

Public Document Pack



Committee: Overview and Scrutiny Committee
Date: Tuesday 23 February 2016
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor David Hughes (Chairman)	Councillor Lynn Pratt (Vice-Chairman)
Councillor Claire Bell	Councillor Timothy Hallchurch MBE
Councillor Chris Heath	Councillor Matt Johnstone
Councillor Alastair Milne Home	Councillor James Porter
Councillor Neil Prestidge	Councillor Sandra Rhodes
Councillor Lawrie Stratford	Councillor Bryn Williams

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 - 6)

To confirm as a correct record the minutes of the meeting held on 12 January 2016.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Website Upgrade Project Update**

The New Business & Systems Implementation Manager will attend the meeting to give a verbal update on progress of the Website Upgrade project

7. **Quarter 3 Performance Report** (Pages 7 - 42)

Report of Head of Transformation

Purpose of report

This report, together with Appendix 1, provides a summary of the Council's performance in Quarter 3 as measured through the performance management framework. It provides an opportunity for the Committee to reflect upon the performance and determine whether there is a need to review performance in any of the services or to refer any specific points to the Executive for consideration at its next meeting on 7 March 2016.

Recommendations

The meeting is recommended to:

- 1.1 note the achievements referred to in paragraph 3.1 (Table 1 of the report)
- 1.2 identify any performance related matters for review or consideration in future reports identified in paragraph 3.1 (Table 2 of the report)
- 1.3 identify any performance related matters which the Overview and Scrutiny Committee may wish to review or refer to Executive.

8. **Draft Overview and Scrutiny 2015/16 Annual Report** (Pages 43 - 52)

Report of Head of Law and Governance

Purpose of report

This report presents the first draft Overview and Scrutiny Committee Annual Report 2015/16.

Recommendations

The meeting is recommended:

- 1.1 To note the first draft of the Overview and Scrutiny Committee Annual report 2015/16.
- 1.2 To advise officers what amendments/additions are required to the Annual report.

9. Work Programme 2015/16 (Pages 53 - 58)

Report of Head of Law and Governance

Purpose of report

This report presents the Overview and Scrutiny Committee work programme 2015/16 for consideration.

Recommendations

The meeting is recommended:

- 1.1 To consider the Overview and Scrutiny Committee Work Programme 2015/16 as set out at Appendix 1 of the report.
- 1.2 To note updates on the current reviews taking place.
- 1.3 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 2015/16.
- 1.4 To consider if there are any other items Members would like to include on the Overview and Scrutiny Committee Work Programme.

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 322043 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 Emma Faulkner, Democratic and Elections
emma.faulkner@cherwellandsouthnorthants.gov.uk, 01327 322043

Sue Smith
Chief Executive

Published on Monday 15 February 2016

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 12 January 2016 at 6.30 pm

Present: Councillor David Hughes (Chairman)
Councillor Lynn Pratt (Vice-Chairman)
Councillor Claire Bell
Councillor Chris Heath
Councillor Lawrie Stratford
Councillor Bryn Williams

Substitute Members: Councillor Richard Mould (In place of Councillor Timothy Hallchurch MBE)
Councillor Sean Woodcock (In place of Councillor Matt Johnstone)

Also Present: Councillor Tony Ilott, Lead Member for Public Protection, for agenda item 9

Apologies for absence: Councillor Timothy Hallchurch MBE
Councillor Matt Johnstone
Councillor Alastair Milne Home
Councillor James Porter
Councillor Neil Prestidge
Councillor Sandra Rhodes

Officers: Jo Pitman, Head of Transformation, agenda item 9
Nicola Riley, Shared Interim Community Partnerships and Recreation Manager, agenda item 9
Natasha Clark, Team Leader, Democratic and Elections
Emma Faulkner, Democratic and Elections Officer

37 **Declarations of Interest**

There were no declarations of interest.

38 **Urgent Business**

There were no items of urgent business.

39 **Minutes**

The Minutes of the meeting of the Committee held on 24 November 2015 were confirmed as a correct record and signed by the Chairman.

40 **Chairman's Announcements**

The Chairman made the following announcement:

1. He had agreed to a request from Councillor Tony Ilott to change the order of the agenda and item 9, Safeguarding, would be taken as the first substantive item of business.

41 **Exclusion of the Press and Public**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item 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.

42 **Safeguarding - Internal Review and Action Plan**

The Committee considered an exempt report from the Director of Operational Delivery, relating to the Safeguarding Internal Review and Action Plan.

The Committee commented that it was an excellent report.

With regard to the action plan, the Committee urged officers to hold training sessions at a variety of times, in order to ensure as many Members as possible were able to attend.

It was proposed by Councillor David Hughes and seconded by Councillor Sean Woodcock that officers be requested to write to the Local Government Association requesting that they update their out-of-date National Guidance.

Resolved

- (1) That the internal review report be noted
- (2) That the Section 11 audit for 2015/16 submitted in December 2015 be noted
- (3) That the action plan arising from the review and the implementation progress made to date be noted
- (4) That an annual safeguarding report be received in November each year on safeguarding activities and progress to coincide with a draft Section 11 audit prior to submission;

- (5) That the requirements for Member training and improved awareness as per the internal review report recommendations 7 and 9 be noted.
- (6) That officers be requested to write to the Local Government Association requesting that they update their out-of-date National Guidance

43 **Re-admittance of public**

Resolved

That the press and public be re-admitted.

44 **Development of Corporate Business Plan, Priorities and Pledges 2016/17**

The Committee considered a report from the Head of Transformation relating to the Corporate Business Plan, Priorities and pledges for 2016/17.

The Head of Transformation explained that this was an opportunity for the Committee to consider and comment on the draft business plan for referral to Executive, who would consider the draft business plan at their meeting of 1 February and recommend its adoption to full Council.

The Committee discussed each section of the draft business plan and made comments and suggestions as detailed in the table below.

Resolved

- (1) That the draft corporate priorities, outcomes and pledges for 2016/17 be noted
- (2) That the comments detailed in the table below be referred to Executive for consideration at their meeting on 1 February 2016

Strategic Priority	Key Objective/Pledge	Comments from Overview and Scrutiny
A Thriving Community	Deliver 190 units of affordable housing	Change sentence to read 'at least 190 units'
	Delivery of the Brighter Futures in Banbury programme	Widen the pledge to ensure that lessons learnt are extended across the whole district
		Add a bullet point regarding provision of extra care housing
District of Opportunity	Engage with community and stakeholders to assist in the definition and delivery of the Garden Town - Bicester	Change sentence to include specific mention of Bicester Town Council
	Support The Mill	What sort of support will be given, e.g. financial?
	Work proactively with developers...to enable the	Change sentence to include references to others involved in the

	speedy delivery of new commercial and residential projects	process, such as County Council, parish councils etc
Sound Budgets and a Customer Focussed Council	Reduce the cost of providing our services through partnerships, joint working and other service delivery models	Include references to other statutory bodies
	CDC Council tax element frozen for 2016-17	Whilst the Committee appreciate the aspiration, question viability in light of decreasing support grant amounts and budgetary issues elsewhere
Safe, Green and Clean	Work with the local police...in the evenings	Why has 'in the evenings' been specified?
	Undertake 6 neighbourhood blitzes with community involvement	Suggest there should be more preventative action and promotion about the rubbish people leave behind so the blitzes aren't actually needed

45 **Work Programme 2015/16**

The Committee considered the work programme for the remainder of the Municipal Year.

The Committee felt that consideration of the draft annual report of the Committee should be moved to the February meeting, in order to give sufficient time for any amendments to be made and ensure that it was signed off by the 2015/16 committee membership prior to the end of the municipal year.

With regard to progress on the website upgrade, officers advised the Committee that following the departure of Balvinder Heran, Nicholas Thrustle had been appointed interim Head of ICT. A project brief for the website upgrade had been drafted and was awaiting sign-off, which would then form the basis of a project plan.

The Committee felt that Member involvement in the project was very important, and requested that both the Interim Head of IT and the website upgrade project manager Paul Nicol be invited to the February meeting of the Committee.

Youth Engagement Review

Councillor Williams advised the Committee that the working group were awaiting responses from secondary schools, and a further update would be given at the next meeting

Recycling Review

The Committee agreed that the remit of the Recycling Review had been met by the Strategic Review of Recycling, and therefore the group could be disbanded.

Resolved

- (1) That, subject to the Project Manager – New Business & Systems Implementation and Interim Head of Shared ICT Service being invited to give a website update at the February meeting, the work programme be approved.

The meeting ended at 8.20 pm

Chairman:

Date:

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Cherwell District Council

Overview and Scrutiny Committee

23 February 2016

Quarter 3 Performance Report

Report of Head of Transformation

This report is public

Purpose of report

This report, together with Appendix 1, provides a summary of the Council's performance in Quarter 3 as measured through the performance management framework. It provides an opportunity for the Committee to reflect upon the performance and determine whether there is a need to review performance in any of the services or to refer any specific points to the Executive for consideration at its next meeting on 7 March 2016.

1.0 Recommendations

The meeting is recommended to:

- 1.1 note the achievements referred to in paragraph 3.1 (Table 1)
- 1.2 identify any performance related matters for review or consideration in future reports identified in paragraph 3.1 (Table 2)
- 1.3 identify any performance related matters which the Overview and Scrutiny Committee may wish to review or refer to Executive.

2.0 Introduction

- 2.1 This is a report of the Council's performance in the third quarter of 2015/16 and covers key areas of performance against the Council's Business Plan, incorporating its public pledges, Corporate Equalities Plan and Partnerships. The Joint Management Team agreed the deletion of the Programmes report on the basis it duplicates information already reported in the Business Plan objectives.

- 2.2 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.
- 2.3 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. Where a measure is complete or no longer required a shaded box will be used.

3.0 Report Details

- 3.1 Whilst appendix 1 provides a more comprehensive analysis of our performance against the Business Plan, table 1 highlights some examples of where we have performed particularly well in the third quarter and table 2 covers areas of performance to be kept under review.

Table 1 - Areas of performance strength relating to each of the 4 strategic priorities:-

District of Opportunity	
CBP1 2.4: Complete Bicester Town Centre regeneration including the Council's Commercial Building	
Update	The project is on track for a Spring opening and is currently operating within budget. Focus is now on marketing the commercial space available on both the ground and second floors, the rest having been taken up. A topping out ceremony took place in October to recognise the construction at its highest point.
Thriving District	
CBP3 1.1a Deliver 150 units of affordable housing (Pledge)	
Update	Exceptionally good progress made during Q3 with 67 units being delivered against a target of 27. This is in part due to positive working with developers and Registered Providers Year to date total is 207, exceeding the full year target of 150.
CBP 3 1.3a Provide housing/grant advice to encourage private sector landlords to improve their stock	
Update	Four private-rented properties were improved through CHEEP energy-efficiency grant contributions (3 getting central-heating systems and 1 a new boiler). Two houses were improved with Landlord Home Improvement Grants (LHIG) securing nomination-rights and affordable rent. The following jobs LHIG are underway but not yet complete:• Four studio flats in St John's House, St Johns Road, Banbury where LHIG and funding from the HCA have been used together to secure long leases, nomination-rights and affordable rents. (4 units in total underway)• Creation of a new 2-bed flat in vacant space above a former pet-shop in Church Lane, Banbury; conversion of a house in Causeway, Banbury, into 3 new flats; and renovation of 3 flats above a commercial unit in High Street, Banbury. (7 units

	in total underway)
CBP3 2.5 Contribute to the creation and/or safeguarding of 200 jobs	
Update	Tailored events provided to businesses through the job club and job fair services enabling the recruitment of 536 staff: beneficiaries included new businesses at Primark, McDonalds and Hallowood, with further job filed at Home Instead Senior Care and Bicester Gliding Centre. Year to date performance 1001 jobs created or safeguarded against target 150.
CBP3 7.3 Processing of Major Planning Applications with 13 weeks	
Update	A figure of 100% was achieved in Quarter 3 (27 applications) - significantly above target (50.00%) and slightly above that achieved in Quarter 2 (90%). The performance figure has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits. Year to date 94.34% (Green*)
CBP3 7.4 Processing of Minor Planning Applications with 8 weeks	
Update	Performance in Quarter 3 was 89.17%, significantly above the target of 65% and an improvement over Quarter 2 performance (76.79%). This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants. Year to date 77.44% (Green*)
CBP3 7.5 Processing of Other Planning Applications within 8 weeks	
Update	Performance in Quarter 3 was 88.7% against the target of 80%. There were 302 applications of which 266 were determined within time Year to date 86.05% (Green)

Table 2 - Areas of performance to be kept under review (red or amber rated performance)

District of Opportunity	
CBP1 4.3 Establish new management arrangements for Stratfield Break Sports	
Update	Management options considered by Kidlington /Gosford and Water Eaton Parish Councils and CDC. An update presented to Members who have requested further information - decision has therefore been deferred until February 2016.

Safe Clean and Green	
CBP2 2.1b : Number of fly tips recorded	
Update	This quarter saw once again a small rise in the number of flytips (an increase of 18 over the same period last year). 406 flytips have been reported this year to date compared with 349 last year. Many householders are still using unlicensed waste carriers or leaving items on grass verges for the "scrap man" to collect. We need to educate householders on waste disposal options that are available to them and this will be addressed by an article in the Spring Edition of Cherwell Link. An additional number of points

	<p>will be discussed with the Comms team around raising awareness, for example the use of social media, twitter and Facebook.</p> <p>There were 70 enforcement actions during the quarter compared with 151 in the same period last year, bringing the number of actions to date to 191 (274last year).</p> <p>The vacancy within the Enforcement Team has resulted in a reduction in the number of flytip inspections and enforcement actions. Following the recruitment process, resources will be back to normal levels late January/early February. We anticipate that this, together with the proposed campaign on the use of licensed waste carriers by householders, will result in a reduction in the number of fly tips over the next six months or so.</p>
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Sound Budgets and Customer Focused Council	
CBP4 6.1 Percentage of Council Tax collected	
Update	<p>Performance is 86.10% against the target of 86.5%</p> <p>The increasing number of properties in the district, although ultimately beneficial to the authority, continues to present a challenge in billing and collecting on these new properties. At the end of the period the reported collection was also adversely affected by a problem with the paye.net payment system. However, this should be reversed in the next quarter.</p>
CBP4 6.2 Percentage of NNDR collected	
Update	<p>Performance is 83.73% against a target of 86%</p> <p>The number of new properties and changes of occupiers continues to present a challenge for collection. The reported figure has also been distorted by a problem with the paye.net payment system at the end of the quarter. This meant that payments received could not be allocated to accounts and thus were not included in the collection figures.</p>

3.2 Corporate Equalities Plan is a cross-council plan that aims to improve customer access, tackle inequality and disadvantage, build strong communities and improve community engagement. It also ensures that the Council is compliant with all equalities legislation. As legislation changes Cherwell District Council equalities policies are reviewed.

3.3 Significant Partnerships programme is reported twice a year in September (Quarter 2) and March (Quarter 4) only.

4.0 Conclusion and Reasons for Recommendations

4.1 In this report we show that the Council continues building on the high performance of 2014/15. There are a small number of areas which the Council needs to keep under review to ensure targets are met and actions delivered. These and the rest of the business plan will be closely monitored over the next quarter and reported through the performance management framework.

4.2 Section 3 of this report provides a summary of the Councils performance against its comprehensive performance framework for Quarter 3. The detailed performance indicators and commentary against each of these are contained within appendix 1.

5.0 Consultation

- 5.1 As part of the Council's engaging and comprehensive approach to performance management, the Overview and Scrutiny Committee is invited to review the Council's performance on a quarterly basis and to provide any feedback to the Executive.
- 5.2 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:

Paul Sutton - Head of Finance and Procurement

03000 030106 Paul.Sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

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

Comments checked by:

Kevin Lane, Head of Law and Governance

0300 0030107 kevin.lane@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 Accounts, Audit & Risk Committee (AA&RC). The Quarter 3 risk report is due to be considered at its next meeting on 23 March 2016.

Comments checked by:

Louise Tustian – Senior Performance and Improvement Officer

01295 221576 louise.tustian@cherwellandsouthnorthants.gov.uk

Data Quality

- 7.4 Data for performance against all indicators has been collected and calculated using agreed methodologies 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 Barry Wood

Leader of the Council

Document Information

Appendix No	Title
1	Q3 Performance Report
2	Corporate Equalities Plan
Background Papers	
None	
Report Author	Shirley Vaughan, Performance and Planning Officer
Contact Information	01327 322375 shirley.vaughan@cherwellandsouthnorthants.gov.uk

Cherwell District Council Business Plan : 2015/2016
A District of Opportunity - Quarter 3

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Implement the Cherwell Local Plan as framework for sustainable housing, new employment & infrastructure investments over the next 20 years					
CBP1 1.1	Deliver a Community Infrastructure Levy (CIL), Bicester, Banbury Town and Kidlington Masterplans & Supplementary Planning Documents for strategic sites to guide investment	G	G	⇒	<p>All reports were agreed at 04/01/16 Executive.</p> <p>Consultation Local Plan Part 2/Local Plan Part 1 Partial Review, Banbury Masterplan and Community Infrastructure Levy (CIL) Viability Assessment will commence at the end of January 2016 for 6 weeks.</p>
Complete and implement the Masterplan for Bicester helping to provide new housing, jobs & leisure opportunities					
P1 2.1	Make progress onsite for the initial housing development at North West Bicester (Pledge)	G	G	⇒	<p>The timing of the commissioning of the energy centre has led to first occupations (97 units) being programmed for Q1 of 2016.</p> <p>The whole of the first phase (excluding the show homes) is now programmed for occupation during the first quarter of 2016. Building work will continue on to the second phase.</p> <p>The delivery of the primary school on the second phase has commenced with opening programmed for September 2016.</p>
CBP1 2.2	Deliver the Eco – Bicester Business Centre in North West Bicester	G	G	⇒	<p>The Project Board is currently evaluating design options for the building with a view to a procurement exercise for the design, build and operation of the centre.</p> <p>The commercial options for the operation of the facility are being considered and an update report to the Executive is expected in March 2016.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 2.3 Page 14	Facilitate the 5 applications for the Northwest Bicester site	G	A	↓	<p>Significant work continuing with OCC on S106 legal agreement on application 14/01384/OUT which has a resolution to grant for Development comprising up to 2600 residential dwellings, commercial floor space, social and community facilities, land to accommodate one energy centre, land to accommodate one new primary school and land to accommodate the extension of the primary school permitted pursuant to application (reference 10/01780/HYBRID). Such development to include provision of strategic landscape, provision of new vehicular, cycle and pedestrian access routes, infrastructure, ancillary engineering and other operations.</p> <p>The work to complete S106 Agreements is slow and further work is needed to complete the drafting of the agreements for the applications subject to resolutions to grant planning permission. This delay is impacting on the potential for the site to come forward for development and critically to deliver the infrastructure to enable the site to build out and therefore has been flagged as Amber.</p> <p>A further application has received a resolution to grant - B14/01641/OUT Outline Application - to provide up to 900 residential dwellings, commercial floor space, leisure facilities, social and community facilities, land to accommodate one energy centre and land to accommodate one new primary school and secondary school. Such development to include provision of strategic landscape, provision of new vehicular, cycle and pedestrian access routes, infrastructure, ancillary engineering and other operations. 3 further applications are expected to be considered by the planning committee in Q4.</p>
CBP1 2.4	Complete Bicester Town Centre regeneration including the Council's commercial Community Building	G	G	⇒	<p>The project is being monitored through the project team and project board. Franklins House is on track for a Spring 2016 opening and is currently operating within budget. A detailed implementation plan for relocating the Council's current operation in Market Square is underway. Focus continues on marketing the commercial space available on the ground and 2nd floor with a number of discussions on-going. Soft launch will take place in April and an official launch in July 2016.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 2.5	Make progress on site for the initial infrastructure at Graven Hill and promotion of the self-build plots (Pledge)	A	A	⇒	Good progress continues on the pre development work, infrastructure requirements for the My Grand Design Project. An MD has been recruited and commences work in Jan 2016. The MOD have confirmed the phase 1 land will be officially transferred at the end of January and as part of this transaction the Green Hill office will be located on site in the current building referred to as E25. The pace of work is increasing in the project so a review of resources is underway. The price preview event held in November as a success and the project continues to have substantial interest in the plots at a local and national level. A new website is being developed along with a proactive communications strategy.
CBP1 2.5a	Deliver the demonstration project on the Graven Hill site	G	G	⇒	Project progressing well - 10 plots allocated and on track for a May start on site once the foundations have been completed.
CBP1 2.5b	Set up a sales and marketing suite to promote the plots at Graven Hill	A	A	⇒	The Graven Hill Board will consider a report at the Feb board meeting regarding the design proposals for the sales suite that will occupy the site of the Rodney House Sports Club.
CBP1 2.5c	Appoint an infrastructure contractor for Graven Hill			>>	Not due to report until Quarter 4.
CBP1 2.6	Deliver the SW Bicester Phase 2 (sports pavilion and 3G pitch)	G	A	⇒	Procurement process for main build contractor commenced in November with evaluation taking place during December. The outcome will be reported to the Executive Committee on 26 February 2016.
Complete and implement the Masterplan for Banbury helping to provide retail, employment and town centre development opportunities					
CBP1 3.1	Commission and complete a commercial appraisal for Banbury town centre, and subsequently bring forward appropriate redevelopment proposals for urgent consideration (Pledge)	G	G	⇒	Banbury Masterplan approved for public consultation at January's Executive meeting. This will be a six week process and the Executive have requested that the results are reported back to the Committee.
CBP1 3.2	Prepare a scheme for the redevelopment of the Bolton Road site	G	G	⇒	Interim report received in November and considered by the Banbury Developments Board in December. Final report to be received by the Board in February. The outcome of their deliberations will then determine the timetable for further actions.
CBP1 3.3	Take steps to develop a Masterplan for the redevelopment of Canalside within Banbury Town Centre redevelopment	G	G	⇒	This is linked to the public consultation of the Banbury Masterplan, which was approved for public consultation at January's Executive. This will be a six week process, the results of which will be reported to a future Executive Committee meeting.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 3.4	Develop a car parking strategy for Banbury Town	G	G	⇒	District wide car parking strategy underway which examines operational options for car parks, relevance to town centre strategies and as assets. To be reported later in 2016 and to for the basis of a car parking strategy for Banbury.
CBP1 3.5	Secure a start on site by the developer subject to the detailed development agreement being completed, and maximise the Council's income and returns from Castle Quay and Castle Quay 2	G	G	⇒	Negotiations continue in respect to the Strategic Development Agreement, s106 and 278 agreements and the funding arrangements. It is hoped that these will be concluded by the end of March, but with a development of this complexity there remain a number of matters to be agreed between the parties.
CBP1 3.6	Extension and improvement of Woodgreen Leisure centre as a better facility for the town (including procurement of new contract arrangements including dry side facilities)	G	G	⇒	Evaluation process completed early November. Executive 30 November approved Preferred Bidder and dialogue has commenced with the Bidder. Unsuccessful Bidders informed and evaluation de-brief meetings set for early January 2016. The project continues to be on target and moving positively forward.
Page 16 CBP1 3.7	Review future arts provision	G	G	⇒	Continue to progress public art on new development sites and advise The Mill Arts Centre and Banbury Museum on their future proposed development plans. Supporting the development of the Oxfordshire Local Enterprise Partnership's Structural Investment Plan for Culture. Revised Public Art and Cultural Development strategies to be included within the District's Local Plan part 2 for public consultation.
Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre afforded by its location.					
CBP1 4.1	Complete and implement the Masterplan for Kidlington, helping to develop a strong village centre (Pledge)	G	G	⇒	Consultants have commenced updating of earlier draft to take full account of policy changes made by Local Plan Part 1.
CBP1 4.2	Agree next steps for development options for Kidlington against agreed timescales & milestones	G	G	⇒	A report will be considered by the Executive with consultation on a draft Kidlington Masterplan set for Easter 2016.
CBP1 4.3	Establish new management arrangements for Stratfield Brake Sports Ground on behalf of Kidlington Parish Council	A	A	⇒	Management options considered by Kidlington /Gosford and Water Eaton Parish Councils and CDC. An update presented to Members who have requested further information - decision has therefore been deferred until February 2016.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 .5 : Promote inward investment and support business growth within the District					
Page 17 CBP1 5.1	Support business growth, skills & employment in local companies & the visitor economy to strengthen the economy of the District	G	G	⇔	<p>41 detailed business enquiries served during this quarter, including inward investors, expanding indigenous companies and businesses seeking advice and information. Development services included:</p> <ul style="list-style-type: none"> • Provision of one-to-one advice to local residents starting their own businesses through Oxfordshire Business Enterprises services. • Support to local businesses, including attending the Advanced Engineering Show at the NEC on 5 Nov to promote the district. • Jointly sponsored and promoted the Eco Bicester Business Showcase (2-3 October). • Support for the development of the Bicester Eco-Business Centre and Graven Hill business investment opportunities. • Representing the interests of north Oxfordshire in the EU-funded LEADER rural business development programme seeking to develop skills and investment in the community. Presented at the launch of Oxon LEADER on 25 Nov and contributed to the evolving ESIF funding programmes. • Meetings with businesses at their premises to support their growth and/or local relocation, including recruitment and apprenticeships. • Support and guidance to emerging EU programme operators to provide practical support to tackle long term unemployment. • Provision of a weekly job club service plus 'mini' job fairs to help businesses to recruit staff. • A further major Job Fair held in Bicester on 17 Nov attracting 30 employers from a variety of sectors and 108 job seekers. • Co-operation with the Cherwell Volunteer Service to enable residents to gain 'work-ready' skills as a means of gaining employment. • Contributions to emerging Masterplans and policies to ensure business and employment matters inform part two of the Local Plan and future inward investment services to businesses. • Practical assistance & advice given to the Bicester Technology Studio (School) towards the opening of this key facility in September 2016 to nurture construction and logistics skills. • Active involvement with the Beaumont Road Industrial Estate Group and preparations for the Wildmere Group to address operational issues and develop the capacity of businesses alongside the vitality of the estates. • Regular meetings with the local Chambers of Commerce. • Continuation of the Banbury Town Team Co-ordination project, including the development of Banbury Presents activity. The Co-ordinators have also provided practical help to traders to enhance their business and assisted CDC to reassess its licensing and regulation services to be more 'customer friendly'. The number of vacant units has reduced to 33 (7%). • Preparation for the second phase of support for the vitality of central Bicester: establishment of an advice service to retailers and public wi-fi coverage. • Arrangement of the Organisational Awareness Day on 12 Nov to ensure that the regulatory services of CDC are more effectively providing for the needs of businesses.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 5.2	Continue to use the Cherwell Investment Partnership as a hub for inward investment and ensuring sufficient business sites and employment land are available to meet the needs of the District	G	G	⇒	Provision of day-to-day services to promote the district for commercial investment continues through the Cherwell Investment Partnership, established in 1991 by the Council and operating continuously since that time to ensure that the skills and services of commercial estate agents developers, recruitment companies, professional services and public bodies are aligned to provide practical help and strategic planning to support the economy through investment and job creation. Day to day liaison with the commercial agents and promotion of key sites and premises through www.cherwell-m40.co.uk ensures that the Council as the Planning Authority also provides practical help and support for business growth.
CBP1 5.3	Produce marketing material to promote commercial & industrial business sites and the area	G	G	⇒	Commencement of a Cherwell Business Guide, incorporating a business-to-business directory, to promote local supply chains and the district as a location for business investment - publication and on-line in summer 2016. Regular e-newsletters (Business Moves) sent to the mailing list of businesses and partners, providing news of opportunities and support for growth locally. Press releases issued on job fairs and town centre vitality work
CBP1.6 : Deliver high quality regulatory services that support the growth of the local economy					
CBP1 6.1	Build on the Council's 'Better Business' approach to support new and existing businesses	G	G	⇒	SEMLEP Better Business for All programme continues with a regulator and business event set for 16 -17; Following feedback from Organisational Awareness Days a pilot single regulatory point of contact service has commenced; the officer is working with all regulatory services and will act as a single support officer to assist businesses at all stages of the business cycle. The project runs for 12 weeks and will be evaluated at the end.
CBP1 6.2	Work proactively with developers on both planning applications and pre-application enquiries to enable the speedy delivery of new commercial projects	G	G	⇒	A Development Management team approach continues to facilitate the delivery of new commercial development. The use of Planning Performance Agreements (PPAs) is continuing and provides certainty to the developer in terms of the provision of pre-application advice and the timely consideration of future planning applications. The use of PPAs also allows the Council to generate additional income to deliver against the agreed timeframe.
CBP1 6.3	Identify the blockages to development and investigate a range of solutions, in consultation with planning agents	G	G	⇒	The Development Management team approach and use of Planning Performance Agreements (PPAs) is a direct solution to address concerns that have been raised by developers. Agent and Developer Forums are taking place during the fourth quarter and will further develop the relationship between Development Management and agents to ensure that the service delivery meets their expectations. One developer forum is taking place with volume house builders focussing on delivery and a second taking place with regular architects and agents focussing on the benefits of pre-application engagement and how this can deliver timely planning permission. The Business Process Re-engineering (BPR) programme continues to identify clear improvements to process and these have started to be introduced. The programme will continue in the final quarter of the year and will assist Development Management in working efficiently and effectively, ensuring the delivery of timely decision making.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP1 6.4	Provide high quality responsive regulatory services	G	G	⇒	The new Regulators Forum is now the vehicle to ensure regulatory consistency and quality of service. Work includes stream lining and standardising prosecution and enforcement protocols and forms which will be held in a central accessible location. This will also aid efficiency, ensure documents are up to date and embed the enforcement policy.
CBP1 6.5	Embed the Regulatory Code and Corporate Enforcement Policy	G	G	⇒	Two new organisational awareness days are set for January /February which will continue the programme; outcomes from the events in October have been integrated into the Transformation workstream "Services to Businesses". The next tranche will include attendance of local businesses so that staff hear what it is like at the sharp end. The Regulators Forum will meet next in January and will be the vehicle to consider further ways that the Regulators Code and enforcement policy can be embedded.

Cherwell District Council Business Plan : 2015/2016
Safe, Green and Clean - Quarter 3

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP2 : Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible					
CBP2 1.1	Maintain the District's high household recycling rate (Pledge)	G Actual 57.14% Target 57.00%	A Actual 54.44% Target 57.00%	↓	Due to the relatively mild winter, garden waste has been higher in the last few months than for the same period last year (52.49%) an increase of almost 2%. Additional street sweepings have also helped achieve good performance this quarter. Although under target for the quarter, the year to date is 57.54%, just above target.
CBP2 1.2	Tonnage of waste sent to landfill	G Actual 6,363 Target 6,842	G Actual 6,283 Target 6,443	↑	As is usual a slight drop in performance over the Christmas period. However, Q3 performance shows a reduction in the waste sent to landfill of 160 tonnes and 774 tonnes for the year to date compared with same period last year. Year to date performance is reporting green (19042 tonnes against 19816 target)
CBP2 1.3	Residual household waste per household (kgs)	G Actual 105.16 Target 113.26	G Actual 104.01 Target 106.65	↑	Despite slight increase during December, both Q3 and year to date performance compares well against same period last year.
CBP2 1.4	Increase the number of glass recycling bank sites to 130	G	G	⇒	Well on track to achieve full year target with a total of 124 sites delivered by end of December 2015. Further bank sites will be installed as and when opportunities arise; suggestions for bank locations are encouraged from collection staff.
CBP2 1.5	Deliver an additional 1000 blue recycling bins this year	G*	G*	⇒	The annual target has now been exceeded with over 1400 bins being delivered by the end of December 2015. Recent Bin sale in December was a success.
CBP2 1.6	Maintain the current high levels of customer satisfaction with our waste and recycling services	A	A		<p>In order to maintain/enhance customer satisfaction on waste collection we will take the following measures:-</p> <ul style="list-style-type: none"> • Ensure all our collection staff are trained and competent. • Ensure all our collection are smart wearing corporate PPE and carry out their duties professionally. • Regularly remind staff of the need for high quality customer service through team briefings. • Ensure our supervisors monitor the performance of our collection staff in areas such as returning bins to the point of collection. • Investigate any complaints and put in place any actions needed.
CBP2 1.6a	Customer satisfaction with Waste Collection services	G 2014 85.00%	A 2015 83.00%	↓	
CBP2 1.6b	Customer satisfaction with Household Recycling services	G 2014 88.00%	A 2015 87.00%		

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.					
CBP2 2.1b	Number of fly tips recorded (compared with same period 2014/15)	R Actual 149 Target 127	R Actual 119 Target 101	↑	<p>Once again there is a small rise in the number of fly tips (an increase of 18 over same period last year), and the measure continues reporting red for both the period and year to date.</p> <p>Many householders are still using unlicensed waste carriers or leaving items on grass verges for the "scrap man" to collect. We need to educate householders on waste disposal options that are available to them and this will be addressed by an article in the Spring Edition of Cherwell Link. An additional number of points will be discussed with the Comms team around raising awareness, for example the use of social media, twitter and Facebook.</p> <p>YTD: 406 tips compared with 349 in the same period last year.</p>
Page 21 CBP2 2.1c	Number of fly tips enforcement actions (compared with same period 2014/15)	G* Actual 75 Target 59	R Actual 70 Target 151	↓	<p>Due to a vacancy in the Enforcement team we have, as anticipated, seen a reduction in the number of both fly tip inspections and enforcement actions during the last few months.</p> <p>Following the recruitment process, resources will be back to normal levels late January/early February. We anticipate that this, together with the proposed campaign on the use of licensed waste carriers by householders, will result in a reduction in the number of fly tips over the next six months or so.</p> <p>YTD: 191 actions compared with 274 same period last year (Red)</p>
CBP2 3 : Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.					
CBP2 3.1	Develop an alternative CCTV operational system for our Urban centres	G	G	⇒	<p>CCTV aerials have been relocated from Bolton Road to Castle Quay for a longer term solution. Thames Valley Police (TVP) have discontinued hub solution, but are pressing ahead with redistribution of staff according to funding formula grants and contributions received from Local Authorities.</p> <p>Liaison between community safety and facilities re accommodation are continuing subject to potential building reviews and co accommodation projects within TVP.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP2 3.2	Work with local police & licensees to ensure town centres remain safe & vibrant in the evenings (Pledge)	G	G	⇒	Violent crime remains slightly higher than previous years, but with Thames Valley not setting numerical targets, instead concentrating on delivery of service rather than quantity of crime's, it will become increasingly difficult to rely on pure statistics to solely evaluate success in measuring the effects of operational policy. Perhaps increases in footfall, business satisfaction, CDC customer satisfaction surveys and public comment generally, may be better indicators in measuring success. This coupled with reported on-going initiatives and any Thames Valley reports of good work may suffice.
CBP2 3.3	Number of ASB/Nuisance cases received (compared with same period 2014/15)	G Actual 727 Target n/a	G Actual 381 Target n/a	⇒	Previously this measure captured the number of ASB only; as we now record both ASB and Nuisance data this year's data will be used as baseline data for 2016/17.
CBP2 3.2b	Percentage of ASB/Nuisance cases responded to within prescribed period of 2 working days	G Actual 97.25 Target 96.00	G Actual 97.38 Target 96.00	↑	371 of the 381 cases received during the quarter were responded to within 2 working days, a slight improvement over Q2 performance. Performance figure for resolutions will be calculated at year end.
CBP2 4 : Reduce our carbon footprint and protect the natural environment.					
CBP2 4.1	Deliver the Council's Biodiversity Action Plan (BAP) "Protecting and Enhancing Cherwell's Natural Environment"	G	G	⇒	The updated 2015/16 version of the BAP was approved by Executive Committee on 01 June 2015. Service level agreements with biodiversity delivery partners are all in place.
CBP2 4.2	Develop and begin Implementation of a new carbon management plan from 2015-20 which increases the energy efficiency of the organisation and lowers the carbon footprint	A	A	⇒	The Carbon Management Plan 2015 - 2020 was approved by Executive with an annual reduction target of 2% per annum and an overall target of 10% by 2020. Due to the complexities of the calculations involved, detailed in the report to Executive, the calculations are being updated to comply with the latest Government guidance. This is expected to be completed in the month and will be available for the next quarter.

**Cherwell District Council Business Plan : 2015/2016
Thriving District - Quarter 3**

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3.1 : Deliver affordable housing and work with private sector landlords to help improve affordable housing options					
CBP3 1.1	Deliver 150 units of affordable housing and 100 self-build housing projects as part of the HCA funded Build! programme whilst exploring new diverse funding regimes for the longer term sustainability of affordable housing across the district and the potential development of an off-site construction facility for the long term production of off-site units for affordable housing	G	G	⇒	<p>During Q3, the Build team has progressed a number of sites which will aid the continued delivery of the regeneration of brownfield sites; this includes the Admiral Holland pub site in Banbury which has the possibility of delivering 15-17 homes.</p> <p>Work continues on existing sites and it is anticipated that both The Orchard and Calthorpe House sites in Banbury will be completed during Q4. Q4 will see work start on site at the former Ambulance Station in Banbury.</p>
CBP3 1.1a	Deliver 150 affordable homes in the District (Pledge)	G* Actual 118 Target 75	G Actual 67 Target 27	↑	<p>Exceptionally good progress during Q3 with 67 units being delivered against target of 27. This brings the total to date to 207, exceeding the full year target of 150. This is in part due to positive working with developers and Registered Providers.</p>
CBP3 1.1b	Deliver 100 self build housing projects	G Actual 6 Target 6	G Actual 8 Target 8	⇒	<p>It is anticipated that during January the Build programme will deliver 26 new opportunities of flats accommodation in Banbury. The profiled target for self build housing projects has been revised following delays earlier in the year; 14 units have been delivered so far to date.</p> <p>Other opportunities include the leasing of Town Centre House which will see the delivery of 40 units funded through the HCA; approximately 15 new opportunities will be created at Admiral Holland former pub site, together with 7 refurbishment opportunities creating an opportunity who are impacted by the changes to Welfare Reform.</p>
CBP3 1.2	Explore new diverse funding regimes for longer term sustainability of affordable housing	G	G	⇒	<p>The Delivery team continues to work on the Local Housing Company as a vehicle to transfer the Council's Build! assets into, along with creating a new entity which should be able to access private finance in order to deliver additional affordable housing.</p> <p>The Build! team continue to examine a variety of different models to secure a wider range of funding streams, including continued discussions with funders on the lease back deals and the continuation of discussions with the HCA regarding any new government funding which the Council may be able to access, including the possibility of obtaining Starter Homes funding.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 1.2a	Explore development of off-site construction facility for affordable housing production	G	G	⇒	<p>The off-site construction facility continues to be progressed by examining the opportunities available through the Garden Town initiative.</p> <p>The Build team continues to work on securing potential European Social Infrastructure Funding to help deliver on a prototype project which aims to:-</p> <ul style="list-style-type: none"> a) build capacity in the local supply chain to respond to the growing advanced manufactured housing market b) have a council-owned product and as such give greater control on the supply chain and with it greater cost and programme certainty c) develop expertise and networks within the off-site manufacturing industry <p>Further discussions on this bid are due to take place early 2016.</p>
Page 24 CBP3 1.3	Extend enforcement actions in private sector to bring empty dwellings back into use	G	G	⇒	<p>A number of owners are 'on notice' that continued failure to take action may result in the Council applying for Empty Dwelling Management Order. No jobs completed in the quarter, but the following are underway with completion expected in the fourth quarter :-</p> <ul style="list-style-type: none"> • 14 Oxford Road, Banbury: Very dilapidated and long-term empty house in a prominent location being renovated following sale in response to intended enforced sale action. • 47 Deene Close, Adderbury: Significant empty home now being renovated by new owner following sale. This house was the subject of the Council's first Empty Dwelling Management Order. • (Old Post Office Stores, Bletchington: 2 new flats being created in premises where the Council took action to prevent continued occupation in the original, unsatisfactory building.)
CBP3 1.3a	Provide housing/grant advice to encourage private sector landlords to improve their stock	G	G	⇒	<p>Four private-rented properties were improved through CHEEP energy-efficiency grant contributions (3 getting central-heating systems and 1 a new boiler).</p> <p>Two houses were improved with Landlord Home Improvement Grants (LHIG) securing nomination-rights and affordable rent.</p> <p>The following jobs LHIG are underway but not yet complete:</p> <ul style="list-style-type: none"> • Four studio flats in St John's House, St Johns Road, Banbury where LHIG and funding from the HCA have been used together to secure long leases, nomination-rights and affordable rents. (4 units in total underway) • Creation of a new 2-bed flat in vacant space above a former pet-shop in Church Lane, Banbury; conversion of a house in Causeway, Banbury, into 3 new flats; and renovation of 3 flats above a commercial unit in High Street, Banbury. (7 units in total underway)

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3.2 : Work with partners to support financial inclusion and help local people into paid employment.					
CBP3 2.1	Commissioning of high quality financial and debt advice for vulnerable residents	G	G	⇒	<p>Cherwell Executive approved the option to extend the contract with Citizens Advice (Formerly CAB) for a further 2 years following the initial 3 year term. It will now run until the end of March 2017. We continue to monitor the work completed on a quarterly basis. Figures for this quarter are not available at this time but CA report they saw 1883 individual clients in the second quarter of 2015/16. The majority of enquires continue to be for Benefits and Debt.</p> <p>Discussions are starting to consider possible options to continue service delivery of these services following the expiration of the existing contract with Citizens Advice.</p>
CBP3 2.2	Effective implementation of welfare reform and administration of benefits	G	G	⇒	<p>Universal Credit started in Cherwell District Council on 6 May 2015. Take up has been slow, as expected. However, no issues have been encountered. Procedures continue to be developed in the light of experience and new guidance from the Department for Work and Pensions.</p> <p>In the recent budget the Chancellor announced further welfare reforms from April 2016 onwards. We are anticipating an announcement regarding UC rollout early in the new year. The impact of the risks will be managed through the Business Case for Revenues and Benefits.</p>
CBP3 2.2a	Average time to process new Housing Benefit claims (days)	G* Actual 11.37 Target 14.00	G Actual 13.14 Target 14.00	⇩	<p>Performance has slipped a little over the third quarter. However, it remains within target as we approach the annual billing period in the final quarter.</p> <p>Year to date performance 12.66 against 14.00 day target (Green)</p>
CBP3 2.2b	Average time to process change in circumstances (days)	G* Actual 3.59 Target 12.00	G Actual 5.06 Target 12.00	⇩	<p>Performance remains well within target due to the prompt notifications received from the Department for Work and Pensions via the ATLAS system.</p> <p>Year to date performance 3.61 against 12.00 day target (Green*)</p>
CBP3 2.2c	Average time taken to process new claims and changes for Housing Benefit (days)	G* Actual 4.07 Target 12.00	G Actual 5.59 Target 12.00	⇩	<p>Although processing of new claims is just within target, the contribution from processing of changes of circumstances means that overall this indicator is still well within target. No change is expected in the final quarter.</p> <p>Year to date performance 4.08 against 12.00 day target (Green*)</p>
CBP3 2.3	Number of covert surveillances applied for	G	G	⇒	No covert surveillance exercises were applied for during Q3.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 2.4	Continue working with our partners to provide support to improve the lives and opportunities for the most vulnerable individuals and families in the district, building on Brighter Futures in Banbury programme (Pledge)	G	G	⇒	First issue workshop held for health improvement and inequalities. Well attended and productive in relation to new multi agency activity. Next workshop planned for March 2016 to focus on employability i.e. encompass educational attainment, skills development, job readiness and local jobs market relevance.
CBP3 2.5	Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training. (Pledge)	G	G	⇒	<p>On 3-4 November, the Council's sponsorship enabled a major event to be held at Banbury College to promote careers in engineering to young people through the 'Bloodhound' supercar team presentation to primary and secondary school children. Businesses also attended an evening event to develop their links with the College to ensure the avoidance of young people not being in employment, education or training through partnership working. This continues to be supported through the Brighter Futures in Banbury Projects, including a grant of £10,000 to EMBS to allow the continuation of guidance for long-term unemployed people.</p> <p>Job clubs and job fairs were provided in Banbury and Bicester, with 427 visits made during the quarter. This included one job fair being held in addition to weekly job clubs, plus a new job club in Bloxham that CDC has assisted. All age groups are helped and also people that were already in employment to change careers. The job club partnership links have also promoted apprenticeships and traineeships to businesses as a practical means of engaging young people and supporting them in their career paths.</p> <p>Leadership of the skills and employment theme of the Brighter Futures in Banbury programme, including participation in the Health Workshop on 9 Dec to enable access to employment as a key contributor to the health and wellbeing of local people.</p>
CBP3 2.5a	Contribute to the creation and/or safeguarding of 200 jobs	G* Actual 100 Target 50	G* Actual 536 Target 51	⇩	Tailored events provided to businesses through the job club and job fair services enabling the recruitment of 536 staff : beneficiaries included new businesses at Primark, McDonalds and Hallowood, with further jobs filled at Home Instead Senior Care and Bicester Gliding Centre. Year to date performance 1001 jobs created or safeguarded against target 150.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 2.6	Extend Jobs Match service to support local companies to fill vacancies	G	G	⇒	Excellent feedback has been received from job seekers and employers alike. The matching of job seeker and employer has evolved from the successful Cherwell Job Clubs which continue to alternate between Bicester and Banbury with additional services now added through partners. The Bicester Job Fair on the early evening of 17 November attracted 30 employers to assist and potentially employ over 100 residents who attended seeking work, training and/or a change of career. A database of job seekers and employers continues to be developed and regular communication is made to ensure that skills and opportunities are matched for the benefit of the local economy. Employers have attended job clubs which has involved advance notification being given to job seekers so that they can attend to discuss face-to-face with potential employers.
CBP3 2.7	Extend the contract with CAB for debt advice, volunteering and volunteer driver scheme	G	G	⇒	CAB "Volunteer Connect" contract is delivering on target - increasing volunteer opportunities & providing volunteers for local organisations.
Provide high quality housing options advice and support to prevent homelessness.					
Page 27 CBP3 3.1	Deliver the actions identified within the revised Homelessness prevention strategy adopted by the Council	G	G	⇒	<p>We continue to work in partnership with all other District Councils in Oxfordshire to shape Oxfordshire County Councils re-commissioned Young Person's Housing Pathway. Officers have also worked hard to influence the new Single Person Pathway which has been re-commissioned and is due to start operating from 1 February 2016. Oxfordshire County Council are continuing to provide supported accommodation for singles across the county. Although hostel places are being reduced, Cherwell will receive a funding allocation for the first time to enable supported accommodation for single adults to be provided within the District. 13 new supported units of accommodation are expected to become available during the year. Referrals for all placements into these Schemes continue to be controlled by an OCC funded Pathway Coordinator. However priority for the beds in each District will be given to those with the relevant local connection. This means that in the first instance priority should always be given to Cherwell residents, particularly those needing to move back to Cherwell from the more complex needs provision in Oxford City.</p> <p>The County Council have recently announced further budget saving options which include a proposed further £1.5 million cut to services for single homelessness. We are awaiting further details later in the year and will continue to monitor this funding closely.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 3.1a	No of households in temporary accommodation	R Actual 46 Target 41	G* Actual 33 Target 41	↑	The number of households placed in Temporary accommodation continue to reduce this quarter. This coincides with a reduction in the number of homeless presentations the department has seen this quarter when compared to the start of the year (Q1 - 44 applications, Q2 - 40 applications, Q3 - 33 applications). We believe this reduction is in part due to seasonal trends and will continue to monitor this closely .
CBP3 3.1b	Housing advice : repeat homelessness cases	G* Actual 0 Target 3	G* Actual 0 Target 4	⇒	There have been no repeat homeless cases as defined by the legislation in this quarter.
Work to promote and support health and wellbeing across the district					
CBP3 4.1	Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector	G	G	⇒	The 8 December 2015 meeting considered integration locally between health and social care services, delayed transfers of care improvements, Horton Hospital update, the OUH Foundation Trust Governing Council and a review of the health workshop planning for growth.
CBP3 4.2	Enable the development of volunteer transport schemes to support the health and wellbeing needs of vulnerable residents	G	G	⇒	No further action as officers are awaiting information from Oxfordshire County Council on their detailed plans for 16/17. Councillor Atack is being regularly briefed in his role as Rural Champion. A further 8 Taking Part projects have been delivered in Q3 as well as a continuation of Dancing with Parkinsons.
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 370,479 Target 367,077	G Actual 365,582 Target 360,947	↓	Cumulatively the leisure centres have continued to maintain participation during Q3 showing a small improvement in usage against same period last year of 4,635. Overall year to date figures reflect an increase of over 13,000 visits against the same period last year. YTD Actual 1,123,228 against target 1,100,110 (Green)

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 5.1a	Number of visits to District Leisure Centres (Spiceball, Kidlington & Gosford and Bicester)	G Actual 333,715 Target 332,247	G Actual 324,034 Target 322,272	↓	The quarterly position shows that participation has been maintained for the 3 leisure centres and they are performing marginally above target against the same quarter last year. YTD Actual 1,016,854 against target 998,483 (Green)
CBP3 5.1b	Number of visits to Woodgreen Leisure Centre (WGLC), North Oxfordshire Academy (NOA) and Cooper School	G Actual 36,764 Target 34,830	G Actual 41,548 Target 38,675	↑	As reported in the previous quarter the loss of football league providers at both North Oxfordshire Academy and Cooper School meant that usage figures had been difficult to maintain. At present however North Oxfordshire Academy is performing marginally above target against last years position with Cooper Sports Facility performing marginally below target. Officers will continue to monitor usage figures on a monthly basis to ensure that participation is maintained. YTD 106,374 against target 101,627 (Green)
CBP3 5.2	Commence Phase 2 pavilion works for SW Bicester Sports Village	G	G	⇒	Procurement and evaluation of tenders commenced in November and will be completed in January 2016.
CBP3 5.3	Increase access to Leisure and Recreation opportunities through development and outreach work	G	G	⇒	Inactive 14 -18 years across all secondary schools targeting inactivity, including Gym, squash, and dance. 250 students taking part through external funding. Also there was a focus on inactive girls. Formalising the Bicester Sports Partnership. Walking Football club and Bicester Basketball club are now fully sustainable after CDC initial establishment work. Secured £10,000 with Banbury Table Tennis Association to put tables in 4 secondary schools and to run a development programme within those schools for full community use

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Provide support to the voluntary and community sector.					
CBP3 6.1	Secure social and community infrastructure for housing developments across the District	G	G	⇒	As part of Local plan part two a great deal of strategic work and evidence gathering have taken place and the Executive are due to receive a report on Social and Community Infrastructure in February. Developments at Longford Park and Kingsmere are currently being considered. Inadequate provision of community facilities at Graven Hill continue to be a concern.
CBP3 6.2	Continue to support the voluntary sector and community groups	G	G	⇒	Continue to monitor Service level agreement with Community First Oxfordshire and Volunteer Connect to ensure services are being delivered on our behalf, on budget and on time. There are no concerns to report. Supported Electric Blanket Testing in partnership with Trading standards and the Fire Service.
CBP3 6.3	Continue to support the growth & development of neighbourhood community associations	G	G	⇒	Continue to support the fledgling associations in Banbury and Bicester as well as provide appoint of contact for the more established associations. Working with colleagues in Facilities Management to consider the asset review and future provision of support to the community associations that manage our buildings.
CBP3 6.4	Increase and promote volunteering opportunities throughout the District.	G	G	⇒	Citizens Advice Bureau (CAB) "Volunteer Connect" contract is delivering on target - increasing volunteer opportunities & providing volunteers for local organisations.
CBP3 6.5	Local Strategic Partnership (LSP)	G	G	⇒	No change since last quarter. The December meeting was postponed.
Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.					
CBP3 7.1	Continue programme of Conservation Reviews (5 reviews during 2015/16)	G Actual 0 Target 0	G Actual 2 Target 2	⇒	On target to complete all five Conservation Area Appraisals for March 2016. It is anticipated that the Mixbury and Souldon appraisal, currently at final draft stage, will, be published on our website by the end of January 2016. The research has been undertaken for Hampton Proyle, Wroxton and Swalcliffe and the appraisals will be complete by March 2016.
CBP3 7.2	Provide design guidance on major developments	G	G	⇒	Design and Conservation guidance is feeding into the pre-application and planning applications for major and strategic sites.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP3 7.3	Processing of Major Applications within 13 weeks	G* Actual 90.00% Target 50.00%	G* Actual 100.00% Target 50.00%	↑	<p>Performance in Quarter 3 was 100% (27 applications) significantly above target and slightly above that achieved in Quarter 2. The performance figure has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits.</p> <p>It is important to note that Section 62B of the Town and Country Planning Act 1990 (as amended) which allows the Secretary of State to designate Local Planning Authorities that are not 'adequately performing their function of determining applications' relates to their performance against major applications only, rather than minors and others.</p> <p>YTD: 94.34% (Green*)</p>
CBP3 7.4	Processing of Minor Applications within 8 weeks	G* Actual 76.79% Target 65.00%	G* Actual 89.17% Target 65.00%	↑	<p>A figure of 89% was achieved in Quarter 3 reflecting 120 applications determined, 107 within time.</p> <p>This is significantly above the target of 65% and performance in Quarter 2. This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants.</p> <p>YTD: 77.44% (Green*)</p>
CBP3 7.5	Processing of Other Applications within 8 weeks	G Actual 85.71% Target 80.00%	G* Actual 88.70% Target 80.00%	↑	<p>Performance in Quarter 3 88% (302 applications determined - 266 within time) and again exceeds the performance target of 80% during a period of high workloads. Again this has been achieved through effective performance management. The use of overtime, agency and consultants has ended .</p> <p>YTD 86.05% (Green)</p>
CBP3 7.6	Percentage of planning appeals allowed against refusal decision (%) Note the basis of this measure has changed	G* Actual 4.50% Target 20.00%	G* Actual 5.50% Target 20.00%	⇒	<p>The government's stated threshold for the quality of a local planning authority's performance (i.e. no more than 20 per cent of an authority's decisions on applications for major development should be overturned at appeal) the current performance is 5.5.</p> <p>Of the 3 appeals that were allowed in Q3, only one went to committee and it was recommended for refusal by the case officer.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Work to ensure rural areas are connected to local services					
CBP3 8.1 Page 32	Work with BT/BDUK and Oxfordshire County Council to extend Superfast Broadband across the District	G	G	⇒	<p>Information has been provided day-to-day to residents, businesses and parish councils on the local impact of the broadband roll-out. This included a workshop with parish councils at the Parish Liaison Meeting on 11 Nov with follow-up provided to all enquiries raised.</p> <p>Phases 1 to 6 of the Oxfordshire Rural Broadband Project are now completed (December 2015) with an expected coverage of 90% of premises (business and residential) due to be confirmed in early 2016 as being served with Superfast speeds (over 24mbps).</p> <p>⇒ Cherwell District Council has invested £580,000 in phases 6 to 9 which will extend the programme to approximately 95% of premises by December 2017. This funding has been matched by Government (BDUK) and added to by both Local Enterprise Partnerships (LEPs) serving Cherwell, including £120,000 from the South East Midlands LEP. Economic Development officers have also identified and resolved issues relating to gaps in the service to business clusters in urban areas, as well as extending the broadband voucher scheme to assist other - often isolated - businesses.</p> <p>The issue of how to enable the final 5% of business and residential premises to gain superfast speeds remains to be resolved but is treated as a priority by the Council and its partners with options expected to emerge over the coming months.</p>
CBP3 8.2	"Rural Proof" significant new policies and initiatives to ensure they are equitable to rural residents	A	A	⇒	Currently this process is somewhat ad-hoc. Officers are working towards a more clearly defined and consistently applied approach. There is now some work on Rural proofing taking place at a national level which may be useful.

**Cherwell District Council Business Plan : 2015/2016
Sound Budgets and a Customer Focused Council - Quarter 3**

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 1 : Reduce the cost of providing our services through partnerships, joint working and other service delivery models.					
CBP4 1	Extend the Joint working Transformation Programme to include new service delivery methods/more services delivered in partnership, to enable the council to save money and maintain a low council tax (Pledge)	G	G	⇒	Delivery of the two way transformation programme continues, with the implementation of business cases for Economic Growth and Comms nearing completion and business cases for customer services and environmental health and public protection progressing. All remaining non-shared services will be reviewed with options for future delivery by the end of March 2016.
CBP 4 1.2	Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies	A	A	⇒	ICT is currently engaging with the Transformation Team managers putting together business cases for two-way shared Revenues & Benefits and Customer Services. Cost and resource savings have been identified which will arise from more efficient use of ICT systems. These savings will be presented in the relevant business cases. We are also helping with procurements for HR and Payroll and Housing systems which will drive cost and efficiency savings.
CBP 4 1.3	Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities	G	A	⇩	<p>A draft business case for Land & Property and EDRMS has been submitted for the first round of approvals. It is planned to procure external consultancy for the delivery of these systems rather than rely on in-house resources due to the significant workload currently being sustained by ICT team. Discussions have taken place with Heads of Service at CDC and SNC around progress, impact on business plans and timelines. Over the course of February and March workshops will be held to document the as is processes and new harmonised process that are possible across each organisation. Some work has taken place to identify systems utilised across each organisation, to show common strands of technology where possible.</p> <p>Go-Live for the integrated Lagan Customer Relationship Management (CRM) system has slipped again due to the late identification of issues effecting system usage; the aim is to now go-live with the system by mid-February. This also includes the FOI and complaints systems.</p>
CBP 4 1.4	Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies an savings; deliver a minimum of 10% financial savings	A	R	⇩	<p>Failure to meet target at year end</p> <p>Following discussions with SDC regarding the future of the confederation model it is clear that the strategic alignment between Cherwell and South Northants (who have adopted the business case for the use of council owned companies to deliver services - i.e. the confederation model) and SDC is no longer in place, as SDC look towards the West Midlands region as part of the devolution agenda. As such it has been recommended that there will be no further three way shared services. The two way transformation programme remains on track.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP 4 1.5	Make successful bids for external funding	G	G	⇒	The Business Support Unit are considering the options for accessing external funding opportunities including using external funding databases to support this process. The Grants Officer has been investigating the options and they are now under consideration with a decision due to be made by the end of the financial year. Once we have an agreed process in place we will roll out the methodology across the organisation and start to actively consider whether to bid for specific funds
CBP 4 1.6	Maximise income through designing services that can attract a market	G	G	⇒	The commercial development workstream within the transformation programme is developing options for generating income. The Member Commercial Development Panel is now up and running and will review proposals.
CBP 4 1.7	Deploy solutions which reduce 'non-productive' time spent travelling between sites and deliver reductions in mileage and subsistence costs through increased use of technologies such as video conferencing.	G	G	⇒	The 2015 /16 work programme will deliver two key projects - Citrix and Lync telephony. This will enable officers to work more flexibly from different locations and in doing so reduce non productive time spent travelling.
Page 34 CBP 4 1.8	Review all ICT contracts to harmonise where possible to gain cost savings through economies of scale achieved through increased joint working	G	G	⇒	Reviews are underway to re-procure the main communications links between the three councils and other maintenance contracts for hardware support.
Work to effectively communicate with local residents and businesses to better understand and respond to their needs					
CBP4 2.1	Continue to increase our use of social media to communicate with residents and local businesses	G	G	⇒	Social media continues to increase in importance as a channel by which to communicate messages to residents and businesses.
CBP4 2.1a	Social media ratings : Facebook likes (cumulative) Target is 2015 actual for comparison	A Actual 7,870 Target 8,132	A Actual 8,155 Target 8,566	⇒	Facebook continues to grow, organically and through paid for boosts and adverts. A wide variety of council departments are now using Facebook to reach their target audiences.
CBP4 2.1b	Social media ratings : Twitter followers (cumulative) Target is 2015 actual for comparison	R Actual 5,697 Target 6,402	R Actual 5,856 Target 6,951	⇒	Growth of Twitter 'followers' has been slower than Facebook. Scheduling of three posts per day via a Hootsuite Platform has been introduced and will be monitored over the final quarter.
CBP4 2.2	Continue to improve our website, and implement additional online services for customers and maintain the SOCITM rating of 3/4 stars (Pledge)	G	G	⇒	The CDC website retained its three star SOCITM rating. Web supervisors continue to develop forms, friendly and tiny urls to simplify the use of this online channel. Meetings have been held with content editors from various departments to look at how to progress a new website during 2016.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
CBP4 2.3	Continue to develop our business focused communications	G	G	⇒	Work on business-related communications continues. The communications team also oversee the production of an e-based newsletter sent to local businesses. Promotion of Job Clubs and Job Fairs, as well as the Cherwell Business Awards continues to gather momentum.
Improve customer service through the use of technology and responding to customer feedback					
CBP4 3.1	Implement additional online services for customers and deliver a significant reduction in phone contact in relation to those services	G	G	⇒	Upgrade to Lagan CRM across both Councils continues which will enable back office functionality for services as they come online. Work to assist services with their Channel Shift commitments continues in line with Transformation work stream. Online Telephone Directory work now complete with roll out almost finished. Other work to support this measure includes input into Website development project.
CBP4 3.2	Increased capacity to build service delivery processes suitable for online services	G	G	⇒	Upgrade to Lagan CRM across both Councils is underway which will enable back office functionality for services as they come online. Business Case developed and consultation period has ended. Business Case is to go to Joint Commissioning Committee in January and CDC Exec and SNC Cabinet in February. The new structure will enable Customer Services to assist with Channel Shift agenda as well as Corporate drive to increase the use of Customer Services as the first point of contact.
CBP4 3.3	Bring about a measurable plan to increase significantly the proportion of our total customer demand that is met through self service	G	G	⇒	The telephone directory project is coming to its conclusion with roll out to services complete. Project Team are now finalising roll out to members. Customer Services will continue to feed into the Website development project to ensure that the site is built around the needs of the customer rather than a confusing myriad of information that may not be relevant to their enquiry.
CBP4 3.4	Target the reduction of avoidable contact from customers by improved information signposting, more information on line and improved letters and communications with clear, understandable instructions and information	G	G	⇒	Upgrade to Lagan CRM across both Councils is underway which will enable back office functionality for services as they come online. Business Case developed and consultation period has ended. Business Case is to go to Joint Commissioning Committee (JCC) in January and CDC Executive and SNC Cabinet in February 2016. The new structure will enable Customer Services to assist with Channel Shift agenda as well as Corporate drive to increase the use of Customer Services as the first point of contact.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Deliver rolling strategy of the five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.					
CBP4 4.1	Deliver the rolling annual balanced budget setting of the financial plan (Medium Term Financial Strategy)	G	G	⇒	The provisional settlement announcement was better than expected for 2016/17 meaning that setting a balanced budget is achievable. There is an offer of a 4 year settlement, which will give us the ability to plan but will see a significant reduction in funding from 2018/19.
CBP4 4.2	Deliver the savings targets £500,000 within the agreed timescales (Pledge)	G	G	⇒	These were delivered for the budget setting process for 2015-16 and will feature in the process for 2016-17.
CBP4 4.3	Develop a car parking strategy	G	G	⇒	District wide car parking strategy underway which examines operational options for car parks, relevance to town centre strategies and as assets. To be reported later in 2016.
COM001/2/3	Sickness absence - average days lost per full time equivalent (FTE) (note: cumulative throughout the year : full year target 8 days)	G Actual 3.35 Target 4.00	G* Actual 4.62 Target 6.00	↑	A good Q3 performance reflecting a small reduction in sickness absence compared with the same period last year. Long term sickness 2.63 days and short term 1.99
COM001	Number of customer complaints received (compared with same period last year)	G Actual 62 Target 78	G Actual 57 Target 60	↓	57 complaints were received during Q3 bringing the year to date total to 208. Of these 89% were responded to within 3 working days and 68.42% resolved in 10 working days (note this figures includes 4 complaints where extensions were formally agreed.) The new integrated Lagan CRM system will provide increased reporting capability; Go-live date now anticipated mid-February.
Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.					
CBP4 5.1	Develop and implement a commercial investment strategy, incorporating DTZ recommendations as adopted.	G	G	⇒	Member Group consideration of Asset Management, core assets and non-core, commences on 28 January 2016. A progress report will be presented at the next Executive meeting.
CBP4 5.2	Total of All Car Parking Revenue (Cash Machines & Ringgo only)	G Actual £343,911 Target £313,827	G Actual £320,823 Target £313,827	⇒	The income processed in Q3 was £7k more than budget and when added to the £55.3k from Quarters 1 and 2 results in the income being £62.3 ahead of budget. However the income processed in December 2015 was 12% lower than the corresponding period last year and the revised Christmas car parking arrangements may have contributed to this.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	Q on Q Direction of Travel	Comments on Performance
Deliver below inflation increases to the CDC element of Council Tax					
CBP4 6.1	Percentage of council tax collected	A Actual 58.19% Target 58.25%	A Actual 86.10% Target 86.50%	↑	The increasing number of properties in the district, although ultimately beneficial to the authority, continues to present a challenge in billing and collecting on these new properties. At the end of the period the reported collection was also adversely affected by a problem with the paye.net payment system. However, this should be reversed in the next quarter.
CBP4 6.2	Percentage of NNDR collected	A Actual 58.28% Target 58.50%	A Actual 83.73% Target 86.00%	↑	The number of new properties and changes of occupiers continues to present a challenge for collection. The reported figure has also been distorted by a problem with the paye.net payment system at the end of the quarter. This meant that payments received could not be allocated to accounts and thus were not included in the collection figures.

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**Cherwell District Council : 2015/2016
Equalities - Quarter 3**

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	DOT	Comments on Performance
Theme 1 : Fair Access and Customer Satisfaction					
CEQ1 1	To provide accessible and meaningful consultation events throughout the Cherwell community	G	G	⇒	<p>A draft joint Community Engagement and Consultation Strategy and separate Action Plans for each council has been prepared and is in consultation with peers.</p> <p>A community event held on the 21st November illustrated the ability to bring the Faith Forum linked with Connecting Communities; in 2015 there has been two Faith Forum Events, the next planned will be a formal AGM as opposed to an event and is being prepared.</p> <p>The Community & Consultation Officer has established links with the NHS and Cherwell Learning to start formatting the event 'Living with Disabilities in Cherwell' (April 9th) it will aim to showcase the services that we provide and those of our partners (Police/NHS/Town Council/Ambulance Services/Social Services) and the linked organisations and volunteer groups (especially Age UK). The Canal & River Trust are keen to get involved and as such arranging meetings over the next month to see how this can be developed.</p> <p>The 'consultation wall' is still seen as a good mechanism to capture peoples 'voices', and as such it will be used in events that are being run by other agencies and partners as well as internal events i.e. Sports Development. There will be a calendar of events that the 'wall' will be published.</p>
CEQ1 2	To ensure that the Council's services are accessible to everyone and delivered at an excellent standard	G	G	⇒	<p>The council operates a corporate complaints procedure whereby discrimination complaints are identified and logged on a quarterly basis. 2 complaints were linked discrimination (sex/disability) during Q3, both complaints were deemed invalid after investigation.</p> <p>A draft joint Community Engagement and Consultation Strategy and separate Action Plans for each council have been prepared and is in Consultation with peers.</p> <p>21 mystery visits (MV) were carried out across the 3 Leisure Centres during the October - December period. All MV reports are sent to the General Manager at Parkwood and any improvements are addressed by the centre management teams. Items that require urgent attention are raised by officers with the General Manager and Managers to ensure improvements are made.</p> <p>Countryside & Communities Manager and Cllr Atack meet on a regular basis to discuss a range of topics that have particular relevance to rural parishes. Recently they have been discussing the Oxfordshire County Council review of rural transport support.</p> <p>The housing department undertake a range of measures to ensure that the services provided meet the local needs of Cherwell residents. An online survey is being introduced to undertake this work which we hope to trial by the end of January 2016.</p>

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	DOT	Comments on Performance
Theme 2 : Tackling Inequality and Deprivation					
CEQ2 1	Continue to deliver the 'Breaking the Cycle of Deprivation' projects	G	G	⇒	The first workshop held for health improvement and inequalities was well attended and productive in relation to new multi agency activity. The next workshop is planned for March 2016 and will focus on employability i.e. encompass educational attainment, skills development, job readiness and local jobs market relevance.
Theme 3 : Building Strong Communities					
CEQ3 1	Improve opportunities for community groups to work together and build strong community relations	G	G	⇒	Attendance at both Banbury and Bicester Independent Advisory Group (IAG) (Banbury 10/12/15, Bicester 20/1/16); brought to the attention a topic from Banbury IAG to CDC (safeguarding) and submitted agenda items for the next Bicester IAG therefore taking a proactive approach.
CEQ3 2	Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.	G	G	⇒	Attendance at both Banbury and Bicester IAGs brought to the attention a topic from Banbury IAG to CDC (safeguarding) and submitted agenda items for the next Bicester IAG therefore taking a proactive approach. Currently working through the recommendations from the Joint Safeguarding Review and contributing to the delivery of the multiagency work outlined in the Community Safety Partnership action plan. Safeguarding Training is being developed for staff and Members The Community Safety Partnership has re written its action plan to mirror that of the County and Police and Crime Commissioners plans retaining a local priority emphasis. The plan focuses on offences against persons especially the vulnerable moving away from previous priorities of property crime. However Anti-Social Behaviour, young people, night time economy and burglary have been retained
CEQ3 3	Continue to increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	⇒	A further 8 Taking PArt projects were delivered in Q3 as well as a continuation of the Dancing with Parkinsons project.
Theme 4 : Positive Engagement and Understanding					
CEQ4 1	Work with local schools, colleges & sixth forms to engage with the districts younger generation	G	G	⇒	The Cherwell Youth Website is updated weekly to provide up to date information and details regarding current programmes for young people within Cherwell. The Youth Parliament meets quarterly to have a youth voice in strategic decision making processes. Local Democracy Week Occurs in October 2016 (Preparations made in the summer). The Council is continuing progress to allocate each school with a member - first round has been successful with a community questionnaire currently being rolled out with North Oxfordshire Academy.

Ref	Objective/Measure Definition	Quarter 2 30/09/2015	Quarter 3 31/12/2015	DOT	Comments on Performance
CEQ4 2	Explore and establish links with minority representation/community groups to help us improve our services	G	G	⇒	<p>The historic Equality and Access Panel which CDC used to consult with minority groups has been disbanded. In line with the Community Engagement and Consultation Strategy review. This review will be complete and a new strategy put in place during Q4 whereby actions for linking with minority groups will be put in place.</p> <p>Stop Hate UK not being re-commissioned and Milton Keynes Equality Council (MKEC) taking over third party reporting centre. Corporate Policy Officer has linked with key staff at MKEC and is waiting for reporting information to be available to log on councils website and promote within the community accordingly. Corporate Policy Officer has also started to arrange MKEC to complete all staff training.</p> <p>Sportivate programme developed at Bardwell School, 16 x 6th form students attended. Met with other groups to set up new initiatives.</p>
CEQ4 3	Raise Cherwell District Council Employees and Partners awareness of diversity within our community	G	G	⇒	<p>Planning Knowing your Community events, in conversation with HR, NHS and Police. Dates will be published in a shared calendar before close of reporting year.</p>
Theme 5 : Demonstrating our Commitment to Equality					
CEQ5 1	Ensure the Council meets all government requirements	G	G	⇒	<p>Cherwell District Council remains compliant and aware of legislation and duties associated with the Equality Act 2010 and the specific duties to Local Authorities.</p>
CEQ5 2	Review CDC performance against Achieving criteria to maintain/improve standards	G	G	⇒	<p>Equality self assessment to start at the end of 2015/2016.</p>

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Cherwell District Council

Overview and Scrutiny Committee

23 February 2016

<p>Draft Overview and Scrutiny Annual Report 2015/16</p>

Report of Head of Law and Governance

This report is public

Purpose of report

This report presents the first draft Overview and Scrutiny Committee Annual Report 2015/16.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the first draft of the Overview and Scrutiny Committee Annual report 2015/16.
- 1.2 To advise officers what amendments/additions are required to the Annual report.

2.0 Introduction

- 2.1 The first draft of the Overview and Scrutiny Committee Annual report 2015/16 is submitted to the Committee for initial consideration.

3.0 Report Details

- 3.1 The first draft of the Overview and Scrutiny Annual Report 2015/16 contains information relating to the work of the Overview and Scrutiny Committee.
- 3.2 The Overview and Scrutiny Committee has a constitutional obligation to “produce a unified annual report for the whole scrutiny process” and to present it to Council.
- 3.3 This is the first opportunity for members of the Overview and Scrutiny Committee to comment on the draft Annual Report.
- 3.4 Officers will make amendments as requested by the Committee at this meeting, and bring a final draft to the April meeting for sign-off ahead of its submission to Council.

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.

Comments checked by:

Paul Sutton, Head of Finance and Procurement, 0300 003 0106,
paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications arising directly from this report.

Comments checked by:

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

Risk Management

- 7.3 There are no risk implications arising directly from this report.

Comments checked by:

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

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

The Corporate Plan themes addressed by each scrutiny topic are detailed in the draft Overview and Scrutiny Annual Report 2015/16.

Lead Councillor

None

Document Information

Appendix No	Title
Appendix 1	Draft Overview and Scrutiny Committee Annual Report 2015/16.
Background Papers	
None	
Report Author	Emma Faulkner, Democratic and Elections Officer
Contact Information	Tel: 01327 322043 Email – emma.faulkner@cherwellandsouthnorthants.gov.uk

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DISTRICT COUNCIL
NORTH OXFORDSHIRE

**Overview and Scrutiny
Annual Report
2015/16**

April 2016

Foreword

This annual report for overview and scrutiny at Cherwell District Council outlines the work of the Overview and Scrutiny Committee in 2015/16.

The Committee has continued to build on the work that has been done over the last few years. Whilst a number of new members have joined the Committee, bringing enthusiasm and fresh ideas, the turnover of committee membership and has been kept to a minimum in order to develop an experienced group of councillors who are building up a strong skill base and understanding of the principles of good scrutiny and at the same time a knowledge of scrutiny case history.

One of the highlights of this year's work for me was a trip to Westminster to speak to the Chair and Clerk of the Communities and Local Government Select Committee, Clive Betts MP and Mark Etherton, to find out about the similarities in the way central and local Government work when it comes to scrutiny. This gave us an opportunity to not only ask questions of the MPs, but also witness scrutiny in action as we were able to sit in on an evidence session relating to the housing association sector and the Right to Buy inquiry. The experience was extremely educational, and gave all who attended a few pointers on how to approach reviews in the future.

I believe that overview and scrutiny continues to make a valuable contribution to the continuing success of this Council.

Councillor David Hughes
Chairman,
Overview and Scrutiny Committee
2015/16

Overview & Scrutiny Committee

Membership

Councillor David Hughes (Ch)
Councillor Claire Bell
Councillor Chris Heath
Councillor Alastair Milne Home
Councillor Neil Prestidge
Councillor Lawrie Stratford

Councillor Lynn Pratt (V-Ch)
Councillor Timothy Hallchurch MBE
Councillor Matt Johnstone
Councillor James Porter
Councillor Sandra Rhodes
Councillor Bryn Williams

Substitutes

Councillor Richard Mould
Councillor Rose Stratford
Councillor Sean Woodcock

Guests in attendance

Lead members:

Councillor Tony Ilott – Lead Member for Public Protection
Councillor Debbie Pickford – Lead Member for Housing
Councillor George Reynolds – Deputy Leader of the Council.
Councillor Barry Wood – Leader of the Council.

Officers:

Adrian Colwell – Head of Strategic Planning and the Economy-*Due to attend April 2016*
Balvinder Heran, Joint Head of ICT Business Services
Kevin Larnar – Countryside and Communities Manager
Paul Nicol - Project Manager – New Business & Systems Implementation-*Due to attend February 2016*
Marianne North – Housing Needs Manager
Gary Owens – Strategic Housing Officer
Jo Pitman – Head of Transformation
Ed Potter – Head of Environmental Services
Nicola Riley – Shared Interim Community Partnerships and Recreation Manager
Chris Stratford – Head of Regeneration and Housing
Nicholas Thrustle - Interim Head of Shared ICT Service-*invited to attend February 2016*
Louise Tustian – Acting Corporate Performance and Insight Manager
Shirley Vaughan – Performance and Planning Officer

External Officers:

Alexandra Bailey – Service Manager for Supported Transport, Oxfordshire County Council

Scrutiny Topics 2015/16 – Links to Corporate Priorities	
Performance Monitoring	Covers all priorities
Business Plan 2016/17	Covers all priorities
Recycling – Informal Task & Finish Panel	Safe, Green, Clean
Strategic Review of Recycling	Safe, Green Clean
Safeguarding	Safe, Green, Clean
Youth Engagement – Informal Task & Finish Panel	A District of Opportunity
Community Transport and Dial-a-Ride	A District of Opportunity
Planning Policy and allocation of Rural Housing	A District of Opportunity
Customer Insights Reporting	Sound Budgets and a Customer Focussed Council
Website – Informal Task & Finish Panel	Sound Budgets and a Customer Focussed Council

Link to Corporate Priorities: thriving communities

Performance Monitoring

Each quarter the Overview and Scrutiny Committee reviewed the Council's performance as measured through the Performance Management Framework. Annual Performance was reviewed in June 2015, with Quarter 1, 2 and 3 reports being considered in September and November 2015, and February 2016 respectively. As in previous years, the Council's generally excellent performance was readily acknowledged and praised. Where necessary the Committee requested further information to help explain particular areas of performance, such as the annual Customer Satisfaction Survey for Waste and Recycling.

Business Plan 2016/17

In January 2016 the Committee reviewed the Priorities and Pledges included in the draft 2016/17 Business Plan. The Committee welcomed the report, and made several suggestions regarding minor amendments to wording. The suggestion was also made that more preventative action and promotion regarding the level of rubbish left across the District should be undertaken, in order to reduce the need for neighbourhood litter blitzes.

Link to Corporate Priorities: Safe, green, clean

Recycling – Informal Task & Finish Panel.

In October 2014 the Committee established an informal Task & Finish Panel to undertake a review of the Council's recycling performance, and work continued into the new Municipal Year.

The Working Group met with the Head of Environmental Services who explained about the changes in commodity values for recycled materials.

In January the Committee agreed to bring the informal panel to an end, as the work had been superseded by the Strategic Review of Recycling.

Strategic Review of Recycling

In September 2015 the Head of Environmental Services attended the meeting to give the Committee an overview of the Strategic Review of Recycling.

The Head of Environmental Services explained about the change in values for recycled materials, and an increase in gate fees at some recycling centres. These changes meant that for the recycling rate to be improved, additional spend would be required.

Oxfordshire County Council were also consulting on proposals to make changes to their own waste arrangements, including the potential closure of the Ardley facility. The Head of Environmental Services advised that the Council would be submitting a response to the consultation.

Link to Corporate Priorities: A District of Opportunity

Youth Engagement – Informal Task & Finish Panel.

At its meeting in October 2014 the Committee established an informal Task & Finish Panel to review the Council's activities with respect to youth engagement.

The working group looked to establish links between the Council and each school in the District, by appointing a named Councillor to take on the role of 'school champion'. The Champion would visit their school, to find out what issues and concerns the students have.

Community Transport and Dial-a-Ride

During September and October 2014, the Committee reviewed the voluntary and community transport provision in the district, which included Dial-a-Ride; Volunteer Car Services; Banbury Volunteer Bureau; Royal Voluntary Service, and the Non-Emergency Patient Transport Service. With regard to the Dial-a-Ride Service, the Committee were made aware of potential phased changes to the service arising from Oxfordshire County Council's (OCC) Supported Transport Programme Review.

In June 2015, OCC's Service Manager for Supported Transport attended the meeting and updated the Committee on the proposals, which included withdrawing funding for the Dial-a-Ride service but instead helping community transport groups set up their own equivalent service. The proposals were subject to consultation, which was due to take place during the summer.

Link to Corporate Priorities: Sound budgets and customer focussed Council

Customer Insights Reporting

During July the Committee reviewed Customer Insight Report, noting consultation results; satisfaction regarding particular services; complaints; media enquiries, social media, and website interaction.

The Performance Team advised the Committee that the reporting method for Customer Insight would be changing, and it would be incorporated into the quarterly performance monitoring instead.

Website - Informal Task & Finish Panel.

At its meeting in January 2014 the Committee established an informal Task & Finish Panel to undertake a review of the Council's website with a remit to understand the process of determining the Who, What, and How of populating and maintaining the Council's website; understand how the general public's needs and views are collated and then assessed; understand how the Council's needs and views are collated and reviewed, and identify possible areas of improvement / change.

The working group had a meeting with the then Joint Head of ICT Business Services, who agreed to keep the Committee involved in the website project. However, following the departure of the Head of Service, the Committee had difficulties in receiving updates on the project.

Cherwell District Council

Overview and Scrutiny Committee

23 February 2016

Work Programme 2015/16

Report of Head of Law and Governance

This report is public

Purpose of report

This report presents the Overview and Scrutiny Committee work programme 2015/16 for consideration.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the Overview and Scrutiny Committee Work Programme 2015/16 as set out at Appendix 1 of the report.
- 1.2 To note updates on the current reviews taking place.
- 1.3 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 2015/16.
- 1.4 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 2015/16 is attached at appendix 1.

- 3.2 Each future agenda item includes an overview of the item and reason for consideration by the Committee.

Update on current Scrutiny reviews

Youth Engagement Review

- 3.4 The Youth Engagement Review working group will be asked to give a verbal update at the meeting.
- 3.5 As there is only one meeting of the Committee remaining, the working group may wish to consider production of a review report for submission to the next meeting.

Website Review

- 3.6 Following the earlier agenda item relating to the website upgrade, the Website Review working group will be asked to decide the next steps for the review.

Executive Work Programme

- 3.7 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.
- 3.8 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.
- 3.9 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 2015/16.
- 3.10 At the time of writing this report, the current version of the Executive Work Programme is March to June 2016 and can be found on the following page of the website: [Cherwell Forward Plan](#)

Future meetings Schedule

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

Overview and Scrutiny Committee	2015/16 5 April 2016, 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:

Paul Sutton, Head of Finance and Procurement, 0300 003 0106,
paul.sutton@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 over-stretched. 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 2015/16
Background Papers	
None	
Report Author	Emma Faulkner, Democratic and Elections Officer
Contact Information	Tel: 01327 322043 Email – emma.faulkner@cherwellandsouthnorthants.gov.uk

Overview and Scrutiny Committee

Draft Work Programme - 2015/2016

(Updated: February 2016)

Item	Description	Reason for Consideration	Contact Officer	Further Action / Note
Date of Meeting – 23 February 2016				
Performance Monitoring Quarter, 1 October to 31 December 2015	Regular review of performance	Monitoring by Committee ahead of consideration by Executive	Corporate Performance and Insight Team	N/A
Attendance of Interim Head of Shared ICT Service and Website Project Manager	To introduce new Head of ICT Nick Thrustle, and to receive an update from Paul Nicol on the website upgrade project	Committee request January 2016	Paul Nicol, New Business & Systems Implementation Manager	N/A
Draft Overview and Scrutiny Committee Annual Report	To consider the first draft of the Overview and Scrutiny Committee Annual Report	Constitutional requirement to submit an annual report to Council	Emma Faulkner, Democratic and Elections Officer	N/A
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer	N/A
Date of Meeting – 5 April 2016				

Appendix 1

Item	Description	Reason for Consideration	Contact Officer	Further Action / Note
Review of Local Plan Process	Upon completion of the Local Plan examination, to review the process, and consider lessons learnt for future, similar projects.	Request from Cllr Woodcock (former OSC member) with support of Executive. Retained on work programme for 2015/16	Adrian Colwell, Head of Strategic Planning and the Economy (HSP&E).	Local Plan adopted at July Council meeting following Inspector's report. Reports on Review of Local Plan Part 1 and Draft Local Plan Part 2 submitted to 4 January 2016 Executive (agenda items 13 and 14 relate - Executive agenda 4 January) February '16 - Verbal update to be provided by HSP&E, agreed with Chairman; moved from February as HSP&E not available
Wind Turbines and their locations, and the application of the fracturing mining technique	Review and development of policy regarding wind turbines and their locations, and the application of the fracturing ('Fracking') mining technique.	Committee decision – June 2014.	Adrian Colwell, Head of Strategic Planning and the Economy (HSP&E).	Local Plan approved in July 2015. February '16 - Verbal update to be provided by HSP&E, agreed with Chairman; moved from February as HSP&E not available
Draft Overview and Scrutiny Committee Annual Report	To consider the final draft Overview and Scrutiny Committee Annual Report prior to submission to Council	Constitutional requirement to submit an annual report to Council	Emma Faulkner, Democratic and Elections Officer	
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer	N/A