, as a consequence, 2 further properties are now up for sale whilst remediation works (prior to letting) are underway at a third. A proposal to recruit a dedicated Empty Property Officer, shared between CDC & SNC, is awaiting funding approval. In addition, the Council has agreed to implement a 50% empty property premium in all applicable cases from 1/4/16, which is intended to incentivise re-use.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 1.3a	Provide housing/grant advice to encourage private sector landlords to improve their stock	G	G	⇒	We have issued an email-update to landlords on important, short-notice, legislative changes that will also be further addressed at the October Landlords Forum. No Landlords Home Improvement Grants (LHIG) have been completed in the quarter but works are in progress at 9 properties with approved grants in place. A further 6 potential grants are being worked-up with landlords. (These LHIG grants involve part-funding of repairs and improvements in return for nomination rights and therefore both improve and secure access to affordable privately rented homes.) 1 CHEEP grant (energy efficiency grants for private-rented homes) was completed in the quarter and a further 3 new grants are being worked-up for approved.
CBP3.2 : Work with partners to support financial inclusion and help local people into paid employment.					
CBP3 2.1	Commissioning of high quality financial and debt advice for vulnerable residents	G	G	⇒	Cherwell took the option to extend the contract with Citizens Advice (Formerly CAB) in October 2014 and will now run until the end of March 2017. We continue to monitor the work completed on a quarterly basis. The majority of enquiries continue to be based around support for Benefits, Debt, Employment and Housing.
CBP3 2.2	Effective implementation of welfare reform and administration of benefits	G	G	⇒	Universal Credit started in Cherwell DC on 6 May 2015. Take up has been slow, as expected. However, no issues have been encountered. Procedures continue to be developed in the light of experience and new guidance from the Department for Work and Pensions. In the recent budget the Chancellor announced further welfare reforms from April 2016 onwards. Currently there is not sufficient detail to enable planning to start.
CBP3 2.2a	Average time to process new Housing Benefit claims (days)	G Actual 13.48 Target 14.00	G* Actual 11.37 Target 14.00	↑	Performance on new claims has remained within target over the peak summer period. This is significantly better than for the same period in 2014. Year to date 12.42 days.
CBP3 2.2b	Average time to process change in circumstances (days)	G* Actual 2.97 Target 12.00	G* Actual 3.59 Target 12.00	↓	Performance has declined slightly due to priority being given to new claims over the peak summer leave period. However, it still remains well within target. Year to date 3.20 days.
CBP3 2.2c	Average time taken to process new claims and changes for Housing Benefit (days)	G* Actual 3.37 Target 12.00	G* Actual 4.07 Target 12.00	↓	In aggregate performance on new claims and changes of circumstances has remained within target. This puts us in a good position for the next quarter leading up to annual billing. Year to date 3.63 days.
CBP3 2.3	Number of covert surveillances applied for	G	G	⇒	No covert surveillances were applied for in Q2.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 2.4	Continue working with our partners to provide support to improve the lives and opportunities for the most vulnerable individuals and families in the district, building on Brighter Futures in Banbury programme (Pledge)	G	G	⇒	New 2015/16 Brighter Futures priorities established around child poverty, health inequalities, employability and supporting the most vulnerable. Workshop preparation underway. On-going theme work as per previous years.
CBP3 2.5	Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training. (Pledge)	G	G	⇒	Young people not in employment, education or training continue to be supported through the Brighter Futures in Banbury Projects, and through the Early Intervention Hubs. Job clubs and job fairs have run across the district, with over 750 visits made during the quarter. This is a significant number due to job fairs being held in addition to job clubs, helping all age groups and also people that were already in employment to change careers. The job club partnership links have also promoted apprenticeships and traineeships to businesses as a practical means of engaging young people and supporting them in their career paths.
CBP3 2.5a	Contribute to the creation and/or safeguarding of 200 jobs	G* Actual 365 Target 50	G* Actual 100 Target 50	⇩	Another good quarter performance with 5 jobs created in July at "Union" in Banbury High Street a further example of the work facilitated by CDC through the Town Team Co-ordinators. During July Job Fairs reported an additional 28 jobs. Practical support, information and advice continued to be provided to expanding businesses. Manor F1 - which the CDC service helped with personnel matters in 2014 and also helped the landlord over recent years - opened in Chalker Way, Banbury with the safeguarding and creation of 60 skilled jobs.
CBP3 2.6	Extend Jobs Match service to support local companies to fill vacancies	G	G*	⇧	Excellent feedback has been received from job seekers and employers alike. The matching of job seeker and employer has evolved from the successful Cherwell Job Clubs which continue to alternate between Bicester and Banbury with additional services now added through partners. The Banbury Job Fair attracted 32 employers/organisations to assist and potentially employ over 300 residents who attended seeking work, training and/or a change of career. A database of job seekers and employers continues to be developed and regular communication is made to ensure that skills and opportunities are matched for the benefit of the local economy. A series of mini job fairs were held over the past two months for the new businesses investing in the Banbury Gateway retail park. Due to growing demand from employers, further major job fairs are being organised.
CBP3 2.7	Extend the contract with CAB for debt advice, volunteering and volunteer driver scheme	G	G	⇒	CAB "Volunteer Connect" contract is delivering on target - increasing volunteer opportunities & providing volunteers for local organisations.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
Provide high quality housing options advice and support to prevent homelessness.					
CBP3 3.1	Deliver the actions identified within the revised Homelessness prevention strategy adopted by the Council	G	G	⇒	<p>Meetings are held quarterly to monitor the actions of the Homeless Action plan, performance and partnerships. This will be reviewed again shortly to produce a new plan for 2016/17 and will be presented to Executive on 30 November 2015.</p> <p>We continue to work in partnership with the other District Councils in Oxfordshire to shape Oxfordshire County Councils (OCC) re-commissioned young person's pathway and have been heavily involved in influencing the new single person pathway, due to go live on 1 February 2016.</p> <p>OCC continues to provide supported accommodation in each District across the County - 13 new units offering better provision for singles based within the District are available. Whilst referrals for placements into these Schemes will be undertaken by OCC priority will be given to Cherwell residents in the first instance. We will continue to monitor this closely.</p>
CBP3 3.1a	No of households in temporary accommodation	G Actual 40 Target 41	R Actual 46 Target 41	⇩	<p>The local experience in respect to those people presenting as homeless reflects the national picture with an increase in the numbers of people coming forward. The ability to be able to move people into private rented accommodation is also becoming increasingly challenging, due to the decreasing number private sector tenancies that are available as a result of the local housing market pressures.</p> <p>However, in order to try and overcome these issues the Council is working with Registered Providers to explore ways and if necessary influence the void turnaround times currently being achieved. This ensures that properties are available as soon as possible to those people occupying temporary accommodation. The Council will shortly consider a range of options aimed at improving access to private sector properties to increase housing choice for those in need.</p>
CBP3 3.1b	Housing advice : repeat homelessness cases	G* Actual 0 Target 3	G* Actual 0 Target 3	⇒	There have been no repeat homeless cases as defined by the legislation in this quarter.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
Work to promote and support health and wellbeing across the district					
CBP3 4.1	Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector	G	G	⇒	June meeting considered changes to older people mental health services, the OUHT Business Plan and the Horton Hospital, Age UK's Circles of Support Initiative and the Right Time, Right Place Primary Care Initiative. A workshop in September considered the health and social care implications of the significant planned growth in the District and how this should be addressed.
CBP3 4.2	Enable the development of volunteer transport schemes to support the health and wellbeing needs of vulnerable residents	G	G	⇒	No further action as officers are awaiting information from Oxfordshire County Council on their detailed plans for 2016/17. The lead member is being regularly briefed in his role as Rural Champion.
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 387,167 Target 372,086	G Actual 370,479 Target 367,077	↓	Cumulatively the leisure centres have continued to maintain participation during the 2nd quarter showing a small improvement in usage against the 2014/15 position with an increase of 3,402 visits. Year to date: 757,646 against 739,163 target
CBP3 5.1a	Number of visits to District Leisure Centres (Spiceball, Kidlington & Gosford and Bicester)	G Actual 359,105 Target 343,964	G Actual 333,715 Target 332,247	↑	The quarterly position shows that participation has been maintained for the 3 leisure centres, performing marginally above target. Spiceball usage figures for September are to be discussed by Officers with Parkwood to clarify the reason why there are 5,000 less users against the same period last year. The leisure operator continues to develop its programme in partnership with officers to increase participation. Year to date: 692,820 against 676,211 target
CBP3 5.1b	Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School	A Actual 28,062 Target 28,122	G Actual 36,764 Target 34,830	↑	Due to loss of football league providers at both North Oxfordshire Academy and Cooper School the usage figures continue to be challenging to maintain. Officers are working to bring in new clubs to the facilities to ensure participation levels are maintained. The introduction of a Basketball Club and an earlier start for some cricket hirers will assist with this in the next period. Year to date: 64,826 actual against 62,952 target
CBP3 5.2	Commence Phase 2 pavilion works for SW Bicester Sports Village	G	G	⇒	Design work on schedule to meet the agreed programme.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 5.3	Increase access to Leisure and Recreation opportunities through development and outreach work	G	G	⇒	The summer holiday activity session had increased attendance with a wider variety of activities being offered. Other activity sessions for adults under the Go Active initiative continue to provide opportunities for increasing participation.
Provide support to the voluntary and community sector.					
CBP3 6.1	Secure social and community infrastructure for housing developments across the District	G	G	⇒	Work is underway on a report to support the contributions sought from developers to provide Social and Community Infrastructure. Regular consultation with Development Management to respond to planning applications. Community development work with residents of emerging new communities. Liaison with Regeneration & Housing over potential outcomes for Community facilities to be considered in the CDC asset review. Concerns re potential inadequacy of provision for Graven Hill development
CBP3 6.2	Continue to support the voluntary sector and community groups	G	G	⇒	Working with Oxfordshire Community Voluntary Association (OCVA) to provide advice and support on Governance and funding streams. Successful 'Voluntary Organisations Forum' held on 22 Sept. theme: Obtaining funding
CBP3 6.3	Continue to support the growth & development of neighbourhood community associations	G	G	⇒	New associations being supported at SW Bicester and Longford Park. On-going background support to community Associations across Banbury & Bicester. Intensive support has been given to Hanwell Fields Community Assoc. in the last quarter.
CBP3 6.4	Increase and promote volunteering opportunities throughout the District.	G	G	⇒	CAB "Volunteer Connect" contract is delivering on target - increasing volunteer opportunities & providing volunteers for local organisations.
CBP3 6.5	Local Strategic Partnership (LSP)	G	G	⇒	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
Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.					
CBP3 7.1	Continue programme of Conservation Reviews (5 reviews during 2015/16)	G Actual 0 Target 0	G Actual 0 Target 0	⇒	The Conservation Area programme has recently been reviewed and the target of 5 appraisals by 31 March 2016 still on track. (Target set at 2 in Q3 and 3 in Q4) We are currently consulting on Wigginton and North Aston; the research has been undertaken for Souldon, Mixbury and Hampton Proyle and the first draft of the appraisals will be written shortly.
CBP3 7.2	Provide design guidance on major developments	G	G	⇒	Advice continues to be provided and fed into the pre app and planning applications for major and strategic sites.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 7.3	Processing of Major Applications within 13 weeks	G* Actual 88.89% Target 50.00%	G* Actual 90.00% Target 50.00%	↑	<p>A figure of 90% was achieved in Quarter 2, again significantly above target and slightly above that achieved in Quarter 1. The performance figure has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits. Year to date 89.29% (Green*)</p> <p>It is important to note that Section 62B of the Town and Country Planning Act 1990 (as amended) which allows the Secretary of State to designate Local Planning Authorities that are not 'adequately performing their function of determining applications' relates to their performance against major applications only, rather than minors and others.</p>
CBP3 7.4	Processing of Minor Applications within 8 weeks	G Actual 66.38% Target 65.00%	G* Actual 76.79% Target 65.00%	↑	<p>Performance in Quarter 2 was 76.79%, significantly above the target of 65% and an improvement over Q1 performance (66.38%). This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants. The use of overtime, agency and consultants has ended. Year to date 71.58% (Green*)</p>
CBP3 7.5	Processing of Other Applications within 8 weeks	G Actual 83.72% Target 80.00%	G Actual 85.71% Target 80.00%	↑	<p>A figure of 85.71% was achieved in Quarter 2 and exceeds the performance target of 80%. Again this has been achieved through effective performance management. The use of overtime, agency and consultants has ended. Year to date 84.68% (Green)</p>
CBP3 7.6	Percentage of planning appeals allowed against refusal decision (%)	R Actual 50.00% Target 30.00%	R Actual 57.14% Target 30.00%	↓	<p>The performance this quarter is 57%. 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. It should further 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 5%). Year to date 52.94% (Red)</p> <p>Note: 7 applications were received in the quarter - 4 were allowed on appeal. Of these, 2 were recommended to Committee for approval by the case officer.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/06/2015	Q on Q Direction of Travel	Comments on Performance
Work to ensure rural areas are connected to local services					
CBP3 8.1	Work with BT/BDUK and Oxfordshire County Council to extend Superfast Broadband across the District	G	G	⇒	Information has been provided day-to-day to residents, businesses and parish councils on the local impact of the broadband roll-out. Phases 1 to 6 of the Oxfordshire Rural Broadband Project will be completed by December 2015 with an expected coverage of 90% of premises (business and residential) being served with Superfast speeds (over 24mbps). Cherwell District Council has invested £580,000 in phases 6 to 9 which will extend the programme to approximately 95% of premises by December 2017. This funding has been matched by Government (BDUK) and added to by both Local Enterprise Partnerships serving Cherwell. Economic Development officers have also identified and resolved issues relating to gaps in the service to business clusters in urban areas, as well as extending the broadband voucher scheme to assist other -often isolated - businesses. The issue of how to enable the final 5% of business and residential premises to gain superfast speeds remains to be resolved but is treated as a priority by the Council and its partners with options expected to emerge over the coming months.
CBP3 8.2	"Rural Proof" significant new policies and initiatives to ensure they are equitable to rural residents	G	A	⇩	Currently this process is somewhat ad-hoc. Officers are working towards a more clearly defined and consistently applied approach.

**Cherwell District Council Business Plan : 2015/2016
Sound Budgets and a Customer Focused Council - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 1 : Reduce the cost of providing our services through partnerships, joint working and other service delivery models.					
CBP4 1	Extend the Joint working Transformation Programme to include new service delivery methods/more services delivered in partnership, to enable the council to save money and maintain a low council tax (Pledge)	G	G	⇒	The Business Cases for Economic Growth, Transport and Finance were approved in October and will now be implemented. Communications Business Case is still subject to final sign off. Work has commenced on the Housing, Assets and Facilities Management feasibility studies. Work on a business case for Public Protection has commenced and a report is expected in November 2015. Work has also commenced on the business case for Community Development & Leisure Management and report is expected to Transformation Joint Working Group in February 2016. Programme of business cases for joint working is on track.
CBP 4 1.2	Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies	A	A	⇒	Business process change will be delivered through business cases for joint working. ICT harmonisation strategy is in place to deliver further savings.
CBP 4 1.3	Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities	G	G	⇒	No update on the electronic Document and Records Management System (EDRMS) or Land & Property systems this quarter. Stratford District Council went live on Civica Financials in October as planned, with CDC and SNC still on target for April 2016. All three councils are now using the new shared BACS and payment systems. The Lagan Customer Relationship Management (CRM) integration is currently being delayed by an issue with integrating with the existing land & property system. We expect to be able to resolve this one outstanding issue by end of October, ready for user acceptance testing early November. Application harmonisation is currently focused on a possible replacement for the Northgate HR & Payroll system which goes out of contract in February 2017 and drawing up a specification for a shared Revenues & Benefits application to potentially support a shared service in early 2017
CBP 4 1.4	Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies an savings; deliver a minimum of 10% financial savings	A	A	⇒	Three way working remains on hold pending governance decisions from Stratford District Council. The two way joint working programme is on track.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP 4 1.5	Make successful bids for external funding	G	G	⇒	The Business Support Unit is currently undertaking a corporate approach to monitor against external funding.
CBP 4 1.6	Maximise income through designing services that can attract a market	G	G	⇒	Work continues on how services can be developed to generate income. ICT and business support services are developing proposals.
CBP 4 1.7	Deploy solutions which reduce 'non-productive' time spent travelling between sites and deliver reductions in mileage and subsistence costs through increased use of technologies such as video conferencing.	G	G	⇒	The 2015 /16 work programme will deliver two key projects - Citrix and Lync telephony for CDC. This will enable officers to work more flexibly from different locations and in doing so reduce non productive time spent travelling.
CBP 4 1.8	Review all ICT contracts to harmonise where possible to gain cost savings through economies of scale achieved through increased joint working	G	G	⇒	Along with reviewing the Microsoft Enterprise Agreement reviews are underway to re-procure the main communications links between the three councils and other maintenance contracts for hardware support.
Work to effectively communicate with local residents and businesses to better understand and respond to their needs					
CBP4 2.1	Continue to increase our use of social media to communicate with residents and local businesses	G	G	⇒	Both Facebook and Twitter continue to grow steadily and are regarded as key channels of communication. The 'reach' of the CDC facebook page in particular is greater than that of the traditional printed press. The annual Customer Satisfaction Survey returned 431 full responses and 138 partially completed responses. Of these: • Postal surveys – 326 • Email surveys – 87 complete (32 partially completed) • Web surveys –18 complete (106 partial completions)
CBP4 2.1a	Social media ratings : Facebook likes (cumulative) Target is 2015 actual for comparison	A Actual 7,565 Target 7,698	A Actual 7,870 Target 8,132	⇩	The team were shortlisted in two categories of the Local Authority Recycling Advisory Committee (LARAC) awards for the use of Facebook; Team of the Year, Recycling Officer and Best New Idea.
CBP4 2.1b	Social media ratings : Twitter followers (cumulative) Target is 2015 actual for comparison	A Actual 5,494 Target 5,853	R Actual 5,697 Target 6,402	⇩	Twitter continues to steadily grow organically. Scheduling of Twitter messages is now being undertaken to ensure that the page remains updated during the weekend.
CBP4 2.2	Continue to improve our website, and implement additional online services for customers and maintain the SOCITM rating of 3/4 stars (Pledge)	G	G	⇒	The CDC website continues to be maintained and new Achieve forms continue to be developed to assist with the channel shift agenda. At the same time information gathering meetings are taking place with all service areas to discuss the move to a new platform.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 2.3	Continue to develop our business focused communications	G	G	⇒	Monthly meetings with the Economic Development team continue and potential newsworthy stories identified. Promotion of the Job Clubs and Job Fairs has also increased resulting in the highest number of businesses attending and attracting a record number of job seekers.
Improve customer service through the use of technology and responding to customer feedback					
CBP4 3.1	Implement additional online services for customers and deliver a significant reduction in phone contact in relation to those services	G	G	⇒	Upgrade to Lagan Customer Relations Management (CRM) across both Councils is underway which will enable back office functionality for services as they come online. Work to assist services with their Channel Shift commitments continues in line with Transformation workstream. Other work to support this measure includes input into Website development project and telephone directory project.
CBP4 3.2	Increased capacity to build service delivery processes suitable for online services	G	G	⇒	Upgrade to Lagan CRM across both Councils is underway which will enable back office functionality for services as they come online. Staffing review complete and recruitment is underway to ensure appropriate capacity, resilience and training to assist with Channel Shift agenda as well as Corporate drive to increase the use of Customer Services as the first point of contact.
CBP4 3.3	Bring about a measurable plan to increase significantly the proportion of our total customer demand that is met through self service	G	G	⇒	Working with ICT and Human Resources to further develop the telephone directory. The directory will be more accurate with photos of officers included and information regarding their role and where they sit within the organisational structure. This will assist self-service check in for visitors to the building. In addition Customer Services will be feeding into the Website development project to ensure that the site is built around the needs of the customer rather than a confusing myriad of information that may not be relevant to their enquiry.
CBP4 3.4	Target the reduction of avoidable contact from customers by improved information signposting, more information on line and improved letters and communications with clear, understandable instructions and information	G	G	⇒	Continue to work with Services and communications team to improve Web content, publications and letters to ensure the customer clearly understands what is being communicated without the need to contact the Council for clarity.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
Deliver rolling strategy of the five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.					
CBP4 4.1	Deliver the rolling annual balanced budget setting of the financial plan (Medium Term Financial Strategy)	G	G	⇒	The formal budget setting process (incorporating the 5 year financial plan) has commenced.
CBP4 4.2	Deliver the savings targets £500,000 within the agreed timescales (Pledge)	G	G	⇒	These were delivered for the budget setting process for 2015-16 and will feature in the process for 2016-17
CBP4 4.3	Develop a car parking strategy	G	G	⇒	Work continues with the consultants commissioned to identify the development potential for all the Councils car parks. Phase 1 has been completed, and this has led to a Phase 2, which is now developing a car park operating and investment strategy.
HR001/2/3	Sickness absence - average days lost per full time equivalent (FTE) (note: cumulative throughout the year : full year target 8 days)	G Actual 1.89 Target 2.00	G Actual 3.35 Target 4.00	↑	Good performance year to date with 3.35 days lost to sickness absence per full time equivalent. This is slightly down on 2.73% achieved in the same period last year. The short term sickness absence rate (1.90 days lost per fte) has not really changed in the last 12 months but there has been a substantial amount of long term cases with long term sickness absence accounting for 50.45% of absence, compared with 35% at the end of Q1 2014/15.
Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.					
CBP4 5.1	Develop and implement a commercial investment strategy, incorporating DTZ recommendations as adopted.	G	G	⇒	Update report was presented to Executive in September 2015, further update report on progress to follow in November 2015.
CBP4 5.2	Total of All Car Parking Revenue (Cash Machines & Ringgo only)	G Actual £339,563 Target £314,329	G Actual £343,911 Target £313,827	⇒	The income processed in Q2 is £30k more than budget and, when added to the £25.3k from Q1, results in the income being £55.3k ahead of budget at the half year. Almost all the car parks in Banbury and Bicester are showing additional income when compared with the budget and the corresponding period last year.
Deliver below inflation increases to the CDC element of Council Tax					
CBP4 6.1	Percentage of council tax collected	G Actual 30.05% Target 30.00%	A Actual 58.19% Target 58.25%	↓	Due to the New Homes Bonus project we have identified a significant number of new properties. These have increased the total collectable Council Tax but the taxpayers have not yet started paying. Consequently, Council Tax collected has fallen behind Council Tax collectable resulting in the target miss. It is expected that the year end target of 98.25% will be met.

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 6.2	Percentage of NNDR collected	<p style="text-align: center;">G</p> Actual 31.57% Target 31.50%	<p style="text-align: center;">A</p> Actual 58.28% Target 58.50%	↓	<p>There have been a number of changes of ratepayer. The old ratepayers have stopped paying whilst the new ratepayers have not yet started. We would still expect the target of 98.50% to be met by the end of the year.</p>

**Cherwell District Council : 2015/2016
Equalities - Quarter 2**

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	DOT	Comments on Performance
Theme 1 : Fair Access and Customer Satisfaction					
CEQ1 1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇒	<p>A new corporate Consultation and engagement strategy is being prepared and will be complete by December 2015 to include a council specific action plan and how the council will engage with all community groups. The new Consultation Strategy will review use of the 'wall' as a method of capturing views, the responses from the 'Have Faith in Your Community' event being held on the 21 November 2015 will be considered.</p> <p>During this quarter preparation has been completed on the Event 'Have Faith in Community' which involves representation from faith communities and has been approved by the Inter Faith Group (national group). Meeting held with the Secretary of the Faith Forum Committee and agreed specific involvement. Planning to hold AGM in February 2016.</p> <p>The date of the next Disability Forum is the 9 April 2016 at Exeter Hall, Kidlington. In Q2 the council met with representation from the Deaf Community; Age UK; Oxfordshire Mind and NHS.</p>
CEQ1 2	To ensure that the Council's services are accessible to everyone and delivered at an excellent standard	G	G	⇒	<p>This quarter 13 Mystery Visits (MV) have been carried out across the 3 leisure centres during the July-September period. All MV reports are sent to General Manager at Parkwood and any improvements are addressed by the centre management teams. Monitoring of these actions is undertaken by Officers to ensure quality and response times are fully met. The housing department undertake a range of measures to ensure that the services provided meet the local needs of Cherwell residents. The Rural Manager and the Lead Member have met on a regular basis to discuss a range of topics that have particular relevance to rural parishes. Recently they have been discussing the Oxfordshire County Council review of rural transport support. No complaints have been received in relation to any of the protected characteristics.</p>
Theme 2 : Tackling Inequality and Deprivation					
CEQ2 1	Continue to deliver the 'Breaking the Cycle of Deprivation' projects	G	G	⇒	<p>New 2015/16 Brighter Futures priorities established around child poverty, health inequalities, employability and supporting the most vulnerable. Workshop preparation underway. On-going theme work as per previous years.</p>
Theme 3 : Building Strong Communities					
CEQ3 1	Improve opportunities for community groups to work together and build strong community relations	G	G	⇒	<p>Membership of both Bicester and Banbury Independent Advisory Groups (IAG); The second meeting of the Bicester IAG took place during Q2 with the Consultation & Engagement Officer in attendance.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	DOT	Comments on Performance
CEQ3 2	Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.	G	G	⇒	<p>Membership of both Bicester and Banbury Independent Advisory Groups (IAG). Several new initiatives and engagement exercises around Child Sexual Exploitation (CSE) have now taken place with police and other partners. The Cherwell community safety partnership is in the process of re writing its rolling plan, which should be in place by December. The emphasis of this plan will be to move away from traditional police crime issues and focus on more societal issues such as CSE and preventing terrorism.</p> <p>Participation in the Operation Reportage learning review with Oxfordshire County Council partners. Embedding the See it Report it system at CDC. Implementing and completing the internal Safeguarding review, to be viewed by Executive during November 2015</p>
CEQ3 3	Continue to increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	⇒	<p>Artist led sessions in Q2 with community groups through the Taking Part scheme with Older people, those living with Alzheimer's or Parkinsons, young children and children with disabilities.</p>
Theme 4 : Positive Engagement and Understanding					
CEQ4 1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇒	<p>Cherwell Youth Website updated weekly. New online forms available for young to engage in the new Activator challenges launched this Summer.</p> <p>On going lead for Cherwell School - All schools have rep's linked to the Oxfordshire Youth Parliament (4 Forums delivered to date)</p> <p>New "Members into schools" initiative launched for democracy week (12th-16th Oct) All secondary schools will have an allocated member to make links to local members and young people. Members will be in schools during local democracy week running workshops & Q&A sessions</p> <p>OCC Action plan on going - Banbury & Bicester youth partnerships and Cherwell Play Partnership merged to be more effective as one body to deliver this in the future.</p>
CEQ4 2	Explore and establish links with minority representation/community groups to help us improve our services	G	G	⇒	<p>Outreach officers continue to attend Food banks, Job Clubs and Community Events to provide access and signposting to Council Services as well as the services of other partner organisations.</p> <p>Additional work this quarter includes hosting a meeting with other council services and partners that provide similar services to share best practice and improve service.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2015	Quarter 2 30/09/2015	DOT	Comments on Performance
CEQ4 3	Raise Cherwell District Council Employees and Partners awareness of diversity within our community	G	G	⇒	The Female Genital Mutilation (FGM) briefing was well attended by partners and staff and the feedback was positive. The following event on Think Prevent was attended by mostly outside agencies and a follow up meeting to plan for engagement with the Police Prevent team occurred on 1st October. The next Knowing Communities will be in 2016.
Theme 5 : Demonstrating our Commitment to Equality					
CEQ5 1	Ensure the Council meets all government requirements	G	G	⇒	Cherwell District Council remains compliant and aware of legislation and duties associated with the Equality Act 2010 and the specific duties to Local Authorities.
CEQ5 2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	Equality self assessment to start at the end of 2015/2016.

Significant Partnerships 2015/2016 : Quarter 2 / Mid Year

Partnerships reports six-monthly	31/03/2015 Year End Position	30/09/2015 Mid Year Position	DoT	Comments on Performance
Sub-Regional Partnerships				
Health and Well Being Partnership Board (H&WB)	G	G	⇒	On-going work to tackle key Oxfordshire issues. Health Inequalities Commission to be set up. Remaining concern about the low level improvement in delayed discharges from hospital which creates more cost and service pressure on secondary care. Healthwatch very active in driving improvements.
Oxfordshire Safer Community Partnership (OSCP)	G	G	⇒	Oxfordshire Safer Communities Partnership (OSCP) continues to provide the link between the Cherwell Safer Communities Partnership and the Police and Crime Commissioner. The OSCP provides overarching strategy and direction. Cherwell Safer Communities Partnership (CSCP) continues to support OSCP with attendance and reporting progress on all OSCP priorities. Currently Child Sexual Exploitation and Prevent are undergoing review.
Local Enterprise Partnerships (LEP) (Oxfordshire)	G	G	⇒	EU funding awarded, awaited.
Local Enterprise Partnerships (LEP) (South Midlands)	G	G	⇒	Extends service of Eco Development team with Business Advisers for Business. Content of Banbury Vision discussed with OXLEP.
Cherwell-specific Partnerships				
Cherwell Local Strategic Partnership (LSP)	A	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 undergoing a review of its action plan, with the arrival of a new police commander. Consultation has taken place and workshops have created a draft action plan, which focuses more on accountability. It is hoped that the plan will be in action by December.

Significant Partnerships 2015/2016 : Quarter 2 / Mid Year

Partnerships reports six-monthly	31/03/2015 Year End Position	30/09/2015 Mid Year Position	DoT	Comments on Performance
Cherwell M40 Investment Partnership (CHIP)	G	G*	↑	Considerable success is now being recorded through property completions and job creation as the result of support provided over recent years in partnership with businesses, commercial property agents and developers. Retail, logistics and manufacturing companies have also worked with the job match and job fairs co-ordinated by CDC to expand their workforce and skills. Further developments currently in the 'pipeline' are expected in the coming months.
Banbury Town Centre Partnership (BTCP)	G	G	⇒	The BTCP receives input from the Town Centre Coordinators appointed using Portas funding. 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
Bicester Vision (BV)	G	G	⇒	Bicester Vision partnership continues to meet quarterly and the Council continues to review its objectives and outcomes for the annual investment made
Homelessness Strategy Partnership	G	G	⇒	<p>Funding agreements to work in partnership to prevent homelessness 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), Connections - Outreach for rough sleepers including assessment and triage which operates alongside their Oxfordshire County Council contract to provide floating support (tenancy sustainment) in Cherwell.</p> <p>We continue to closely monitor these agreements to help prevent homelessness within the district and meet quarterly with each partner 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 whenever possible.</p> <p>The Housing Team will be refreshing the Homeless Action Plan for 216/17 to confirm the partnership working to help prevent homelessness with Cherwell and will be submitting a report to Executive on 30 November 2015.</p>

Significant Partnerships 2015/2016 : Quarter 2 / Mid Year

Partnerships reports six-monthly	31/03/2015 Year End Position	30/09/2015 Mid Year Position	DoT	Comments on Performance
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	⇒	<p>Quarterly meetings are held with Registered Providers (RPs) operating within the District to share best practice on all housing management issues and to develop and align partnership working in Cherwell. We invite officers from various council departments representing Customer Services, Housing Benefits and Community Safety to attend as appropriate and will be focusing on safeguarding as a specific subject at the next meeting to ensure everyone is aware of their responsibilities and who to contact.</p> <p>RP's performance is monitored through quarterly lettings reports requested from all RPs 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 RPs 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 RPs operating in Cherwell in 2015/16.</p>
NW Bicester Strategic Delivery Board	G	G	⇒	The Strategic Delivery Board continues to meet on a quarterly basis and in 2016 is due to review it's terms of reference and progress
Banbury Brighter Futures	G	G	⇒	New 2015/16 Brighter Futures priorities established around child poverty, health inequalities, employability and supporting the most vulnerable. Workshop preparation underway. On-going theme work as per previous years.