

Committee: Executive
Date: Monday 15 June 2009
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)	
Councillor Ken Atack	Councillor James Macnamara	Councillor D M Pickford
Councillor Norman Bolster	Councillor Kieron Mallon	Councillor Nicholas Turner
Councillor Michael Gibbard	Councillor Nigel Morris	

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

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

3. **Petitions and Requests to Address the Meeting**

The Chairman to report on any requests to submit petitions or to address the meeting.

4. **Urgent Business**

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

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

To confirm as a correct record the Minutes of the meeting held on 11 May 2009.

6. **Forward Plan** (Pages 7 - 18)

6.35 pm

Report of Leader of the Council

Summary

To review the Leader's Forward Plan of the key decisions which will be taken by the Executive over the next four months.

Recommendations

The Executive is recommended to:

- 1) Resolve to note the Leader's Forward Plan for the next four months.

Strategy and Policy

7. **Evergreen 3:Response to Public Consultation by Chiltern Rail for a New Oxford to London Route** (Pages 19 - 27)

6.40 pm

Report of the Strategic Director Planning, Housing and Economy

Summary

To present information to the Executive on the proposed improvements to the railway line between Bicester and Oxford as part of proposals by Chiltern Railways for a new route between Oxford and London.

Recommendations

The Executive is recommended to:

- 1) Agree the contents of the report as the basis of the Council's response to the public consultation and in particular to agree the representations set out in paragraphs 1.17, 1.24, 1.26 and 1.28 of the report.
 - a) Paragraph 1.17: It is recommended that the Council supports the proposals provided Chiltern Railways can satisfy the criteria in PPG2 and PPG13.
 - b) Paragraph 1.24: It is recommended that the Council welcomes the proposed improvements to the station facilities and rail service at Bicester Town in providing a recognised station to complement the existing services from Bicester North. However, the response to Chiltern Railways should include the Council's concerns about the visual impact and traffic impact of Option 3 and note the need to work with the Highway Authority to look at traffic impacts within the Town. The Council should also discuss with Chiltern Railways the links between Bicester Town station and the Bicester North station. Chiltern Railways should be encouraged to improve links to Bicester Town

station from Bicester in order to support the creation of a sustainable community. This should include links with North West Bicester.

- c) Paragraph 1.26: The proposals for Islip are generally welcomed and should be supported.
 - d) Paragraph 1.28: The Council should support the proposed connecting line.
- 2) Ask Planning Committee to consider and make appropriate representations on the details of the scheme as the Transport and Works Act application proceeds.

Service Delivery and Innovation

8. **Roadside Sale of Cars in Banbury** **7.00 pm**

** Report to follow **

9. **Community Use of Places of Worship in Bicester** (Pages 28 - 32) **7.20 pm**

Report of Strategic Director Environment and Community

Summary

The Council has been approached to support three developments planned in Bicester's places of worship, all of which have some clear wider community benefits. This report considers these and proposes support for them.

Recommendations

The Executive is recommended to:

- 1) Approve grant aid of £30,000 for St Edburg's Church and £10,000 each for The Church of the Immaculate Conception and Emmanuel Church.
- 2) Make these grants conditional upon the construction and operational financial viability plus a clear long term programme of accessible community use of each project.

Value for Money and Performance

10. **Performance Management Framework 2008/2009 Year End Performance and Finance Report** (Pages 33 - 96) **7.30 pm**

** Appendix 9 to follow **

Report of the Chief Executive, Strategic Director Customer Service and Resources and Head of Improvement

Summary

This report covers the Council's performance in 2008/09 as measured through the Corporate Scorecard and summarises the Council's provisional Revenue and Capital performance for the financial year 2008/09.

Recommendations

The Executive is recommended to:

- 1) Note that, despite tougher performance targets, the Council has met or made satisfactory progress on 86% of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 96% of the performance targets in the Corporate Plan.
- 2) Note that, despite tougher performance targets, the Council met 89% of the targets in the Corporate Improvement Plan, compared to 79% in 2007/08, and made satisfactory progress on another 9%.
- 3) Confirm that the responses to the issues raised in the last quarterly report are satisfactory (section 2.1) or to request any further information or action.
- 4) Note the many achievements referred to in paragraph 1.3 and agree officer's report in the first quarter report performance report for 2009/10 on the issues shown in paragraph 1.4, where performance did not meet the required target.
- 5) Note the provisional revenue out-turn position for 2008/09 detailed in Appendix 9a.
- 6) Agree the carry forward revenue budgets which have slipped in 08/09 to be carried forward into the 2009/10 revenue budget as set out in Appendix 9b.
- 7) Note the continued improvement in accuracy and reliability that the Council has made in projecting the year end position through the embedding of the Corporate Dashboard.
- 8) Note the provisional capital out-turn position for 2008/09 detailed in Appendix 9c.
- 9) Agree the carry forward balances on capital schemes which have slipped in 08/09 to be carried forward into the 2009/10 capital programme as set out in Appendix 9d.

Urgent Business

11. Urgent Business

Any other items which the Chairman has decided is urgent.

(Meeting scheduled to close at 8.10 pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221587 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item. The definition of personal and prejudicial interests is set out in Part 5 Section A of the constitution. The Democratic Support Officer will have a copy available for inspection at all meetings.

Personal Interest: Members must declare the interest but may stay in the room, debate and vote on the issue.

Prejudicial Interest: Member must withdraw from the meeting room and should inform the Chairman accordingly.

With the exception of the some very specific circumstances, a Member with a personal interest also has a prejudicial interest if it is one which a Member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

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

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

Queries Regarding this Agenda

Please contact James Doble, Legal and Democratic Services james.doble@cherwell-dc.gov.uk (01295) 221587

Mary Harpley
Chief Executive

Published on Friday 29 May 2009

Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 11 May 2009 at 6.30 pm

Present: Councillor Barry Wood (Chairman)

Councillor G A Reynolds
Councillor Michael Gibbard
Councillor James Macnamara
Councillor Kieron Mallon
Councillor Nigel Morris
Councillor Nicholas Turner

Also present: Councillor John Donaldson
Surinder Dhesi

Apologies for absence: Councillor Norman Bolster
Councillor D M Pickford

Officers: Mary Harpley, Chief Executive and Head of Paid Service
Ian Davies, Strategic Director - Environment and Community
Julie Evans, Strategic Director - Customer Service & Resources
John Hoad, Strategic Director - Planning, Housing and Economy
Mike Carroll, Head of Improvement
Gillian Greaves, Head of Housing Services
David Marriott, Head of Economic Developments & Estates
Jo Smith, Communications Manager
Pam Wilkinson, Principal Solicitor
Sue Marchand, Biodiversity & Countryside Officer
Claire Sutton, Assistant Conservation Officer
Ruth Watkinson, Assistant Conservation Officer
Alexa Coates, Senior Democratic and Scrutiny Officer

Recommendations to Council

235 **Declarations of Interest**

There were no declarations of interest.

236 **Urgent Business**

There was no urgent business.

237 **Petitions and Requests to Address the Meeting**

Surinder Dhesi submitted a petition regarding the sale of cars parked on grass verges in Banbury.

Surinder Dhesi requested that the Executive look at solutions other authorities had found to this problem, such as Barnet Council.

The Leader received the petition.

238 **Minutes**

The minutes of the meeting held on 27 April 2009 were agreed as a correct record and signed by the Chairman.

239 **Forward Plan**

The Leader submitted the Forward Plan of key decisions to be taken over the next four months.

Resolved

That the Forward Plan for the next four months be noted.

Reasons - to create a Forward Plan for the Council as required by the Local Government Act 2000.

240 **Overview & Scrutiny Report: Rural Affordable Housing**

The Overview and Scrutiny Committee submitted a report on Rural Affordable Housing and Exception sites.

Resolved

- 1) That the work of the Task and Finish Group scrutiny review into rural affordable housing and exceptions sites be noted
- 2) That the Overview and Scrutiny Committee recommendations regarding rural affordable housing and exception sites as detailed below be agreed
 - a) That Cherwell District Council should encourage a more pro-active approach to rural affordable housing and exception sites and that the Portfolio Holder for Planning and Housing be invited to fully investigate all opportunities for the provision of rural affordable housing through the Local Development Framework. This should include a review of the relevant policies for the location of general rural affordable housing (including the potential to generate opportunities for some integral affordable provision), and of the criteria against which exception sites are assessed.
 - b) That Cherwell District Council should encourage an open and transparent approach to communications associated with the delivery of rural affordable housing and exception sites.
 - c) That the Overview and Scrutiny Committee endorses and recommends the proposed Rural Affordable Housing Improvement Plan to the Executive.
 - d) That the Chairman of the Overview and Scrutiny Committee and the Portfolio Holder for Planning and Housing should be asked to

present the conclusions of this scrutiny review and the Executive/Council response at the Parish Liaison meeting in June 2009.

- e) That the Overview and Scrutiny Committee should monitor progress against each of the above recommendations and review the situation, initially in September 2009.
- 3) That in addition to the recommendations of the Overview and Scrutiny Committee the following be agreed:
- a) That Officers be requested to produce a further report on the potential advantages and disadvantages of employing directly an Enabling Officer
 - b) That Officers be requested to produce a further report requesting relevant outside bodies to release land for rural exception sites
 - c) That Officers be requested to produce a further report explaining how the work of the Rural Housing Trust has been taken up by other organisations

Reasons – To consider the Overview and Scrutiny Review

Options

Option One	To accept some or all of the overview and scrutiny recommendations.
Option Two	To reject some or all of the overview and scrutiny recommendations.

241

Cherwell Biodiversity Action Plan

The Head of Urban and Rural Services submitted a report updating the Executive on key changes in biodiversity legislation, policy and issues since the publication of the Cherwell Biodiversity Action Plan 2005-2010.

Resolved

- 1) That the key changes in biodiversity legislation, policy and issues since the publication of the current Cherwell Biodiversity Action Plan be noted.
- 2) That Officers be requested to produce a further report detailing the costs and benefits of a Biodiversity Action Plan before the Council proceed to develop one.

Reasons – To explain key changes in biodiversity legislation, policy and issues since the publication of the Cherwell Biodiversity Action Plan 2005-2010 (BAP). To consider the production of a revised and updated Cherwell BAP.

Options

Option One	Approve the drafting of a revised and updated Cherwell Biodiversity Action Plan based on principles different or additional to those identified above.
Option Two	To not have a Biodiversity Action Plan once the current one has expired at the end of March 2010

242

Kidlington Conservation Areas: Responses to Draft Appraisal and Designation of Conservation Areas at Crown Road and Langford Lane Wharf - Approval of Final Appraisal

The Head of Planning and Affordable Housing submitted a report seeking approval for the Kidlington conservation Areas. The Leader thanked the Conservation Officers for their efforts in producing such informative and interesting reports.

Resolved

- 1) That the Kidlington Conservation Area be approved under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990
- 2) That the extended boundaries of Church Street, High Street and the Rookery Conservations be approved under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990
- 3) That Crown Road and Langford Lance Wharf Conservation Areas be approved with immediate effect under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990

Reasons - To fulfil the Council's duty under the Planning (Listed Building and Conservation Areas) Act 1990 to review Conservation Areas from time to time.

Options

Option One	To approve and to publish the Conservation Area Appraisal including the proposed extension to the boundaries and designation of the new Conservation Areas at Crown Road and Langford Lane Wharf
Option Two	To not extend the Conservation Areas nor to designate the two new Conservation Areas
Option Three	To make further changes to the Kidlington Conservation Areas Appraisal as members see fit

243

Cottisford Conservation Area Appraisal: Consideration of Responses to Consultation Draft and Approval of Final Appraisal

The Head of Planning and Affordable Housing submitted a report seeking approval a Cottisford Conservation Area. The Leader thanked the Conservation Officers for their efforts in producing such informative and interesting reports.

Resolved

- 1) That the Cottisford Conservation Area be approved and the boundaries be extended under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 with immediate effect

Reasons - To fulfil the Council's duty under the Planning (Listed Building and Conservation Areas) Act 1990 to review Conservation Areas from time to time.

Options

Option One	To approve and to publish the Conservation Area Appraisal including the proposed extension to the boundary
Option Two	To not extend the Conservation Area
Option Three	To make further changes to the Cottisford Conservation Area Appraisal as members see fit

244

Parsons Street Pedestrianisation

The Head of Economic Development and Estates submitted a report which sought to confirm the revised draft Parsons Street/Market Place, Banbury traffic regulation order and to progress amendments to the traffic regulation orders for High Street, Broad Steer and Butcher Row Banbury and Sheep Street Bicester.

Resolved

- 1) That the Bridge Street, Market Place, Cornhill and Parsons Street Traffic regulation Order, as modified on 2 March 2009, be made.
- 2) That the Council entering into a revised agency agreement with Oxfordshire County Council, authorising the Council to make the Traffic Regulation Order as modified be agreed.
- 3) That amendments to the existing High Street, Broad Street and Butchers Row Banbury Traffic Regulation Order and the Sheep Street Bicester Traffic Regulation Order be promoted, in order to ensure that the arrangements for the issue of exemption certificates be made consistent.
- 4) That the Council enter into an Agreement with Oxfordshire County Council under s278 of the Highways Act 1980, authorising the Council to undertake the works for Parsons Street/Market Place, Bridge Street and Church Walk/Church Lane
- 5) That amendments to the existing High Street, Broad Street and Butchers Row Banbury traffic regulation orders, and the Sheep Street Bicester traffic regulation order be promoted, in order to ensure that the arrangements for the issue of exemption certificates are consistent

Reasons - To confirm the Traffic Regulation Order following the consultation process

Options

Option One	Make the Traffic Regulation Order with modifications as presented to the Executive on 2 March 2009. Agree the agency agreement with the County and revisions to the existing traffic regulation orders in Banbury and Bicester and to enter into the s278 agreement with Oxfordshire County Council.
Option Two	In light of the one objection, reject the earlier Inspector's recommendations, and ask the Secretary of State to make the Parsons Street order as originally drafted.

245

Corporate Procurement Progress Report

The Strategic Director Customer Service and Resources submitted a report updating the Executive on progress made in respect of the Corporate Procurement Programme of Activities approved by the Executive on 3 March 2009.

Resolved

- 1) That the progress made in respect of the Corporate Procurement Programme of Activities be noted.
- 2) That the progress in respect of the establishment of the centralised procurement function be noted.

Reasons - To make an overall judgement about progress made in achieving corporate procurement objectives and to identify aspects where action is required to improve performance.

Options

Option One	To review current progress made to date and consider any actions arising.
Option Two	To approve or reject the draft Corporate Procurement Programme of Activities for the first 6 months of 2009/10.

The meeting ended at 7.50 pm

Chairman:

Date:

Executive

Forward Plan

15 June 2009

Report of Leader of the Council

PURPOSE OF REPORT

To review the Forward Plan of the key Executive decisions which will be taken over the next four months. These are the key decisions of which the Council's Executive is currently aware.

This report is public

Recommendations

The Executive is recommended:

- 1) To resolve to note the Forward Plan for the next four months.

Executive Summary

Introduction

- 1.1 The Forward Plan is updated and rolled forward on a monthly basis. As this takes place, the programme is adjusted with further key decisions being added and others rescheduled or removed. The covering introductory note identifies the Members of the Executive by name and title, as required by the Regulations.
- 1.2 Appendix 1 is a schedule of changes to the Forward Plan since the last publication and the plan itself.

Proposals

- 1.3 The proposal is to note the Forward Plan as attached.

Conclusion

- 1.4 Acceptance of these recommendations creates a Forward Plan for the Council as required by the Local Government Act 2000.

Background Information

- 2.1 The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 require that a forward plan be prepared by the Leader of the Council. The Forward Plan sets out the planned key Executive decisions which will be taken on behalf of the Council over the next four months.
- 2.2 The definition of what constitutes a key Executive decision can be found in Article 13 of the Council's Constitution which has guided the compilation of the attached Forward Plan. In particular, determination of whether a decision is "key" has been assessed with regard to its financial significance, the impact on local people and the degree of discretion that can be exercised. The content of the Forward Plan is prescribed in the Regulations and reflected in the Council's Access to Information Procedure Rules of the Constitution.
- 2.3 The Forward Plan has to be updated and rolled forward on a monthly basis, and a new forward plan produced at least 14 days prior to the first day on which it comes into effect. Any outstanding matters from the previous plan will be rolled forward into latest plan.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The Council must by law publish a Forward Plan. Acceptance of these recommendations creates a Forward Plan for the Council as required by the Local Government Act 2000.

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

- Option One** To adopt the recommendation. The Council must by law publish a Forward Plan. The only options concern its contents.
- Option Two** To propose amendments to the Forward Plan.

Consultations

All Chief Officers The plan has been updated in light of responses received.

Implications

- Financial:** None arising directly from this report.
Comments checked by Karen Curtin, Chief Accountant 01295 221564
- Legal:** The Council must by law publish a Forward Plan.
Comments checked by James Doble, Democratic, Scrutiny and Elections Manager 01295 221587
- Risk Management:** Risk assessment - No significant risk implications have

been identified in connection with this report other than the consequences of not complying with the legal requirement to publish a Forward Plan. Each report to the Executive on the items in the Forward Plan will carry its own risk assessment.

Comments checked by Karen Curtin, Chief Accountant
01295 221564

Wards Affected

All

Corporate Plan Themes

The Forward Plan provides a framework for consideration of Council policies over the next four months.

Executive Portfolio

Councillor Barry Wood
Leader of the Council

Document Information

Appendix No	Title
Appendix 1	Draft Forward Plan
Background Papers	
None	
Report Author	James Doble, Democratic, Scrutiny and Elections Manager
Contact Information	01295 221587 james.doble@Cherwell-dc.gov.uk



DISTRICT COUNCIL
NORTH OXFORDSHIRE

Forward Plan Summary

July 2009 to October 2009

Cherwell District Council

Summary of the Forward Plan

This summary of the Forward Plan, (produced by officers on behalf of the Leader of the Council) sets out the key Executive decisions which will be taken at Cherwell District Council over the next four months. These are the key decisions of which the Council's Executive is currently aware. The Forward Plan will be updated and rolled forward on a monthly basis. As this takes place, the programme will be adjusted: further key decisions may be added, or anticipated ones may be rescheduled or removed. The summary shows the decisions programmed to be taken during each month. A likely date of decision is shown, but it is possible that a decision may be rescheduled to a later month. The full Forward Plan, including the latest position on prospective decisions is available on the council website at www.cherwell-dc.gov.uk, using the link to Council meetings.

This summary sets out the key decisions by month and says whether they will be taken by the Full Executive or by one of its individual Members, or portfolio holders as they are known (see below for details of the membership of the Executive). While key decisions may be taken by officers exercising authority delegated by the Executive, it is the Council's intention that this will very much be the exception.

Key Decisions

A key decision is a 'significant' decision that is legally within the power of the Council to make, is not precluded by statute from being made under Executive arrangements and is not otherwise retained for decision by Council or delegated to a Committee of Council or officer by the Council's constitution.

Significance – A decision is significant if it meets the financial and / or community impact criteria:

- Financial
A decision that will result in the Council:
 - Incurring potential revenue expenditure or savings above £50,000
 - Incurring potential capital expenditure or savings above £250,000
 - Procuring or awarding any contract having a total value exceeding £500,000

and / or

- Community Impact
A decision that is significant in its effects on communities living or working in an area comprising two or more Wards in the area of the Council. That is a decision where:
 - A significant number of users of the service in the Ward(s) will be affected and / or
 - An impact that will last for a number of years, or be permanent; and / or
 - A significant impact on communities in terms of environmental and social well-being.

The following are not regarded by the Council to constitute key decisions:

- Implementing approved budgets or policies and strategies where there is little or no further choice involved and the main decision has already been taken by the council in agreeing the budget and policy framework.
- Implementing approved actions and targets in annual service plans.
- Decisions by the Head of Finance which are part of the ordinary financial administration of the Authority, notably those relating to investments, within the agreed Treasury Management Policy.
- Implementing projects for which specific conditions have been attached by external funders, such as the Government or European Union.
- The award of contract for the provision of works, goods and services, within an agreed policy and budget and where a decision has been made.
- Changes arising from amendments to statute where there is little or no discretion.

For a decision to be key there must be a significant degree of discretion to be exercised by the decision-maker.

The Forward Plan lists documents which are currently available to decision makers. Generally these are also available to the public but some may have restrictions on the information given in them. Copies of public documents listed may be obtained on request from

James Doble,
Democratic, Scrutiny and Elections Manager
Cherwell District Council,
Bodicote House,
Bodicote,
Banbury, Oxfordshire OX15 4AA (e-mail: democracy@cherwell-dc.gov.uk).

There will be a copying charge for each document. Comments on the matters for decision may be made to the relevant contact officer up to the date of the meeting, unless otherwise specified in the consultation details.

Cherwell District Council – Executive Members

<u>Portfolio</u>	<u>Member</u>
Communications and Public Relations	Councillor Mallon
Community Safety, Street Scene and Rural	Councillor Morris
Customer Service and ICT (with special responsibility for tourism)	Councillor Turner
Democratic Services and Member Development	Councillor Miss Pickford
Economic Development and Estates	Councillor Bolster
Environment, Recreation and Health	Councillor Reynolds
Performance Management and Improvement	Councillor Atack
Planning and Housing	Councillor Gibbard
Policy and Community Planning	Councillor Wood
Resources and Organisational Development	Councillor Macnamara

Cherwell District Council Forward Plan

Key decisions to be taken by the full Executive

Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)	Documents submitted to decision-maker
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Likely date of decision: July 2009

<p>Banbury Market Future Management To consider options for the future management and direction for Banbury market.</p>		<p>Portfolio Holder for Community Safety, Street Scene and Rural</p>	<p>Chris Rothwell Tel: 01295 221712</p>	<p>None.</p>
<p>Cotswold Area Of Natural Beauty Management Plan To consider the Cotswold Area of Natural Beauty Management Plan.</p>		<p>Portfolio Holder for Planning and Housing</p>	<p>Sharon Whiting Tel: 01295 221848</p>	<p>None.</p>
<p>Investment Strategy To consider the outcome and recommendations of the independent review of the investment strategy.</p>		<p>Portfolio Holder for Resources and Organisational Development</p>	<p>Karen Curtin Tel: 01295 221551</p>	<p>None.</p>
<p>Definition of Waste and Collections from Schools and Charities To consider the Council's position with regards to the definition of waste and collections from schools and charities.</p>		<p>Portfolio Holder for Environment, Recreation and Health</p>	<p>Ed Potter Tel: 01295 221902</p>	<p>None.</p>

Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)	Documents submitted to decision-maker
<p>A Sustainable Community Strategy for Cherwell To consider an update regarding the progress of the new sustainable community strategy for Cherwell. To endorse the next steps of the project.</p>	<p>The strategy will be subject to extensive consultation with members, partners and the public.</p>	<p>Leader of the Council and Portfolio Holder for Policy and Community Planning</p>	<p>Claire Taylor Tel: 01295 221563</p>	<p>None.</p>
<p>Eco Town - Government Decisions and Implications To consider matters arising from the Government decision regarding proposed Eco Towns and any resulting implications for the District.</p>		<p>Portfolio Holder for Planning and Housing</p>	<p>Philip Clarke Tel: 01295 221840</p>	<p>None.</p>
<p>VFM Review of Insurance To consider the outcomes of the Value for Money Review of insurance.</p>		<p>Portfolio Holder for Resources and Organisational Development</p>	<p>Neil Lawrence Tel: 01295 221801</p>	<p>None.</p>
<p>Economic Development Strategy Review To consider the Economic Development Strategy for the District</p>		<p>Portfolio Holder for Economic Development and Estates</p>	<p>David Marriott Tel: 01295 221603</p>	<p>None.</p>
<p>Integrated Parking Matters To consider a range of parking matters.</p>		<p>Portfolio Holder for Community Safety, Street Scene and Rural</p>	<p>Chris Rothwell Tel: 01295 221712</p>	<p>None.</p>
<p>Local Development Framework Next Steps To consider the next steps with regard to creating a Local Development Framework</p>		<p>Portfolio Holder for Planning and Housing</p>	<p>Philip Clarke Tel: 01295 221840</p>	<p>None.</p>

Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)	Documents submitted to decision-maker
Accommodation Review To consider and review Phase 1. To consider the proposals for Phase 2.		Portfolio Holder for Customer Service and ICT (with special responsibility for tourism)	Julie Evans Tel: 01295 221595	None.
Biodiversity Action Plan: Analysis of Grant Aided Bodies To consider the Biodiversity Plan analysis of grant aided bodies.		Portfolio Holder for Community Safety, Street Scene and Rural	Chris Rothwell Tel: 01295 221712	None.
Concessionary Travel: Overview and Scrutiny Report and Government Consultation To consider the overview and scrutiny report and Government consultation on concessionary travel.		Portfolio Holder for Community Safety, Street Scene and Rural	Grahame Helm Tel: 01295 221615	None.

Likely date of decision: August 2009

Banbury Cultural Quarter To consider proposals for the development of a cultural quarter.		Portfolio Holder for Environment, Recreation and Health	Ian Davies Tel: 01295 221698	None.
Bicester Hospital To consider a progress report on Bicester Hospital.		Portfolio Holder for Environment, Recreation and Health	Ian Davies Tel: 01295 221698	None.

Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)	Documents submitted to decision-maker
Market Square, Bicester - Environmental Improvement To consider options with regard to the environmental improvement of Market Square, Bicester.		Portfolio Holder for Economic Development and Estates	David Marriott Tel: 01295 221603	None.
Food Waste Recycling Service To consider the timing and proposals to roll out the new service.	Oxfordshire County Council	Portfolio Holder for Environment, Recreation and Health	Ed Potter Tel: 01295 221902	None.
Performance Management Framework Quarter 1 Report To consider the Performance Management Framework Quarter 1 report.		Portfolio Holder for Performance Management and Improvement	Mike Carroll Tel: 01295 227959	None.
Likely date of decision: September 2009				
Pitt Review into Summer 2007 Floods - Further Implications following the Government's Response to the Report Recommendations To consider further implications arising from the Government's response to the Pitt Report.		Portfolio Holder for Environment, Recreation and Health	Tony Brummell Tel: 01295 221524	None.

Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)	Documents submitted to decision-maker
<p>Phone Access and Telephony Review To consider:</p> <ul style="list-style-type: none"> • A proposal and associated business case and plan for a single customer contact number or small suite of numbers • Revised procurement practice in respect of telephony with associated reduction in costs • Plan for upgrade for main telephone switch and decommissioning of satellite switches • A clear product catalogue for telephony services to the Council 		Portfolio Holder for Democratic Services and Member Development	Pat Simpson Tel: 01295 227069	None.
<p>Banbury Canalside Draft Supplementary Planning Document To consider the Banbury Canalside draft supplementary planning document.</p>		Portfolio Holder for Planning and Housing	Chris Thom Tel: 01295 221849	None.
<p>VFM Review of Human Resources To consider the outcomes of the Value for Money Review of Human Resources.</p>		Portfolio Holder for Resources and Organisational Development	Mike Carroll Tel: 01295 227959	None.

Likely date of decision: October 2009

Executive

EVERGREEN 3: RESPONSE TO PUBLIC CONSULTATION BY CHILTERN RAILWAYS FOR A NEW OXFORD TO LONDON ROUTE

PROPOSED RAILWAY IMPROVEMENT SCHEME BETWEEN BICESTER AND OXFORD

15 June 2009

Report of the Strategic Director – Planning, Housing and Economy

PURPOSE OF REPORT

To present information to the Executive on:

- (i) The proposed improvements to the railway line between Bicester and Oxford as part of proposals by Chiltern Railways for a new route between Oxford and London

This report is public

Recommendations

The Executive is recommended to:

- (1) Agree the contents of the report as the basis of the Council's response to the public consultation and in particular to agree the representations set out in paragraphs 1.17, 1.24, 1.26 and 1.28.
- (2) Ask Planning Committee to consider and make appropriate representations on the details of the scheme as the Transport and Works Act application proceeds.

Executive Summary

Introduction

- 1.1 Chiltern Railways is proposing a new Oxford to London rail route referred to as Project Evergreen 3. As part of the project railway improvements between

Bicester and Oxford will be required. A number of options for the line and stations have been considered by Chiltern Railways and form the present project to provide a rail passenger service between Oxford and London Marylebone via Bicester Town station. Further information can be viewed at the following link:

www.chiltern-evergreen3.co.uk

Summary information has also been deposited in the Members Room.

This report does not attempt to describe the proposals and various options in detail. For full information, including plans the Chiltern Railways consultation material should be consulted directly.

- 1.2 Chiltern Railways have already made major improvements to the London to Bicester Line and have been developing proposals for extending services to Oxford since 1999. The project will be funded by Chiltern Railways and will not be dependent on public funds. The proposals are currently being worked up in more detail with further work to be completed over the summer before an application for a Transport and Works Act (TWA) Order is submitted on 1 October 2009. Given the scale of the proposed development an Environmental Impact Assessment will be required.
- 1.3 The TWA process is a national Government level / parliamentary procedure to grant planning consent and compulsory purchase orders required for some infrastructure projects. It requires an application, with an objection process and potential public inquiry. An Inspector will make recommendations for a Ministerial decision. Local planning authorities are statutory consultees in the process and can make representations. This is a task that will fall to Planning Committee as the detail of the scheme develops. The County Council as Highway authority will also be responding to the TWA process as consultee and the Planning Committee will need link its responses with Highway authority considerations. The aim will be to ensure a co ordinated local response on detailed matters. This report deals mainly with the overall principles of the scheme, but it does flag some detailed matters that will need to be carefully considered by Planning Committee.
- 1.4 The proposal seeks to utilise the existing Bicester to Oxford rail corridor. Additional platforms will be provided at Bicester Town and Islip railway stations. A new section of connecting line is proposed to be constructed from the Tubbs Lane crossing to the London to Birmingham line. This new line will utilise some of the land at Gavray Drive which has planning permission for housing.
- 1.5 This report provides a proposed in principle response to the consultation by Chiltern Railways for the Executive's endorsement and any additional comment. Public consultation on the proposals ended on 30 April 2009 following exhibitions in Bicester (17 April 2009), Oxford (18 April 2009) and Kidlington (25 April 2009). Chiltern Railways has considered a number of options as part of its project and is seeking comments on its choice of options for the stations and other works proposed before developing a detailed scheme.
- 1.5 The rest of the report looks at each proposal and recommends some comments the Council may wish to give to Chiltern Railways.

Proposals

- 1.6 The railway between Oxford and Bicester will be upgraded from single track to double track and new safety and signalling systems will be installed. The new service is scheduled to commence in 2013. A major upgrade of the existing rail facilities is proposed providing an enhanced service from Oxford to London. The new service will provide two trains per hour between London Marylebone and Oxford with journey times of 66 minutes from Oxford and 58 minutes from Water Eaton. The journey time between Bicester and Oxford will be 14 minutes.
- 1.7 All trains will call at Oxford, Water Eaton, Bicester Town and High Wycombe. Existing train services from Bicester North will remain resulting in up to five trains an hour from Bicester. It is proposed to upgrade the existing railway stations at Bicester Town and Islip. In addition, a new Parkway Station is proposed at Water Eaton adjacent to the existing Park and Ride facilities. The viaduct over the Mill Stream and River Cherwell will be replaced. In summary the proposals comprise:
- Improvements to Oxford Station
 - Options for a new parkway station at Water Eaton
 - Improvements to Islip Station
 - Options for upgrading Bicester Town Station
 - A new Bicester connecting line and
 - Other work including changes to level crossings and bridges

Water Eaton Parkway

- 1.8 A new Parkway station providing an interchange between cars and public transport is proposed at Water Eaton. It will serve Kidlington, Yarnton, north Oxford and the wider area. The site is currently occupied by grain silos and the existing stone-loading sidings south of the railway line. It is located adjacent to the existing Water Eaton Park and Ride facilities and the Oxford Road (A4165).
- 1.9 The proposed scheme would include a ticket office, coffee shop and additional car parking capacity for rail users similar to the existing facilities at Warwick Parkway on the London Marylebone to Birmingham Snow Hill line. Three options are proposed for Water Eaton Parkway and are set out below.
- 1.10 In Option 1 a new station building is proposed together with additional car parking. The proposed station would be located at Oxford Road (A4165) providing road level access to buses from Kidlington. A pedestrian ramp would provide access to the Park and Ride bus station. Cycle parking, a drop-off point and disabled parking is proposed adjacent to the new station building. A two storey car park would provide additional car parking to serve the station. This would be located on the site currently proposed for a waste processing facility. This option would require the demolition of the existing grain silo structures. The existing stone loading sidings would be relocated to a greenfield site north east of the existing sidings and car parking.
- 1.11 Option 2 is similar to option 1 except the stone loading sidings would remain between the new platforms and car parking screened by planting. As a result a larger two storey car park is proposed on the site of the disused grain silos.

- 1.12 Again, Option 3 proposes a new station building located adjacent to the Oxford Road. However, in this option the existing Park and Ride car park is utilised to provide additional car parking by constructing a two storey car park on the site. A pedestrian link to the new station building would be provided. The Oxford bound platform would be located on the opposite side of Oxford Road and would be accessed from the ticket office through a subway. The stone loading sidings and grain silos would be retained as would the site of the proposed waste processing plant.
- 1.13 **COMMENT:** The proposals for a parkway station at Water Eaton should be supported and welcomed as they provide an important rail facility for Kidlington and the surrounding area. In addition, Options 1 and 2 propose the demolition of the existing disused grain silos which will have a positive visual impact on the landscape. However it should be remembered that the site is washed over by the Oxford Green Belt and while it could be argued that the demolition of the grain silos contributes to maintaining the openness of the Green Belt, all three options should be considered in the context of PPG2 – Green Belts which sets out the criteria for assessing large scale development proposals. In assessing the proposals for a parkway station at Water Eaton, we would draw Chiltern Railways attention to paragraph 3.17 of PPG2 and Annex E of PPG13 in order to ensure the criteria for assessing park and ride facilities are met. In determining any planning application the Council would need to be satisfied that:
- (a) A thorough and comprehensive assessment of potential sites has been carried out, including both non-Green Belt and, if appropriate, other Green Belt locations, having regard to sustainable development objectives, and the need to be flexible about size and layout;
 - (b) the assessment establishes that the proposed green belt site is the most sustainable option taking account of all relevant factors including travel impacts;
 - (c) The scheme will not seriously compromise the purposes of including land in Green Belts, as set out in paragraph 1.5;
 - (d) The proposal is contained within the local transport plan and based on a thorough assessment of travel impacts; and
 - (e) New or re-used buildings are included within the development proposal only for essential facilities associated with the operation of the park and ride scheme.
- 1.14 Option 3 is considered to be the least suitable option given its impact on the Green Belt. The existing car parks cover a wide area and are visible from the surrounding roads and public footpath network. It is considered that such a proposal might be visually detrimental to the openness of the Green Belt particularly as the grain silos would be retained. The Council's preference should be for the additional car parking to be accommodated on the site with the minimum amount of two storey buildings. On this basis, Option 1 is considered to be the most suitable.
- 1.15 Option 2 seeks to retain the stone sidings and provide a large two storey car park on the grain silo site. This could potentially result in a large imposing decked car park which would be visible from the adjacent A4165 and have significantly greater impact on the openness of the Green Belt than the other options.

- 1.16 Option 1 has advantages over the other options as the size of the decked area of car park is reduced and the stone sidings operation is kept separate from the parkway facilities. A new access road to the stone sidings is proposed which would separate the heavy goods vehicles and commercial traffic from the passenger vehicles using the parkway. The removal of the grain silos and relocation of the stone sidings will have to be considered against the impact of the relocated stone sidings on the Green Belt and the ability of the promoters to demonstrate that very special circumstances exist to justify such development. The following policies are relevant: Policy GB1, – Green Belt, Policy TR10 – Rail Transport, Policy TR11 – Parking and Policy TR28 – East West Rail proposals.
- 1.17 **RECOMMENDATION:** It is therefore recommended that the Council supports the proposals provided Chiltern Railways can satisfy the criteria in PPG2 and PPG13 set out above and Option 1 for the above reasons.

Bicester Town Station

- 1.18 It is proposed to rebuild Bicester Town station to provide two eight car platforms. The consultation seeks views on three options proposed for upgrading Bicester Town station. Option 1 proposes a new station building car parking, two new platforms and a footbridge. The proposed station building will be located on vacant land between London Road and the railway line with additional shelters and ticket machines at a secondary access on Station approach. 100 car parking spaces are proposed with access from Station Approach. A drop off point and disabled parking are proposed south of the railway line. Additional car parking for weekday rail users is provided in the proposed Bicester Village Shopping Outlet car park. Pedestrian, cycle and bus connections with Bicester Village are proposed.
- 1.19 Option 2 is similar to Option 1 except the proposed main station building is on the north side of the line (near to the present station entrance). A secondary access on the south side of the line would provide access from London Road. Some car parking would be provided on the south side of the line in addition to the proposed car parking on the north side of the line with a drop off and disabled parking on both sides of the line.
- 1.20 Option 3 is similar to Option 2 but includes proposals for a new two storey car park on land south of Talisman Business Centre with access from London Road linked to the Oxford bound platform.
- 1.21 **COMMENT:** The proposals for Bicester Town station should be welcomed and supported as they will contribute to improving the rail service to and from the town and provide an improved sustainable transport link to the town. The site is currently underused and not well connected to the town centre. The proposals will increase rail use and contribute to more sustainable travel patterns. The railway provides the focus for public transport.
- 1.22 Policy S17 of the Non Statutory Local Plan identifies the Bicester Town Rail Station land to the north of the railway line as a major mixed use development site with the triangular area of land to the south of the line identified for uses related to the railway station. The existing railway line is currently in use albeit for a very small number of passenger and goods trains. Options 1 and 2 are generally acceptable and Option 3 is considered the least favourable option as it proposes the erection of a new two storey car park on land to the

south of the existing Talisman Business Park Centre with access to the London Road. It is considered that a two storey decked car park on such a prominent gateway site into Bicester is not acceptable as it is not well related to the station and its visual impact.

1.23 The traffic impact of the proposals on Bicester's road network will need to be carefully assessed and managed. In particular the likely changes to access routes to Bicester Town Station, the increased car parking provision, plus the greater level crossing use need consideration

1.24 **RECOMMENDATION:** It is recommended that the Council welcomes the proposed improvements to the station facilities and rail service at Bicester Town in providing a recognised station to complement the existing services from Bicester North. However, the response to Chiltern Railways should include the Council's concerns about the visual impact and traffic impact of Option 3 and note the need to work with the Highway Authority to look at traffic impacts within the Town. The Council should also discuss with Chiltern Railways the links between Bicester Town station and the Bicester North station. Chiltern Railways should be encouraged to improve links to Bicester Town station from Bicester in order to support the creation of a sustainable community. This should include links with North West Bicester.

Islip Station

1.24 The consultation documents state that "*Islip will remain a station principally for local community use, rather than a facility for the wider area.*" In summary, the proposals for Islip station comprise two new eight car platforms to allow the reinstatement of a second track, ramps to provide step free platform access, new disabled parking area and a footbridge linking the platforms.

1.25 **COMMENT:** The works to Islip Station are not considered to be significant in terms of their impact on the locality. The continued use of the station to serve the local community residents is welcomed and the Council would not wish to see a major station development in this location as it would conflict with strategic objectives in terms of directing growth to the main settlements in the District. The station is accessed from the main Islip Road and is well screened from the surrounding area and as long as the station remains a local commuter station only any impacts should be minimised.

1.26 **RECOMMENDATION:** The proposals for Islip are generally welcomed and should be supported.

Bicester Connecting Line

1.27 A new short rail link, referred to as the "Chiltern Chord" is proposed connecting the Oxford to Bicester East West line and the Birmingham to London line. Land for the proposed line has been safeguarded in the Non-Statutory Cherwell Local Plan (Policy TR29) south of Bicester at land at Gavray Drive.

1.28 **RECOMMENDATION:** The Council should support the proposed connecting line.

Level Crossings

- 1.29 At this stage a number of options are being considered although the detailed options for each crossing are not known. It is proposed that the Islip crossing will be closed but with access for emergency vehicles. Other traffic will have to find an alternative route and a footbridge is being investigated. The replacement of the Oddington level crossing with a bridge is being considered. The Langford Lane crossing is to be replaced with a bridge. Bicester London Road crossing will be upgraded to full signal controlled barrier. The replacement of the crossing with a bridge has been discounted due to difficulties with the existing road layout. In Bicester the Tubbs Lane footpath crossing is to be replaced with a bridge with disabled access.
- 1.30 The majority of the line within the District is in the open countryside. There are a number of residential properties within Bicester including a number adjacent to the level crossing at London Road which will be affected by increased use both in terms of the number of trains using the station and increased passenger numbers.
- 1.31 It will be necessary for the Environmental Impact Assessment to consider the impact of noise and vibration on these properties together with a number of more isolated farmsteads and dwellings close to the line in the countryside.
- 1.32 The scheme also proposes to reduce the number of pedestrian and farm crossings. Some however are in frequent use and will need to be replaced by bridges. The existing Tubbs Lane pedestrian crossing will be replaced by a new bridge which will need to be DDA compliant and therefore is likely to be a quite substantial structure. There are a number of residential properties adjacent to the railway line at this point and the impact of the structure on these properties will need to be carefully addressed. The level crossing at Langford Lane is also to be replaced by a bridge and the impact on the properties adjacent will need to be carefully assessed.
- 1.33 The main visual and landscape impacts will be in Bicester Town, Gosford and Water Eaton and along the route where new bridges will need to be provided in places of existing crossings. The proposed chord line will run from Tubbs Lane to the London to Birmingham line and will have a considerable visual impact on the proposed development at Gavray Drive and the existing development at south east Bicester.
- 1.34 There is a number of wildlife habitats including County Wildlife Sites and local BAP habitats present along the rail corridor. The railway passes through a SSSI at Wendlebury Meadows. The impact on nature conservation will need to be considered in the Environmental Impact Assessment.

Conclusion

- 1.35 The initial proposals should be welcomed and broadly supported as improved rail services in the District provide the opportunity to take cars off the roads. The project also increases the sustainability of Bicester and provides the opportunity for improved eco town links. The proposed project will improve public transport provision and provide new facilities for rail passengers in the District. On this basis, the Council should continue to discuss the details on the proposed scheme with Chiltern Railways.

- 1.36 The Non-Statutory Cherwell District Local Plan 2011 supports improvements to rail infrastructure, services and facilities across the District and safeguards land at Gavray Drive, Bicester for a connecting railway line. A new station at Water Eaton serving Kidlington should be welcomed although the impact of the proposals on the Green Belt should be carefully considered. Islip Station will remain as a local station and it is not proposed to develop a major station facility at this location.
- 1.37 Chiltern Railways are currently considering the responses to the public consultation before working on a detailed scheme as part of the application for a Transport and Works Order. It is clear that the information currently available on traffic impacts is limited. Further transport modelling work is being carried out by Chiltern Railways' consultants and will provide an assessment of the impact on the highway network in terms of the number of car journeys, particularly on the A34 and M40. The Council will be working closely with the County Highway Authority to consider traffic issues.
- 1.38 As new information becomes available, the Council should continue to respond to Chiltern Railways. As necessary Planning Committee will consider the position formally. Once a TWA permission is granted Cherwell District Council will determine the details of the station buildings including footbridges and car parks as the local planning authority (in a similar way to how a reserved matter application on an outline permission is dealt with).
- 1.39 It is therefore recommended that the Council makes initial, in principle, comments as set out in paragraphs 1.16, 1.23, 1.26 and 1.28.

Background Information

- 2.1 This is the first time the Council has been asked formally for its views. Consultation on the proposals took place in April 2009 with the deadline for comments from the public on 30 April 2009.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The Executive is invited to consider the supporting material accompanying this report which provides further details of the proposed rail improvements. The Executive is invited to agree this report as the Council's response to Chiltern Railways on the public consultation, but may also choose to add other issues as it thinks appropriate.
- 3.11 The following options have been identified. The approach in the recommendations is believed to be the best way forward.

Option One To endorse the views expressed in this report as the Council's response to Chiltern Railways.

Option Two To add further views as the Executive considers appropriate. Any modifications to be undertaken by the Head of Planning and Affordable Housing Policy with the Portfolio Holder for Planning and Housing.

Option Three Not to make a response to the consultation.

Consultations

Cllr. Michael Gibbard	Internal briefing.
Chiltern Railways	Public exhibitions and consultation in Bicester, Kidlington and Oxford.

Implications

Financial:	The Council's response to the Chilterns Railways proposals is accommodated within existing staff and resources at this time Comments checked by Eric Meadows, Accountant 01295 221552
Legal:	There are no significant legal issues associated with the report Comments checked by Pam Wilkinson, Principal Solicitor 01295 221688
Risk Management:	Comments checked by Rosemary Watts, Risk Manager and Insurance Officer 01295 221566

Wards Affected

Gosford and Water Eaton, Islip, Oddington, Charlton on Otmoor, Wendlebury, Ambrosden, Bicester South, Bicester Town, Launton, Blackthorn, Piddington, Kidlington South,

Corporate Plan Themes

Cherwell: A District of Opportunity, A Cleaner, Greener Cherwell

Executive Portfolio

**Councillor Michael Gibbard
Portfolio Holder for Planning and Housing**

Document Information

Appendix No	Title
None	
Background Papers	
Consultation information from Chiltern Railways on Evergreen 3 Project	
Report Author	Andrew Bowe, Implementation Officer
Contact Information	01295 221842 andrew.bowe@Cherwell-dc.gov.uk

Agenda Item 9

Executive

Community Use of Places of Worship in Bicester

15 June 2009

Report of Strategic Director, Environment & Community

PURPOSE OF REPORT

The Council has been approached to support three developments planned in Bicester's places of worship, all of which have some clear wider community benefits. This report considers these and proposes support for them.

This report is public

Recommendations

The Executive is recommended to:

- (1) Approve grant aid of £30,000 for St Edburg's Church and £10,000 each for The Church of the Immaculate Conception and Emmanuel Church.
- (2) Make these grants conditional upon the construction and operational financial viability plus a clear long term programme of accessible community use of each project.

Executive Summary

Introduction

- 1.1 This report considers three planned developments of places of worship in Bicester which offer significant community benefit where the Council has been approached for support.

Proposals

- 1.2 It is proposed to support each of the three developments to varying amounts.

Conclusion

- 1.3 Support for these developments will create new and better opportunities for community benefit.

Background Information

- 2.1 There are many places of worship in Bicester which play an important part in the life of the town. The Council has been approached by three of these with a request to support their planned developments. They are as follows;

St Edburg's Church

- 2.2 There are major plans to improve significantly the internal features of this most prominent church. These are split into two phases. The first phase planned for later this year includes:

- urgent re-wiring of the whole church;
- the installation of a new sound and visual system with appropriate cabling as part of the electrical work;
- the installation of energy efficient lighting and the other energy efficiency measures;
- redecoration of all walls/high level areas; whilst scaffolding is in place for re-wiring;
- partial removal of pews (rear only) to create a more flexible floor space.

- 2.3 Phase Two is more fundamental and all at ground floor level. It involves:

- creating a raised floor area for the rear part of the main church thereby permitting full disabled access to the whole church;
- new flexible seating throughout;
- a new under-floor heating system;
- a new kitchen and toilets;
- improvements to the rear vestry and altar.

- 2.4 Phase One this year is estimated to cost circa £150,000 for which the church has already raised £70,000. Phase Two has not been fully costed but, because of its nature, is likely to be in excess of £0.75m and will take several years to fundraise and complete.

- 2.5 It is clear that with Phase One alone, the church will be able to offer a much better community venue for large scale events and services. It already has good community use and serves as a focal point for the town for major garrison events, school concerts and other civic events such as Remembrance Day. The improved décor, seating flexibility and technical capability will result in increased opportunities for concerts (up to 400 audience size) and other community events such as exhibitions and conferences and in this respect is worthy of support.

The Church of the Immaculate Conception

- 2.6 This church plans to build a rear extension to include a flexible community hall, a meeting room, toilets, offices, kitchen and storage. It is intended that the hall will operate independently of the main church and, whilst accommodating associated church social activities, will be used largely by community groups. In this way, it will serve as a new community centre with a near town centre location.

- 2.7 The anticipated cost is £1.4m of which £500,000 has already been raised. A professional fundraiser has been employed to generate the funding balance

in 2009 and 2010. There is a separate charitable body which is responsible for the fundraising and the ongoing operation which is expected to be revenue neutral or even generate a small surplus. Any operating surplus generated will be used to maintain the fabric of the church.

- 2.8 Research has been undertaken to determine the potential for community use and due to its near town centre location, many town-wide and other groups have indicated an interest.

Emmanuel Church

- 2.9 The congregation for the Emmanuel Church has outgrown its current meeting space in Bure Park Primary School. The pressure of the lack of space has forced the church to consider having a purpose built facility. As community space within the Bure Park Primary School is limited and already significantly oversubscribed, the need for a building is evident. In addition, the level of community activity already undertaken by the Church is such that it has an excellent local base from which it can manage this project. The Bure Park developers had originally set aside a plot of land for ecumenical use. The church has been able to acquire this land through the Diocese of Oxford.
- 2.10 A purpose built facility would mean that Emmanuel Church Bicester could develop its current activities and develop other much needed community requirements. Close links have already been established with both the Bure Park Primary school and the local residents association who currently do not have a dedicated community building. The local area lacks community provision and this new build would enable the Residents Association to develop their community activities in conjunction with the church, thereby providing a wide range of activities and amenities for local residents.
- 2.11 Full planning permission for a two storey building has been obtained. The building will comprise a reception area, 250 seat auditorium, storage, office and kitchen facilities, together with requisite cloak room/toilet accommodation on the ground floor. The second floor permits multi use that can be divided into a number of smaller areas via a lounge and meeting rooms. The ground floor use will be a combination of religious and community use whilst the second floor will be primarily community use.
- 2.12 The anticipated cost of the project is £1.75m of which £250,000 has already been raised. Other funding sources are being pursued and if successful would bring in a further £500,000 which would mean that there is a potential and significant shortfall. The Church does have the opportunity for a low interest loan from the their church body to bridge the funding gap but clearly wishes to minimise or even avoid this.
- 2.13 The Bure Park estate is lacks sufficient community facilities and this building will provide these much needed amenities for the local community and is therefore a deserving project for support by this Council.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 It is clear from the above that additional community benefit can be gained from all three developments. However, the scale of the funding sought in total will be very challenging for each of the fundraising bodies and given the

financial constraints facing the Council, only limited grant assistance can be considered. It is therefore important to consider both timescale and extent of community benefit in any grant decisions.

- 3.2 Bicester does have a number of small community venues but overall these are limited and insufficient for a town of a 32,000 population. Support from the District Council for these developments should therefore be considered to provide greater opportunity for more local community activity and a sense of place. It has been acknowledged for many years that Bicester lacks a good quality medium/large scale performance venue such as concerts etc. St Edburg's Church proposals can therefore assist in addressing in part this deficiency. The proposed community hall of the Church of the Immaculate Conception does have the benefit of a near town centre location and is likely to be attractive to town wide organisations whereas the Emmanuel Church will clearly serve primarily a smaller more local neighbourhood catchment of Bure Park and the immediate surrounds.
- 3.3 Whilst each project is seeking funding from different sources, the scale of the financial challenge, both individually and in total is very big. Each project has good management, professional support and drive which means that each is likely over time to deliver on its ambitions. However, with so much funding being sought at a time of economic and funding constraint, there is likely to be some slippage of planned timescales for delivery.
- 3.4 In terms of the most deliverable elements in 2009, phase 1 of St Edburg's Church is most likely to be delivered. Emmanuel Church is likely to start on site this year due to specific land contract requirements but may not have the full funding package in place when it does. The Church of the Immaculate Conception has secured the most funding to date and this puts it in a strong position to attract more and complete its project in full before the others.
- 3.5 Each request has also demonstrated the willingness to receive bookings from a wide range of community groups and to adopt an open approach to non religious use by the local community. This is an important point of principle which should be a condition of any grant aid.

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

- | | |
|-------------------|--|
| Option One | The Council could choose not to offer any support to all three developments. |
| Option Two | Based on the approved budget, the Council could part support all three, two or only one of the developments. |

Consultations

The Council has not undertaken any specific consultation on these developments. The only consultations undertaken have been by the bodies themselves with current and future potential users of each place of worship.

Implications

Financial: The Council has an approved earmarked reserve with a £50,000 balance which can be used for grant aiding these developments. Any funding beyond this amount will require the approval of a supplementary estimate.

Comments checked by Karen Curtin, Chief Accountant, 01295 221551

Legal: The Council has the appropriate powers to grant aid these developments.

Comments checked by Liz Howlett, Head of Legal & Democratic Services, 01295 221686

Risk Management: There are no notable risks arising from this report.

Comments checked by Rosemary Watts, Risk Management & Insurance Officer, 01295 221566

Wards Affected

All Bicester and surrounding wards.

Corporate Plan Themes

A Safe and Healthy Cherwell.

Executive Portfolio

Councillor George Reynolds
Portfolio Holder for Community, Health & Environment

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ian Davies, Strategic Director: Environment & Community
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Executive

PERFORMANCE MANAGEMENT FRAMEWORK 2008/2009 END OF YEAR PERFORMANCE AND FINANCE REPORT

15 June 2009

Report of THE CHIEF EXECUTIVE, STRATEGIC DIRECTOR OF CUSTOMER SERVICE AND RESOURCES AND HEAD OF IMPROVEMENT

PURPOSE OF REPORT

This report covers the Council's performance in 2008/09 as measured through the Corporate Scorecard and summarises the Council's provisional Revenue and Capital performance for the financial year 2008/09.

This report is public

Recommendations

The Executive is recommended:

- 1) To note that, despite tougher performance targets, the Council has met or made satisfactory progress on 86% of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 96% of the performance targets in the Corporate Plan.
- 2) To note that, despite tougher performance targets, the Council met 89% of the targets in the Corporate Improvement Plan, compared to 79% in 2007/08, and made satisfactory progress on another 9%.
- 3) To confirm that the responses to the issues raised in the last quarterly report are satisfactory (section 2.1) or to request any further information or action.
- 4) To note the many achievements referred to in paragraph 1.3 and agree officers report in the first quarter report performance report for 2009/10 on the issues shown in paragraph 1.4, where performance did not meet the required target.

- 5) To note the provisional revenue out-turn position for 2008/09 detailed in Appendix 9a.
- 6) To agree the carry forward revenue budgets which have slipped in 08/09 to be carried forward into the 2009/10 revenue budget as set out in Appendix 9b.
- 7) To note the continued improvement in accuracy and reliability that the Council has made in projecting the year end position through the embedding of the Corporate Dashboard.
- 8) To note the provisional capital out-turn position for 2008/09 detailed in Appendix 9c.
- 9) To agree the carry forward balances on capital schemes which have slipped in 08/09 to be carried forward into the 2009/10 capital programme as set out in Appendix 9d.

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in 2008/09 as measured through the Performance Management Framework. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers seven areas of performance. These are performance against the Community Plan, the Corporate Plan promises, National Indicators, Best Value Performance Indicators, finance targets, human resource targets, and customer satisfaction targets. More detailed supporting information is attached showing the performance on delivering all the Corporate Plan, the performance against each of the National Indicators and Best Value Performance Indicators, and the delivery of the Corporate Improvement Plan, the strategic service projects and the revenue growth bids agreed for 2008/09. To measure performance we use a 'traffic light' system where Green is 100% of the target met, Amber 90% and above, and Red below 90%. This is a tougher regime than previous years when Green was 100% but Amber only 75% and Red performance below that. This is a clear demonstration of our commitment to use performance management to drive continuous improvement across the organisation.
- 1.2 It should be noted that although this is primarily a report of corporate performance the Performance Management Framework also includes monitoring at service level against service plans. The majority of performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

Proposals

- 1.3 In the report we ask the Executive to note the significant progress made in delivering the Council's objectives. Of particular note was the prompt response made to impact of the economic recession on the public, the demands for Council services and the impact on the Council's finances.

We have continued to meet challenging performance targets and embedded a culture of continuous improvement:

- The Council has met or made satisfactory progress on 86% of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 96% of the performance targets in the Corporate Plan.
- The Council met 89% of the targets in the Corporate Improvement Plan, compared to 79% in 2007/08, and made satisfactory progress on another 9%.

Our improving performance has received external recognition:

- We were awarded Excellent status under the Comprehensive Performance Assessment (previously good) and became the joint fifth best performing district council in the country out of two hundred and thirty eight.
- We have improved our score (the scale is one to four) under the national Use of Resources inspection regime for Financial Reporting from two to three and for Value for Money from two to three. At the same time the Audit Commission recognised our combined annual report of finance and performance as an example of notable practice.
- During the year the Audit Commission released national comparative figures for performance against Best Value Performance indicators for 2007/08. This shows we achieved 74% of BVPIs in the top half of performance nationally compared with 68% in 2006/07.

We continue to improve the performance of the Council against each of our four strategic priorities and have much success to celebrate:

Cherwell: A District of Opportunity

- We have extended our economic development work to cover improved signposting of redundancy support and training opportunities. We led and funded the successful launch of a “Job Club” in Banbury and started planning for a Jobs Club in Bicester. We have started work on improving the training offer in the district by holding a local skills Summit and working closely with wider partnerships acting on this issue.
- 817 new jobs were created in the year, although this was exceeded by the number known to have been lost in the period, which amounted to 1195.
- 428 new homes were completed against a target of 400.
- The Council has sustained an increased programme of Disability Facility Grant Projects for the year using all the capital funding allocated by Government and Council. As a result an additional award of Government top up funding of £35,000 was received. The overall programme was £910,000 and there were 140 completions.
- During the year the number of households living in temporary accommodation fell to under 100 for the first time. This has now been reduced to 63 families against a target of 96.
- Delivered 122 affordable homes against a target of 100.
- Provided additional resources for the Benefits Services in response to the significant increase in the number of new claims.
- Adopted a new Rural Strategy.

A Cleaner, Greener Cherwell

- The investment in additional waste bins was completed with the installation of the final batch in January. Also the new street cleansing vehicles arrived in November which will improve cleansing standards and operational efficiency.
- The Street Cleansing Service is now operating additional hours in urban areas.
- The amount of waste sent to landfill was reduced by 1640 tonnes against a target of 1500 tonnes.
- 93% of our streets and parks are clean at any one time against a target of 90%.
- The waste recycling rate is 49.6%, exceeding the target of 49%.
- We met our targets for dealing with litter, graffiti, and fly posting, reducing even further the low level of environmental crime.
- 86% of 'major' planning applications were processed within the Government target of 13 weeks against a target of 80%.
- An 'on-street' survey showed 89.6% public satisfaction with green spaces and public areas against the target of 71% set at the start of the year.

A Safe and Healthy Cherwell

- Reduced theft from vehicles, robbery and household burglaries by 9% against a target of 5%.
- Met targets for reducing serious violent crime and serious acquisitive crime.
- All six Neighbourhood Action Groups established with community representation.
- Grants allocated to improve 17 village halls.
- An additional £60,000 of grant funding given to support advice centres and seniors clubs.
- Adopted new Community Safety and Public Health strategies.

An Accessible, Value for Money Council

Improving access:

- The new one stop shop was opened in Banbury to schedule in October.
- Three Link Point kiosks have been installed at Cropredy Bridge Stores, Sibford Gower and Deddington Library. Former cash offices at Bicester and Kidlington have been transformed to one stop shops and in Banbury the cash office at Bridge Street has been transformed to a one stop shop co-located with the Tourism Information Centre in Castle Quay. All customer access now available 8.45 - 5pm five days a week.
- Current satisfaction with customer service when contacting the Council is 99% for both face to face and telephone customers against a target of 90%.
- Reducing avoidable contact. We achieved a performance of 10.3% of customer contacts against a target of 35%.
- Our self-assessment shows we have reached level three (of four) of the National Equality Standard.
- 100% of complaints were resolved within the published time.

Delivering Value for Money:

- We completed Value for Money reviews of Street Cleaning, Property Management, Fees and Charges, Support Cost Allocations, Land Charges and a review of Legal Services started. These reviews identified

actual and potential efficiency savings of around £170,000, opportunities for increasing income of around £480,000 as well as significant service improvements. Further savings are expected from Property Management following the market testing of that service.

- Following an earlier Value for Money review an external provider for Internal Audit has been secured with improved service and savings of £170,000 a year achieved.
- Arrangements for outsourcing the Revenues and Benefits service agreed with improved services and savings of around £400,000 anticipated. Contract to be developed through 2009/10 with a view to start from 2010/11.
- The refurbishment of Bodicote House was completed to plan and budget. We will receive income from letting the Town Centre Offices in Banbury to the Primary Care Trust and we are exploring options to let Old Bodicote House.
- We are forecasting a budget overspend of £507,000 which at 2.06% is within the budget tolerances, 100% of the capital budget spent to plan and surpassed the Council's £260,000 target for full year efficiency savings (achieving efficiency gains of £340,000 from improved procurement alone against a target of £200,000).
- The number of days of staff absence lost due to accidents went down from 191 in 2007/08 to 75 in 2008/09. This would have been better had it not been to accidents due to slips and trips reported by the refuse and recycling crews as a result of the heavy snow and slippery conditions in February 09.
- Returned to full Investors in People accreditation following an external review in January 2009.

- 1.4 The Performance Management Framework allows councillors and officers to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory or new issues arise. There are a number of issues identified in this report where performance should be monitored and reviewed to ensure we understand why performance targets are not being met and that appropriate action is being taken. These are:

Cherwell: A District of Opportunity

- The ongoing impact of the economic recession on meeting targets for the provision of new homes and jobs, the rising demands on services such as Housing Benefits and Economic Development and the reduced income for Building Control, Development Control, and Land Charges.
- The progress of major regeneration and development schemes such as Banbury Canalside, Bicester Town Centre, and South West Bicester.
- Delays producing the Local Development Framework due to the pressure of work and strategic uncertainties resulting from the eco-town proposal.
- The performance for processing new benefits claims and changes in circumstances and recovering overpayment.

A Cleaner, Greener Cherwell

- Not meeting the target of reducing the CO2 emissions from Council activities by 4%.

A Safe and Healthy Cherwell

- The percentage of residents who when asked say they feel safe at home and in the community.
- The overall numbers visiting Banbury Museum were below target, despite the continued high overall usage.

An Accessible, Value for Money Council

- Collecting Council Tax and National Non Domestic Rates (both performed below target, albeit marginally, at the year end).
- The number of days lost through sickness per employee.
- Not meeting the target of 70% of residents feeling well informed about the Council.
- The performance for processing of minor and other planning applications.

A number of other performance issues have been raised in this report but where we believe no additional action is currently required. We will continue to monitor these issues through the Performance Management Framework and report on an exception basis if necessary.

- 1.5 During the year the Performance Scrutiny Working Group started reviewing the quarterly performance reports. They proposed to the Resources and Performance Scrutiny Board on the 17 February that the following issues should be considered in more detail:
- The increase in acquisitive crime.
 - The processing of minor and other planning applications.
 - The amount of waste sent to landfill.
 - The progress on delivering the Equalities Action Plan.
 - The delivery of the food waste processing project.
 - Fly tipping and enforcement.
 - The progress on delivering service standards for front line services.

The Resources and Performance Scrutiny Board agreed to monitor the future performance of the first six items and nominated a group of councillors to support officers developing the service standards.

2008/09 Finance Report

Revenue Out-turn 2008/09

- 1.6 The provisional revenue out-turn for 2008/09 is set out in Appendix 6a and shows an overspend against budget of £507k despite incurring costs relating to the economic downturn and external influences of £607k. This is based on the latest unaudited revenue position as at 28th May 2009.
- 1.7 Appendix 6a summarises the main variances between outturn and the 2008/09 adjusted budget by directorate.
- 1.8 Appendix 6b details expenditure planned for 2008/09 that has not been incurred but is requested to slip into the 2009/10 budget.

Capital Out-turn 2008/09

- 1.9 Appendix 6c provides the provisional capital out-turn statement for 2008/09 by scheme and directorate and shows a small overspend of £10k against a budget of £26.5m.
- 1.10 Appendix 6d provides details of the capital schemes that have incurred budget slippage and a total of £306,758 is proposed to be carried forward to the 2009/10 capital programme.

Conclusion

- 1.11 In this report we show that the Council continues to make excellent progress on delivering its ambitious programme to improve the services delivered to the public, deliver a major programme of capital projects and improve the internal workings of the Council. Where performance has not met the target set or new issues have emerged then the Performance Management Framework has proved effective in identifying these issues and in ensuring that corrective action is taken and progress subsequently monitored.

Our financial performance in terms of both capital; delivering a spend programme in excess of £25million, and revenue performance; in the context of the one of the most challenging economic climates of our times is an area we can be proud of. Our performance demonstrates our ability to be nimble in responding to changing circumstances, improved capacity to deliver sizeable capital programmes and effective financial management.

- 1.12 The increased focus on budget monitoring and introduction of the “dashboard” has enabled more efficient use of the Council’s resources.
- 1.13 The provisional year end revenue out-turn against budget shows the Council as being on target to achieve budget, after taking into account reallocations and the impact of the economic downturn.
- 1.14 The variances on the revenue and capital out-turns are within the Council’s stated tolerances. Revenue out-turn was within 2% of budget provision and capital was on budget.

Background Information

2.1 Progress on Issues Raised

During the course of the year the Executive requested progress reports on a number of issues where performance targets have not been met and where the economic recession is having a particular impact on front line services or the council's finances. A summary of the end of year position is below.

- a) **Planning & Affordable Housing Policy – 400 new homes.** 426 homes were built. Thus we have met our baseline aspiration. However we also have to make an annual estimate of overall completions each year which informs our national indicator return (NI154 net additional homes provided). The projection for 2008/09 was 681. Clearly, this projection, which was made in December 2007, could not have foreseen the credit crunch and its impact upon housing delivery. The projection for 2009/10 (which was published by the Council in December 2008) has accordingly been put at 376, but this may still prove optimistic if major sites remain dormant. Delivery is projected to rise again in 2010/11, but again this will be heavily dependent on starting major sites, particularly SW Bicester.
- b) **Housing Services – 100 new affordable homes.** The Council has delivered 122 homes against a target of 100. This includes all types of affordable housing: new build, HomeBuy, acquisitions etc. The reasons for exceeding the target by 22% are the enhanced joint working with Catalyst, our HomeBuy agent, and innovative partnership working with registered social landlords to take advantage of the opportunities presented by the recession including lower house sale prices for the acquisition scheme and special Government funding packages.
- c) **Economic Development – 200 new jobs.** The outturn shows 817 new jobs were created in the District during the year, whilst 1195 were recorded as having been lost. The new jobs are distributed across the District, and there is no single employer who has created a substantial proportion of the new jobs.
- d) **Building Control Income.** Building Control income in 2008/09 is £409,000 compared to a budgeted £463,000, a shortfall of 9%. This loss of income was mitigated in part by leaving a post vacant for the year and a reduction in structural engineering support costs resulting from the reduced workload. The income budget for 2009/10 is £391,000. This takes what is still a realistic account of the prevailing market conditions. The vacant post will remain unfilled. In addition, surpluses in the Building Control trading account made in previous years will be used to make up any further shortfalls. Also, joint-working discussions are under way with Oxford City Council following their recent request to us for additional resource to cover for some medium term staff absences which are impacting on their service delivery.
- e) **Development Control – Planning Applications.** In 2008/09 planning fee income was £675,000 against the budgeted income of £993,000. This higher income budget had been based on an expectation that major developments would continue apace, and also on the fact that there had been a significant fee increase for major applications. The shortfall of £318,000 was thus largely down to the significant reduction in major development proposals due to the sudden onset of recession. The

current economic climate has led to a re-evaluation of planning fee income for 2009/10, with an expectation that income from fees will be £550,000 (based on the income received in the last six months of 2008/09 when the full impact of the economic downturn was experienced).

- f) **Land Charges Income.** Income for 2008/09 was £170,000, a dramatic reduction from £293,900 in 2007/08. This was largely due to a 50% drop in official search applications for house and property sales. Also personal searches carried out by private companies have increased by 18%. The private search companies can undercut the Council as they only pay the statutory fee of £11 plus their own costs, compared to the official search fee of £80. As a result Home Information Pack providers often favour the personal search over the official search, hence their continued growth in the market place at this difficult time.
- g) **Meeting the target for reducing acquisitive crime by 5%.** Following Thames Valley Police giving priority to these crimes our partnership with them achieved a 9% reduction by year end (1090 incidents compared to 1197 in 2007/08).
- h) **The amount of waste sent to landfill.** The amount of waste sent to landfill was reduced by 1640 tonnes against the target of 1500 tonnes.
- i) **The performance on fly tipping and prosecutions.** The overall number of fly tips rose in 2008/09 by 8% to 670 incidents. This follows two years when the number of fly tip incidents had fallen each year by 4%. The number of prosecutions for fly tips has been good with four successful prosecutions in each year. However National Indicator 196 measures the improvement in performance achieved by these two measures alone on a % scale. It takes no account of the increase in the number of cautions issued, the 7% increase in warning letters, and the 35% increase in the number of investigations undertaken.
- j) **The time taken to process minor and other planning applications.** These met 59% and 71% of the respective internal performance targets and are rated Red. However because the quarter four figures are cumulative for the year the current much improved performance is not shown. For the final quarter of 2008/09 all nationally set performance targets were met. As previously reported the service experienced a difficult year through loss of key staff, a high workload in the first six months, and a reduction in the resources for processing planning applications as staff were redirected to support enforcement. The service also focussed on clearing the backlog of applications which obviously affected the performance on processing new applications. Having cleared the backlog the service is now in a strong position to meet all its performance targets in 2009/10. There is a continued need for careful management of the service as recession may mean income falls further than estimated. The Government has announced that it is to reduce its special support grant scheme award in future (Housing and Planning Delivery Grant). Currently this grant is funding our enforcement improvements. Workload and resources will need to be balanced carefully as a decline in applications and income does not necessarily reflect work pressures. This is becoming increasingly apparent as renegotiations are required on major schemes such as SW Bicester, and

new significant appeal cases emerge. Priorities in the service may need re-evaluation and this will be reported further as issues develop.

- k) **The delay in introducing the Food Waste Recycling Service.** The launch of the Food Waste Recycling Service was planned for October 2009. However this is likely to slip as the County Council do not expect the food waste processing facility to be ready until December 2009.

2.2 **Overview of Performance**

The performance against the Corporate Scorecard is shown in appendix one.

The successes, exceptions and issues reported by officers, including those from individual service plans, are shown in appendix two.

The performance against all the targets in the Corporate Plan is shown in appendix three.

The performance of each of the National Indicators is shown in appendix four.

The performance of each of the retained Best Value Performance Indicators is shown in appendix five.

In addition to the Corporate Scorecard we also monitor our performance in delivering key corporate and service developments.

The progress made on delivering the Corporate Improvement Plan is shown in appendix six.

The progress made on delivering the Strategic Service Projects is shown in appendix seven.

The progress made on delivering the proposed outcomes of the 2008/09 Revenue Growth Bids is shown in appendix eight.

2.3 **Corporate Scorecard – Community Plan**

Progress in delivering the Community Plan is measured against 29 targets. These include a 'top ten' list of priority actions that Cherwell Community Planning Partnership has agreed for the year, targets for the Local Area Agreement and actions in Oxfordshire 2030. Targets are wider than what the District Council is responsible for delivering. Information was available for 23 of these, of which 19 were Green and 3 Amber and 1 red. Missing data relates primarily to measures where 2008/09 was the base year.

Successes

- The development of a new Cherwell Sustainable Community Strategy is progressing well. The first draft of the evidence base has been reviewed by several forums, including one workshop for Cherwell Community Planning Partnership, two workshops for Cherwell District Councillors, one workshop for Cherwell District Council Managers and one workshop specifically looking at rural issues. There will be public consultation for three months over the summer.
- Links between the Community Plan and the Local Development Framework continue to be strengthened.

Issues

- The delay in establishing the Cardio Vascular Disease project. In the mean time the Health Trainers have been meeting clients to address lifestyle issues linked to cardio vascular disease.
- The % of residents who when asked say they feel safe at home and in the community.
- Delays completing the enhancements to Kidlington Village Centre.

2.4 Corporate Scorecard – Corporate Plan and Corporate Plan Promises

There are 55 targets in the Corporate Plan, 16 of which were highlighted as our service promises for 2008/09 in the council tax leaflet which was sent to every household in Cherwell. Of these 46 are Green, 7 Amber and 1 Red. Full details are in appendix three.

Successes

- **Service Promise.** 817 new jobs were created in the year, although this was exceeded by the number known to have been lost in the period, which amounted to 1195.
- **Service Promise.** Reduced theft from vehicles, robbery and household burglaries by 9% against a target of 5%.
- **Service Promise.** The amount of waste sent to landfill was reduced by 1640 tonnes against a target of 1500 tonnes.
- **Service Promise.** 428 new homes completed against a target of 400 and delivered 122 affordable homes against a target of 100.
- **Service Promise.** Horton Hospital. Ongoing support provided for the Community Partnership Forum, the Better Healthcare Programme Board and the Primary Care Trust in implementing interim services and finding an operating model for the long term. Invitation to Innovate process well underway.
- **Service Promise.** 93% of our streets and parks are clean at any one time against a target of 90%.
- **Service Promise.** The waste recycling rate is 49.6%, exceeding the target of 49%.
- **Service Promise.** In March 2009 99% of the Council's face to face and telephone customers were satisfied with the customer service they received.
- **Service Promise.** We kept the Council Tax increase below the rate of inflation.
- **Service Promise.** Provide ten new service access points in rural locations. Three have been deployed and the groundwork carried out means that deploying will be easier in the coming year.
- **Service Promise.** The £29m sports centre modernisation programme is proceeding to timetable and budget.
- Under the national Use of Resources inspection regime we have improved our score (the scale is one to four) for Financial Reporting from two to three and for Value for Money from two to three. At the same time the Audit Commission recognised our combined annual report of finance and performance as an example of notable practice.
- The Council is making effective use of the Disabilities Facilities Grant to provide housing for vulnerable people and there were 140 completions during the year. .
- Nightsafe Bicester launched on 10 December.
- New three year Community Safety Strategy agreed.

- All six Neighbourhood Action Groups established with community representation.
- Grants allocated to improve 17 village halls.
- An 'on-street' survey shows 89.6% public satisfaction with green spaces and public areas against the target of 71% set at the start of the year.
- Our self-assessment shows we have reached level three (of four) of the National Equality Standard.
- 100% of complaints were resolved within the published time.
- New Rural Strategy launched April 2009.
- Cherwell Public Health Strategy adopted.

Issues

- **Service Promise.** Health care in Bicester. The Council is promoting the SW Bicester site to the Primary Care Trust and urging consideration of greater flexibility of provision to meet Bicester's future health needs. The Council has submitted an Expression of Interest to the Primary Care Trust. However the procurement process has been delayed several times.
- **Service Promise.** The target to reduce emissions from the Council activities (excluding Sports Centres) has not been achieved. Whilst all the data is not yet available the fall in CO2 emissions looks to be less than the 4% target. The refurbishment of Bodicote House and the closure of the Town Centre Office only made a small contribution in 2008/09 to reducing emissions but this is expected to be greater 2009/10 when the full year effect will be included.
- **Service Promise.** The annual Customer Satisfaction Survey in 2008 showed 64% of residents feeling well informed about the Council against our target of target of 70%.
- **Service Promise.** Our target is for at least 78% of residents when asked say they feel safe at home and in the community. The Place Survey (a national initiative) asked interviewees two questions (which are slightly different to the corporate target) about perceptions of safety. The response is that in Cherwell 57% felt safe outside in the local area after dark and 87% during the day. The Community Safety Partnership is developing its strategy for responding to this issue.
- **Service Promise.** Enhance Kidlington village centre by replacing street furniture. Installation scheduled for completion in June 2009 against target date of March 2009.
- The impact of the recession on achieving targets for delivering new homes, including affordable housing and new jobs (see paragraph 2.1).
- Delays to producing the Local Development Framework due to the pressure of work and strategic uncertainties resulting from the eco-town proposal.
- CCTV upgrade. The project is currently out to tender but due to the refurbishment of Banbury Police Station work cannot be started until 2009/10.

2.5 Corporate Scorecard – National Indicators

National Indicators have replaced Best Value Performance Indicators as the statutory requirement for reporting the Council's performance. We are required to report performance against 32 National indicators. 18 indicators are Green, 2 Amber and 4 Red (8 are not available as the data collected in

2008/09 will provide the baseline for 2009/10). Full details are in appendix four.

Successes

- Reducing avoidable contact. We achieved a performance of 10.3% of customer contacts against a target of 35%.
- 86% of 'major' planning applications were processed within the Government target of 13 weeks against a target of 80%.
- We are a top performing authority nationally on recycling household waste. We continued to improve our performance by achieving a recycling rate of 49.6%, against a target of 49%.
- We met our targets for dealing with litter, graffiti, and fly posting, all high priority areas of concern for the public.
- Delivered 122 affordable homes against a target of 100.
- The number of households living in temporary accommodation fell to under 100 for the first time. This has now been reduced to 63 families against a target of 96.
- Improved adult participation in sport and active recreation.
- Reduced theft from vehicles, robbery and household burglaries by 9%.
- Made progress in building resilience to violent extremism.

Issues

- Although performance is improving we did not meet our targets for processing of minor and other planning applications (though significant improvements are anticipated in 2009/10).
- The performance on fly tipping and prosecutions.
- We did not meet the target for reducing assaults with less serious injuries.

2.6 Corporate Scorecard - Best Value Performance Indicators

We have retained selected Best Value Performance Indicators as they provide a useful means of comparing delivery with other councils and against our own historical performance levels. There are 43 retained Best Value Performance Indicators. 25 indicators are Green, 6 Amber and 10 Red (with no data available for 2 due to timing and technical reasons). Full details are in appendix five.

Successes

- The number of school pupils visiting Banbury Museum was above target.
- Housing met its targets for case work intervention and the amount of repeat homelessness.
- We met the targets for investigating and removing abandoned vehicles.

Issues

- There has been a slight drop in performance on processing invoices, collecting Council Tax and National Non Domestic Rates such that all performed below target at the year end.
- The performance for processing new benefits claims and changes in circumstances and recovering overpayment is below target.
- The number of planning appeals allowed was below target. This is an important indicator of the quality of decision making. The target set here is very challenging as it projects from the base of the Council's exceptional level of success in recent years. The level of achievement will inevitably fluctuate. Planning Committee receive a regular report on the detail of

individual cases lost and can monitor whether there are any significant trends that cause concern. This is not apparent at present.

- We are significantly away from meeting the target for having information on sites of contaminated land.
- The number of conservation areas with completed appraisals is above target but below target for those with published management plans. Excellent progress is being made but there is still a large backlog.
- The overall numbers visiting Banbury Museum were below target.

2.7 **Corporate Scorecard – Financial Performance**

There are four finance targets. All are rated Green. It should also be noted we have met our Corporate Plan Promise to keep the Council Tax increase below inflation.

Successes

- We are forecasting a budget overspend of £507k which at 2.06% is within the budget tolerances.
- 99% of the Sports Centres Modernisation capital programme expenditure delivered to schedule.
- 100% of budget to date for other capital projects delivered.
- £309,000 of procurements savings identified, surpassing the full year efficiency target for the council of £260,000 target for full year.

Issues

- The economic downturn has impacted on the delivery of the 2008/09 budget by £607k – this relates to reduction in planning fees, land charge income, increased fuel costs and gate fees offset slightly by gains in interest from the first 6 months of the year. Despite incurring these additional costs the outturn for revenue and capital is within budget tolerances.

2.8 **Corporate Scorecard – Human Resources**

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and workforce capacity. 2 are Green and 1 has moved from Amber to Red in the last quarter.

Successes

- Organisational capacity has improved from 85% to 91% following the completion of the restructure, a review of all vacant posts, effective redeployment of staff, and reducing the use of agency staff.
- Reducing the turnover of staff leaving voluntarily.
- Introducing a more structured and proactive approach to staff training and development.

Issues

- The number of days lost through sickness per employee is 8.87 against a target of 8. There was an overall increase in sickness absence throughout the year. There is no apparent common area or cause for the increase. Human Resources are focussed on improving the management of sickness absence as evidenced by the new sickness policy that came into effect on 1 April 2009. Detailed management information and regular meetings with HR are now supporting the implementation of the new policy and processes."

2.9 **Corporate Scorecard – Customer Feedback**

There are three customer satisfaction targets included in the Corporate Scorecard covering: satisfaction with customer service; feeling safe; and feeling well informed. All three are Corporate Plan Promises and so are covered in paragraph 2.4.

2.10 **Corporate Improvement Plan**

Executive 7 July 2008 agreed the 2008/09 Corporate Improvement Plan. The priorities of the Plan are: embedding the culture of performance management; delivering value for money throughout the organisation; understanding and responding to the diverse needs of the communities that make up the District; developing partnership working; and engaging all our staff in the process of continuous improvement. There are 44 items in the Corporate Improvement Plan, 39 are Green, 4 Amber and 1 Red. Full details are in appendix six.

Successes

- Being awarded Excellent status under the Comprehensive Performance Assessment (previously good) and became the joint fifth best performing district council in the country out of two hundred and thirty eight.
- Under the national Use of Resources inspection regime we have improved our score for Financial Reporting from two to three (the maximum is four) and for Value for Money from two to three.
- The Audit Commission has released the national comparative figures for performance against Best Value Performance indicators for 2007/08. This shows we achieved 74% of Best Value Performance Indicators in the top half of performance nationally compared with 68% in 2006/07.
- Completed Value for Money reviews of Street Cleaning, Property Management, Fees and Charges, Support Cost Allocations, Land Charges and a review of Legal Services started. These reviews identified actual and potential efficiency savings of around £170,000, opportunities for increasing income of around £480,000 and significant service improvements. Further savings are expected from Property Management following the market testing of that service.
- Following an earlier Value for Money review an external provider for Internal Audit has been secured with improved service and savings of £170,000 a year achieved.
- Arrangements for outsourcing the Revenues and Benefits service agreed with improved services and savings of around £400,000 anticipated. Contract to be developed through 2009/10 with a view to start from 2010/11.
- Returned to full Investors in People accreditation following an external review in January 2009.
- Management Information Strategy agreed by Executive in March 2009 and the Living in Cherwell demographic profile completed.
- Three LinkPoint kiosks have been installed at Cropredy Bridge Stores, Sibford Gower and Deddington Library. Former cash offices at Bicester and Kidlington have been transformed to one stop shops and in Banbury the cash office at Bridge Street has been transformed to a one stop shop co-located with the Tourism Information Centre in Castle Quay. All customer access now available 8.45 - 5pm five days a week.
- Internal communications continues to improve. Cascade delivered to schedule throughout the year with very positive response from staff and the Chief Executives briefings well attended. Inside Cherwell has doubled in size.

- Management of partnerships has been significantly strengthened (the progress made was reported to Executive on 16 March 2009). Opportunities for partnership working have been actively explored. Recent initiatives include the provision of a health centre at the Council's town centre offices as well as joint procurement initiatives in internal audit and market testing of property maintenance.
- Equality Impact Assessments have been carried out for all services and no inequity identified. We recognised the need to improve our understanding of community needs. This year has seen a significant increase in the engagement with Hard to Reach Groups through the Service and financial Planning process and the Knowing our Communities project and other service based initiatives.

Issues

- The range and quality of management information available has continued to improve. However gaps remain and we will continue to address these in 2009/10, particularly to inform the Service and Financial Planning process.
- The development of partnership working and in particular shared services are at an early stage of development. It is recognised that more opportunities exist to improve cost effectiveness and these will be actively explored in 2009/10.

2.11 Strategic Service Projects

These are 11 projects underway that although service-based are of corporate significance because of the resources involved, their impact on the Council's reputation or their contribution to delivering the Council's corporate priorities. 6 of the projects are Green and 5 Amber. Full details are in appendix seven.

Successes

- The refurbishment of Bodicote House was completed to plan and budget. We will receive income from letting the Town Centre Offices in Banbury to the Primary Care Trust and we are exploring options to let Old Bodicote House.
- Banbury Pedestrianisation. Overall project is on target. Tenders to be invited in April 2009.
- Investors in People. Returned to full accreditation following external review in January 2009.

Issues

- Banbury Bankside. Work continues on the Section 106 agreement. Cherwell DC now has dealt with all issues relating to our involvement. OCC as partner is continuing to discuss financial bond arrangements. This may have implications in the current financial climate. Though the planning agreement should be finalised soon, it looks unlikely that the site will be developed in the current economic climate.
- Banbury Canalside. Currently the Environment Agency is objecting to the allocation of Canalside as one of the Council's options for growth, on grounds of flood risk. They are not yet satisfied by the "sequential test" examination of alternative development sites and flood risk prepared by the Council to help justify likely choices in allocation of land for residential development. This issue needs to be fully resolved through the preparation and adoption of the Local Development Framework. The position is resulting in a revised approach to funding of the Banbury Flood

Alleviation Scheme. Gap funding is now likely to come from public and private landowners contributions and additional EA contingency funding, rather than from the Homes and Community Agency (who were linking any contribution to certainty that residential development would be permitted).

- Bicester Town Centre. Work is progressing on the new terms for the scheme and minor revisions to the planning permission.
- South West Bicester. Discussions are ongoing with regard to varying the S106 agreement in the light of the current economic climate. The applicants are preparing a financial appraisal. Cherwell DC and Oxon CC must consider this together to ensure a consistent approach is taken.

2.12 2008/09 Revenue Growth Bids

Councillors agreed 21 revenue growth items for 2008/09. The delivery of the outcomes promised for these extra resources are monitored. Of the 21 items 19 are Green, 2 Amber. Full details are in appendix eight.

Successes

- Funding of £100,000 to support the delivery of the Homelessness Strategy has reduced the numbers in temporary accommodation and delivered around £140,000 savings. The two emergency Foyer places have contributed to the reduction in youth homelessness.
- The Planning Enforcement Team is fully resourced at present and is making better use of the Uniform software to manage the enforcement process. This has achieved and has achieved much improved management of cases and outcomes.
- Improved proactive enforcement, prosecutions and partnership working across the range of licensing activities.
- An additional £60,000 of grant funding given to support advice centres and seniors clubs.
- The investment in additional waste bins was completed with the installation of the final batch in January. The new street cleansing vehicles arrived in November which improves cleansing standards and operational efficiency.
- The Street Cleansing Service is operating additional hours in urban areas.

Issues

- The delay in introducing the Food Waste Recycling Service. It is likely to be December 2009 before the delayed local food waste processing facility is delivered by the County Council.
- The portal for virtual clerk service for parish councils will not be operational until August 2009. The staffing resource is in place and development work is underway.

Finance – Annual Report 2008/09

- 3.1 The information in this report is in the format used for budget monitoring purposes and as reported to the Executive quarterly. It does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the same format as the statutory Financial Statement. These statements will be

adopted by the Accounts, Audit and Risk Committee on 24th June 2009 and then subsequently approved after audit clearance in September 2009.

Budget Process 2008/09

- 3.2 The General Fund revenue estimates were approved following a robust and detailed Service and Financial preparation process. Budget guidelines were determined by the Executive and budget holders and their service accountant prepared budget working papers, in accordance with these guidelines during September 2007.
- 3.3 Interim revenue budget reports were made to the Executive and Scrutiny between December 2007 and February 2008. The budget position was finalised and the Council Tax was set by the Council on 25 February 2008.
- 3.4 During the course of the 2008/09 year, a number of changes have been made to the original 2008/09 budget. The amended full-year budget represents the original budget, as approved by the Council, the addition of supplementary revenue estimates approved during the year, agreed virements to existing budgets and the utilisation of appropriate reserves.

Budget Monitoring

- 3.5 During the period May 2008 until March 2009, budget monitoring using the “financial dashboard” has taken place which has looked at variances between actual and budget.
- 3.6 As a result of continual underspends in previous years, an increased focus and importance of accurate budgeting and appropriate monitoring has been embedded throughout the Council.
- 3.7 The dashboard is able to analyse revenue and capital by Corporate, Directorate or Service level and contains a range of cost indicators providing an easy to understand picture of the Council’s financial position.
- 3.8 The budget monitoring information is available to budget holders and senior management by the end of Day 1 following the period of monitoring. Budget holders then have four working days in which to analyse the data with their Service Accountant and populate their budget monitoring reports and projections. This information, with revised forecasts is then reported to CMT during Days 6-10.
- 3.9 This tool has significantly increased the Council’s ability to manage day-to-day costs and is used to report quarterly to members through the quarterly Performance Management Framework. As a result, many of the year-end variances, now being reported, have been anticipated throughout the year.

Key Issues for Consideration/Reasons for Decision and Options

- 4.1 The report shows the Council’s performance against the Corporate Scorecard in 2008/09. From this information the Executive can make a judgement about the progress the Council is making in meeting its objectives, identify the

achievements it wishes to celebrate and the areas where action is required to improve performance.

4.2 This report illustrates the Council's provisional performance against the 2008/09 Revenue and Capital Budget

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

Option One To review current performance levels and considers any actions arising.

Option Two To approve or reject the recommendations above.

Consultations Not Applicable

Implications

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

The financial effects are as outlined in the finance report. It should be noted that the information in this report is in the format used for budget monitoring purposes and, as such, it does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the same format as the statutory Financial Statement. It is therefore not a straightforward task to compare the figures in this report with the Council's Financial Statement for 2007/08 because the respective reports are each designed to serve different purposes.

Efficiency Savings – There are none arising directly from this report. The Performance Management Framework is designed to improve financial management, including the avoidance of overspending and underspend, and the achievement of efficiencies. We monitor the progress against the Council's targets for annual efficiency savings and report performance through the Performance Management Framework. Some of the savings achieved in the year and detailed in 2.7 above may be the result of efficiencies and these will be identified in the 2008/09 "Backward Looking" Annual Efficiency Statement.

Comments checked by Karen Muir, Service Accountant, 01295 221545

Legal:

Maintaining National Indicators is a legal requirement.

Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686

Risk Management:

The Performance Management Framework is designed to assist the Council in managing and monitoring delivery of its strategic objectives and improving customer satisfaction. Services are required to maintain their sections of the risk register, and update their risks no less frequently than quarterly. The service manager should address the risks associated with performance issues. The framework may show that performance is not achieving desired levels. Managers can address this by re-assessing the level of performance required, the priority it should attract, and the level of resource available. A failure to identify and improve key drivers of customer satisfaction through an effective Performance Management Framework is one of the Council's strategic risks.

The figures in the finance report are unaudited and still subject to adjustments before submission to District Audit. If the audit subsequently identifies significant differences in the out-turn position it may be necessary to consider an alternative use of the Council's reserves.

Comments checked by Rosemary Watts, Risk Management & Insurance Officer, 01295 221566

Data Quality

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

Data quality issues with individual indicators are set out within the combined exceptions/successes report (appendix 2) giving Executive additional information on the reliability or accuracy of the data. This combines actions taken by individual accountable officers in services and also the improvement team as part of their data quality overview.

Comments checked by Neil Lawrence, lead officer on data quality, 01295 221801

Wards Affected

All

Corporate Plan Themes

The Performance Management Framework covers all of the Corporate Plan Themes

Executive Portfolio

Councillor Ken Atack
Portfolio Holder for Performance Management and Improvement

Document Information

Appendix No	Title
Appendix 1	Corporate Scorecard 2008/2009
Appendix 2	Successes, Exceptions and Emerging Issues
Appendix 3	Corporate Plan
Appendix 4	National Indicators
Appendix 5	Best Value Performance Indicators
Appendix 6	Corporate Improvement Plan
Appendix 7	Strategic Service Projects
Appendix 8	2008/09 Revenue Growth Items
Appendix 9 a-d	Revenue and Capital Outturn – to follow
Background Papers	
Report Author	Mike Carroll, Head of Improvement Karen Curtin, Chief Accountant
Contact Information	01295 227959 mike.carroll@cherwell-dc.gov.uk 01295 221551 karen.curtin@cherwell-dc.gov.uk

Corporate Scorecard

April 2008 - March 2009

Total GREEN	18	21
AMBER	6	5
RED	3	3
NO DATA (N/A)	2	0

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Three	Quarter Four
Working in Partnership					
Cherwell Community Plan	Community & Corporate Planning	Quarterly	Data available for 23 of the 29 indicators. Of these 19 were Green, 3 Amber and 1 Red.	A	A
Corporate Plan Promises					
A district of opportunity					
Create 200 new jobs in the District (gross)	Economic Development & Estates	Monthly	817 new jobs were created in the year, although this was exceeded by the number known to have been lost in the period, which amounted to 1195.	G	G
Bring to market 400 net new homes	Planning & Affordable Housing	Annual	A total of 426 homes were built.	A	G
Complete 100 new affordable homes	Housing Services	Quarterly	122 homes have been delivered which included all forms of affordable housing - new build, HomeBuy, Acquisitions etc.	G	G
Enhance Kidlington village centre by replacing the street furniture	Urban & Rural Services	Quarterly	Installation to be completed by June 2009 against planned completion in March 2009.	G	A
A safe and healthy Cherwell					
Reduce acquisitive crime in the District by 5%	Safer Communities & Community Development (Thames Valley Police)	Quarterly	Acquisitive crime reduced by 9% (provisional TVP data).	R	G
Progress against the Sports Centre Modernisation Programme	Recreation & Health	Monthly	SCM programme remains on target and within budget. WGLC reports a 1 week delay owing to poor weather in February.	G	G
Support new and improved healthcare services in Bicester and surrounding area	Recreation & Health	Quarterly	Expression of Interest by the Council submitted to the PCT. Procurement process delayed several times. Options called for by the PCT at the expressions of interest stage limited to bedded service, facilities for ambulatory care or both together. Separate correspondence sent to the PCT promoting the SW Bicester site and urging consideration of greater flexibility of provision to meet Bicester's future health needs.	G	G
Support provision of the best possible services at the Horton Hospital	Recreation & Health	Quarterly	Ongoing support provided for the Community Partnership Forum, the Better Healthcare Programme Board and the PCT in implementing interim services and finding an operating model for the long term. Invitation to Innovate process well underway with 27 expressions of interest.	G	G
A cleaner, greener Cherwell					

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Three	Quarter Four
Ensure 90% of streets and parks are clean	Environmental Services	Four monthly	Cleanliness of district measured by NI 195 shows 93% of our streets and parks are clean at any one time.	G	G
Achieve a recycling rate of 49%	Environmental Services	Quarterly	Achieved recycling rate for 2008/09 of 49.6%.	G	G

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Three	Quarter Four
Reduce waste going to landfill by 1,500 tonnes	Environmental Services	Quarterly	Reduction in landfill tonnage is 1640 tonnes.	A	G
Reduce the council's CO2 emissions by 4% from the 2006/2007 baseline	Environmental Services	Quarterly	All the data is not yet available but the fall in CO2 emissions looks to be less than 4%. The refurbishment of Bodicote House and the closure of TCO only made a small contribution in 08/09 but this contribution is expected to be greater with full year effect in 10/11.	G	A
An accessible, value for money Council					
Provide 10 new service access points in rural locations	Customer Service & Information Systems	Quarterly	Three have been deployed. The service was unable to deliver 10 rural LinkPoints within the year but the groundwork carried out means that deploying more of these will flow more easily in the coming year along with additional Paypoints.	G	G
Keep our Council Tax increase below inflation	Finance	Annually	Council tax rise of 2.9% is below the prevailing rate of inflation (Consumer Price Index: January 2009, 3%).	G	G
Delivery against the Equalities Action Plan	Safer Communities & Community Development	Monthly	Self-assessment evidence supports Level 3 achievement.	A	G
National Indicators					
Performance against the National Indicator Suite (CAA)	Improvement Team	Monthly	18 of 24 NIs (75%) where data available have scored Green.	R	R
Performance against the former Best Value Performance Indicator Suite	Improvement Team	Monthly	25 of 41 BVPIs (61%) where data available have scored Green.	R	R
Financial Performance					
Percentage variance on revenue budget expenditure against profile (+2% / -5%)	Finance	Monthly	We are forecasting an overspend of £312k against budget - within budget tolerances 1.39%. (PROVISIONAL)	G	G
Percentage variance on capital budget expenditure against profile (+2% / -5%). Capital: Sports Centre Modernisation	Finance	Monthly	SCM programme catching up - 99% of YTD adjusted budget delivered. (PROVISIONAL)	G	G
Capital: Other Capital Projects	Finance	Monthly	98% of adjusted budget to date for other capital projects delivered. (PROVISIONAL)	G	G
£ in efficiency savings against a target of £260,000	Finance	Monthly	£309k of procurements savings YTD identified contributing to £260k target for full year. (PROVISIONAL)	G	G
Combined measure of growth bid outcomes achieved	Improvement Team	Quarterly	21 of 21 (100%) Growth Bids have achieved Green or Amber.	A	G
Human Resources					
Staff turnover	Human Resources	Quarterly	Voluntary turnover as % of staff in post Quarter 4: 1.09%. Annual turnover voluntary leavers: 9.5%. Voluntary turnover reduced during the last quarter. This was expected due to the current economic climate.	G	G

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Three	Quarter Four
Number of days lost through sickness	Human Resources	Quarterly	Average number days lost for 2008/09: 8.87 per fte against a target of 8 days. This comprises 3.85 days for short term absence and 5.02 days for long term absence. An overall increase in sickness absence was seen throughout the year. There is no apparent common area or cause for the increase.	A	R
Workforce capacity	Human Resources	Quarterly	At Quarter 4: 90.76%. Overall turnover includes internal transfers, redundancy and retirements.	G	G
Customer Feedback					
Ensure that at least 90% of our customers when asked are satisfied with our customer service when contacting the Council	Customer Service & Information Systems	Monthly	The level of satisfaction achieved in March is 99%. This is for both face to face and telephone customers.	G	G
Ensure that at least 78% of residents when asked say they feel safe at home and in the community	Safer Communities & Community Development	Annual	The Place Survey has asked two questions which are slightly different to the corporate target: Q22. How safe it is felt outside in the local area after dark = 57%; Q23 How safe it is felt outside in the local area during the day = 87%.	N/A	A
Ensure that 70% of our customers when asked feel well informed about the Council	Community & Corporate Planning	Annual	64% response in 2008 Annual Customer Satisfaction Survey. Priority for action in 2009/2010.	N/A	A

Collected for information only (no RAG score):

Other Surveys					
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance	2007/08 Rating	2008/09 Rating
Customer Satisfaction Survey (for information purposes only)	Community & Corporate Planning	Annual	Satisfaction survey completed. General trend of improvement. Overall satisfaction: 2006 = 60% 2007 = 65% 2008 = 67%. Some areas of weakness around Anti-Social Behaviour, CCTV, communications and contact.		
Service Satisfaction Surveys (for information purposes only)	All Services	To be determined	No information at present		
Inspection Scores					
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance	2007/08 Rating	2008/09 Rating
CPA / CAA	Improvement Team; Community & Corporate Planning	Annual		Good	Excellent
Use of Resources	Finance	Annual		3	3
Direction of Travel	Improvement Team; Community & Corporate Planning	Annual		Positive	Available November 2009
Data Quality	Improvement Team; Community & Corporate Planning	Annual	Latest assessment March 2009.	2	3 expected (to be confirmed November 2009)
Equalities Impact Assessment	Safer Communities & Community Development	Annual		N/A	3

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Three	Quarter Four
Investors in People	Human Resources	Annual	Awarded January 2009.	Accredited	Accredited

Performance Management Framework 2008/2009

Successes, Exceptions and Emerging Issues

January – March 2009

Successes – Corporate Plan – 2008/2009 Action Plan Targets

Strategic Priority	Action	Success
Cherwell: A District of Opportunity	<ul style="list-style-type: none"> • Launch and implement a new Cherwell Rural Strategy 	<ul style="list-style-type: none"> • Rural Strategy document printed for formal launch at Countryside Forum on 22 April 2009.
A Safe and Healthy Cherwell	<ul style="list-style-type: none"> • Work with Thames Valley Police to reduce theft from vehicles, robbery and household burglary by 5% • Help increase participation in active recreation by 1% • Ensure at least 90% of our streets and parks are clean at any one time 	<ul style="list-style-type: none"> • Latest Thames Valley Police performance for serious acquisitive crime has achieved a 9% reduction • Actual of 25.3% active adult residents against a 24% target • Cleanliness of district as measured by NI 195 shows 93% of our streets and parks are clean at any one time. Won a five star award from British Cleaning Council for level of cleanliness of the district.
An Accessible, Value for Money Council	<ul style="list-style-type: none"> • Ensure that at least 90% of our customers are satisfied with our customer service • Secure Level 3 and work towards Level 4 status in the national equality standard • Increase the proportion of total customer interactions that are handled online to 14% 	<ul style="list-style-type: none"> • The level of satisfaction achieved in March is 99%. This is for both face to face and telephone customers. • Self-assessment evidence supports Level 3 achievement. • Online access shows 31% total customer interaction is carried out electronically - excluding DDs and website visitors.

Successes - Service Plans

Service	Success
Customer Service & Resources	
<p>Business Services</p>	<ul style="list-style-type: none"> • We have increased the number of local suppliers for the catering function; these suppliers are also accepting P Card transactions which have clear advantages for us and also the suppliers for their turnover. • The refurbishment project in respect of Bodicote House was completed on time and within budget. This was a complex project over a 36 week contract to convert the building into an open plan environment along with some replacement of windows and installation of a new data network. During the life of the project we were able to keep services fully functional and therefore no impact or disruption to service provision for our customers was experienced. • New energy efficient lighting has been installed in all areas of the refurbishment project. These should ensure we achieve savings on our energy consumption. In addition the Energy Efficiency task force will be running a campaign of awareness training sessions and information bulletins to educate staff regarding the effective use of lights and switching off wherever possible. • The refurbishment project achieved a total recycling rate of 79.89% of all waste removed from site and not sent to landfill. The government target is a minimum of 50% so this target was well exceeded. • Both Service Managers have completed the Leadership Development Programme as facilitated by Cygnet. Both found it to be useful and an ideal opportunity to network with peers to understand the work of other departments. • Accidents statistics in respect of refuse and street cleansing reduced for 2008/09 representing a reduction of 23% compared to 2007/08 which is encouraging as it demonstrates the effectiveness of the 'tool box' training sessions being provided. This is particularly good bearing in mind the amount of snow the crews operated in, with no major accidents reported. During March the H&S Manager has been out with the crews to review their Personal Protective Equipment in light of some feedback given to the Head of Business Services from the crews she had visited recently. The review will result in more effective gloves and boots being provided to the staff. • The number of days of staff absence lost due to accidents went down from 191 in 2007/08 to 75 in 2008/09. This would have been better had it not been to accidents due to slips and trips reported by the refuse and recycling crews as a result of the heavy snow and slippery conditions in February 2009.

Service	Success
Business Services	<ul style="list-style-type: none"> The print unit review has progressed with some efficiencies being highlighted in the medium term in respect of equipment and staffing costs. The service will look quite different moving forward into 2009/10 as it will move away from traditional reprographics to a high speed copying service which is more responsive and customer focussed.
Customer Service & Information Systems	<ul style="list-style-type: none"> Signed up to pre-tendered OGC contract for telephone landlines reducing annual call costs from £12,413 to £6,911 (35%). Also renegotiated the broadband contract, reducing annual cost for 50 connections from £1,500 to £950 (37%). ISO270001 Information Security certification has been retained after full inspection. This indicates our internal processes around keeping our information safe are in good working order and places us in a good position as regards complying with the increasing requirement to evidence robust data handling. Geographical Information systems (GIS) have been developed substantially during the year to deliver comprehensive district information to the council and the public through the website. LocalView is an online single point of access for customers, providing local service, community and environmental information. Citizens can use the interactive maps, text or links to third party websites to obtain a wide variety of locally relevant information, including online reporting of faults directly onto maps. GIS Is also improving the decision making process by effectively analysing statistical information geographically to target our resources where they are needed, enabling us to make more informed decisions. The Council's new website has been assessed as among the top 20 shire district websites nationally by the well-established "Better Connected" annual survey of local council websites. Area offices in Bicester, Kidlington and Banbury have been transformed into One Stop Shops, with extended hours within the same resources. These will be branded as 'LinkPoints'. Each office has the corporate style with self service terminals and Paypoint. The advice offered covers: Housing, Homelessness, Benefits, Council Tax, Waste & Recycling, Environmental Services, Elections, Payments, Concessionary Travel and General Enquiries. Contact centre telephony technology has also been installed which allows staff to take calls between face to face demand. Self Serve Kiosks (LinkPoint) have been placed in Libraries and rural village general stores. This allows access to all our online services, and that of our partners. A suite of electronic forms have been developed so customers can apply for discounts or report missed bins from our website. These improvements mean that customers do not have to travel to Bodicote and can access our services outside normal business hours. This supports the local community and gives our customers choice on how they can access services and information. Legal agreements have been negotiated with Paypoint for local rural retailers to act as Paypoint agents that will support the business within the community and increase the number of places where customers can pay their bills. There are regular surgeries at the One Stop Shops across the district allowing local access to Citizen Advice Bureaux, Charter Housing and PCSO's.

Service	Success
Finance	<ul style="list-style-type: none"> • Procurement - outsourcing of the Internal Audit contract in conjunction with Oxford City - circa £110k annual cost reduction.
Environment & Community	
Environmental Services	<ul style="list-style-type: none"> • 50 Waste Collection staff achieved NVQ2 awards.
Recreation & Health	<ul style="list-style-type: none"> • Over 3,000 requests for 2009 District Holiday Guides already received. • Banbury Museum education programme sold out until April.
Safer Communities & Community Development	<ul style="list-style-type: none"> • Community Development Officer has been asked by Age Concern England to present CDC's work with older people as a case study for workshops across the country demonstrating examples of good practice. • Huge (619%) increase to 13,239 attendances by older people at council led activities. • Over 15,000 national concessionary bus passes issued • New voluntary organisations grants policy implemented • Increased customer satisfaction with approach to dealing with anti social behaviour • "Moving Goods Safely" health and safety seminar provided to the licensed trade
Urban & Rural Services	<ul style="list-style-type: none"> • Completion of tree survey for all council stock • CCTV funding and rollout for hackney carriages • Britain in Bloom – Bicester Gold, Banbury and Kidlington Silver Gilt. • New Fringford Circular Walk • Implementation of new licensing policy and procedures for hackney carriages and private hire vehicles
Planning, Housing & Economy	
Building Control & Engineering Services	<ul style="list-style-type: none"> • Service has successfully retained BS EN ISO 9001: 2008 for "The provision of Building Control and Engineering Services" accreditation with no non-conformities raised.

Service	Success
Economic Development & Estates	<ul style="list-style-type: none"> Supported the successful launch of the Job Club in Banbury and started planning for the launch of a Job Club in Bicester.
Housing Services	<ul style="list-style-type: none"> Housing Services Management Team held a management awayday session to focus on service and financial planning and general development issues. The agreed outcomes included a management framework for performance and customer satisfaction within the Housing Service to be implemented during 09/10. Mini restructure of staffing on private rented sector support and associated reprioritisation of work has assisted response to recession pressures without need for additional resources The continued rapid reduction of households in temporary accommodation from 117 at 31st March 2008 to 63 at 31 March 2009. The introduction of a Mortgage Rescue Scheme in December 2008 to help local people affected by the recession - as one of 60 fast track authorities in the country. The exceeding of affordable housing targets for the third consecutive year; 122 units were delivered, which also exceeded the local area agreement stretch target. The introduction of new service standards for customers of Housing Services which were produced with staff involvement and customer consultation, and also the introduction of a customer satisfaction framework which ties in with the Service Standards. Excellent progress in the implementation of the Affordable Housing and the Recession Action Plan (January 2009). The Council agreed capital investment for an acquisitions scheme, disabled facilities grants, and work to address overcrowding. The "No Place Like Home" campaign of summer 2008 is still running and has been extended countywide with OHP partners. It is succeeding in highlighting the importance of the family home for young people and effectively using educational material to play a preventative role in youth homelessness. The Home Improvement Agency, as an external agency, was brought "in house" to provide a more cost effective and quality service for vulnerable customers and is now providing much improved and extended service.

Successes – National Indicators

Service	Indicator	Success
Environment & Community		
Recreation & Health	<ul style="list-style-type: none"> NI 8 Adult participation in sport and active recreation 	<ul style="list-style-type: none"> Actual of 25.3% active adult residents against a 24% target
Planning, Housing & Economy		
Development Control & Major Developments	<ul style="list-style-type: none"> NI 157a Processing of planning applications for “major” application types 	<ul style="list-style-type: none"> The Major Developments team’s robust approach to large scale development, whilst working with partners both inside and outside of CDC has ensured a high level of performance. It should be noted that in the current economic circumstances, a longer view will need to be taken in 2009/10 to ensure that these schemes are retained within district.
Housing Services	<ul style="list-style-type: none"> NI155 Number of affordable homes delivered (gross) 	<ul style="list-style-type: none"> Affordable housing completions for the year have now passed the CDC target of 100. Further acquisition scheme units are expected to come forward during March, in addition to completions under the HomeBuy homeownership programme.

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Successes– Best Value Performance Indicators

Service	Indicator	Success
Environment & Community		
Recreation & Health	<ul style="list-style-type: none"> BV 170c Pupils visiting museums and galleries 	<ul style="list-style-type: none"> The Museum's Education Programme for Schools has been a great success, the target being exceeded. This is evidence of the success of double workshops and effective marketing.

Performance Management Framework 2008/2009

Exceptions

Exceptions – Corporate Plan – 2008/2009 Action Plan Targets

Strategic Priority	Action	Exception
District of Opportunity	<ul style="list-style-type: none"> • Complete land assessments for business sites in the Local Development Framework • Complete transport studies and infrastructure needs assessment for Banbury and Bicester • Enhance the village centre environment of Kidlington through the replacement of the street furniture 	<ul style="list-style-type: none"> • No progress owing to pressures of eco-town work. • Good progress. As reported in February, all ITLUS work is expected to be completed by June 2009. This will not delay overall timetable. • Installation to be completed by June 2009 against a planned completion in March 2009
A Safe and Healthy Cherwell	<ul style="list-style-type: none"> • Ensure at least 78% of residents say they feel safe at home and in the community • Invest significantly in technology (CCTV) to improve crime detection rates and deter crime 	<ul style="list-style-type: none"> • The Place Survey has asked two questions which are slightly different to the corporate target: Q22. How safe they felt outside in the local area after dark = 57% Q23. How safe they felt outside in the local area during the day = 87%. • Project currently out to tender but due to refurbishment of Banbury Police Station, work cannot be started until 2009/10.
A Cleaner, Greener Cherwell	<ul style="list-style-type: none"> • Reduce the Council's carbon dioxide emissions by 4% 	<ul style="list-style-type: none"> • All the data is not yet available but the fall in CO2 emissions looks to be less than 4%. The refurbishment of Bodicote House and the closure of TCO only made a small contribution in 08/09 but this contribution is expected to be greater with full year effect in 10/11.

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Exceptions - Service Plans

Service	Exception	Proposed Action / Update
Customer Service & Resources		
Customer Service & Information Systems	<ul style="list-style-type: none"> Disaster Recovery in respect of ICT services has not yet been achieved. 	<ul style="list-style-type: none"> Plans are in place to deliver, test and demonstrate it works externally, and verify system recovery by June 2009.
Environment & Community		
Safer Communities & Community Development	<ul style="list-style-type: none"> The end-of-year overspend for concessionary fares is £220,000 due to level of take up 	<ul style="list-style-type: none"> Partly offset by use of reserves established due to the uncertainty of take up and budget effect.
Urban & Rural Services	<ul style="list-style-type: none"> Markets income down due to loss of Market operator. Possible claim to Administrator. 	<ul style="list-style-type: none"> Reduced income offset through temporary contract, service efficiencies and budget management.

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 Exceptions – National Indicators (RED Indicators)

Service	Exception	Proposed Action / Update
Environment & Community		
Environmental Services	<ul style="list-style-type: none"> NI 196 Improved street and environmental cleanliness – fly tipping 	<ul style="list-style-type: none"> National Indicator performance improvement requires reduced incidents of fly tipping combined with an increase in number of prosecutions. In 2008/09 incidents rose by 8% but prosecutions were the same. It takes no account of the increase in number of cautions issued, the 7% increase in warning letters and the 35% increase in the number of investigations undertaken.
Planning, Housing & Economy		
Development Control & Major Developments	<ul style="list-style-type: none"> NI 157b % Minor planning applications decided in 8 weeks 	<ul style="list-style-type: none"> As predicted performance met NI 157 for Quarter 4. This however was not enough to recover the whole year, due to issues previously documented. It is likely that performance will now be maintained at this level.

Service	Exception	Proposed Action / Update
Environment & Community		
Environmental Services	<ul style="list-style-type: none"> BV 216b Information on contaminated land (% of sites of potential concern) 	<ul style="list-style-type: none"> The initial target was unrealistic and unachievable due to the nature of the work and timescales involved and also inconsistent with approaches adopted by other local authorities. Subsequently, a revised target was proposed for this year and during 2009/2010 this indicator will be removed.
Recreation & Health	<ul style="list-style-type: none"> BV 170a Visits to/usage of museums per 1,000 population 	<ul style="list-style-type: none"> This target has not been met. This is because of One Stop Shop works, customers being deterred and the automatic counter being disabled for most of the works. Therefore the visitor data record is not complete. In addition website data for the start of the year is incomplete.
Planning, Housing & Economy		
Development Control & Major Developments	<ul style="list-style-type: none"> BV204 % Planning Appeals allowed against refusal upheld 	<ul style="list-style-type: none"> The Council has exacting design and development standards, as such planning refusals are often finely balanced and when considered in the national context the Inspector may determine contrary to our view. Notwithstanding this our performance at appeal is exceptionally high.
Planning & Affordable Housing Policy	<ul style="list-style-type: none"> BV 219c % of Conservation Areas with published Management Plans 	
Chief Executive's Services		
Human Resources	<ul style="list-style-type: none"> BV 12 Days / shifts lost to sickness 	<ul style="list-style-type: none"> Our new sickness absence policy increases the focus on the management of short term absence. This has successfully reduced incidences of short term absence and is expected to further improve in 2010. Of the 4,797.50 total days sickness absence recorded, short term absence accounted for 2,077.50 days (43%). Significant long term absence, unrelated to the workplace, such as time off for operations, cancer etc, accounted for 2,720.00 days (57%). During Q4 there were an

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Service	Exception	Proposed Action / Update
		additional 8 staff suffering with serious long term conditions. The nature of these longer term absences is such that relatively few management controls can be put in place to reduce the impact.

Performance Management Framework 2008/2009

Emerging Issues

Emerging Issues – Corporate Plan – 2008/2009 Action Plan Targets

Strategic Priority	Action	Success
Cherwell: A District of Opportunity	<ul style="list-style-type: none"> Deliver £200,000 funding for transport infrastructure through developer contributions 	<ul style="list-style-type: none"> Transport contributions from major schemes are not being released due to the economic downturn impacting on the commencement of development schemes

Emerging Issues – National Indicators

Service	Exception	Proposed Action / Update
Environment & Community		
Recreation & Health	<ul style="list-style-type: none"> NI 110 Young people's participation in positive activities 	<ul style="list-style-type: none"> Data received is Countywide data taken from schools in the South and Vale and therefore does not represent participation in Cherwell. Survey area now increased to include Cherwell.

Emerging Issues - Strategic Service Projects

Service	Project	Proposed Action / Update
Planning, Housing & Economy		
Development Control & Major Developments	<ul style="list-style-type: none"> SW Bicester Development 	<ul style="list-style-type: none"> Discussions are ongoing with regard to varying the S106 agreement, in light of the current economic climate. The applicants are preparing a financial appraisal and this will be submitted in due course. CDC and OCC must consider this together to ensure a consistent and sustainable approach is taken. Consultants will need to be jointly appointed to examine the financial case.
Economic Development & Estates	<ul style="list-style-type: none"> Banbury Canalside 	<ul style="list-style-type: none"> Currently the Environment Agency are objecting to the allocation of Canalside as one of the Council's options for growth, on grounds of flood risk. They are not yet satisfied by the "sequential test" examination of alternative development sites and flood risk prepared by the council to help justify likely choices in allocation of land for residential development. This issue needs to be fully resolved through the preparation and adoption of the Local Development Framework. The position is resulting in a revised approach to funding of the Banbury Flood Alleviation Scheme. Gap funding is now likely to come from public and private land owners contributions and additional EA contingency funding, rather than from the Homes and Community Agency (who were linking any contribution to certainty that residential development would be permitted).

Corporate Plan 2008/2009 Action Plan April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
Cherwell: A District of Opportunity			
DCP01.1.1 Present and consult on choices about major development locations in the District	G	G	A consultation on "Options for Growth" was undertaken in the autumn of 2008. Progress to the next stage of preparing the Core Strategy will depend, in part, on the outcome of the recent public consultation by Government on the eco-town programme. The result of this is anticipated in early July.
DCP01.2.1 Complete land assessments for business sites in the Local Development Framework	R	R	CMT Exception No progress. Pressure of eco-town work.
DCP01.3.1 Contribute to the creation of 200 new jobs in the District	G	G	817 new jobs were created in the year, although this was exceeded by the number known to have been lost in the period, which amounted to 1195.
DCP01.4.1 Complete transport studies and infrastructure needs assessment for Banbury and Bicester	A	A	CMT Exception Good progress. As reported in February, all ITLUS work is expected to be completed by June 2009. This will not delay overall timetable.
DCP01.4.2 Deliver £200,000 funding for transport infrastructure through developer contributions	A	A	CMT Emerging Issue Transport contributions from major schemes are not being released due to the economic downturn impacting on the commencement of development schemes.
DCP01.5.1 Achieve 400 new homes including a minimum of 100 affordable homes	A	G	Draft figure (subject to final checking) shows 426 completions over the year.
DCP01.6.1 Expand Choice Based Letting to be a countywide scheme	A	G	Policy changes to expand CBL to sub regional scheme approved by Executive in March 2009 - system testing and policy implementation due to start in June. The sub regional scheme is scheduled to go live by end of July 2009.
DCP01.6.2 Temporary Accommodation Strategy approved	G	G	The TA Strategy 2008/11 was approved by Executive in April 2008, and the aim is two-fold - reducing the numbers in TA in Cherwell, and reducing the negative impact of TA on households who become homeless
DCP01.6.3 Numbers in temporary accommodation reduced to 101 units	G	G	Excellent progress was made throughout 2008/09 and praise was received from CLG on the surpassing of targets. The reductions have contributed to Value for Money savings for the Council.
DCP01.7.1 Spend £300,000 on investing in better quality housing for vulnerable people	G	G	The Home Improvement Agency was brought in-house and has helped to deliver DFG schemes to vulnerable customers. All investment capital delivered fully.
DCP01.8.1 Launch and implement a new Cherwell Rural Strategy	A	G	CMT Success Rural Strategy document printed for formal launch at Countryside Forum on 22 April 2009.
DCP01.8.2 Deliver improved community information to rural communities	G	G	Making progress on Parish Portal (Virtual Parish Clerk) but not yet launched. 3 LinkPoints installed in rural areas.
DCP01.9.1 Complete the design of the environmental enhancement scheme for Parson's Street Banbury	G	G	Design work complete and tender documents are being produced

Corporate Plan 2008/2009 Action Plan April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
DCP01.9.2 Enhance the village centre environment of Kidlington through the replacement of the street furniture	G	A	CMT Exception Installation commenced in 2009 but will be completed in June.
A Safe and Healthy Cherwell			
DCP02.1.1 Ensure at least 78% of residents say they feel safe at home and in the community	No Data	A	CMT Exception The Place Survey has asked two questions which are slightly different to the corporate target: Q22. How safe it is felt outside in the local area after dark = 57% Q23. How safe it is felt outside in the local area during the day = 87%.
DCP02.1.2 Work with TVP to reduce theft from vehicles, robbery and household burglary by 5%	R	G	Acquisitive crime reduced by 8.9%
DCP02.1.3 Invest significantly in technology (CCTV) to improve crime detection rates and deter crime	A	A	CMT Exception Project currently out to tender but due to refurbishment of Banbury Police Station, work cannot be started until 2009/10.
DCP02.1.4 Introduce the Nightsafe initiative in Bicester	G	G	Introduced in December 2008.
DCP02.1.5 Implement a new Cherwell Community Safety Strategy	G	G	Implementation underway.
DCP02.2.1 Complete the District-wide coverage of Neighbourhood Management Representatives from local communities	G	G	In place.
DCP02.2.2 Local community survey carried out by Neighbourhood Action Groups to identify current local concerns	G	G	Annual survey timetable being met.
DCP02.3.1 Support the provision of the best possible services at the Horton Hospital	G	G	Ongoing support provided for the Community Partnership Forum, the Better Healthcare Programme Board and the PCT in implementing interim services and finding an operating model for the long term. Invitation to Innovate process well underway with 27 submissions.
DCP02.3.2 Support new and improved health care services for Bicester and surrounding areas	G	G	Expression of Interest by the Council submitted to the PCT. Procurement process delayed several times. Options called for by the PCT at the expressions of interest stage limited to bedded service, facilities for ambulatory care or both together. Separate correspondence sent to the PCT promoting the SW Bicester site and urging consideration of greater flexibility of provision to meet Bicester's future health needs.

Corporate Plan 2008/2009 Action Plan April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
DCP02.3.3 Implement a new Cherwell Public Health Strategy	G	G	Implementation underway.
DCP02.4.1 Help increase participation in active recreation by 1%	G	G	CMT Success Actual of 25.3% active adult residents against a 24% target.
DCP02.4.2 Prepare a funding and delivery plan for a Bicester multi-sports village	G	G	Project plan agreed by Executive but progress likely to be affected by slow down in housing markets/sales and reduced external funding.
DCP02.5.1 Invest £15m in rebuilding or refurbishing our sports centres	G	G	SCM programme remains on target and within budget. WGLC reports a 1 week delay owing to poor weather in February.
DCP02.6.1(a) Support and improve 12 existing community centres/organisations through grant aid funding	G	G	12 community organisations supported.
DCP02.6.1(b) Support and improve 17 village halls through grant aid funding	G	G	19 organisations supported through the Village Halls, Recreation and Sport Facilities grant scheme.
DCP02.6.2 Provide 820 formal and informal recreation opportunities for young people	G	G	There were 894 formal/informal recreation opportunities created.
DCP02.6.3 Increase the numbers of older people participating in group activities by 3%	G	G	619% increase to 13,239 attendances by older people at council led activities.
A Cleaner, Greener Cherwell			
DCP03.1.1 Ensure at least 90% of our streets and parks are clean at any one time	G	G	Cleanliness of district measured by NI 195 shows 93% of our streets and parks are clean at any one time.
DCP03.1.2 Extend the cleaning times of all urban centres	G	G	Extended cleaning hours operating in urban centres.
DCP03.2.1 Increase our recycling rate to 49% by 31 March 2009	G	G	2008/09 recycling rate of 49.6% achieved.
DCP03.2.2 Reduce the amount of waste sent to landfill by 1500 tonnes by 31 March 2009	A	G	Reduction in landfill tonnage is more than 1600 tonnes.
DCP03.3.1 Undertake 10 county wildlife site surveys	G	G	Achieved.
DCP03.4.1 Reduce the Council's carbon dioxide emissions by 4%	G	A	CMT Exception All the data is not yet available but the fall in CO2 emissions looks to be less than 4%. The refurbishment of Bodicote House and the closure of TCO only made a small contribution in 08/09 but this contribution is expected to be greater with full year effect in 10/11.

Corporate Plan 2008/2009 Action Plan April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
DCP03.5.1 Inform all residents on actions individual households can take to reduce carbon emissions	G	G	Residents informed through Cherwell link, website and a widely available brochure.

Corporate Plan 2008/2009 Action Plan April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
DCP03.6.1 Maintain at least 71% resident satisfaction with green spaces and public areas	G	G	Council survey indicates an 89.6% satisfaction level.
Cherwell: An Accessible, Value for Money Council			
DCP04.01.1 Introduce a single, centralised customer complaints process	G	G	The complaints procedure is now established, complete with online forms for use by customers and customer service assistants.
DCP04.01.2 Ensure that at least 90% of our customers are satisfied with our customer service	G	G	CMT Success The level of satisfaction achieved in March is 99%. This is for both face to face and telephone customers.
DCP04.01.3 Increase Cherwell Link to four editions per year	G	G	Four editions distributed. 2009 schedule includes four issues.
DCP04.02.1 Secure level 3 and work towards level 4 status in the national equality standard	A	G	CMT Success Self-assessment evidence supports Level 3 achievement.
DCP04.03.1 Baseline our existing complaints resolution performance	G	G	The main sources of complaints handling in previous year all confirmed 100% resolution within the published time.
DCP04.04.1 Achieve a score of 3 against the KLoE for VfM in the Use of Resources assessment	G	G	Achieved.
DCP04.04.2 Deliver a balanced, revenue-based budget without calling on reserves	G		
DCP04.04.3 Secure £210,000 in efficiency savings of which £160,000 procurement savings	G	G	£309k of procurements savings year to date identified contributing to £260k target for full year. (PROVISIONAL)
DCP04.05.1 Keep our council tax rise to below the rate of inflation for 2009/10	G	G	Council tax rise of 2.9% is below the prevailing rate of inflation (Consumer Price Index: January 2009, 3%).
DCP04.06.1 Produce a combined annual report of performance and finance	G	G	Achieved. This secured a level 4 score in the Use of Resources assessment and was confirmed as an example of "notable practice" by the Audit Commission.
DCP04.07.1 Review the outcome of the One Stop Shop pilot at Bodicote House	G	G	Exit survey of customers as all our local offices provided a wealth of evidence that the new layout is liked and appreciated. Specific feedback from disabled users and through customer feedback cards has or is being acted on.
DCP04.07.2 Re-launch town centre offices in Banbury and Kidlington	G	G	New local one stop shops - to be branded "LinkPoints" opened in Bicester and Kidlington in place of our former cash offices, and in Banbury alongside our Tourist Information Centre.

Corporate Plan 2008/2009 Action Plan April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
DCP04.07.3 Provide rural customers with more ways to access our services	A	G	Community Access points launched. Slow progress with Paypoint due to contract matters with Paypoint.
DCP04.08.1 Review the 6 month Webcasting pilot extension	G	G	We acquired mobile webcasting equipment for six months to assess its use and value. Plenty of good ideas for webcasts away from the Council Chamber were forthcoming but none were realised and so the mobile pilot was closed with no evidence to support further work. There has been considerable success in extending the range of meetings webcast, however, including Planning and external organisations such as the Better Healthcare programme.
DCP04.09.1 Ensure that 70% of our customers when asked feel well informed about the Council	No Data	A	Target off track, measured by annual customer satisfaction survey. It is suggested that a corporate approach to developing an action plan to address this issue is developed. There is some risk that the target for 2009/2010 could be affected.
DCP04.10.1 Increase the proportion of total customer interactions that are handled online to 14%	G	G	We have significantly exceeded this target as a result both of providing many more opportunities for people to deal with us electronically and becoming more sophisticated in the way we measure our contact, as a result of moving to a single customer service team.

Number Green and Amber Percentage	51 92.73%	53 98.15%
Overall Action Plan Status	Amber	Amber

National Indicators 2008/2009
April 2008 - March 2009

Indicator Description		Quarter Three	Performance	Quarter Four	Performance	Comments
Customer Service & ICT						
NI 14: Reducing avoidable contact: Minimising the proportion of customer contact that is of low or no value to the customer	Actual	13.73%	G	10.31%	G	For the period September 2008 to March 2009 82,231 contacts, (via face to face and telephone channels) to customer services were assessed. The percentage of avoidable contact has reduced from 29% for the month of September 2008 to 5.9% in March 2009 following significant improvements in processes.
	Target	35.00%		35.00%		
Development Control and Major Developments						
NI 157: Processing of planning applications as measured against targets for "major" application types	Actual	85.00%	G	85.71%	G	CMT Success The Major Developments team's robust approach to large scale development, whilst working with partners both inside and outside of CDC has ensured a high level of performance. It should be noted that in the current economic circumstances, a longer view will need to be taken in 2009/10 to ensure that these schemes are retained within district.
	Target	80.00%		80.00%		
NI 157: Processing of planning applications as measured against targets for "minor" application types	Actual	59.01%	R	61.73%	R	CMT Exception As predicted performance met NI 157 for Quarter 4. This however was not enough to recover the whole year, due to issues previously documented. It is likely that performance will now be maintained at this level.
	Target	85.00%		85.00%		

Indicator Description		Quarter Three	Performance	Quarter Four	Performance	Comments
NI 157: Processing of planning applications as measured against targets for "other" application types	Actual	71.01%	R	72.70%	R	CMT Exception Performance met NI 157 in Quarter 4. It is predicted that this level of performance will be maintained during 2009/10, although the service is likely to suffer from staff shortages during the summer (June - Oct).
	Target	92.00%		92.00%		
Environmental Services						
NI 185: CO2 reductions from local authority operations	50		No Data (annual)		N/A	Data for 2008/09 not available until end of May. This will provide baseline for target next year.
	Target	2008 data to provide baseline		2008 data to provide baseline		
NI 188: Planning to adapt to climate change	Actual	SCORE = 0	G	1	G	
	Target	SCORE = 0		1		
NI 191: Residual household waste per household	Actual	386.63 kg/h/hold	A	507.73 kg/h/hold	G	
	Target	384.69 kg/h/hold		512.93 kg/h/hold		
NI 192: Household waste sent for reuse, recycling and composting	Actual	51.22%	G	49.69%	G	
	Target	49.00%		49.00%		
NI 194: Levels of air quality - Reduction in NOx and primary PM10 emissions through local authority's estate and operations	Actual		No Data (annual)		N/A	Data for 2008/09 not available until end of May. This will provide baseline for target next year.
	Target	2008 data to provide baseline		2008 data to provide baseline		
NI 195(a): Improved street and environmental cleanliness - Litter	Actual	4%	G	4%	G	
	Target	6%		6%		
NI 195(b): Improved street and environmental cleanliness - Detritus	Actual	9%	G	10%	G	
	Target	11%		11%		

Indicator Description		Quarter Three	Performance	Quarter Four	Performance	Comments
NI 195(c): Improved street and environmental cleanliness - Graffiti	Actual	1%	G	0%	G	
	Target	1%		1%		
NI 195(d): Improved street and environmental cleanliness - Fly Posting	Actual	0%	G	0%	G	
	Target	1%		1%		
NI 196: Improved street and environmental cleanliness - fly tipping	Actual	3	R	3	R	National Indicator performance improvement requires reduced incidents of fly tipping combined with an increased improvement in number of prosecutions. In 2008/09 incidents rose by 8% whilst enforcement activity increased but prosecutions remained the same.
	Target	1		1		
Exchequer						
NI 180: The number of changes of circumstances which affect customers' HB/CTB entitlement within the year	Actual	4195	G	6293	A	
	Target	4200		6300		
NI 181: Time taken to process Housing Benefit / Council Tax Benefit new claims and change events	Actual	13.48 days	G	11.07 days	G	
	Target	12.86 days		12.86 days		
Finance						
NI 179: Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Actual		No Report for Period		G	Met target subject to statutory financial accounts being finalised.
	Target	£260k (full year)		£260k (full year)		

Indicator Description		Quarter Three	Performance	Quarter Four	Performance	Comments
Housing Services						
NI 155: Number of affordable homes delivered	Actual	64	G	122	G	
	Target	58		100		
NI 156: Number of households living in temporary accommodation	Actual	77	G	63	G	Cherwell's Temporary Accommodation Strategy aims to reduce numbers in temporary accommodation to 33 households by March 2010. This is also a Government target. The excellent work undertaken during 2008/09 to deliver the Strategy has ensured that we are well placed to deliver the 2010 target - although it is important to note that it is difficult to predict future demand particularly in the current economic climate.
	Target	102		96		
NI 187: Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating:						
(a) Percentage dwellings occupied with a low energy efficiency rating;	Actual		No Data (annual)	9.99	N/A	2008/09 data to provide baseline for target next year.
	Target			No target set		
(b) Percentage dwellings occupied with a high energy efficiency rating.	Actual		No Data (annual)	33.77	N/A	2008/09 data to provide baseline for target next year.
	Target			No target set		

Indicator Description		Quarter Three	Performance	Quarter Four	Performance	Comments
Planning and Affordable Housing Policy						
NI 154: Net additional homes provided	Actual	368	R	426	R	Comparator of 681 for the year (170/171 per quarter) is based on expected supply from deliverable and developable sites from 2007 Annual Monitoring Report (lower projections are included in the 2008 AMR). 2007 forecasts precede the recession. Overall net completions for 08/09 are now confirmed as 426. Housing delivery is projected to rise again in 10/11.
	Target	511		681		
NI 159: Supply of ready to develop housing sites	Actual		No Data (annual)	112.42%	G	
	Target	rolling target of 100%		100.00%		
NI 170: Previously developed land that has been vacant or derelict for more than 5 years	Actual		No Data (annual)	0.04%	N/A	This first return establishes the baseline position using the 2008 NLUD return for the year ending 31/3/08. It is expected that more previously developed and vacant sites will affect future returns as other NLUD sites 'age', including some identified in the 2005 Urban Housing Potential Study.
	Target	Low and reducing % based on baseline 2008		Low and reducing % based on baseline 2008		
Recreation and Health						
NI 8: Adult participation in sport and active recreation	Actual		No Data (annual)	25.30%	G	CMT Success Actual of 25.3% active adult residents against a target of 24%.
	Target	1% increase in participation		24%		
NI 56: Obesity among primary school age children in Year 6	Actual		No Data (annual)		N/A	Data is collected by the Primary Care Trust and is not yet available.
	Target	Local targets have still to be set by PCT		Local targets have still to be set by PCT		

Indicator Description		Quarter Three	Performance	Quarter Four	Performance	Comments
NI 110: Young People's participation in positive activities	Actual		No Data (annual)		N/A	CMT Emerging Issue Data received is Countywide data taken from schools in the South and Vale and therefore does not represent participation in Cherwell. Survey area now increased to include Cherwell.
	Target	Local targets have still to be set by County Partnership		Local targets have still to be set by County Partnership		
Safer Communities and Community Development						
NI 15: Serious violent crime rate	Actual	0.25	G	0.39	G	Figures relate to numbers of crime per 1,000 population and result in a 23% decrease on 2007 from a lower than average baseline.
	Target	0.36		0.48		
NI 16: Serious acquisitive crime rate	Actual	6.34	A	7.93	G	Performance is a further reduction of crimes in 2007 of 8.9% from a lower than average baseline.
	Target	6.20		8.26		
NI 20: Assault with less serious injury crime rate	Actual	4.74	A	6.53	A	Performance reflects no change from previous year.
	Target	4.60		6.14		
NI 35: Building resilience to violent extremism:						
(a) Understanding of, and engagement with, Muslim communities;	Actual		No Data (annual)	3	G	The Council has regular and reliable mechanisms for frequent contact with Muslim communities (eg Banbury Asian Forum) and is likely to improve its score next year to 4 out of 5.
	Target			2		
(b) Knowledge and understanding of the drivers and causes of violent extremism;	Actual		No Data (annual)	4	G	The Council has strong understanding of the Prevent objectives and the drivers of violent extremism as well as good understanding of local circumstances through police intelligence and the Preventing Violent Extremism (PVE) Group. This score is unlikely to change in the future unless local circumstances change.
	Target			3		

Indicator Description		Quarter Three	Performance	Quarter Four	Performance	Comments
(c) Development of a risk-based preventing violent extremism action plan;	Actual		No Data (annual)	1	G	Basic action plan in place as no justification identified for more strategically-focussed plan within the Cherwell district. This means that unless local circumstances change, the 1 out of 4 score is also unlikely to change as there will be no need to escalate the process.
	Target			1		
(d) Effective oversight, delivery and evaluation of projects and actions.	Actual		No Data (annual)	2	G	Plans in place for delivery and oversight but still need to develop clear mechanism for evaluation and follow-up. Likely to improve score to a 4 out of 5 in 2009/10.
	Target			2		
NI 184: Food establishments in the area which are broadly compliant with food hygiene law	Actual		No Data (annual)	83.32	N/A	2008/09 data to provide baseline for target next year.
	Target			2008 data to provide baseline		
Urban and Rural Services						
NI 197: Improved local biodiversity - active management of local sites	Actual		No Data (annual)	Indicator Deleted	N/A	Indicator deleted. Revised guidance from Audit Commission states that "Defra has confirmed the Spatial Level is Single tier and county councils" therefore district councils are not expected to report directly into the EDC.
	Target					
Cross-Service Indicator						
NI 182: Satisfaction of business with local authority regulation services	Actual		No Data	90%	N/A	2008/09 data to provide baseline for target next year.
	Target			No target set		

	Quarter One	Quarter Two	Quarter Three	Quarter Four	
Green	8	11	11	18	56.25%
Amber	3	5	5	2	6.25%
Red	0	4	4	4	12.50%
No Data	4	1	1	0	0.00%
No Data (annual survey planned)	13	10	10	0	0.00%
N/A	0	0	0	8	25.00%
No Report for Period	0	1	1	0	0.00%
Total This Period	28	32	32	32	
Overall NI Status	Red	Red	Red	Red	

Best Value Performance Indicators 2008/2009
April 2008 - March 2009

		Quarter Three	Performance	Quarter Four	Performance
BV002a.02 Equality Standard Level	Actual	2	G	3	G
	Target	2		3	
BV008 % Invoices paid within 30 days	Actual	98.25	A	98.34	A
	Target	100		100	
BV009 % Council Tax collected	Actual	87.14	G	98.31	A
	Target	87		98.75	
BV010 % NNDR collected	Actual	86.38	G	98.67	A
	Target	86.75		99.3	
BV012 Days / shifts lost to sickness	Actual	6.31	G	8.87	R
	Target	6		8	
BV078a Average time for new claims	Actual	31.56	No Data	32.23	R
	Target	22		22	
BV078b Average time for changes	Actual	10.4	No Data	8.44	R
	Target	7		7	
BV079a % Benefit calculations correct	Actual		No Data	No Data	No Data
	Target	99		99	
BV079bi.05 % HB Recovered: Overpayment	Actual	79	A	75.16	A
	Target	77.5		77.5	
BV079bii.05 % HB Recovered: Outstanding	Actual	27.52	R	31.82	R
	Target	27		36	
BV079biii.05 % HB O'Pay: Written Off	Actual	1.73	R	2.21	R
	Target	3.75		5	
BV082ai.05 % H'hold Waste Recycled	Actual	24.18	A	27.95	G
	Target	24.35		24.35	
BV082aia.05 Tonnes H'hold Waste Recycled	Actual	11030.56	G	14585.74	G
	Target	10837.5		1445	
BV082bi.05 % H'hold Waste Compost	Actual	27.38	G	27.75	G
	Target	22.33		22.33	
BV082bii.05 Tonnes H'hold Waste Compost	Actual	12490.29	G	14480.03	G
	Target	9937.5		13250	
BV084a.05 Household Waste Collection	Actual		Annual	379.22	G
	Target			438.01	
BV084b.05 Household Waste % change	Actual		Annual	-1.19	G
	Target			-0.39	
BV086 Cost of waste collection/house	Actual		Annual		No Data
	Target			56	
BV091b % of households with two recyclables collected	Actual	100	G	100	G
	Target	100		100	
BV106 % New homes built on 'brownfield'	Actual	59.73	G	87.5	G
	Target	50		50	
BV156 % LA public buildings - disabled	Actual	100	G	100	G
	Target	66.7		66.7	
BV166a % score on Environmental Health checklist	Actual	100	G	190	G
	Target	100		100	
BV170a Visits to/usage of museums per 1000 pop.	Actual	1402.56	R	1848.38	R
	Target	1813.72		2385	
BV170b Visits to museums in person per 1000 pop.	Actual	1213.27	R	1578.13	A
	Target	1314.91		1742	
BV170c Pupils visiting museums and galleries	Actual	2014	G	3351	G
	Target	2100		3105	
BV179 % standard searches in 10 days	Actual	100	G	100	G
	Target	100		100	

		Quarter Three	Performance	Quarter Four	Performance
BV199a.05 Env. Cleanliness - Litter	Actual	11.23	A	10.97	G
	Target	11		11	
BV199b.05 Env. Cleanliness - Graffiti	Actual	0.47	R	0.32	G
	Target	0.65		0.65	
BV199c.05 Env. Cleanliness - Fly-Posting	Actual	0	G	0	G
	Target	0.4		0.4	
BV199b.05 Env. Cleanliness - Fly-Tipping	Actual		Annual	3	R
	Target			1	
BV203 % Change families in temporary accommodation	Actual	-37.34	G	-43.72	G
	Target	-15		-15	
BV204 % Planning appeals allowed	Actual	18.18	R	21.28	R
	Target	18		18	
BV205 Quality of Service checklist	Actual	100	G	100	G
	Target	100		100	
BV213 Housing advice: No. case work intervention	Actual	3.15	G	3.96	G
	Target	2.93		3.91	
BV214.05 % Repeat homelessness	Actual	0	G	0	G
	Target	5		5	
BV216b.05 Info. on contaminated land (% of sites of potential concern)	Actual	2.93	R	3.02	R
	Target	25		25	
BV217.05 % Pollution control improvements	Actual	100	G	100	G
	Target	100		100	
BV218a.05 % Abandoned vehicles-investigate	Actual	97.04	G	97.44	G
	Target	95		95	
BV218b.05 % Abandoned vehicles-removal	Actual	82.76	A	86.67	G
	Target	85		85	
BV219a.05 Conservation areas - number	Actual	55	A	56	G
	Target	55		56	
BV219b % Conservation Areas with up to date Character Appraisals	Actual	32.73	G	33.93	G
	Target	20		20	
BV219c % Conservation Areas with published Management Plans	Actual	63.64	A	64.29	R
	Target	73		73	
BV225 % score on DV actions checklist	Actual	81.82	A	90.91	A
	Target	82		91	

	Quarter One	Quarter Two	Quarter Three	Quarter Four	
Green	24	20	22	25	58.14%
Amber	5	8	10	6	13.95%
Red	5	7	6	10	23.26%
No Data	4	4	1	2	4.65%
No Target	1	0	0	0	
Total This Period	39	39	39	43	
Overall BVPI Status	Red	Red	Red	Red	

Corporate Improvement Plan 2008/2009 April - March 2009			
	Quarter Three	Quarter Four	Comment
Be Recognised as an Excellent Authority			
CIP01.1.1 Undertake customer Satisfaction Survey	G	G	Results reported to 6 October 2008 Executive and fed into the S&FP Process
CIP01.1.2 Undertake Place Survey	G	G	Draft results for Cherwell received. Awaiting national dataset for comparative information.
CIP01.2.1 Achieve Excellent CPA Rating	A	G	Received formal notification of achieving Excellent status in March 2009.
CIP01.2.2 Achieve Score of 3 for VfM and Financial Reporting	G	G	Score of 3 achieved for VfM and Financial Reporting.
Deliver Value for Money			
CIP02.1.1 Extend the Information Available on Comparable Costs and Service Performance	G	G	Extensive comparative information on Legal Services and Insurance Services gathered as part of VfM reviews.
CIP02.2.1 Deliver April-September Programme	G	G	Programme for 2008/09 completed with exception of Legal Services which has been extended by agreement into 2009/10.
A Culture of Continuous Improvement and Innovation Across the Council			
CIP03.1.1 Monitor the National Indicators	G	G	
CIP03.1.2 Monitor the 42 Best Value Performance Indicators	G	G	
CIP03.1.3 Meet Improvement Targets for the 28 Retained BVPI's	R	R	15 (54%) of the Retained BVPIs have met their improvement targets, 5 are Amber and 7 Red. Data for the remaining 1 is not yet available.
CIP03.2.1 Service and Develop Unit Costs and Productivity Benchmarking	A	A	Improvement in availability of information achieved as part of the 2009/10 S&FP process, however gaps remain and this will be a continuing priority for the process for 2010/11.
CIP03.2.2 Research Best Practice to Improve Services	G	G	Further progress made this year primarily through service and financial planning and VfM programme and also initiatives by individual officers. This will continue into 2009/10.
CIP03.3.1 Retain Investors in People Accreditation	G	G	Returned to full accreditation following external review in January 2009.
CIP03.3.2 Identify Further Opportunities for External Recognition	G	G	

**Corporate Improvement Plan 2008/2009
April - March 2009**

	Quarter Three	Quarter Four	Comment
Working in Partnership			
CIP04.1.1 Deliver the Partnership Improvement Plans	A	G	The successful strengthening of Partnership governance, accountability and improved value for money during 2008/09 was reported in full to the Executive on 16 March 2009.
CIP04.1.2 Through S&FP Identify Opportunities to Develop New or Existing Partnerships	A	A	Recent initiatives such as the provision of a health centre at the Council's town centre offices as well as joint procurement initiatives in internal audit and market testing of property maintenance, are being identified. However, it is recognised that more opportunities exist and are being actively explored.
CIP04.2.1 Through S&FP Improve the Management of and Develop More Partnerships	A	A	Management of partnerships has been significantly strengthened and progress was reported to Executive on 16 March 2009. Developing partnerships is an area where partnership opportunities are actively being explored, see 4.1.2 for more detail.
CIP04.3.1 Explore Shared Service Delivery for Internal Audit	G	G	External provider successfully secured with improved service and savings of £170,000 a year achieved.
CIP04.3.2 Explore Shared Service Delivery for Revenue and Benefits	G	G	Arrangements for outsourcing the Revenues and Benefits service agreed with improved services and savings of around £400,000 anticipated. Contract to be developed through 2009/10 with a view to start from 2010/11.
CIP04.3.3 Consider Shared Service Options Through S&FP and VfM Reviews	A	A	Some progress made in considering and identifying possible options in 2008/09. This will be a top priority area in 2009/10.
Recognise the Diverse Needs of the Community			
CIP05.1.1 Research the Local Population and Population Trends	G	G	The Living in Cherwell demographic analysis completed. This will be updated early in 2009/10 to inform the 2010/11 S&FP process.
CIP05.1.2 Establish a Central Resource for Accessing Population Information	G	G	Management Information Strategy agreed by Executive in March 2009. This includes proposals for managing the collection and accessing of population information.
CIP05.1.3 Have Regular Population Data Updates	G	G	Using Acorn population profiles and data and these being used on and accessible through the Council's GIS.

Corporate Improvement Plan 2008/2009 April - March 2009			
	Quarter Three	Quarter Four	Comment
CIP05.1.4 Use 3 Year EIA Action Plans to Inform 2009/10 Service Plans	A	G	EIAs have been carried out and no inequity identified. However the 09/10 service plan recognises the need to improve customer engagement to understand their needs.
CIP05.2.1 Increase and Improve Our Customer Access Points	G	G	Three LinkPoint kiosks have been installed at Cropredy Bridge Stores, Sibford Gower and Deddington Library. Former cash offices at Bicester and Kidlington have been transformed to one stop shops (LinkPoints) offering the full range of services available through the customer service team and open five days a week (increase from 3 days at Kidlington and 4 days at Bicester), and in Banbury the cash office at Bridge Street has been transformed to a one stop shop (LinkPoint) co-located with the Tourism Information Centre in Castle Quay. All customer access - phone and face to face - now available 8.45 - 5pm five days a week; we previously closed to the public at 4.20 on Fridays.
CIP05.2.2 Develop New Service Standards for 10 Priority Services	A	G	Scrutiny Performance Working Group reviewed the roll out of this project and agreed to support managers in developing the standards. The SDCS&R is developing a plan of action.
CIP05.3.1 Increase Engagement with Traditionally Hard to Reach Groups	A	G	This year has seen a significant increase in the engagement with Hard to Reach Groups at the corporate level this has been through the consultation as part of the S&FP and latterly through the Knowing our Communities project. There have also been initiatives at the service level.
Ensure Decision Making is Based on High Quality Management and Demographic Information			
CIP06.1.1 Roll-out Performance Plus	G	G	PerformancePlus rolled out to all frameworks included in the Corporate Scorecard and accompanying frameworks for 2008/09. Programme for further rollout agreed for 2009/10.
CIP06.1.2 Introduce New Corporate Scorecard	G	G	New Corporate Scorecard introduced for 2008/09 and changes agreed for 2009/10.
CIP06.1.3 Introduce new National Indicators	G	G	Suite of National Indicators introduced and monitored through the performance management framework.
CIP06.2.1 Commission an annual Customer Satisfaction Survey	G	G	Completed to schedule and results analysed and disseminated through the organisation.
CIP06.2.2 Participate in the cross Oxon Place Survey	G	G	Place Survey completed and results disseminated throughout the organisation.
CIP06.2.3 Deliver the Knowing Our Communities project	G	G	On track - consultation underway

Corporate Improvement Plan 2008/2009 April - March 2009			
	Quarter Three	Quarter Four	Comment
CIP06.3.1 Continue Involvement in Current Benchmarking Initiatives	G	G	We have considerably extended our use of benchmarking information through the VfM programme and to inform S&FP. We completed the annual comparative assessment of costs through the Audit Commission's RO/RA analysis. We also participated in Daventry Benchmarking initiative and have signed up to a number of additional CIPFA benchmarking groups. Service managers have continued to use more local information to compare performance.
CIP06.3.2 Ensure Comparative Information from CIPFA and the Audit Commission is Fully Utilised	G	G	Comparative information from the Audit Commission used to inform the VfM Programme for the second half of 08/09 and used extensively to inform VfM Reviews.
CIP06.3.3 Use Comparative Information and Best Practice to Inform S&FP and Service Improvement	G	G	Increased use of comparative information evidenced through the S&FP process.
Deliver our service promises and new developments and be efficient in the way we do this			
CIP07.1.1 Monitor, Review and Report Performance through the PMF	G	G	Quarterly and monthly reporting proceeded to schedule with positive feedback from both Members and Officers and evidence the reports are used to drive service improvement. Also at Scrutiny now routinely considering performance issues and CMT Star Chamber reviewing potential issues at an early stage.
CIP07.2.1 Introduce a New Human Resources Strategy	G	G	
Recognise our Staff are our Greatest Asset			
CIP08.1.1 Involve Staff at all Levels in the S&FP Process and Continuous Service Improvement	G	G	Considerable evidence of an all-round increase in staff engagement throughout the year.
CIP08.2.1 Implement the Action Plan Arising from the Staff Survey	G	G	All HR lead actions undertaken by target date, (including introduction of new Flexi Policy; Staff Consultation Group; further development of Internal Review Team and programme) with the exception of tender for new occupational health service which has been shelved due to current financial climate.
CIP08.2.2 Continue the Staff Cascade	G	G	Cascade delivered to schedule throughout the year with very positive response from staff.
CIP08.2.3 Continue CEX Staff Briefings	G	G	Delivered throughout the year with good attendance.
CIP08.2.4 Double the Size of Inside Cherwell	G	G	The number of pages for Inside Cherwell has been doubled to 8 pages.
CIP08.3.1 Deliver a Development Programme to Managers Who Report to EMT	G	G	A Leading for Excellence programme has been delivered (through CYGNET) to all SMT level managers. This consisted of 6 modules delivered between July 08 & January 09. At the conclusion an evaluation was conducted. The analysis of this provided evidenced that the programme was a success for a significant majority of the delegates. A 'next steps' programme is being developed to build on this.

Corporate Improvement Plan 2008/2009 April - March 2009			
	Quarter Three	Quarter Four	Comment
CIP08.3.2 Align Resources with Learning Priorities	G	G	A Corporate Training programme has been developed and implemented to reflect the 8 areas prioritised through the Learning & Development Strategy. Additionally all funded Learning & Development is accessed through an application process which requires direct links to be made to council or department priorities before authorisation. This is monitored against a centralised budget
Number Green and Amber	43	43	
Percentage	97.73%	97.73%	
Overall Corporate Improvement Plan Status	Amber	Amber	

Strategic Service Projects 2008/2009 April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
Accommodation Review and Refurbishment	G	G	Project was completed on time and within budget.
Banbury Bankside Development	A	A	Work continues on the Section 106 agreement, CDC now has dealt with all issues relating to our involvement. OCC as partner is continuing to discuss bond arrangements. This may have implications in the current financial climate.
Banbury Canalside	G	A	CMT Emerging Issue Currently the Environment Agency are objecting to the allocation of Canalside as one of the Council's options for growth, on grounds of flood risk. They are not yet satisfied by the "sequential test" examination of alternative development sites and flood risk prepared by the council to help justify likely choices in allocation of land for residential development. This issue needs to be fully resolved through the preparation and adoption of the Local Development Framework. The position is resulting in a revised approach to funding of the Banbury Flood Alleviation Scheme. Gap funding is now likely to come from public and private landowners contributions and additional EA contingency funding, rather than from the Homes and Community Agency (who were linking any contribution to certainty that residential development would be permitted).
Banbury Cultural Quarter	G	G	Joint Working Group set up and progressing, vision, site masterplanning options, integrated Mill and library development and clarification of planning process requirements.
Banbury Pedestrianisation	G	G	Overall project is on target. Tenders to be invited in April
Bicester Town Centre Redevelopment	A	A	Little progress was achieved in March, although TCR are still intending to progress the scheme, as soon as they have completed their review, and have settled on any amendments now required to the design.
Flood Alleviation	A	A	Date for the start of the Compulsory Purchase Order Inquiry has yet to be confirmed
Investors in People	G	G	Returned to full accreditation following external review in January 2009.

Strategic Service Projects 2008/2009 April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
RAF Upper Heyford	G	G	The planning inquiry at RAF Upper Heyford is now concluded. There has been an application for cost by the appellants. Decision due late July 2009. The date has also been set for the 2nd Inquiry (Enforcement & Temporary Consents) as 1st December 2009, again 3/4 weeks are timetabled at this stage, however a lot will depend on the outcome of the 1st Appeal. Forward planning has begun for the 2nd appeal and staffing/financial implications are being discussed with SD PHE.
SW Bicester Development	G	A	CMT Emerging Issue Discussions are ongoing with regard to varying the S106 agreement, in light of the current economic climate. The applicants are preparing a financial appraisal and this will be submitted in due course. CDC and OCC must consider this together to ensure a consistent and sustainable approach is taken. Consultants will need to be jointly appointed to examine the financial case.
Weston Otmoor Eco Town	G	G	Report considered by Executive on 30/3/09. Joint objection to Weston Otmoor eco-town sent to CLG.

Growth Bids 2008/2009 April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
Planning Housing & Economy			
DCMD Additional Staffing (particular focus on Enforcement) = £100,000	G	G	The Enforcement team is now fully utilising the Uniform Computer system to record and progress enforcement matter and record statistics. The other staffing elements of the improvement plan have now been shelved due to the financial circumstances of the service.
DCMD Electronic Data Capture = £15,000	G	G	Project ongoing, there were technical issues with regard to data supplied from the contractor. these problems have now been addressed.
HS Additional Staffing (Disabled Facilities) = £26,000	G	G	HIA successfully brought in house and DFG programme for 2008/09 completed.
HS Additional Staffing (Homelessness) = £100,000	G	G	This funding from CLG has supported the delivery of Cherwell's Homelessness Strategy the aim of which is to reduce homelessness and improve access to affordable housing. Performance during 2008/09 in the areas of Homelessness and temporary accommodation have been outstanding with considerable financial savings (estimated at £130K - year end figure to be confirmed) made from the reduction in numbers in temporary accommodation.
HS Choice Based Lettings = £18,000	G	G	Abritas system fully integrated - sub regional cbl scheme to go live in summer 2009.
HS Foyer Accommodation = £23,000	G	G	The Foyer has provided a safety net to those young people threatened with homelessness or a housing crisis. The two emergency placements commissioned by CDC in the Foyer have contributed to the reduction in the levels of youth homelessness in Cherwell.
HS Spend to Save Initiatives = £0	G	G	No spend to save initiatives needed.
Environment & Community			
ES Additional Recycling Bins = £12,500	G	G	Recycling bins installed
ES Food Waste Pilot Collection Scheme = £30,000	R	A	No facilities ready during 2008/09. Oxfordshire County Council contract for food waste processing let to Agrivert. Facility at Ardley due to open late Autumn 2009
ES Pest Control = £10,000	G	G	Pest Control contractor SDK Environmental performing well - costs in line with expectations
ES Street Cleansing Service = £35,000	G	G	Extended cover in urban centres in place
SCCD Implementation of NightSafe across District = £15,000	G	G	All three planned urban centres completed.

Growth Bids 2008/2009 April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
	G	G	

Growth Bids 2008/2009 April 2008 - March 2009			
	Quarter Three	Quarter Four	Comment
SCCD Public Protection = £36,000	G	G	Additional post in place and recruited.
SCCD Support to the Voluntary Sector = £60,000	G	G	Additional grants offered.
URS Additional Staffing: In-house ecologist = £18,000	G	G	Specialist officer appointed.
URS Licensing inspection and enforcement capability = £40,000	G	G	Ongoing proactive enforcement across the range of licensing services. The outcomes of this include much improved joint working with partners; greater presence felt by licensed activities from more frequent inspections; pursuit of prosecutions against license holders that contravene their license. Increased interaction with Hackney carriages and private hire vehicles.
URS Street Markets = £15,000	A	G	£14k funding moved into next year due to timing of scrutiny process.
Customer Services & Resources			
EXCH Internal Bailiffs Service = £75,000	G	G	The project has been cancelled due to a delay in legislation.
LDS Virtual Clerk Service = £10,000	A	A	The virtual clerk project will be provided through the development of a parish portal and the increased provision and dissemination of information using the committee management system will start shortly. The staffing resource to deliver the parish portal is now in place and web training and content development using the previous Parish Information Manual. It is intended that an initial Parish Portal will be in place by August 2009.
Chief Executive's Services			
COM Appoint a Fulltime Designer and Review Printing requirements = £60,000	G	G	The designer is in post. A review of external print purchasing across the council is underway.
COMP Fundamental Refresh of the Cherwell Community Plan = £100,000	G	G	Spend and project milestones both on track.

Number Green and Amber
Percentage

20
95.24%

21
100.00%

Overall Growth Bid Status

Amber **Green**