

Committee: Overview and Scrutiny Committee
Date: Tuesday 2 September 2014
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Ann Bonner (Chairman)	Councillor David Hughes (Vice-Chairman)
Councillor Claire Bell	Councillor Maurice Billington
Councillor Diana Edwards	Councillor Jon O'Neill
Councillor Lynn Pratt	Councillor Neil Prestidge
Councillor Dan Sames	Councillor Lawrie Stratford
Councillor Bryn Williams	Councillor Sean Woodcock

AGENDA

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

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

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

3. Urgent Business

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

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

To confirm as a correct record the minutes of the meeting held on 22 July 2014.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Community Transport and Dial-a-Ride** (Pages 5 - 14)

To receive a briefing note from the Head of Community Services giving an overview of voluntary and community transport provision in the district, and informing of potential changes to Dial-a-ride and Non-Emergency Patient Transport (NEPT) which may impact on voluntary and community transport.

7. **Overview of Service Plan Process**

To receive an overview of the Service Plan process from the Senior Performance & Improvement Officer.

8. **Q1 Performance Monitoring** (Pages 15 - 44)

Report of Head of Transformation

Purpose of Report

The report and attached Appendix detail the areas the Performance Team have extracted from the Quarter 1 performance report as areas of strength and areas of review, as measured through the Performance Management Framework.

Recommendations

The meeting is recommended:

- 1.1 To note the highlighted areas in the draft report.
- 1.2 Identify any performance related matters for future review by the Overview and Scrutiny Committee or referral to Executive.

9. **Annual Customer Insight Report**

Please note, this report will follow; information unavailable at date of agenda dispatch.

Report of Head of Transformation.

10. Youth Engagement - Scoping Document (Pages 45 - 48)

To consider a Scoping Document prepared by Councillors Dan Sames and Bryn Williams regarding Youth Engagement.

11. Overview and Scrutiny Work Programme (Pages 49 - 62)

Report of Head of Law and Governance

Purpose of Report

This report presents the Overview and Scrutiny work programme 2014/15 for consideration.

Recommendations

The meeting is recommended:

- 1.1 To consider the Overview and Scrutiny Committee Work Programme 2014/15 as set out at Appendix 1 of the report.
- 1.2 To note any items of interest in the Executive Work Programme and consider whether to include them on the Overview and Scrutiny Committee Work programme 2014/15.
- 1.3 To consider if there are any other items Members would like to include on the Overview and Scrutiny Committee Work Programme.

12. Exclusion of the Press and Public

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

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

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

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

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item(s) of business on the grounds that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part I, Paragraph 3 would be

disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

13. Commissioning of Services to Banbury CAB. (Pages 63 - 72)

Exempt report of Head of Regeneration and Housing and Head of Community Services.

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

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01327 322365 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

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

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

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Dave Parry, Democratic and Elections
dave.parry@cherwellandsouthnorthants.gov.uk, 01327 322365

Sue Smith
Chief Executive

Published on Friday 22 August 2014

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Agenda Item 4

Cherwell District Council

Overview and Scrutiny Committee

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 22 July 2014 at 6.30 pm

Present: Councillor Ann Bonner (Chairman)
Councillor David Hughes (Vice-Chairman)

Councillor Claire Bell
Councillor Maurice Billington
Councillor Diana Edwards
Councillor Lynn Pratt
Councillor Neil Prestidge
Councillor Lawrie Stratford

Apologies
for
absence: Councillor Jon O'Neill
Councillor Dan Sames
Councillor Bryn Williams
Councillor Sean Woodcock

Officers: Natasha Clark, Team Leader, Democratic and Elections
Louise Tustian, Senior Performance & Improvement Officer
Dave Parry, Democratic and Elections Officer

11 **Declarations of Interest**

There were no declarations of interest.

12 **Urgent Business**

There was no urgent business.

13 **Minutes**

That, subject the reference to the completion of a scoping document in respect of Youth Engagement (Minute 10 – Overview and Scrutiny Work Programme) including a requirement that Councillors Sames and Williams liaise with the Member Champion for Young People, the Minutes of the Overview and Scrutiny Committee held on 17 June, 2014 were agreed as a correct record and signed by the Chairman.

14 **Chairman's Announcements**

There were no Chairman's announcements.

15 **Customer Insights**

The Committee considered the report of Head of Transformation detailing the annual update on customer feedback, including customer complaints.

Welcoming the current report, the Committee nevertheless noted that future reports would provide more detailed information following further analysis of the data gathered to-date. However, the Committee agreed that, in addition, future reports should include: statistics regarding face-to-face customer interactions; information regarding the reasons for the good, indifferent and bad customer responses; effectiveness of links within web-pages; what issues are covered by the complaint heading 'uncategorised'; a link being included between section 4.2 (Complaints by Service area) and the 'Attitude of staff' figure detailed in section 4.3; proportion of customers interacting via the Council's social media, and the uptake of services as a result; statistics detailing the number of people watching Council webcasts (per Committee) – both live and after the event.

The Committee considered the use of incentives to help increase the uptake of services or increase public participation. It was agreed that, although care needed to be taken when considering this option, it was something worth taking into consideration as part of the scoping exercise into youth engagement.

Resolved

- (1) That the position and information provided regarding customer complaints be noted.
- (2) That officers be requested to include detail in future reports in respect of: statistics regarding face-to-face customer interactions; information regarding the reasons for the good, indifferent and bad customer responses; effectiveness of links within web-pages; what issues are covered by the complaint heading 'uncategorised'; a link being included between section 4.2 (Complaints by Service area) and the 'Attitude of staff' figure detailed in section 4.3; proportion of customers interacting via the Council's social media, and the uptake of services as a result; statistics detailing the number of people watching Council webcasts (per Committee) – both live and after the event.

16 **Overview and Scrutiny Work Programme**

The Committee considered the report of the Head of Law and Governance, which presented the Overview and Scrutiny Work Programme 2014/15.

Executive Work Programme

The Committee agreed that the item 'Report and proposed actions from LGA Study into Business Growth' in the current version of in the Executive Work Programme (August to November, 2014) be included on the Overview and Scrutiny Committee Work Programme for 2014/15.

Committee Work Programme

The Committee gave consideration to its current Work Programme, and agreed the following:

New items for inclusion: Council Website - Councillors Edwards, Hughes and Lawrie Stratford to complete a scoping document for a potential scrutiny review of the Council's website; overview presentation on Service Plan process (September), and initial briefing regarding the Oxfordshire Growth Board.

Items for removal: Update on Empty Homes

Resolved

- (1) That the Overview and Scrutiny Committee Work Programme 2014/15 be noted.
- (2) That the following item in the current version of in the Executive Work Programme (August to November, 2014) be included on the Overview and Scrutiny Committee Work Programme for 2014/15: Report and proposed actions from LGA Study into Business Growth.
- (3) That Councillors Edwards, Hughes and Lawrie Stratford be nominated to work with Democratic and Elections Officers and appropriate IT and Communications Officers to complete a scoping document for the potential scrutiny review of the Council's website for consideration by the Committee at a future meeting (November).
- (4) That the following items be added to the Overview and Scrutiny Committee Work Programme: overview presentation on Service Plan process (September); initial briefing regarding the Oxfordshire Growth Board (TBC).
- (5) That the Briefing Note submitted regarding Empty properties be noted, and that the item be removed from the Work Programme.

The meeting ended at 7.20 pm

Chairman:

Date:

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DISTRICT COUNCIL
NORTH OXFORDSHIRE

Subject:

Community Transport and Dial-a-Ride

Head of Service /
Officer Responsible

Head of Community Services

<p>Background and Reason for Briefing Note</p>	<p>To provide the committee with an overview of voluntary and community transport provision in the district.</p> <p>To inform the committee of potential changes to Dial-a-ride and Non-Emergency Patient Transport (NEPT) which may impact on voluntary and community transport.</p> <p><u>CDC Business Plan objectives:</u> C4 - Work to promote and support health and wellbeing across the district. C6 - Provide support to the voluntary and community sector. C8 - Work to ensure rural areas are connected to local services and the retail centres provided in the two market towns.</p>
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	<p>‘Community transport’ describes passenger transport schemes owned and operated on a not-for-profit basis by local community groups. It encompasses a range of transport services including voluntary car schemes where drivers use their own cars, community minibus services which run to a published timetable and dial-a-ride providing door-to-door journeys for people unable to use conventional public transport.</p> <p>Community transport is important to isolated people, as it facilitates social inclusion and allows them to access vital services. Isolated people are found in both urban and rural areas and include disabled people, older people, unemployed people and those on low incomes.</p> <p>Cherwell is currently served by:</p> <ul style="list-style-type: none"> • OCC Dial-a-Ride service • Volunteer Connect volunteer car service. • Banbury Volunteer Bureau volunteer car service • Royal Voluntary Service volunteer car service • Village schemes • CCG Non-emergency Patient Transport <p>As far as officers are aware, there are no community minibus services in the district.</p>
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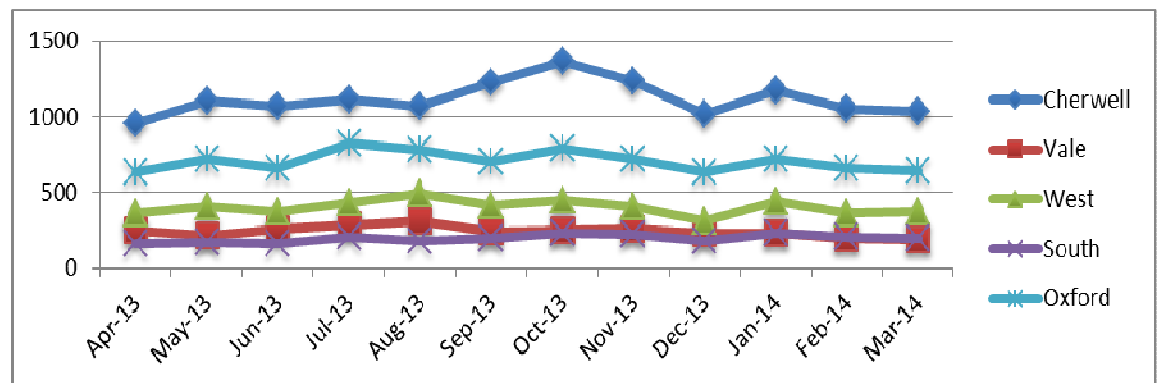
Dial-a-Ride

Before April 2012 Dial-a-ride in Cherwell was funded by CDC and provided by Banburyshire Community Transport Association (BCTA). The service was comprehensive, but unaffordable (£187,000 in 2011/12).

From 01 April 2012 Oxfordshire County Council took over responsibility for running dial-a-ride services throughout the county, providing a reduced service (one bus, serving different parts of the district on different days).

In order to partially offset the reduced service CDC has “topped-up” OCC funding by £29,484 each year. This has meant that on three days a week Cherwell is served by two buses rather than one. Cherwell was the only district to take up this “top-up” option.

Usage figures show that passenger numbers in Cherwell are consistently more than all the other three districts put together, and 40% higher than Oxford City. During 2013/14 dial-a-ride provided 13,430 journeys in Cherwell (see chart). OCC estimates the cost of each person/journey as £10.09.



Dial-a-Ride Journeys per month in 2013/14

Oxfordshire County Council is reviewing the provision of all supported transport, including dial-a-ride services. OCC has offered for a senior transport manager to address the next Overview & Scrutiny Committee Meeting (on 14 October).

Volunteer
Connect

Volunteer Car Services

Volunteer Connect:

This district-wide service is commissioned by CDC from Banbury Citizens Advice Bureau (see accompanying report “Commissioning of Services to Banbury CAB”).

Most journeys are for medical or health related reasons, but journeys are also provided for a variety of other reasons related to wellbeing and reducing isolation.

Journeys are primarily within the district (or very close to its borders) and from the district to hospitals in Oxford.

There are 317 scheme members and 40 active volunteer drivers on the books. The annual contract cost to CDC is £33,611. During 2013/14 Volunteer connect provided 1,833 journeys (avg £18.34/journey).

Banbury Volunteer Bureau	<p>Banbury Volunteer Bureau-</p> <p>Journeys are provided primarily for medical appointments within the district and to hospitals in Oxford and London. Around 45% of journeys are for appointments at Oxford Hospitals.</p> <p>Clients are charged a fixed fee (£5) for journeys under 10 miles 47p per mile for longer journeys.</p> <p>Service is provided in Banbury & surrounds and Bicester & surrounds but the stronger presence is in the Banbury area.</p> <p>There are 60 regular clients and an “open book” of occasional clients. There are 26 active volunteer drivers on the books. During 2013/14 Banbury Volunteer Bureau provided 2,200 journeys.</p> <p>The scheme is run by volunteers, with no paid staff.</p> <p>BVB’s chairman considers the service could expand, but only with increased administrative support, including office volunteers and a professional office manager for at least one day per week (c£5,000 p/a). Currently all staff are volunteers.</p>
Royal Voluntary Service	<p>Royal Voluntary Service-</p> <p>This “good neighbours” service provides journeys for people over 70 years of age. Many journeys are to get clients to and from the RVS Cornhill Centre, but journeys are also provided to surgeries, the Horton, Oxford hospitals and town centre shops.</p> <p>There are 40 regular clients. RVS has 15 volunteer drivers on the books but only 5 of them are available regularly. Clients are charged £4 for a return journey to the Cornhill Centre, or 60p/mile for journeys over 3 miles. In 2013/14 around 2500 journeys were provided. The scheme is run by a professional administrator (25 hours/week) and an office volunteer.</p> <p>The scheme is centred on Banbury, but could expand if it had more volunteers. The RVS manager considers that the service would struggle to cope with increased demand as it is very difficult to find new volunteer drivers <i>“particularly since the organisation whose role is to find volunteers for us have been funded to set up their own transport service”</i></p>
Village based schemes	<p>There are four small, locally organised volunteer driver schemes to take residents to medical appointments:</p> <p>Horton cum Studley, Kirtlington & Bletchingdon, Wroxton & Balscote, Yarnton. Deddington surgery provides a minibus service to bring patients in its catchment to medical appointments.</p> <p><u>Non-Emergency Patient Transport</u></p> <p>This service is commissioned by Oxfordshire Clinical Commissioning Group (OCCG) and provided by South Central Ambulance Service NHS Trust. The service provides transport to patients to get to out-patient appointments or home from hospital. Clients of the service are people whose illness or disability makes it impossible or medically inadvisable for them to travel by car or public transport.</p> <p>In order to save up to £1million OCCG is proposing to tighten the application of its client eligibility criteria. This will mean that up to 6200 patients are deemed ineligible to use the NEPT service for a total of 37000 journeys per year over the OCCG area.</p>

The Cherwell Community Partnership Network has responded to OCCG's consultation, expressing several concerns about potential transport difficulties for patients and the as yet unquantified additional strain on voluntary and community transport services (see attached letter, appendix 1).

Conclusions

A lot depends on the future of dial-a-ride, as by far the largest provider of community transport journeys in the District. Until we know what OCC's proposals are it is difficult to decide what direction to take.

Currently Dial-a-ride, Volunteer Connect and BVB are all operating near capacity, but rarely have to decline a request for transport. The level of remaining unmet demand is difficult to gauge accurately. However, the district's ageing population profile suggests that demand is more likely to increase than decrease.

Members may wish to consider whether it is best to focus on developing one provider of volunteer driver services or to create conditions that allow several providers to co-exist and operate co-operatively.

Completed by: Kevin Lerner

Date: 15/08/14

Presented to: Overview and Scrutiny Committee

Date:02/09/14

Draft Community Partnership Network (CPN) Response to OCCG's Consultation on Proposed Changes to Non-Emergency Patient Transport in Oxfordshire

The CPN welcomes the opportunity to respond to this consultation on proposed changes.

The CPN is a key stakeholder group brought together to participate in local health and social care sector changes in North Oxfordshire and surrounding areas. It has representatives from local health and social care commissioners including OCCG, service providers, relevant local organisations and public/ patient representatives and is therefore well placed to offer a rounded response to this OCCG consultation process.

To provide this response, representatives of the CPN have consulted with local community transport organisations to consider the full implications of the proposed changes and their implications beyond the health and social care sector. In doing so, its response contains not only relevant points which OCCG should consider before changes are made, but also a range of suggestions about further activity which is required should the changes be implemented in a similar way to that proposed. It does this in the spirit of multi-agency cooperation which is essential given the constraints on public sector expenditure generally.

An Integrated Approach

The first and most fundamental point is that the OCCG should not make any changes in isolation. The consultation makes relevant references to public transport, community transport providers and local government. This reference is welcomed but not for single issues as is currently being stated and in any event, such multi- agency involvement cannot be secured before the very short proposed implementation timescale. There must be a **holistic approach to transport options and funding** to find the best overall solutions to patient needs and to take account of locality differences. Therefore before the implementation of any change, there must be a dialogue and exploration of how a wider approach can be taken with other providers of transport. In this respect, this includes OCC for dial-a-ride and other specific transport (which is also being reviewed for the same financial reasons as OCCG are doing), community transport providers, District Councils who commission some community transport provision and health service delivery bodies who offer transport support to patients.

Communication

One key patient feedback issue which keeps being repeated is that many are either not informed of their transport eligibility at the point of primary care referral to secondary care or are confused by it. What is therefore needed is absolute **patient-friendly, clear information on eligibility**, that this is provided at all times by all forms of health care and with clear information on the **options for and access to alternative transport options**. To deliver this last component requires the integrated approach outlined above and the time to develop it.

Support to Patients Ineligible for Non-Emergency Transport

Your consultation document claims that some 37,000 non-emergency transport journeys involving an estimated 6,200 patients could fall outside the proposed new eligibility criteria. This is of real concern to the CPN because of the following anticipated implications, each of which, the CPN requests an OCCG response;

- Whilst it is recognised that some of these ineligible future patients will have family and friends for transport alternatives, some will not and the OCCG appears to have made no assessment of the extent of those which fall into these categories.
- The expectation that community transport schemes as an alternative for patients has had no identifiable assessment of their capacity to cope with increased demand when there are clear limits to what the voluntary sector and volunteers can provide.
- Unless those who have few transport alternatives are handled effectively, there could be an increase in the number of no shows for health care appointments as a consequence of transport difficulties leading to an increase in wasted resource within the health sector. These no shows could also result in a detriment to the patients' health – so they could then become more seriously ill and need a greater level of support. Will this be monitored to inform any future review of these changes?
- Taxi fares and other independent transport costs from the geographical extremities of Oxfordshire will be prohibitive to some ineligible patients let alone the impracticalities of public transport to Oxford. This is particularly relevant to North Oxfordshire. How has the OCCG taken these factors into account?
- A greater number of patients will need to pre-arrange transport (irrespective if that is via family, friend or volunteer transport) leading to the potential for an increased number of rescheduled appointments if transport cannot be secured for their first appointment. By not accepting their first appointment where does this put them in the appoint queue and can a greater level of coordination be achieved through the patient appointments service to avoid patient disadvantage?

Consultation Options

Option A appears on the face of it to be a logical split between those patients in greatest need for OCCG transport support and those who could have other transport options. However, an overriding concern of the CPN is that this takes no account of the frequent **complexities of the full range treatment needs** of patients for the same condition, some of which will be eligible for transport support and others not eg follow up appointments following treatment.

The OCCG should approach this exercise from patient need and have **flexible guidelines** based on this and not from the starting point as appears to be the case of x number of journeys saves y £'000s and from this, the eligibility line should be drawn. Linked to this is the confusion which is likely to occur if part of the treatment /post treatment sign off process is eligible and part of it is not. This relates to the communication issue above. There should not therefore be an option B as eligibility should apply to the full health sector interface, treatment or otherwise, for the conditions quoted.

With regard to the bullet point possible options quoted, the following response is offered;

- How does the OCCG intend to make voluntary sector support available to ineligible patients when it is constrained by the profit making need for such alternatives? It should be noted here that innovative solutions are welcomed but these must be considered alongside and possibly include the current largely local government supported voluntary sector provided solutions.
- The direction of OCCG travel to offer treatment closer to home is very strongly supported by the CPN for many reasons. The OUHT is developing its service range and extent at the Horton General Hospital with this in mind to address the geographical challenge of North Oxfordshire to improve access to care which in turn reduces the transport challenges. To work effectively, this must be supported by the communication requirements stated above.
- At the CPN, we have spent some time considering not only the provision of care closer to home but those cases where it has been decided that it shall be further from home eg Emergency General Surgery. We therefore suggest that the OCCG awaits the statement from OUHT on the current position re pre assessment at the Horton and the measures proposed to enhance this so that any implications for return transport from Oxford can be included.
- Working jointly with OCC to explore how public transport solutions can better support patients is also supported but tempered with the fact that only a small proportion of public transport receives public subsidy, the majority being run on a commercial basis. Pursuing this to the fullest extent must therefore include the commercial operators. In doing so, an integrated approach should be taken to look at the whole range of transport options including volunteer provision.
- The potential for fee paying options for ineligible patients must embrace the communication issues highlighted above for this to work effectively.

Cross Boundary Issues

The consultation documentation is silent on cross boundary issues. This is particularly relevant in North Oxfordshire where up to a third of South Northamptonshire's residents and part of South Warwickshire look to the Horton General Hospital for secondary care and consequently Oxford for more specialist care. How are these new eligibility guidelines to be communicated to residents from adjoining counties, how do they relate to possible different eligible transport solutions of other providers in those counties without causing confusion, what are the transport alternatives for ineligible patients in these out of Oxfordshire areas and how might eligibility differences impact on changes in the demand for care? The CPN would like clarification and responses to these important North Oxfordshire points.

Other Practical Considerations

If these proposals are introduced, OCCG should expect there to be an increase in the number of journeys made by volunteer car drivers and an increase in the use of cars by family and friends. Car parking is always a sensitive and emotive issue, even more so for health care. The CPN welcomes the good provision at the Horton General Hospital for both dedicated spaces for volunteer car drivers and general car parking but wants to be assured that adequate provision is made for a future increase in demand.

Similarly, the OCCG is urged to negotiate with Oxford City Council to increase the **number of volunteer car parking spaces** in Oxford at some of OUHT's sites and to ensure that general car parking provision at the John Radcliffe Hospital is improved to cater for increased demand before these changes are implemented. There is need to improve the parking at the Nuffield Orthopaedic centre by having a multi storey facility on the site but the City Council refused permission on the grounds that it would increase the number of vehicles coming into the city and patients should instead use the Park and Ride. Given the degree of disability of many patients, needing wheelchair from hospital to car etc. this is neither practical nor humane. The OCCG are urged to reopen this issue with the City Council with the benefit of patient experience and an assessment of increased car journeys.

Linked to an increasing number of volunteer drivers, family and friends transporting people to hospital, there will inevitably be cases where some people will require **assistance getting in and out of conventional cars**. What assistance will be given at healthcare sites when such requirements emerge?

The OCCG intention to implement change less than two months from the end of the consultation period gives the very clear impression that no matter what the consultation responses indicate, the changes as proposed will take place ie **OCCG has pre-determined its intentions**. Irrespective of this, the CPN believes that such a short period between consultation close and implementation is inadequate if change is to be introduced based on the best interests of patients and urges the OCCG to reconsider its timescale. For example, how will OCCG introduce effective communication of the change when this should be done on a multi-agency basis as proposed above? Likewise, where patients are eligible for transport support at the start of a long period of treatment but become ineligible during their treatment plan, how will the OCCG address this? The CPN believes that a longer period before implementation of change is required for existing patients so that they do not suffer a change in transport eligibility part way through their treatment plan.

It is recognised that the greatest demand for patient transport services comes from the urban areas and is directly correlated to their population size. In this respect, Banbury is the second highest area of demand in Oxfordshire as the second largest urban area in the county. This fact must be reflected in how future patient transport services are delivered. However, it is also recognised that with the substantial growth in house building and therefore population, other areas, most notably Bicester, will produce additional demand from that currently experienced. How has the OCCG taken these two factors into account in its transport plans?

Finally, it is understood that **the contract for emergency and non-emergency patient transport** currently held by South Central Ambulance Service is to be retendered in the near future. Can OCCG please clarify whether the outcome of this consultation process in the form of proposed changes will be part of that procurement process and whether there will be any other proposed changes to be consulted upon for emergency patient transport?

Summary of Key Points

1. Only consider making OCCG changes to services on an integrated basis with OCC for dial-a-ride and other specific transport, community transport providers, commercial bus operators,

District Councils who commission some community transport provision and health service delivery bodies who offer transport support to patients.

2. Patient-friendly, clear information on eligibility and alternative transport options is provided consistently at all times at all points of patient interface.
3. Specifics to be addressed before implementation should include an assessment of the extent of future ineligible patients who have no other transport options, the affordability of patients for paid for journeys and the treatment of rescheduled appointments due to transport difficulties.
4. Determine how these new eligibility guidelines are to be communicated to residents from adjoining counties without causing confusion where there are different criteria, provide information on transport alternatives for ineligible patients in these out of Oxfordshire areas and to determine how might cross boundary eligibility differences impact on changes in the demand for care.
5. Transport eligibility should apply to the full health sector interface, treatment or otherwise, for the conditions quoted to avoid patient confusion during a course of treatment.
6. Negotiate with Oxford City Council to increase the number of volunteer car parking spaces in Oxford at some of OUHT's sites and to ensure that general car parking provision at the John Radcliffe Hospital and Nuffield Orthopaedic Centre is improved to cater for increased demand before these changes are implemented.
7. Be explicit about the additional assistance which will be given at healthcare sites when it is anticipated that increased use of private cars will result in a demand for increased assistance for those with mobility difficulties.
8. Introduce a longer period before implementation of change for existing patients so that they do not suffer a change in transport eligibility part way through their treatment plan.
9. Clarify whether the outcome of this consultation process in the form of proposed changes will be part of the procurement process for the current SCAS services and to clarify whether there will be any other proposed changes to be consulted upon for emergency patient transport.

Ian Davies
Chairman
on behalf of the Community Partnership Network

Cherwell District Council

Overview and Scrutiny Committee

2 September 2014

Quarter 1 Draft Performance Report

Report of Head of Transformation

This report is public

Purpose of report

The attached Appendix 1 is a draft report of the areas the Performance team have extracted from the Quarter 1 performance report as areas of strength and areas of review as measured through the Performance Management Framework.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the highlighted areas in this draft report.
- 1.2 Identify any performance related matters for future review by the Overview and Scrutiny Committee or referral to Executive.

2.0 Introduction

- 2.1 The first part of the report highlights areas the areas that have exceeded target and have been RAGG* (Red, Amber, Green, Green*) rated as a Green*.
- 2.2 To measure performance we use a 'traffic light' system where Green* is exceeding the target, Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators and commentary is presented in the appendices to this report.

3.0 Report Details

- 3.1 The draft Cherwell District Council Performance Report for Quarter 1 Appendix 1.

Table1. Areas of performance strength to be highlighted and noted the performance across the corporate priorities is generally on track:

Performance Measure	RAGG*	Update	Priority
Northwest Bicester: Delivery of the Masterplan to the agreed timescales	Green	The next stage in delivering the Masterplan will be the submission and processing of planning applications for the development. It is anticipated that applications will be received for the majority of the site before the end of the year and determined during 2015.	A District of Opportunity
Graven Hill: deliver the Council's vision for this strategic site	Green	Huge progress has been made on concluding the S.106 issues and completion of the land transaction expected in early August 2014. The business case for creation of a 'group structure' of Companies Limited by Shares (Holding Company and Development Company) has been approved by the Executive (16th July) with companies incorporated and inaugural meeting of both companies held on the 7th July 2014. Six key work themes have been identified as necessary to deliver the council's vision for Graven Hill: consolidation of land assembly & boundary issues; On-going engagement with Ministry of Defence (MOD); Ecology and ground investigation; Design and planning; Delivery and procurement; Sales, marketing and investment.	A District of Opportunity
Tonnage of waste sent to landfill	Green	On track and with a number of actions planned during 2014/15 to reduce amount sent to landfill	Safe, Green & Clean
Number of fly tips enforcement actions (compared with same period 2013/14)	Green*	During the quarter 50 warning letters, 13 Section 71 Notices and 1 formal caution were issued. Warning letters work very well in circumstances when it would not be suitable to take a more formal approach.	Safe, Green & Clean

Percentage of nuisance cases responded to within prescribed period of 48 hours	Green	Case load increased from 183 in Quarter 4 2013/14 to 452 in Quarter 1 but despite the increasing case load response times have been maintained	Safe, Green & Clean
Average time taken to process new claims and changes for Housing Benefit in days	Green*	Changes continue to be processed well within target and this is expected to continue through the year	Thriving Communities
No of households in temporary accommodation	Green*	The number of households in temporary accommodation remains within the target set. The Housing Team continue their service delivery with an on-going focus on homelessness prevention. This helps to keep the number of those progressing to make a statutory homeless application low, which in turn maintains the current performance for provision of temporary accommodation.	Thriving Communities
Maintain a minimum usage level of visits to leisure facilities (Total of visits to District Leisure Centres and WGLC, NOA and Cooper)	Green*	Throughputs are up 18,913 on June 2013 with:- Spiceball Leisure Centre up 1,907 Kidlington & Gosford Leisure Centre up by 5,144 and Bicester Leisure Centre up by 11,862 - the increase is attributed to the play and teach pool figures.	Thriving Communities
Processing of major applications with 13 weeks	Green*	The measures introduced last year continue to show improvements. A figure of nearly 91% has been achieved this quarter and this continues to represent sustained and significant progress compared to historic performance.	Thriving Communities
Maximise income through designing services that can attract a market	Green	Some market work has been undertaken to ascertain the capacity to trade. Until the new operating model is in effect trading potential is limited.	Sound Budgets and Customer focussed council.
Increase our use of social media to communicate with residents and local businesses	Green	Facebook and Twitter continue to be used extensively at CDC, with residents engaging with the communications team on a daily basis on a variety of subjects. The range of messages that are	Sound Budgets and Customer focussed council.

		promoted through social media also continues to grow as departments become more aware of what can be achieved on a limited or no budget.	
Deliver an annual balanced budget setting out the five year financial plan (Medium Term Financial Strategy)	Green	Currently developing updated Medium Term Financial Strategy (MTFS) with actions to address future anticipated pressures	Sound Budgets and Customer focussed council.

3.2 Table 2. Areas of performance risk to be kept under review

Performance Measure	RAGG*	Update	Priority
Bicester town centre regeneration including the Council Commercial Building	Amber	Planning permission obtained for the Community Building. We are currently reviewing costs ahead of awarding construction contract. Completion remains on target for Summer 2015.	A District of Opportunity
Agree next steps for the development options for Kidlington against agreed timescales and milestones	Amber	Masterplans follow on from Local Plans. These are currently delayed while the Local Plan issues are resolved	A District of Opportunity
Number of fly tips recorded (compared with same period 2013/14)	Red	There is no obvious trend showing so far regarding the number of fly tips. It has however been noted that there has been a small increase in the number of white goods being left out on the verge, for the scrap metal collectors. Investigations cannot always identify the resident that has left them out.	Safe, Green, Clean
Percentage of nuisance cases resolved within 8 weeks	Amber	Of the 452 cases received in Quarter 1, 425 were resolved. Due to the high number of cases resolution, performance has continued to be good although slight slippage is inevitable. A greater level of activity tends to occur in Quarters 1 and 2 as it is seasonal. There has been an increase in the number of complaints about barking dogs and the figures here include those from Operation Jazz which	Safe, Green, Clean

		is now in its third year. This operation, running 2 nights per week, has proved very successful and consequently officers are dealing with more calls.	
Processing of minor applications with 8 weeks	Red	The impact of greater overall application numbers together with a higher proportion of majors has affected the processing of minor applications. The emphasis on majors has resulted in a backlog of registration which has in turn had an impact on overall performance, 55% compared with a target of 65%. Short term measures have been put in place (allocation of additional staff and overtime working) to reduce the registration backlog. In addition the registration team has been relocated and the whole process is being modelled using "PlanSim" software which will allow the impact of changes to the process to be understood before introduction. These changes are expected to see an improvement in performance by the end of the next quarter.	Thriving Communities
Percentage of planning appeals allowed against refusal decision (%)	Red	The performance measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. There is no evidence of poor performance, though this continues to be carefully monitored.	Thriving Communities
Increase organisational capacity and efficiency and Improve workforce planning and development	Amber	Action Plan is being developed as part of the HR & OD Strategy work as part of 3 way working. During 2014/15 the focus will be on planning for this with implementation expected in 2015/16.	Sound Budgets and Customer Focussed Council
Deliver significant reduction in phone contact by implementing additional online services	Amber	Suspension of the Customer Relationship Management (CRM) and Customer Portal project pending 3 way working reviews will impact on the opportunity to achieve "significant" reductions.	Sound Budgets and Customer Focussed Council

		However work continues in the interim to use current software provision to implement online services where viable.	
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4.0 Conclusion and Reasons for Recommendations

- 4.1 The Overview and Scrutiny Committee reviews the performance of all council services and can make reports or recommendations to Executive and/or Council. The Performance and Insight Team in association with the relevant directorate staff, provide the committee with regular reports on performance against targets and outcomes, direction of travel and explanations of performance.

5.0 Consultation

No specific consultation on this report is required. However, it should be noted that several indicators are based on public consultation or customer feedback.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To note the report

Option 2: To request additional information on items and/or add to the work programme for review and/or refer to Executive.

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

Kelly Warburton, Service Accountant,
01295 22, Kelly.warburton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal issues arising from this report.

Comments checked by:

James Doble, Democratic and Elections Manager,
01295 221587, james.doble@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Risk Register and reported quarterly to the Audit Committee.

Comments checked by:

Ros Holloway, Performance Information Officer

01295 221578 Ros.Holloway@cherwellandsouthnorthants.gov.uk

Data Quality

- 7.4 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.

Comments checked by:

Ros Holloway, Performance Information Officer

01295 221578, Ros.Holloway@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

The Performance Management Framework covers all of the Council's Strategic Priorities

Lead Councillor

Councillor Kieron Mallon

Lead Member for Performance and Communications

Document Information

Appendix No	Title
Appendix 1	CDC Draft Quarter 1 Performance Report
Background Papers	
None	
Report Author	Louise Tustian, Acting Corporate Performance Manager
Contact Information	01295 221786 Louise.tustian2@cherwellandsouthnorthants.gov.uk

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Cherwell District Council Business Plan : 2014/2015 Corporate Pledges - Quarter 1

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
A District of Opportunity			
CBP1 1.1	Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure: Meet the Local Plan milestones including preparation for the examination process	A	The Examination was held in June but had to be suspended until 9 December 2014 to enable major modifications to take place to ensure the Local Plan is Oxfordshire SHMA (Strategic Housing Market Area Assessment) compliant.
CBP1 2.3	Progress work on the North West Bicester exemplar site	G	Work is underway on the exemplar site
CBP1 2.4	Delivery in North West Bicester of the Eco Business Centre	A	Options have been reviewed and analyses is continuing. A report is due to go to October Executive and Strategic Delivery Board.
Safe, Green and Clean			
CBP2 1.1	Maintain a household recycling rate of above 57%	G Actual: 62% Target: 57%	Significant rise in garden waste this quarter compared to the same quarter last year
CBP2 2.1	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	G 2013 : 70%	2013 satisfaction survey recorded 70% of residents satisfied with street and environmental cleanliness. The 2014 survey was completed in mid July and the results will be available during Quarter 2.
CBP2 2.1a	Undertake 6 neighbourhood blitzes with community involvement	G Actual 1 Target 1	Four neighbourhood blitzes have been scheduled for the remainder of 2014 with two others to be agreed in early 2015. The first of these, Langford Village, Bicester 23-27 June proved successful.
CBP2 3.2	Work with local police and licence holders to ensure our town centres remain safe and vibrant in the evenings	G	Thames Valley Police (TVP) reports this year are showing an improvement in crimes of violence
CBP2 4.1	Maintain the Council's five year commitment to reduce our carbon footprint by 22% by 2016	Not Known	Delays in submitting data to our contractors has resulted in performance information being unavailable until mid August.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Thriving Communities			
CBP 3 1.1	Deliver 150 units of affordable homes in the district and support opportunities for self build and developing self build skills	G Actual: 30 Target: 30	<p>The affordable housing delivery is on schedule for the end of the year. There continues to be significant opportunities to secure additional affordable housing in the district and we are working closely with partners to ensure that there is a steady supply of homes to be able to cater for those in housing needs both for rent and low cost home ownership</p> <p>Approximately 70 people have undertaken training at ACE Training. These are a mix of purchasers for Newton Close and tenants at the former Calthorpe House site and Coach House Mews. These properties will be finished to a watertight shell for completion by the occupiers. Tenants/Owners will do the following:</p> <ul style="list-style-type: none"> • Plaster boarding internal walls and ceilings, • Fitting kitchen units • Doors, architraves and skirting boards • Landscaping gardens • Painting/ decorating/ tiling <p>Further applicants are due to start their training again in August. They are assessed at the end of their training and receive a certificate from the Construction Industry Training Board (CITB).</p>
CBP3 2.4	Continue working with partners to provide support to improve the lives and opportunities for the most vulnerable individuals and families in the district, building on Brighter Futures in Banbury Programme	G	Both financial inclusion and employment support are embedded in the work of the Brighter Futures programme through greater intensity of Job Clubs and employer links as part of the overall District service. Progress, organisation and effectiveness has been good and is expected to improve with the activities of the new Credit Union - the Cherwell Community Bank.
CBP3 2.5	Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training.	G	Active support for North Oxon Young Enterprise events. Attended the 'Driving Ambition Launch' at North Oxon Academy on 8 May encouraging further practical links between students and employers. CDC continues to operate its Cherwell Apprenticeship programme - now in its fourth year. Leading by example, CDC is also working with Oxfordshire County Council (OCC) to enable and promote the 'Apprenticeships' to be held in Banbury & Bicester in late summer.
CBP3 2.5a	Contribute to the creation and safeguarding of jobs	G* Actual: 59 Target: 50	Weekly job clubs are held to enable employers to identify potential recruits which has resulted in vacancies being filled for at least two companies. Bicester Job Fair held on 15 May, enabling 10 local businesses to promote vacancies. Cherwell Business Awards held on 16 May to promote best practice and encourage further business expansion locally. Launch of an over 50's job club to help the longer term unemployed. Significant enquiries include Prodrive, Grayline and Bicester Studio School.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Sound Budgets and Customer Focussed Council			
CBP4 1.1	Extend the Joint Working Programme to include new methods of service delivery and more services delivered in partnership	G	On track - ICT and Legal delivered and service reviews for further areas underway
CBP4 3.1	Continue to improve our website, and implement additional online services for customers	A	The Channel Shift project across two councils will contribute to this objective but is currently focusing on services at SNC ahead of its relocation in 2015
CBP4 4.2	Deliver the savings targets £500,000 within the agreed timescales.	G	Incorporated within 2014/15 budget. Quarter 1 shows no major variance as a result of not meeting savings

**Cherwell District Council Business Plan : 2014/20145
A District of Opportunity - Quarter 1**

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities.			
CBP1 2.1	Northwest Bicester: Delivery of the Masterplan to the agreed timescales	G	The next stage in delivering the Masterplan will be the submission and processing of planning applications for the development. It is anticipated that applications will be received for the majority of the site before the end of the year and determined during 2015.
CBP1 2.5	Bicester town centre regeneration including the Council Commercial Building	A	Planning permission obtained for the Community Building. We are currently reviewing costs ahead of awarding construction contract. Completion remains on target for Summer 2015.
CBP1 2.6	Graven Hill: deliver the Council's vision for this strategic site	G	Huge progress has been made on concluding the S.106 issues and completion of the land transaction expected in early August 2014. The business case for creation of a 'group structure' of Companies Limited by Shares (Holding Company and Development Company) has been approved by the Executive (16th July) with companies incorporated and inaugural meeting of both companies held on the 7th July 2014. Six key work themes have been identified as necessary to deliver the council's vision for Graven Hill: consolidation of land assembly & boundary issues; On-going engagement with Ministry of Defence (MOD); Ecology and ground investigation; Design and planning; Delivery and procurement; Sales, marketing and investment.
Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.			
CBP1 3.1	Wood Green, Banbury – secure the delivery of new homes on the site and continue to improve the physical environment of the area	G	Lincoln House has now been demolished and procurement exercise for a main contractor complete, with planning permission secured subject to completion of the legal agreement. Design work is underway for Phase Two of Orchard Way to include demolition of garages, new parking improvements to concourse and landscaping.
CBP1 3.2	Secure an agreed scheme for the delivery of the Bolton Road site in Banbury	G	Discussions held with the Developer and agreed further design progress. Increased number of residential units to approximately 200. Further design proposals to be submitted to clarify mix of residential property, car park numbers, and mix of retail and commercial. Likely start on site subject to planning early 2016. Discussions with current car park management company Vinci progressing well and early report to Executive on options to close car parking scheduled for September 2014.
CBP1 3.3	Work with the developer to secure delivery of the extension to the Castle Quay shopping centre in Banbury, an improved retail commercial offer and the Spiceball development	G	Developer to submit revised plans to planning committee in August to reflect planning condition issues from previous approval. Start on site spring 2015. Executive approved site development area and approved the negotiation process for development agreement with Hawkstone. Final report to Executive scheduled February 2015.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Implement the Masterplan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.			
CBP1 4.1	Agree next steps for the development options for Kidlington against agreed timescales and milestones	A	Masterplans follow on from Local Plans. These are currently delayed while the Local Plan issues are resolved
Promote inward investment and support appropriate economic growth within the district.			
CBP1 5.1	Produce marketing material to promote commercial and industrial business sites and the area	G	Core marketing material maintained on Cherwell Investment Partnership's (CHIP) website - www.cherwell-m40.co.uk. News stories added and e-newsletters sent to all businesses on database every month. Development of a self-search database of available commercial property also available through website. Distribution of leaflets to promote the Velocity business grants to Cherwell businesses (together with an information day for businesses at Bodicote on 24 June).
CBP1 5.2	Develop the role of the Cherwell Investment Partnership (CHIP) to provide a hub for inward investment	G	54 business enquiries were answered this quarter. Day-to-day contact held with members of the Cherwell Investment Partnership (CHIP) - consisting commercial estate agents, skills providers, recruitment companies, local business groups and others involved in supporting business investment & growth. CHIP Working Group held on 13 May to gather market intelligence and to consult with businesses on matters relating to the Council's work on business rates, the Local Plan, town centre initiatives and broadband roll-out. Event held to promote international trade with China on 27 June.
Deliver high quality regulatory services that support the growth of the local economy.			
CBP1 6.1	Develop a whole Council 'Better Business' approach to support new and existing businesses	G	All services are now aware of the Regulatory Code which requires local authorities to consider economic impact in their regulatory activities; this was endorsed by the joint management team in May; a new draft joint enforcement policy will be submitted to Executive for approval in September which will formally acknowledge our commitment to comply with the Code and consider impact on growth. The first Economic Development and Public Protection workshop takes place in July which is the first step in ensuring that staff provide the best "whole Council" support to businesses; an action plan and further activities will be developed from the workshop to ensure that our officers work proactively together. The Better Regulation Delivery Office are attending the workshop to consider whether the initiative can be developed as a national toolkit; work has commenced with South East Midlands Local Enterprise Partnership (SEMLEP) to adopt the principles of "Better Business for All" - an initiative to ensure that regulatory officers develop a supportive culture and competency when working with businesses.

**Cherwell District Council Business Plan : 2014/2015
Safe, Green and Clean - Quarter 1**

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible			
CBP2 1.2	Tonnage of waste sent to landfill	G Actual: 6531 Target: 6566	On track and with a number of actions planned during 2014/15 to reduce amount sent to landfill
CBP2 1.3	Residual household waste per household (kgs)	G Actual: 109 Target: 109	Residual waste per household is comparable with same period in 2013/14
CBP2 1.4	Maintain the current high levels of customer satisfaction with our waste and recycling services	G	The 2014 Council's annual satisfaction survey was completed in mid July and results will be available during Quarter 2
CBP2 1.4a	Customer satisfaction with Waste Collection services		2013/14 satisfaction rate was 80%
CBP2 1.4b	Customer satisfaction with Household Recycling services		2013/14 satisfaction rate was 83%
Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.			
CBP2 2.1c	Number of fly tips recorded (compared with same period 2013/14)	R Actual: 121 Target: 100	There is no obvious trend showing so far regarding the number of fly tips. It has however been noted that there has been a small increase in the number of white goods being left out on the verge, for the scrap metal collectors. Investigations cannot always identify the resident that has left them out.
CBP2 2.1c	Number of fly tips enforcement actions (compared with same period 2013/14)	G* Actual: 64 Target: 34	During the quarter 50 warning letters, 13 Section 71 Notices and 1 formal caution were issued. Warning letters work very well in circumstances when it would not be suitable to take a more formal approach.
Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.			
CBP2 3.1	Explore new partnerships delivery models for the management and operation of Closed-Circuit Television (CCTV)	G	On-going meetings with Thames Valley Police as they work up their new CCTV strategy
CBP2 3.2	Reduce costs of Closed-Circuit Television CCTV	G	Microwave signalling implemented with £11,000 saving for 2014/15 in BT fibres.
CBP2 3.2a	% of residents when asked feel safe being home alone after dark	93% in 2013	Results from the 2014 Annual Customer Satisfaction Survey will be available in Quarter 2

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
CBP2 3.2b	% of residents when asked feel safe walking alone in town centres after dark	59% in 2013	Results from the 2014 Annual Customer Satisfaction Survey will be available in Quarter 2
CBP2 3.2c	Number of All Crime incidents reported	Actual : n/a Target 1886	Burglary as reported to the Cherwell Safer Community Partnership (CSCP) is likely to be lower than last year. However we are awaiting crime stats from Thames Valley Police (TVP) - this has been delayed due to new reporting system and may not be available before this report is published.
CBP2 3.2d	Number of All Domestic Burglary incidents reported	Actual : n/a Target 50	Awaiting crime stats from TVP - this has been delayed due to new reporting system and may not be available before this report is published.
CBP2 3.2e	Number of All Violence against the Person (without injury) incidents reported	Actual : n/a Target 136	As reported recently at the CSCP domestic burglary is likely to be lower than last year although this cannot yet be verified as data from TVP is not yet available and may not be available before this report is published.
CBP2 3.2f	Anti-Social Behaviour (ASB) incidents involving high and medium risk victims	G	No high risk cases were received in Quarter 1. However 4 medium risk cases were in process at the beginning of the quarter with 14 additional cases received during the quarter. 12 cases were resolved during the quarter leaving 6 active cases to be carried forward.
CBP2 3.2g	Monitor persistent or resistant Anti-Social Behaviour (ASB) cases	G	Resolution of 'chronic' ASB cases is no longer a Local Police Authority performance target. 'Persistent and resistant' cases are a classification used to define ASB cases that contain either the elements of frequency of occurrence or offenders who are resistant to intervention. 2 cases were carried over into Quarter 1 and 3 further cases received with 3 being resolved.
CBP2 3.2h	Percentage of nuisance cases responded to within prescribed period of 48 hours	G Actual: 97.57% Target: 96.00%	Case load increased from 183 in Quarter 4 2013/14 to 452 in Quarter 1 but despite the increasing case load response times have been maintained
CBP2 3.2i	Percentage of nuisance cases resolved within 8 weeks	A Actual: 94.03% Target: 96.00%	Of the 452 cases received in Quarter 1, 425 were resolved. Due to the high number of cases resolution performance has continued to be good although slight slippage is inevitable. A greater level of activity tends to occur in Quarters 1 and 2 as it is seasonal. There has been an increase in the number of complaints about barking dogs and the figures here include those from Operation Jazz which is now in its third year. This operation, running 2 nights per week, has proved very successful and consequently officers are dealing with more calls.

**Cherwell District Council Business Plan : 2014/2015
Thriving District - Quarter1**

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Deliver affordable housing and work with private sector landlords to help improve affordable housing options			
CBP3 1.1b	Deliver 150 self build housing projects as part of the HCA funded grants programme	A Actual: 13 Target: 14	13 units have been completed this quarter for tenants to move into. 8 units were 1 bed flats at 44-46 Broughton Road, Banbury. These properties were completed for the prospective tenants to finish off the painting of walls, which had been mist spray painted. The majority of tenants are employed, but those who are not, are in training at Ace Training learning various skills for example carpentry. 5 units were completed at St Anne's House, in Banbury which is a shared house with a communal kitchen. Each tenant has their own room with ensuite facilities. Tenants not in employment are expected to also undertake training at Ace
Work with partners to support financial inclusion and help local people into paid employment.			
CBP3 2.1	Commissioning of high quality financial and debt advice for vulnerable residents	G	Citizens Advice Bureau provide debt and money advice services funded by the Council across the district. They have commenced the third year of the current contract. Monitoring of this service is provided by an external partner and is not available at this time. A report providing full information will be provided to Overview and Scrutiny Committee in early September.
CBP3 2.2	Effective implementation of welfare reform and administration of benefits	G	Credit Union was launched on 19 July - six members attended and there was considerable press coverage. More information will be available at the end of Quarter 2.
CBP3 2.2a	Average time taken to process new claims and changes for Housing Benefit in days	G* Actual: 4.15 Target: 12	Changes continue to be processed well within target and this is expected to continue through the year
CBP3 2.2b	Average time to process new Housing Benefit claims in days	G Actual: 13.68 Target: 14	Capita have responded positively to the more demanding target introduced this year
CBP3 2.2c	Average time to process change in circumstances	G* Actual: 3.72 Target: 12	Processing of changes continues to be well within target aided by ATLAS
CBP3 2.3	Number of covert surveillances applied for	G Actual: 0	No applications were made during the quarter for covert surveillances.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Provide high quality housing options advice and support to prevent homelessness.			
CBP3 3.1	Deliver the approved new Homelessness Prevention Strategy and action plan	G	Steering Group meetings held and progress monitored on the action plan. Full report scheduled for Executive in early November 2014.
CBP3 3.2	Support vulnerable residents focussing on homelessness prevention and housing advice	G	In this quarter 238 new homeless prevention cases have been opened and 238 closed. 104 were closed following specific casework intervention. In the same period 32 cases proceeded to make formal homeless applications to the council. This is an increase on the previous quarter and will be closely monitored.
CBP3 3.2a	No of households in temporary accommodation	G* Actual: 33 Target: 41	The number of households in temporary accommodation remains within the target set. The Housing Team continue their service delivery with an on-going focus on homelessness prevention. This helps to keep the number of those progressing to make a statutory homeless application low, which in turn maintains the current performance for provision of temporary accommodation.
CBP3 3.2b	Housing advice : repeat homelessness cases	G Actual: 0 Target: 1	There have been no repeat homelessness cases during this quarter.
Work to promote and support health and wellbeing across the district			
CBP3 4	Work to promote and support health and wellbeing across the district	G	Liaison continues with North and North East Locality Groups for GP's which are part of Oxfordshire Clinical Commissioning Group, direct contributions to the Oxfordshire Health Improvement Board and the children and Young People's Partnership Board. On-going health improvement activities such as smoking cessation, health eating and active lifestyles are delivered by the Council in partnership with others.
CBP3 4.1	Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector	G	The Community Partnership Network continues to bring commissioners and service delivery organisations together and has recently heard from the Oxfordshire Clinical Commissioning Group (OCCG) and challenged it regarding changes to non emergency patient transport, its future commissioning strategy and changes to locality support. In addition, it has challenged but supported the Oxfordshire Health Foundation Trust over its changes to adult mental health services which included removing the small number of inpatient beds from the Fiennes Centre as a consequence of better inpatient services in Oxford, a move from 5 - 7 day community cover and increased support for people in their own home and community settings.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Provide high quality and accessible leisure opportunities.			
CBP3 5.1	Maintain a minimum usage level of visits to leisure facilities (Total of visits to District Leisure Centres and WGLC, NOA and Cooper)	G* Actual 372,086 Target: 326,411	Throughputs are up 18,913 on June 2013 with:- Spiceball Leisure Centre up 1,907 Kidlington & Gosford Leisure Centre up by 5,144 and Bicester Leisure Centre up by 11,862 - the increase is attributed to the play and teach pool figures. Attendance figures at NOA down slightly due to no Athletics Clubs home meetings during April and also Woodgreen Leisure Centre pool figures were lower than anticipate due to half term not being as hot as same period last year.
CBP3 5.1a	Number of visits to District Leisure Centres (Spiceball, Kidlington & Gosford and Bicester)	G* Actual 343,964 Target: 295,570	
CBP3 5.1b	Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School	A Actual: 28,122 Target: 30,841	
CBP3 5.2	Commence Phase 2 pavilion works for SW Bicester Sports Village	G	Design work being progressed but on target for January start.
CBP3 5.3	Increase access to Leisure and Recreation opportunities through development and outreach work	G	Development groups established for 6 sports and new basketball clubs established in all three urban areas where there were none only 4 years ago.
Provide support to the voluntary and community sector.			
CBP3 6	Continue to support the voluntary sector and community groups	G	Volunteer development (delivered through "Volunteer Connect" contract with Citizens Advice Bureau (CAB)) shows good progress, including regular attendance at Job Clubs to promote volunteering as a route into employment. Volunteer Driver Service (also delivered through "Volunteer Connect" contract with CAB) provided 528 journeys in Quarter 1. CDCs contract with CAB will be the subject of an Overview & Scrutiny report to be considered 03/09/14. Voluntary Organisations Forum scheduled for 01/10/14.
CBP3 6.1	Secure social and community infrastructure for housing developments across the District	A	Working group has been established and discussions with Planning colleagues taken place. Brief for consultants being drawn up to create an audit of current community infrastructure and needs analysis of future provision.
Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.			
CBP3 7.1	Continue programme of Conservation Reviews	G Actual: 2 Target: 1	Two conservation reviews, Steeple Ashton and North Newington were signed of in Quarter 1.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
CBP3 7.2	Establish a register of Local Heritage Assets	G	Clear guidance has been produced to support the community making nominations in their neighbourhood. Two seminars were run in April attended by over 40 interested members of local communities and Parish Councils to explain the process. This was followed up by a talk at the Parish Liaison meeting in June. The community have until the end of the year to submit nominations and these will be reviewed by the Design and Conservation team in early 2015.
CBP3 7.3	Provide design guidance on major developments	G	Advice continues to be given on all strategic sites and the majority of other major sites.
CBP3 7.4	Introduce revised planning enforcement policy	G	Planned for later this year
CBP3 7.5	Processing of major applications with 13 weeks	G* Actual: 90.63 Target: 50.00	The measures introduced last year continue to show improvements. A figure of nearly 91% has been achieved this quarter and this continues to represent sustained and significant progress compared to historic performance.
CBP3 7.6	Processing of minor applications with 8 weeks	R Actual: 55.17 Target: 65.00	The impact of greater overall application numbers together with a higher proportion of majors has affected the processing of minor applications. The emphasis on majors has resulted in a backlog of registration which has in turn had an impact on overall performance, 55% compared with a target of 65%. Short term measures have been put in place (allocation of additional staff and overtime working) to reduce the registration backlog. In addition the registration team has been relocated and the whole process is being modelled using "PlanSim" software which will allow the impact of changes to the process to be understood before introduction. These changes are expected to see an improvement in performance by the end of the next quarter.
CBP3 7.7	Processing of other applications within 8 weeks	A Actual: 76.97 Target: 80.00	Performance this quarter is just below target but this doesn't represent a long term trend and is expected to recover by the end of the next quarter.
CBP3 7.8	Percentage of planning appeals allowed against refusal decision (%)	R Actual: 40 Target: 30	The performance measure is volatile as it is based on low overall appeal numbers and therefore each decision can impact on the performance measure for appeals. There is no evidence of poor performance, though this continues to be carefully monitored.
Work to ensure rural areas are connected to local services			
CBP3.8	Roll out the service implementation of Broadband with Oxfordshire County Council	G	Executive decision was made to fund the expansion to Oxfordshire County Council /Broadband Delivery UK superfast broadband roll out to business estates in Cherwell District in the final 10% of rural areas.

Cherwell District Council Business Plan : 2014/2015 Sound Budgets and a Customer Focused Council - Quarter 1

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Reduce the cost of providing our services through partnerships, joint working and other service delivery models.			
CBP4 1.2	A new Human Resources (HR) strategy designed to support new methods of service delivery involving more partners increased organisational capacity and efficiency, improved workforce planning and development, visible recognition for innovation	A	3 way Transformation Working Group with Stratford District Council (SDC), South Northants Council (SNC) and CDC are working on designing and delivering a Human Resources (HR) and Organisational Development (OD) Strategy. Meetings have already taken place with the Project Board and Project Team to start this project off.
CBP4 1.2a	Increase organisational capacity and efficiency	A	Action Plan is being developed as part of the HR & OD Strategy work as part of 3 way working. During 2014/15 the focus will be on planning for this with implementation expected in 2015/16.
CBP4 1.2b	Improve workforce planning and development	A	
CBP4 1.3	Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies	A	The channel shift project across two councils will contribute to this objective but is currently focussing on services at South Northants ahead of its relocation in 2015
CBP4 1.4	Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities	G	Tendering for a new Financial Management system for use across three councils is under way
CBP4 1.5	Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies and savings; deliver a minimum of 10% financial savings	G	New operating model has been developed and is awaiting member review. Savings are anticipated of at least 10% but until the detailed business cases and new operating model have been completed detailed savings targets cannot be set.
CBP4 1.6	Maximise income through designing services that can attract a market	G	Some market work has been undertaken to ascertain the capacity to trade. Until the new operating model is in effect trading potential is limited.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Work to effectively communicate with local residents and businesses to better understand and respond to their needs			
CBP4 2.1	Increase our use of social media to communicate with residents and local businesses	G	Facebook and Twitter continue to be used extensively at CDC, with residents engaging with the communications team on a daily basis on a variety of subjects. The range of messages that are promoted through social media also continues to grow as departments become more aware of what can be achieved on a limited or no budget. In the last quarter, Facebook was used to promote electoral registrations prior to the May elections, resulting in some of the highest registration and turnout numbers to date. Facebook and Twitter were also used to communicate election results live from the count venue, generating thousands of views.
CBP4 2.1a	Social media ratings : Facebook likes	A Actual: 4459 Target: 4600	Analysis of Facebook trends in year 1 suggests that engagement is higher during the winter months. The new likes is slightly down against target, however, this is due to equal profiling and we are confident that this target will be achieved. To ensure maximum engagement there is a concerted effort to ensure that the page is updated by the optimum three new stories per day.
CBP4 2.1b	Social media ratings : Twitter followers	G Actual: 4663 Target: 4625	The CDC Twitter presence continues to grow and is an important channel by which we can communicate to residents, local business and stakeholders. The target for this quarter has been achieved.
CBP4 2.2	Support the increased use of the CDC website as a communications and transactional tool	G	The number of web visitors increased by 5,112 during quarter one, compared to the previous three months. Of this, the number of unique visitors has also increased by 1,097.
CBP4 2.3	Deliver a new approach to communications for the Bicester Master plan	A	Regular Bicester communications meetings have now been arranged between Comms/Bicester Director and Bicester team leaders. A Communications Strategy is being developed, with the first draft due September.
CBP4 2.4	Continue to develop our business focused communications	G	A communications strategy and refreshed branding strategy for CDCs Economic Development (ED) activities is currently being progressed. A member of the Comms team now regularly attends ED team meetings to ensure that all messages to local businesses are captured and promoted effectively, utilising all available channels.
CBP4 2.5	Maintain/improve customer satisfaction ratings with Comms	G	Satisfaction with communications is monitored through the annual customer satisfaction survey. The last report demonstrated an increase in the number of residents who felt they were well informed by CDC. Cherwell Link also continues score highly in terms of a channel of engagements.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Improve customer service through the use of technology and responding to customer feedback			
CBP4 3.3	Implement the Individual Electoral Registration system in accordance with legislative timetable	G	The live run of data matching with the Department for Work and Pensions (DWP) was successfully achieved in accordance with the required timetable and the project remains on course to comply with the legislative requirements.
CBP4 3.4	Deliver significant reduction in phone contact by implementing additional online services	A	Suspension of the Customer Relationship Management (CRM) and Customer Portal project pending 3 way working reviews will impact on the opportunity to achieve "significant " reductions. However work continues in the interim to use current software provision to implement online services where viable.
CBP4 3.5	Increased capacity to build service delivery processes suitable for online services	G	Staffing resource is being addressed to ensure capacity is available to manage both the current workload and to assist other services with the development of their customer provision via all channels.
CBP4 3.6	Create a measurable plan - significantly increasing customer demand met through self service	A	Suspension of the CRM and Customer Portal project pending 3 way working reviews will impact on the opportunity to achieve "significant " increase in use of self serve. However work continues in the interim to use current software provision to implement online services and self serve channels where viable.
CBP4 3.7	Target the reduction of avoidable contact from customers	G	Work continues with other services to review publications and letters prior to issue to prevent avoidable contact. Marketing the "fast track" system for claims has seen an increase in use (now up to an average of around 30%) which reduces the need for repeat visits, e mails or correspondence.
Improve financial performance			
CBP4 4.1	Deliver an annual balanced budget setting out the five year financial plan (Medium Term Financial Strategy)	G	Currently developing updated Medium Term Financial Strategy (MTFS) with actions to address future anticipated pressures
CBP4 4.1a	Percentage variance on capital budget expenditure against profile (+2% / -5%)	G Actual: 0.1% Target: +2 / - 5%	£15,000 underspend after slippage Finance reports available through both Executive and Accounts Audit and Risk Committee agenda
CBP4 4.1b	Percentage variance on revenue budget expenditure against profile (+2% / -5%)	G Actual: 3.3% Target: +2 / - 5%	£41,000 overspend - no slippage. Finance reports available through both Executive and Accounts Audit and Risk Committee agenda
HR001/2/3	Sickness absence - average days lost per full time equivalent (FTE) (note: cumulative throughout the year : full year target 8 days)	G Actual: 1.13 Target: 2.00	Average days lost per FTE in Quarter 1 is comparable with that of 2013/14. Short term absence 0.78 days and long term 0.35 per FTE

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.			
CBP4 5.1	Commission and introduce a new Asset Management Strategy	G	DTZ Consultants from Bristol were commissioned to undertake a review of the Council's Asset Management Policy (AMP) . The CAR (Comprehensive Asset Register) is complete and this is now 'frozen' for them to analyse the data and produce a draft AMP report to us before the end of July for review.
Deliver below inflation increases to the CDC element of Council Tax.			
CBP4 6	Deliver below inflation increases to the CDC element of Council Tax	G	Council Tax has been frozen for 2014/15.
CBP4 6.1	Percentage of council tax collected	A Actual: 29.88% Target: 30.25%	The collection rate for Quarter 1 is slightly higher than that achieved during the same period in 2013/14 which may be a result of reminders being sent out earlier.
CBP4 6.2	Percentage of NNDR collected	G Actual: 32.91% Target: 31.50%	Slight increase over collection rate for same period in 2013/14

**Cherwell District Council : 2014/2015
Equalities - Quarter 1 - 30 June 2014**

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Theme 1 : Fair Access and Customer Satisfaction			
CEQ1 1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	The Faith Forum was last held in March in Banbury during. There was a presentation from National Health Service (NHS) and although discussions were good there was quite low attendance. The main topic was the increase of support from NHS leaders to Faith Leaders when supporting community with mental health problems as Faith Leaders are a trusted point of contact rather than the NHS. The Consultation Wall was present at the Hate Crime awareness event and helped to gather community views on hate crime and also how existing help could be more promoted to local residents. All the comments were passed to Stop Hate UK to help to improve their promotion activities. Local organisations also collected leaflets and will promote it to local communities.
CEQ1 2	Monitor specific objectives related to older people held within the Recreation Strategy	G	<p>The Activity Outreach Programme, provided through our partnership with Age UK Oxfordshire in 2013/14 recorded:-</p> <p>4486 recreation activities provided to Older People within Cherwell - this takes the activity to the group/venue itself targeting rural, isolated and hard to reach Older residents; 1099 Older People accessed IT sessions; 171 exercise classes delivered; 347 people used Solemates - toe nail cutting service which also provides a chance to put isolated older people in touch with info & advice. Electric Blanket Testing was promoted by Oxfordshire Fire & Rescue to promote safety with electric blankets; also giving an opportunity to provide Info & advice.</p> <p>Local Area Forums- 5 forums are held annually across Cherwell to consult older people groups/organisations about local older people concerns/issues. Joint Local Area Forum- held annually in the Autumn- provide info and advice on relative subjects to older people; generally sculpted by the local area forums. Information and advice- through advice lines/signposting/fairs/forums/group visit/events.</p> <p>Support Older Peoples Clubs/Groups- provide support to older peoples groups to help them sustain and provide recreation opportunities to older people residents. Support/set up new older people recreation opportunities/initiatives:- Bicester - gardening group; Kidlington - singing group; Banbury - Zumba Gold classes</p> <p>Intergenerational work- encourage/promote/initiate intergenerational work across the district to help create a cohesive community, breakdown stereotypes and strengthen relationships between Cherwell Older and Younger Residents. Working in partnership with The Hill, Royal Voluntary Service, OYAP.</p> <p>International Older Peoples Day- celebrate older peoples day in October every year. Publicity- promote older peoples recreation opportunities through publications (newsletter/directory's/guest speakers & entertainers booklet), information fairs, forums, older peoples website, older peoples organisations, radio (Oxford and Horton hospitals).</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
CEQ1 3	To review the delivery of our Services	G	<p>All DDA access survey audits have been reviewed and refreshed. A forward capital works programme covering a three-year period has been devised based on the remedial work and budgets costs indicated together with overall works priority. The intention now is to put the work out to competitive tender, and this is currently under review with Procurement.</p> <p>Customers report a high level of satisfaction with the services provided by the Grants Team and Home Improvement agency. End of year - the grants team and home improvement agency continue to have high levels of customer satisfaction.</p> <p>A questionnaire has been designed to measure the satisfaction of households in Temporary Accommodation and will be used and reported on in the next financial year.</p> <p>No discrimination related complaints were recorded through the complaints management process during Quarter 1.</p>
Theme 2 : Tackling Inequality and Deprivation			
CEQ2 1	Continue to break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	<p>The Brighter Futures programme has been reviewed by the Steering Group and the Council's Executive. Consideration has been given to last year's performance, this year's priorities and a number of new joint activities</p>
Theme 3 : Building Strong Communities			
CEQ3 1	Improve opportunities for community groups to work together to build strong communities	G	<p>April's Hate Crime event was very popular among local communities and representatives of local organisations. Many people picked up leaflets and information about Stop Hate UK initiative and local organisations agreed to display information to their service users/at their premises (e.g. CAB, Oxfordshire Family Support Network).</p> <p>Independent Advisory Group in May was attended by representatives of Polish, Asian communities and young people. One of the most important issues raised at the event was the Human Trafficking and the impact of this crime on local communities. Attendees agreed that the awareness events run by the council and other organisations (Human Trafficking event at CDC and conference in Oxford on similar subject) are very useful and will help to better understand and combat this crime. Attendees were invited to complete Annual Satisfaction Survey run by the council.</p> <p>Next planned community events include Connecting Communities Love of Reading and Aspire and Achieve which will occur during quarter 2 and are currently being planned.</p>

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
CEQ3 2	Attend Thames Valley Police (TVP) Advisory Panel to improve consultation & community relations	G	Meeting in May was attended by representatives of Polish, Asian communities and young people. One of the most important issues raised at the event was the Human Trafficking and impact of this crime on local communities. Attendees agreed that the awareness events run by the council and other organisations (Human Trafficking event at CDC and conference in Oxford on similar subject) are very useful and will help to better understand and combat this crime. Attendees were invited to complete Annual Satisfaction Survey run by the Council
CEQ3 3	Increase CDC's knowledge/understanding of wider community to ensure we fulfil residents needs within our services	G	Approximately one third of Cherwell's population is rural. Consideration of potential impacts does occur in some cases, but usually informally. There is no mechanism in place for monitoring the regularity and consistency of these considerations. CDC Street Wardens continue to maintain relationships with Oxfordshire County Council HUB and more information will be provided in Quarter 2 regarding outcomes of these relationships. CDC has adopted a Council wide Safeguarding Policy, with specific actions to be implemented throughout the year.
Theme 4 : Positive Engagement and Understanding			
CEQ4 1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	The Cherwell Youth Website is regularly updated by the Youth Activators. Planning for the Oxfordshire Youth Parliament is underway and an event is planned in October 2014. Local Democracy Week is being delivered through the Positive for Youth Plan.
CEQ4 2	Explore and establish links with minority representation/community groups to help us improve our services	G	Promotion of Stop Hate UK Service continues with a public training event organised in may jointly by Cherwell District Council and Stop Hate UK. In addition to Job Clubs, Food Banks and regular stands at venues to promote and provide Council Services, the Customer Services Officers attended the following:- Sunshine Centre Event Faith Forum Carers Event - Independent Living Stands with Carers Oxfordshire at Horsefair Surgery
CEQ4 3	Raise internal awareness of diversity in community	G	Human Trafficking event organised in April - very well attended (60 representatives of CDC departments and other local organisations). Attendees had an opportunity to listen to the presentation of the Salvation Army and OXCAT (Oxford Community Against Human Trafficking). Presentation included examples of local incidents in Bicester and was a good opportunity to network and find out about support and help available to victims.

Ref	Objective/Measure Definition	Quarter 1 30/06/2014	Comments on Performance
Theme 5 : Demonstrating our Commitment to Equality			
CEQ5 1	Ensure the Council meets all government requirements	G	CDC continues to monitor legislation to ensure compliance Equality Scorecard completed and data monitored and published on a quarterly basis. Scorecard results included in Council overall Performance Report. Equality Act Plans and Equality Impact Assessments rolling plan reviewed for 2014/2015 and signed off by the Joint Management Team and Executive.
CEQ5 2	Review CDC performance against Achieving criteria to maintain/improve standards	G	Equality Self Assessment completed by Corporate Policy Officer and positives and weaknesses reported to Executive. Weaknesses used to help review Equality Action Plan for 2014/2015
CEQ5 3	Ensure staff and services promote and embed equality into their work	G	Training has been delivered over the last two years and is now picked up by e-learning rather than face to face training.
CEQ5 4	Review whether Corporate Equality Steering Group is having beneficial service impact to the Council Steering Group	A	The Corporate Policy has started this pieces of work by linking with Oxfordshire Equality group to ascertain whether these districts continue to have internal meetings if so, how, and if not why not. The Corporate Policy Officer conducted a small consultation with CDC Equality Group members to ascertain their feelings on the meeting, time pressures, locations, other options etc. Results will be reviewed and options agreed during Quarter 2.

**Cherwell District Council : 2014/2015
Programmes - Quarter 1**

Ref	Programme	Quarter 1 30/06/2014	Comments on Performance
CDC Place Programme			
CPP01	Banbury Development (7 Areas; CQ2; Bolton Road; Gateway; Hella; CM40; Mondelēz; Canalside)	G	The project has a new Member Lead in Cllr Mallon, and has increased its portfolio to include all significant sites in the town - those which constitute council assets and those private-sector sites which are enablers of the council's strategic objectives. The focus of work in the next period will be on identifying the potential of the council's assets to work hard for the community.
CPP02	Bicester Strategic Project	G	A full Planning Application for the Community Building was submitted to the Local Planning Authority (LPA) in May for a decision on the 19th June 2014 which was approved unanimously Discussion are continuing with the Tenants to secure terms and with the LPA to determine materials to be used in the building.
Page 42	CPP03 Build!	G	<p>Approximately 70 people have undertaken training at ACE Training. These are a mix of purchasers for Newton Close and tenants at the former Calthorpe House site and Coach House Mews. These properties will be finished to a watertight shell for completion by the occupiers. Tenants/Owners will do the following:</p> <ul style="list-style-type: none"> • Plaster boarding internal walls and ceilings, • Fitting kitchen units • Doors, architraves and skirting boards • Landscaping gardens • Painting/ decorating/ tiling <p>Further applicants are due to start their training again in August. They are assessed at the end of their training and receive a certificate from the CITB.</p>
CPP04	Brighter Futures in Banbury	G	<p>The project continues to maintain effective multi-agency working, having a common purpose and understanding, taking a long-term approach, making best use of current and anticipated reducing resources and engaging with local people and communities in Banbury. 2013/14 generally has seen good performance, and in particular a second year reduction in the number of people claiming job seekers allowance and the number of young people not in education, employment or training. There has been an improvement in the number of pupils reaching the required standard in writing at Key Stage 1 and Banbury Academy has substantially increased the number of pupils attaining A*- C in English and Mathematics. All three children's centres in the Brighter Futures area, East Street, Britannia Road and Sunshine Centre have been recently judged 'good' by Ofsted.</p> <p>25 new social housing units have been delivered in the Brighter Futures area and 59 homes improved, and we have seen increased take up of health screening and smoking quitters, reduction in teenage pregnancy and good take up of carers breaks.</p> <p>The establishment of a Credit Union</p>

**Cherwell District Council : 2014/2015
Programmes - Quarter 1**

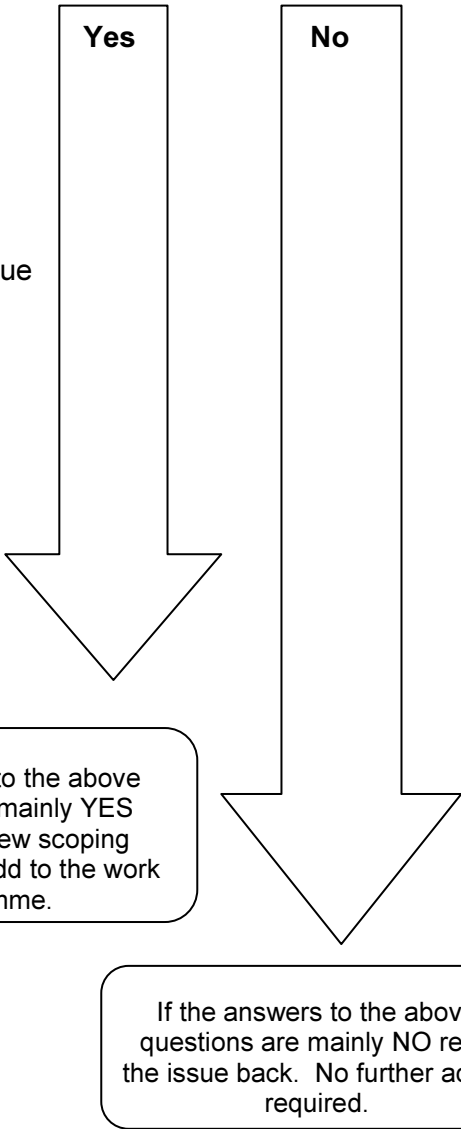
Ref	Programme	Quarter 1 30/06/2014	Comments on Performance
Transformation Programme			
TP01	ICT Infrastructure & Applications Harmonisation	G	<p>The desktop refresh programme is still anticipated to be complete by end of September.</p> <p>The Mitel upgrade required for the additional telephony requirement for Individual Electoral Registration (IER) was partially successful, and work to resolve the outstanding issues with the supplier is on-going. Joint Management Team (JMT) have agreed to enable the telephony functionality within the existing Lync 2010 environment. Work will start in September and will save approximately £50k over three years and allow us to facilitate 'agile' telephony and reduce the council's dependency on Mitel</p> <p>We are now investigating email archiving solutions for three councils and a requirements specification will be produced by the end of July.</p> <p>The tender process for a new financial management system is happening now with an award of contract scheduled for 1st week of August.</p>
TP02	Channel Shift (including paper light and EDRM)	A	<p>The procurement of a replacement Customer Relationship Management (CRM) with customer portal is on hold pending a review of a three-way (CDC, SNC and Stratford District Council (SDC)) customer service strategy. This review is being undertaken by the Business Transformation Team with completion due September 2014.</p>
TP03	Harmonisation of Terms & Conditions	A	<p>The Transformation Programme Board was given the go ahead to work up a set of recommendations around harmonisation of terms and conditions for the two Councils originally. This work was done by a group comprising Human Resources (HR), Payroll and the Unison representatives at both councils. This work is currently being reviewed in light of the three way agenda and there will be information provided to both the Chief Executive and Directors Meeting in July but also information will be worked up in relation to the differences across the three Councils to determine the best course of action as part of the Organisational Development Programme of Work.</p>
TP04	Organisational Development (OD)	G	<p>An initial meeting to establish scope and governance was held on June 17. A Project Board and project team have now been set up and have had two further meetings to discuss a draft OD Strategy and a Vision and Values Statement, and other elements of the project. The next project team meeting is being held on the 8th July.</p>

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Deciding when to scrutinise - prioritisation checklist

- Does the issue have a potential impact for the population of Cherwell?
- Is it an issue of community concern?
- Does the issue match the strategic aims of the council?
- Will the scrutiny activity improve the overall performance and value for money provided by the council?
- Is it likely to get results?
- Is it an issue of concern to partners and stakeholders?
- Are there adequate resources to do the scrutiny?
- Is the activity timely?



**Deciding when to scrutinise
 - scoping the review**

<p>Topic Name of Scrutiny Review</p>	<p>Youth Engagement in democratic processes.</p>
<p>Rationale Key issues &/ or reason for scrutiny of topic – explain how scrutiny will add value to the decision-making or policy development process</p>	<p>Informing young people of the role of local government in society, encourage involvement in decision making processes, widening knowledge of public services, and encouraging involvement in democratic process (possibly considering becoming Councillors in the future).</p>
<p>Purpose of Review Specify clearly what the Scrutiny Review should achieve and refer where possible to VFM issues of service cost, service performance and/or customer satisfaction.</p>	<p>Review would seek to identify ways to better inform young people of the activities of, and encourage involvement in local government in general and Cherwell District Council in particular.</p>
<p>Approach</p> <ul style="list-style-type: none"> (a) One-off item at Select Committee meeting (b) Task & Finish Panel If (b) <ul style="list-style-type: none"> (c) which members and (d) how long will it take? 	<p>Task and Finish Panel Cllrs Sames and Williams Seek to complete by December, 2014.</p>
<p>Key dates Identify key meeting dates and any deadlines for reports or decisions</p>	<p>September, 2014, when Schools return after the summer break.</p>
<p>Resources to support Scrutiny Review Identify lead officers and an initial estimate of time and any other resource requirements</p>	<p>To be identified.</p>
<p>Witnesses/ Experts Who would need to be interviewed or consulted? Would site visits or external meetings be needed?</p>	<p>Year Heads, School Governors, School Councils, youth groups, and third sector organisations.</p> <p>Review would probably require site visits and possibly external meetings.</p>

Completed by:	Cllrs Bryn Williams and Dan Sames
Date:	August, 2014

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Cherwell District Council

Overview and Scrutiny Committee

2 September, 2014

Work Programme 2014/15

Report of Head of Law and Governance

This report is public

Purpose of report

This report presents the Overview and Scrutiny Committee work programme 2014/15 for consideration.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the Overview and Scrutiny Committee Work Programme 2014/15 as set out at Appendix 1 of the report.
- 1.2 To note any items of interest in the Executive Work Programme and consider whether to include them on the Overview and Scrutiny Committee Work programme 2014/15.
- 1.3 To consider if there are any other items Members would like to include on the Overview and Scrutiny Committee Work Programme

2.0 Introduction

- 2.1 The work programme report identifies the topics and issues under consideration by the Overview and Scrutiny Committee and allows an opportunity for additional subjects to be identified and included on the programme.

3.0 Report Details

Overview and Scrutiny Work Programme

- 3.1 The Overview and Scrutiny Committee Work Programme 2014/15 is attached at appendix 1.

- 3.2 Members are invited to make any suggestions to improve the appearance of the work programme.
- 3.3 Each future agenda item includes an overview of the item and reason for consideration by the Committee.
- 3.4 In determining the work programme for 2014/15, the Committee will wish to take into account the terms of reference as laid out in the Constitution (Appendix 2).

Executive Work Programme

- 3.5 As part of the monthly work programme report, the Committee reviews the Executive Work Programme to consider whether there are any issues which they would wish to look at in more detail in advance of the Executive discussion and decision. To facilitate a thorough consideration of the topic the Committee will need to identify the Executive Work Programme items at an early stage of the decision making process.
- 3.6 The Executive Work Programme is updated and published monthly; an electronic copy is available on the council's website and all councillors are sent a prompt containing the website link. Members of the Committee are encouraged to review the Executive Work Programme outside the committee meetings and to contact the Chairman, Vice-Chairman or Democratic Services Officer if there is a topic that they wish to review.
- 3.7 The Committee will wish to note any items of interest in the current version of the Executive Work Programme and consider whether to include them on the Overview and Scrutiny Committee Work Programme for 2014/15.
- 3.8 At the time of writing this report, the current version of the Executive Work Programme is September to December 2014 and can be found at: www.cherwell.gov.uk

Updates on Overview and Scrutiny Work Programme Items

- 3.9 Community Transport and Dial-a-Ride - Monitoring process to ascertain value received from additional contribution made by the Council. Reports attached – see agenda items 6 and 7.
- 3.10 Youth Engagement. Scoping document prepared by Councillors Dan Sames and Bryn Williams regarding potential review of the Council's Youth Engagement activities – attached for consideration (see agenda item 11).

Future meetings Schedule

3.11 The future meetings of the Overview and Scrutiny Committee are listed below:

Overview and Scrutiny Committee	2014/15 02 September, 2014, 6.30pm 14 October, 2014, 6.30pm 25 November, 2014, 6.30pm 13 January, 2015, 6.30pm 24 February, 2015, 6.30pm 31 March, 2015, 6.30pm
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4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

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

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

Option 2: To amend the recommendations.

Option 3: Not to agree the recommendations.

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

Kelly Wheeler, Service Accountant, 01327 322224,
Kelly.wheeler@cherwellandsouthnorthants.gov.uk

Legal Implications

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

Comments checked by:

James Doble, Democratic and Elections Manager,
01295 221587, james.doble@cherwellandsouthnorthants.gov.uk

Risk Management

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

Comments checked by:

James Doble, Democratic and Elections Manager,
01295 221587, james.doble@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

Each scrutiny review will identify the wards affected.

Links to Corporate Plan and Policy Framework

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

Lead Councillor

None

Document Information

Appendix No	Title
Appendix 1	Overview and Scrutiny Committee Work Programme 2014/15
Appendix 2	Overview and Scrutiny Committee Terms of Reference
Background Papers	
None	
Report Author	Dave Parry, Democratic and Elections Officer
Contact Information	Tel: 01327 322365 Email – dave.parry@cherwellandsouthnorthants.gov.uk

Overview and Scrutiny Committee

Work Programme items - 2014/2015

(Updated: August 2014)

Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
Commissioning of services to Banbury CAB (including Community Transport), and Dial-a-Ride (September)	Undertake monitoring of new service arrangements through CAB contract (Volunteering / coordinating role; debt and money advice; Volunteer Driver scheme) and Dial-a-Ride service to ascertain value received following additional contribution.	Committee request. Next consideration due – September, 2014.	Chris Stratford, Head of Regeneration & Housing; and Chris Rothwell, Head of Community Services	The Housing Needs Manager, Countryside and Communities Manager, and Banbury CAB Chief Executive invited to attend the September meeting to advise further on the various elements of the contract. Lead Member for Urban and Rural Services invited to attend.

Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy;

Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

Appendix 1

Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
Overview of Service Plan process (September)	Overview presentation to Committee on Service plan process.	Committee request arising July, 2014. Next consideration – September, 2014	Louise Tustian, Senior Performance and Improvement Officer	Lead Member for Performance and Communications invited to attend.
Q1 Performance Monitoring Report (September)	Regular review of Performance	Monitoring by Committee. Next consideration due – September, 2014.	Louise Tustian, Senior Performance and Improvement Officer	Lead Member for Performance and Communications invited to attend.
Annual Customer Insight Report (September)	To receive the annual Customer Insight Report, reviewing customer complaints and feedback, and ensuring issues are addressed.	Regular monitoring by the Committee.	Caroline French, Corporate Policy Officer	Lead Member for Performance and Communications invited to attend.
Youth Engagement (September)	To consider a scoping document regarding a potential review of the Councils Youth Engagement activities.	Committee request arising June, 2014. Next consideration – September, 2014.	TBC	Scoping document prepared by Cllrs Sames and Williams for consideration by the Committee.

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Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

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Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
Dial-a-Ride scheme - Future (October)	Undertake monitoring of Dial-a-Ride service.	Committee request. Next consideration due – October, 2014.	Chris Rothwell, Head of Community Services	The Countryside and Communities Manager and OCC Transport Coordinator to be invited to attend to advise on the future of the scheme
Q2 Performance Monitoring Report (November)	Regular review of Performance	Monitoring by Committee. Next consideration due – November, 2014.	Louise Tustian, Senior Performance and Improvement Officer	Relevant Lead Member for to be invited to attend.
Website (November)	To consider a scoping document regarding a potential review of the Council's website	Committee request arising July, 2014. Next consideration – November, 2014	TBC	Cllrs Edwards, Hughes and Lawrie Stratford to prepare scoping document for consideration by the Committee.
Draft Business Plans / Service Plans (2015/16) (January, 2015)	Review of process and identification of specific Service area to scrutinise.	Committee decision. Next consideration due – January, 2015.	Louise Tustian, Senior Performance and Improvement Officer	Relevant Lead Member for to be invited to attend.

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Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

Appendix 1

Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
Review of Local Plan process (to include consideration of wind turbines and their locations, and the application of the fracturing ('Fracking') mining technique. (January, 2015)	Upon completion of the Local Plan examination, to review the process, and consider lessons learnt for future, similar projects.	Request from Cllr Woodcock with support of Executive. Committee decision to incorporate consideration of wind turbine and fracturing issues – June, 2014. Date of next consideration – January, 2015.	Adrian Colwell, Head of Strategic Planning and the Economy.	The Local Plan inquiry has been suspended for 6 months pending a request for further information. This review should not take place until after the examination is complete (December, 2014).
Q3 Performance Monitoring Report (February, 2015)	Regular review of Performance	Monitoring by Committee. Next consideration due – February, 2015.	Louise Tustian, Senior Performance and Improvement Officer	Relevant Lead Member for to be invited to attend.
Air Quality (TBC)	To review monitoring across the District, and review progress of Hennef Way Action Plan objectives.	Report to future meeting advising on how objectives being met and measures Council would consider appropriate if current monitoring shows action needed - following consideration by O&S Committee	Sean Gregory Environmental Protection Officer	Relevant Lead Member to be invited to attend. Subject raised with Oxfordshire County Council's Cherwell Localities Meeting as possible item for

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Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

Appendix 1

Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
		- October, 2012, May, 2013 and Jan 2014. Next consideration to take place following consideration by Oxfordshire County Council's Cherwell Localities Meeting.		consideration.
Management of the self-build element of the Graven Hill Development (TBC)		Committee request arising February, 2014. Next consideration – TBC.	Karen Curtin (Director (Bicester))and Helen Town (Delivery Manager)	Committee Members to be identified to complete scoping document.
Recycling (TBC)	To consider a scoping document regarding a potential review of the Councils recycling activities	Committee request arising June, 2014. Next consideration – TBC.	TBC	Cllrs Bell and Hughes to prepare scoping document for consideration by the Committee.
Report and proposed actions from LGA Study into Business Growth (TBC)	Item from Executive Work Programme (August to November, 2014)	Committee request arising July, 2014. Next consideration – TBC	TBC	

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Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

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Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
Oxfordshire Growth Board (TBC)	Initial briefing on work of the Oxfordshire Growth Board	Committee request arising July, 2014. Next consideration – TBC	TBC	
Items retained on Work Programme for update via Briefing Notes				
No items currently retained on Work Programme for update via Briefing Notes	N/A	N/A	N/A	N/A

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Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

Overview and Scrutiny Committee

The Overview and Scrutiny Committee will:

- Innovate and challenge the way the Council operates
- Exercise the call in powers contained in the Constitution
- Add value to the Council through in-depth studies
- Add value to the Council through selective studies of external crosscutting issues
- Promote more informal smaller group working.
- Open up the local democratic process to greater public involvement.
- Add value to the Council through pre-decision scrutiny of Key Decisions through using the 28 day notice
- Be involved in performance management on a selective and strategic basis.
- Develop effective and positive channels of communication between itself and the Executive.
- Adopt a Select Committee style and approach wherever possible.
- Require effective and reliable officer support
- Be involved in the development of Policy
- Scrutinise areas of interest or concern and make recommendations to Executive and where appropriate full Council following the completion of such scrutiny

Terms of Reference

The Committee will be appointed to discharge the functions conferred by Section 21 of the Local Government Act 2000 or Regulations under Section 32 of the Local Government Act 2000

Scrutiny Committee

Co-ordinating and managing the scrutiny Work Programme and ensuring that there is effective and timely scrutiny of Council Policy and authority wide performance as well as holding the Executive to account.

The Overview and Scrutiny Committee will have a membership of 12 Councillors who are not members of the Executive, appointed on a Proportional Representation basis by Council.

Functions

Within its scope and terms of reference, the Overview and Scrutiny Committee will:

- (a) review and monitor the performance of the Council's services;
- (b) review and/or scrutinise policies, proposals, decisions made or actions taken in connection with the discharge of any of the Council's functions;
- (c) make reports and/or recommendations to the Council and/or the Executive in connection with the discharge of any functions;
- (d) consider any matter affecting the area or its inhabitants;
- (e) exercise the right to Call-in, for reconsideration, decisions made, but not yet implemented by the Executive.

- (f) consider matters arising from a Councillor Call for Action (CCfA) under Section 119 of the Local Government and Public Involvement in Health Act 2007 and Regulations thereunder; and
- (g) undertake the functions of the Council's crime and disorder committee for the purposes of Section 19 of the Police and Justice Act 2006, including CCfA relating to crime and disorder matters.

Specific Functions

- (a) **Scrutiny** - Within its scope and terms of reference Scrutiny may:
- (i) review and scrutinise the decisions made by and performance of the Executive and/or Committees and the appropriate Officers both in relation to individual decisions and over time;
 - (ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service area;
 - (iii) question Members of the Executive and/or Committees and appropriate Officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
 - (iv) make recommendations to the Executive and/or appropriate Committees and/or Council and/or any external bodies arising from the outcome of the scrutiny process;
 - (v) review and scrutinise the performance of major partnerships and other public bodies in the area and invite written reports and/or request them to address the Committee and local people about their activities and performance;
 - (vi) require Members of the Executive, the Chief Executive, Directors and Service Heads to attend to answer questions and give evidence on receipt of at least 5 days' written notice.
 - (vii) question and gather evidence from any person, not a Member or an Officer of the Council, with their consent;
- (b) **Advisory and Review** – Within its scope and terms of reference the Overview and Scrutiny Committee may:
- (i) assist the Council and the Executive in the development of its Policy Framework by in-depth analysis of policy issues, excluding those policy areas which fall under the remit of the Strategic Planning and Regeneration Committee;
 - (ii) conduct research, community and other consultation in the analysis of policy issues and possible options
 - (iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options,
 - (iv) make recommendations to Executive and/or appropriate Committees and/or Council and/or any external bodies arising from the outcome of the scrutiny process.
 - (v) review and scrutinise the performance of major partnerships and other public bodies in the area and invite written reports and/or request them to address Councillors and local people about their activities and performance.
- (c) **Annual Report** – The Overview and Scrutiny Committee will report annually to Council on function on their workings and make recommendations for future work programmes and amended working methods if appropriate.
- (d) **Work Programme** – The Overview Scrutiny Committee will exercise overall responsibility for the Overview and Scrutiny Work Programme and for ensuring that

this is sustainable with regard to the support and resources that are available to it and that is considered in conjunction with other committees of the Council and their respective work programmes in order to minimise duplication of effort.

Proceedings of Overview and Scrutiny

The Overview Scrutiny Committee will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in this Constitution.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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