

# Public Document Pack



**Committee:** Overview and Scrutiny Committee  
**Date:** Tuesday 22 November 2016  
**Time:** 6.45 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

## Membership

<b>Councillor Neil Prestidge (Chairman)</b>	<b>Councillor Jolanta Lis (Vice-Chairman)</b>
<b>Councillor Chris Heath</b>	<b>Councillor David Anderson</b>
<b>Councillor Claire Bell</b>	<b>Councillor Mike Bishop</b>
<b>Councillor Hugo Brown</b>	<b>Councillor Mark Cherry</b>
<b>Councillor Andrew McHugh</b>	<b>Councillor Sandra Rhodes</b>
<b>Councillor Jason Slaymaker</b>	<b>Councillor Bryn Williams</b>

## AGENDA

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

### 1. Apologies for Absence and Notification of Substitute Members

### 2. Declarations of Interest

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

### 3. Urgent Business

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

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

To confirm as a correct record the minutes of the meeting held on 1 September 2016.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Area Amenity Maintenance Report** (Pages 5 - 10)

Report of Head of Environmental Services

**Purpose of report**

The purpose of this report is for the Overview & Scrutiny Committee to consider the proposed response to the Council motion regarding grass cutting

**Recommendations**

The committee is recommended:

- 1.1 To note the co-ordinated activities which currently take place
- 1.2 To note the high levels of customer satisfaction with Parks and Open spaces
- 1.3 To support the proposed actions to improve co-ordinated activity.

7. **Quarter Two Performance Update** (Pages 11 - 58)

Report of Director – Strategy & Commissioning

**Purpose of report**

To provide an update on the Cherwell Business Plan progress to the end of Quarter Two 2016/17.

**Recommendations**

The meeting is recommended to:

- 1.1 Note the exceptions highlighted and proposed actions.
- 1.2 Identify any performance related matters which the Overview and Scrutiny Committee may wish to review or refer to Executive.

8. **Results of the Customer Satisfaction Survey 2016** (Pages 59 - 152)

Report of Director – Strategy & Commissioning

## **Purpose of report**

This report provides a summary of the key messages from the Annual Customer Satisfaction Survey which was undertaken in July 2016. Full details from the survey are contained in Appendix 1 which is the full report delivered by the company who ran the survey independently on behalf of Cherwell District Council (CDC), Marketing Means. This report will also outline some recommended actions to develop the Annual Customer Satisfaction Survey as an integral part of CDC's consultation with residents.

## **Recommendations**

The meeting is recommended to:

- 1.1 Note the contents of the report and appendices.
- 1.2 To note that Executive agreed that the 2016 results are used as a baseline for future target setting and benchmarking (given the change in methodology for identifying and receiving information from respondents).

## **9. Safeguarding - Update on Internal Review Action Plan and Draft Section 11 Return Submission (Pages 153 - 188)**

Report of Community Services Manager

### **Purpose of report**

To review the progress made against the actions of the 2015 Safeguarding review and to consider the Section 11 return for 2016.

### **Recommendations**

The meeting is recommended:

- 1.1 To note the action plan progress made to date.
- 1.2 To endorse the draft Section 11 audit for 2016/ 17 for submission to the NSCB in December 2016

## **10. Work Programme 2016/17 (Pages 189 - 196)**

Report of Head of Law and Governance

### **Purpose of report**

To give an update on the Overview and Scrutiny work programme for 2016-2017

### **Recommendations**

The meeting is recommended:

- 1.1 To review the draft work programme (Appendix 1).

- 1.2 To decide whether or not to continue with the Youth Engagement Review
- 1.3 To approve the draft scoping document relating to the A361 Traffic review (Appendix 2)
- 1.4 Identify any items from the Executive Work Programme to form part of the Overview and Scrutiny Committee Work Programme for 2016/17.
- 1.5 Identify any other possible future topics for scrutiny and consider whether these topics should have scoping documents produced, based on the considerations of risk and what value scrutiny can add through considering the issue.

**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](mailto: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 14 November 2016

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# Agenda Item 4

## Cherwell District Council

### Overview and Scrutiny Committee

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 1 September 2016 at 6.45 pm

Present: Councillor Neil Prestidge (Chairman)  
Councillor Jolanta Lis (Vice-Chairman)

Councillor Chris Heath  
Councillor David Anderson  
Councillor Claire Bell  
Councillor Mike Bishop  
Councillor Hugo Brown  
Councillor Mark Cherry  
Councillor Nicholas Mawer  
Councillor Sandra Rhodes  
Councillor Jason Slaymaker

Also Present: Councillor Barry Wood – Leader of the Council  
Councillor G A Reynolds - Deputy Leader of the Council  
Councillor Barry Wood

Apologies for absence: Councillor Bryn Williams

Officers: Ian Davies, Director of Operational Delivery, for agenda items 9 and 11  
Natasha Barnes, Shared Contact Centre Services Manager, for agenda items 9 and 11  
Edward Bailey, Corporate Performance Manager, for agenda item 6  
Ed Potter, Head of Environmental Services, for agenda item 7  
Emma Faulkner, Democratic and Elections Officer

#### 10 **Declarations of Interest**

There were no declarations of interest.

#### 11 **Urgent Business**

There were no items of urgent business.

#### 12 **Minutes**

The Minutes of the meeting of the Committee held on 31 May 2016 were confirmed as a correct record and signed by the Chairman.

13 **Chairman's Announcements**

The Chairman made the following announcement:

- (1) A training session with Ann Reeder from the Centre for Public Scrutiny would be held on Tuesday 20 September. The Chairman encouraged as many Members of the Committee to attend as possible

14 **Quarter One Performance Update**

The Committee considered a report of the Director – Strategy & Commissioning which detailed performance during Quarter One of 2016/2017.

The Corporate Performance Manager advised the Committee that the way the data was collected had changed, and officers providing the information were now asked specific questions regarding why an indicator was below target, and when it was hoped it would be resolved.

With regard to indicator CBP3.5.1a, number of visits/usage to district leisure centres, the Director of Operational Delivery advised the Committee that discussions were on-going between Bicester Community College and Oxfordshire County Council, regarding the college's use of Bicester Leisure Centre.

**Resolved**

- (1) That the exceptions highlighted and proposed actions be noted.
- (2) That no performance related matters be reviewed or referred to Executive.
- (3) That the new reporting style be noted.
- (4) That, where appropriate, judgement measures used in the current business plan reporting be augmented or replaced by more specific, measurable, achievable, realistic, timely (SMART) measures be agreed.

15 **Fly Tipping and Environmental Enforcement**

The Committee considered a report of the Head of Environmental Services, which gave an update on fly-tipping and action planned to reduce future incidents.

The Head of Environmental Services explained that a report would be submitted to Executive in October 2016, requesting the introduction of Fixed Penalty Notices for small fly-tips of car boot size or less. This would be coupled with increased publicity on the ways residents could have waste removed by the Council, to help reduce the number of fly tipping incidents.



In response to questions from the Committee, the Head of Environmental Services advised that the Council did have equipment to undertake covert surveillance, but a change in legislation meant that a Magistrate now had to sign off its use. There were also difficulties around battery and light levels when using the equipment, so the most successful prosecutions were still as a result of physical evidence.

**Resolved**

- (1) That the rise in fly tipping recorded in 2015/16 following several years of small fluctuations be noted
- (2) That the successes of the Environmental Enforcement Team in bringing action against fly tippers be noted
- (3) That the proposed actions including the introduction of fixed penalty notices for small fly tips to be considered by the Executive in October be supported.

16 **Work Programme 2016/2017**

The Committee considered the work programme for the remainder of the 2016-2017 year.

Following a motion to full Council in July 2016 relating to open space, tree, grass, shrub and verge maintenance and safety matters, the Committee discussed the possibility of a future Scrutiny review on the subject.

**Resolved**

- (1) That the work programme be approved

17 **Council Car Parks**

The Committee considered a report of the Director of Operational Delivery relating to Council owned car parks, in the context of their town centre role and options for service improvement, which was due to be considered by the Executive at its meeting on 5 September 2016.

The Deputy Leader of the Council explained to the Committee that the report was the culmination of several years' work. He added that the report was the start of the Committee process, and he anticipated further reports to the Committee in the future.

It was proposed by Councillor Mark Cherry and seconded by Councillor Sandra Rhodes that Executive be urged to adopt caution when considering consistency in parking charges between Banbury and Bicester due to the numerous differences between the two towns, and that consideration be given as part of the proposed procurement process for improved and more flexible

disabled parking provision in Council car parks following an assessment of demand for such parking.

**Resolved**

1. That Executive be urged to adopt caution when considering consistency in parking charges between Banbury and Bicester due to the numerous differences between the two towns;
2. That consideration be given as part of the proposed procurement process for improved and more flexible disabled parking provision in Council car parks following an assessment of demand for such parking.

18 **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(s) of business on the grounds that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part I, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

19 **Council Car Parks - Exempt Appendix**

The Committee considered the exempt appendix to the report of the Director of Operational Delivery.

The Deputy Leader of the Council and the Director of Operational Delivery answered detailed questions from the Committee.

**Resolved**

- (1) That the exempt appendix be noted

The meeting ended at 8.00 pm

Chairman:

Date:

## Cherwell District Council

### Overview & Scrutiny Committee

22 November 2016

<b>Area Amenity Maintenance Report</b>
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### Report of Head of Environmental Services

This report is public

#### **Purpose of report**

The purpose of this report is for the Overview & Scrutiny Committee to consider the proposed response to the Council motion regarding grass cutting

#### **1.0 Recommendations**

The committee is recommended:

- 1.1 To note the co-ordinated activities which currently take place
- 1.2 To note the high levels of customer satisfaction with Parks and Open spaces
- 1.3 To support the proposed actions to improve co-ordinated activity.

#### **2.0 Introduction**

- 2.1 In July, Council agreed the following

The Council notes associated land title issues which complicate matters, when attending to open spaces, tree, grass, shrub, and verge maintenance and safety matters within the District.

Further the Council resolves to explore all statutory remedies to ensure, in liaison with Oxfordshire County Council, Town Councils and other Parishes within the District, that maintenance of these areas is up to the standard residents expect.

- 2.2 The maintenance of open spaces can be complex with a variety of land owners and hence responsibilities for maintenance. It is not unusual for open spaces owned by the County Council, the Town Council, a Housing Association and this Council to be in close proximity to one another. In addition some open space land areas are not adopted or in private ownership which further complicates matters.
- 2.3 This Council possesses detailed maps showing ownership and responsibility for maintenance. Consequently when residents complain about open spaces the Landscape Management team can identify responsibility and make contact with the owner and update the resident on whom to speak to regarding their concerns.

- 2.4 The Council manages a Landscape & Arboriculture contract, with the contractor being Quadron. This contract not only covers this Council's responsibilities but also carries out work on behalf of Bicester Town Council and Kidlington Parish Council.
- 2.5 Formal inspections relating to the contract are carried out by Landscape officers ensuring good standards are maintained. The Landscape Management team have good contacts and are in regular communication with other agencies including County, Town & Parish Councils as well as Registered Social Landlords such as Sanctuary Housing. The good contacts are not only useful for day to day concerns but also ensure that landscape maintenance specifications between the organisations are consistent wherever possible.
- 2.6 The Council carries out an annual customer satisfaction survey including covering parks, open spaces & play areas even though most of these sites are owned by town and parish councils. Overall satisfaction has been high. In the last customer satisfaction survey 66% were satisfied with the maintenance of grass and meadow areas. 17% of residents were dissatisfied.
- 2.7 If one organisation was to be responsible for all landscape maintenance standards would be very consistent and overall costs should be lower. However, this would be difficult to achieve in all areas since it would require the agreement of a significant number of organisations. In Kidlington and Bicester the standards are more consistent with one contractor maintaining most of the Town Council, District Council and County Council sites.
- 2.8 Greater co-ordination between the organisations would help and it is proposed that besides the day to day contact this Council hosts a six monthly meeting with all the organisations to ensure consistent standards, areas for further co-operation and possible efficiencies.

### **3.0 Report Details**

- 3.1 The responsibilities for looking after open spaces can be fairly complex. With ownership of open spaces varying between the County Council, District Council, Town or Parish Council, Housing associations and private ownership.
- 3.2 This Council has a Landscape Management team of professional officers which aims to ensure the open spaces which are the responsibility of this Council are maintained to a good standard.
- 3.3 Besides looking after areas which are the responsibility of this Council the team also delivers work for Bicester Town Council and Kidlington Parish Council. This brings in some efficiencies for the three councils involved, since one contractor can deliver better value by the aggregation of the work and also reducing lost travel time since often open spaces with different owners can be adjacent to one another.
- 3.4 The satisfaction of residents with all aspects of local parks and open spaces is measured during the annual customer satisfaction. The survey not only asks about overall satisfaction with these areas but also asks about a range of key elements such as cleanliness, maintenance of grass & meadow areas and the maintenance of trees, shrubs and bedding plants.

- 3.5 In the most recent survey carried out this summer the key satisfaction scores for Parks & Open Spaces were as follows
- 71% of residents were satisfied with the cleanliness
  - 66% of residents were satisfied with the maintenance of grass & meadow areas
  - 70% of residents were satisfied with the maintenance of trees, shrubs and bedding plants
- 3.6 Hence satisfaction levels are good but there is further scope to improve satisfaction levels as measured in future satisfaction surveys. There are a number of actions due to take place which will help improve matters.
- 3.7 In Banbury, the Town Council carries out its grass cutting using the contractor The Landscape Group. Cherwell District Council's contractor for grounds maintenance is Quadron. Recent corporate changes since these contracts were let mean that both contractors are owned by the same group of companies. This recent change should mean that the communication between these two contractors will improve in 2017.
- 3.8 The Landscape Management Team will host a meeting in March 2017 to which other organisations and stakeholders will be invited to ensure co-ordinated activities take place and communication links remain good.
- 3.9 A further meeting will be hosted in October to review activities in the Summer 2017 to learn from any problems and to implement into 2018 any learning points.
- 3.10 Co-ordination and communication between different stakeholders is good but by holding six monthly meetings these links can be further enhanced.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 There are a number of organisations and their contractors which can impact upon the overall landscape appearance. Overall satisfaction levels are good but there is always scope for further improvements. The Council motion wants consistent standards for all residents.
- 4.2 The Landscape Management team work hard for residents responding to any complaints and/or directing them to the relevant responsible organisation.
- 4.3 The proposed actions aim to further improve co-ordinated grounds maintenance activities and also ensure that residents receive a good standard of service.

## **5.0 Consultation**

None

## **6.0 Alternative Options and Reasons for Rejection**

- 6.1 The following alternative options have been identified

Option 1 : To support the proposed changes

Option 2: To reject the proposed changes

Option 3: To ask officers to consider alternative improvements

## **7.0 Implications**

### **Financial and Resource Implications**

7.1 There are no financial implications associated with this report

Comments checked by Denise Taylor Group Accountant, 01295 221982,  
[denise.taylor@cherwellandsouthnorthants.gov.uk](mailto:denise.taylor@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

7.2 There are no legal implications associated with this report. Statutory remedies to address badly maintained or unsafe open land are potentially available to both this Council and the County Council but the thresholds for taking action against any third party owners are generally high.

Comments checked by: Kevin Lane, Head of Law and Governance  
[kevin.lane@southnorthants.gov.uk](mailto:kevin.lane@southnorthants.gov.uk) – 0300 0030107

### **Risk**

7.3 The overall appearance of the district is important to residents and residents' views are monitored through a series of questions in the annual customer satisfaction survey.

Comments checked by Ed Bailey, Corporate Performance Manager, 01295 221605,  
[Edward.Bailey@cherwellandsouthnorthants.gov.uk](mailto:Edward.Bailey@cherwellandsouthnorthants.gov.uk).

## **8.0 Decision Information**

### **Key Decision**

No

### **Wards Affected**

All

### **Links to Corporate Plan and Policy Framework**

Cherwell: Safe, Clean and Green

### **Lead Councillor**

Councillor Debbie Pickford, Lead Member for Clean and Green

## Document Information

<b>Appendix No</b>	<b>Title</b>
None	
<b>Background Papers</b>	
None	
<b>Report Author</b>	Ed Potter Head of Environmental Services
<b>Contact Information</b>	0300 003 0105 ed.potter@cherwellandsouthnorthants.gov.uk

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## Cherwell District Council

### Overview and Scrutiny

22 November 2016

<b>Quarter Two Performance Update</b>
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### Report of Director – Strategy & Commissioning

#### Purpose of report

To provide an update on the Cherwell Business Plan progress to the end of Quarter Two 2016/17.

#### 1.0 Recommendations

The meeting is recommended to:






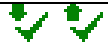
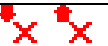

- 1.1 Note the exceptions highlighted and proposed actions.
- 1.2 Identify any performance related matters which the Overview and Scrutiny Committee may wish to review or refer to Executive.

#### 2.0 Introduction

- 2.1 This is the second quarterly performance report for the 2016/17 Business Plan.
- 2.2 The report is also available online via the Performance Matters corporate performance management system where further options are available to interrogate the data. The performance and insight team would be happy to help users get more out of the performance reporting capability we have.





## 2.3 Legend for Appendices

The following legend applies to the report and associated appendices:

Colour	Symbol	Meaning for Judgments	Meaning for Numeric Measures
Red		Significantly behind schedule	Significantly worse than target (more than 10% by default)
Amber		Slightly behind schedule	Slightly worse than target (up to 10% worse by default)
Dark Green		Delivering to plan	Delivering to target (up to 10% better by default)
Light Green		Ahead of schedule	Significantly better than target (more than 10% by default)
Blue	n/a	n/a	Target setting not appropriate
Grey		Not updated	Not updated
		Has improved since last month / quarter/ year (arrow signifies which way performance has moved)	
		Has got worse since last month / quarter/ year	
		Direction of Travel is not applicable as measures have not previously been reported	

## 3.0 Report Details

### 3.1 Overall summary and comparison to last quarter

3.1.1 Of the 82 measures in the plan that have targets or judgements applied to them, 62 (76%) are performing on or above target ( or ). 16 measures (19%) are showing an Amber alert  and four (5%) are reported as Red  for the year to date position as at Quarter Two.

Appendix 1 shows a 'sunburst' overview with performance radiating from the corporate priorities.

3.1.2 Of the 18 Amber exceptions reported last quarter, 13 remain at Amber status (slightly behind schedule).

3.1.3 Four have improved to Green (on track), including both the Biodiversity Action Plan and Carbon Management Plan getting back on schedule.

3.1.4 One measure (CBP 3.4.1 Support the Community Partnership Network (CPN) with financial, clinical & technological changes in health & social care sector) has been escalated to show a Red warning status (significantly behind schedule). This is mainly due to local concerns around recruitment difficulties, particularly around maternity services at the Horton Hospital. Details of improvement actions are outlined in point 3.2.4

3.1.5 Appendix 2 provides details of measures which were Exceptions in Quarter One and their current performance in Quarter Two.

## 3.2 Exceptions

3.2.1 An exception is anything that has triggered a Red or Amber alert.

3.2.2 For measures of performance which are numerically based, the default tolerances are 'not meeting target but within 10%' (Amber) and 'worse than 10% away from target' (Red). Some measures may in future have their own tailored tolerances to ensure that Red and Amber alerts are appropriate to the measure.

3.2.3 This quarter has seen a decrease in the number of Amber measures from 18 to 16. There has however been an increase in the number of Red rated measures; from none reported in Quarter One to four this quarter.

3.2.4 Details of all exceptions are shown in Appendix 3. Below is a summary of the four Red rated measures.

CBP3.1.1b (Deliver 100 self-build houses) was reported red due to an incorrectly profiled target. It is recommended that the target values are revised to prevent this measure being classified as an exception inappropriately.

CBP3.3.1b (Repeat homelessness cases) will continue to be flagged as a red exception for the rest of the year as our target was 0 and we had one case in August 2016. This is the first such case in several years.

CBP3.4.1 (Support CPN with changes in the health and social care sector) has been rated red due to the significant downgrading of services at the Horton Hospital. The Council has engaged a health sector specialist to review all the relevant issues and to prepare clinical and other arguments to support a Council response to retain services as part of the formal consultation process in 2017.

Twitter follower growth (CBP4.2.1b) has slowed in recent months. There is potential to investigate and implement a Twitter advertising campaign.

3.2.5 Appendix 3 highlights the 20 exceptions with associated commentary outlining:

- 1) What has happened?
- 2) Why has it happened?
- 3) What actions are we taking?
- 4) When will we see improvement?

3.2.6 Commentary is directly from the service experts to provide context to the judgement or data displayed.

### 3.3 Good news extracts from the Quarter Two / Year to Date report

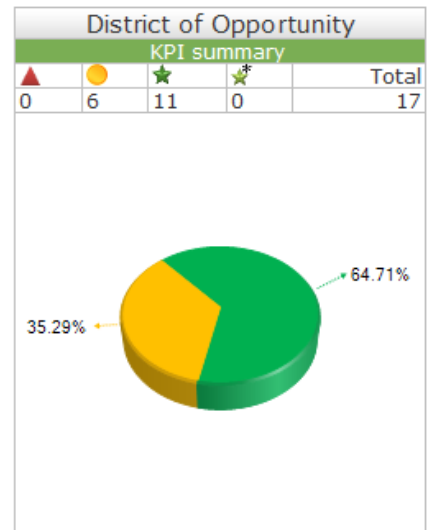
#### 3.3.1 District of Opportunity

Performance within this priority is delivering as follows:-

**CBP1.3.1** Prepare a scheme for the redevelopment of the Bolton Road site has improved from Amber to Green.

The Phase 1 demolition to separate the main car park from east stair tower will be complete by Friday 30th September. This represented the noisiest part of the works and noise levels will reduce after this phase.

Week commencing 3rd October, the main structural demolition of the car park will begin with 'High Reach' demolition rigs and this will take approximately 3 to 4 weeks.



Once the structure and site is cleared, a temporary surface-based car park comprising approximately 145 spaces will be introduced on the footprint of the site and will remain operational until redevelopment of the area takes place.

**CBP1.5.1** Develop a whole council approach to supporting businesses continues to report as Green.

Another two successful Organisational Awareness Days were delivered with now over 200 staff attending over a total of six sessions; the final workshop will be held in December. The regulatory single point of contact pilot has now finished and a report will be produced with key outcomes; the Regulators Forum continues to bring together all of our regulatory managers to work on providing the best customer service to our businesses and residents including a service standard for customer interactions.

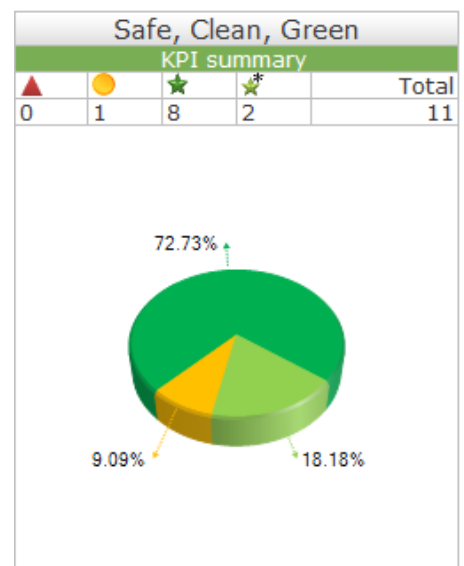
**CBP1.5.2** Work proactively with developers to aid delivery of new commercial projects continues to report as Green.

Focus groups are being arranged for the end of November to establish 'critical friends' and to identify how further progress can be made in ensuring delivery, through public/private sector collaborative working.

#### 3.3.2 Safe, Green, Clean

Performance within this priority is delivering as follows:-

**CBP2.2.1a** Undertake 6 neighbourhood blitzes with community involvement is reporting as Green\*



The second Blitz event of the year was well received by members of the public and local councillors alike. The Recycling Officer undertook a road show event promoting the councils recycling initiatives at the same time which proved to be very popular.

The Blitz programme is on track and an event was scheduled in Hardwick commencing 24th October.

**CBP2.2.1b** Number of flytips despite reporting as Amber this quarter is reporting as Green for the year to date.

It has been noted that there has been an increase in fly tipping around some of the recycling banks. It seems that some residents see the site as a dumping ground for regular household waste, and on some occasions the offender appears to have just dropped off the recyclable waste and not bothered to put it in the correct container.

There are no trends or fly tipping hotspots noted during this period.

**CBP2.2.1c** Number of Enforcement actions is reporting as Red for the month of September but Green\* for the year to date.

The enforcement team have reported that 1 Formal caution has been issued and accepted. 21 warning letters have been issued and these include a number of request for attendance at an interview under caution.

The enforcement team are dealing with a high number of investigation into the fly tip reports this quarter.

Visits are being made to a number of residential properties that just leave items outside their house. They are being advised to take them back within their curtilage as they are being reported as fly tipping. It is hoped the introduction of FPNs (Fixed Penalty Notices) for fly tipping will have an impact.

### 3.3.3 A Thriving Community

Performance within this priority is delivering as follows:-

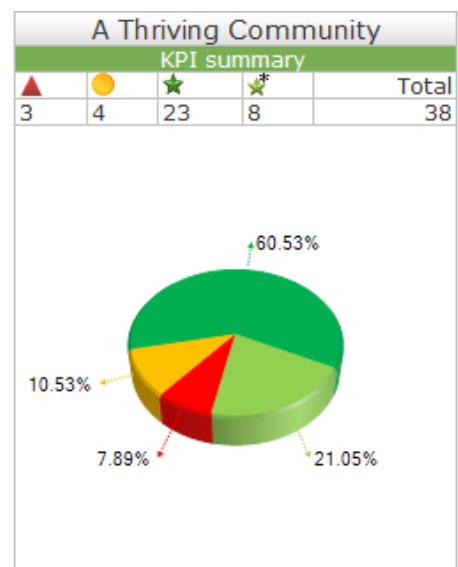
**CBP3.1.1** Deliver at least 190 units of affordable housing is continuing to report as Green\*

The schemes in June delivered more units than expected ahead of time (i.e. were scheduled for July completion).

Another scheme which was expected to deliver in July was not completed; this was delivered in August.

**CBP3.1.4** Ensure the provision of extra care housing is continuing to report as Green

There are currently 74 new Extra Care /Retirement Living flats being developed by Bromford Housing Association on Bath



Road in Banbury, 23 of which will be for affordable housing, the other flats will be offered to the private market.

It is anticipated that the completion date for these units will be in Autumn 2018, the Council has also supported Bromford's bid for HCA funding for 10 shared ownership units on this scheme which, if successful, will bring in £500,000 of HCA investment into the town.

The housing department is continuing to liaise with the County Council and developing partners in order to continue the pipeline of delivery over the next 3-5 years of homes for older people.

**CBP3.5.1b Number of visits/usage to Woodgreen Leisure Centre, NOA & Cooper is reporting as Green\***

All 3 facilities have shown a marginal improvement in throughputs against the same period last year resulting in an increase of around 2,500 visitors. Both Cooper Sports facility and North Oxfordshire Academy have benefitted in successful Club Open Days during September (particularly in Hockey, building on GB Olympic success)

As noted in previous comments - an excellent performance is noted in this period with all 3 facilities increasing their throughput against the same period last year.

**3.3.4 Sound budgets and customer focussed council**

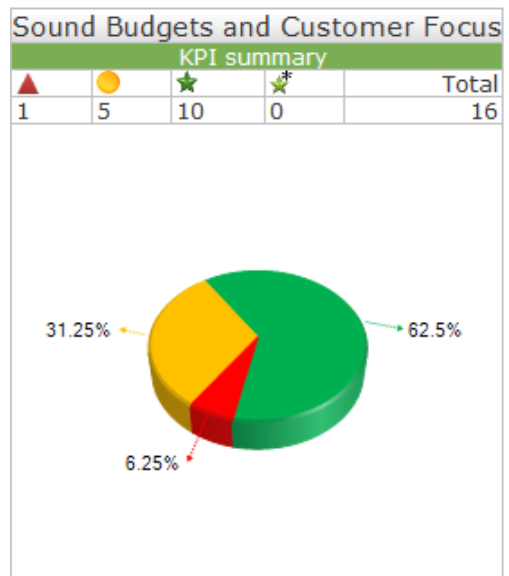
Performance within this priority is delivering as follows:-

**CBP4.2** Continue to communicate effectively with local residents & businesses. This is reporting as Amber for year to date but an improvement on this time last year.

The Communications Manager has reported a slow-down in organic growth and is looking into where we can increase engagement through sponsorship posts/boosts.

**CBP4.2.1b** Social media ratings is reporting as Red for the second quarter. It is, however, showing an improvement on this time last year and moving in the right direction.

The Communications Manager is reporting that they are continuing to promote our social media presence and put out messages three times per day. Organic growth, although growing, has slowed and we are therefore more reliant on paid for posts to increase engagement. There is potential to look at a Twitter advertising campaign.



3.3.5 Appendix 4 has a list of all measures in the business plan with associated commentary.

3.3.6 Appendix 5 provides an update of the Equalities action plan 2016/17. While there are some actions slightly behind schedule the action plan is largely on track.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 This is the second report based on the new Business Plan and the new reporting style. Slight amendments in style and appendices have been made to try and improve how the report works. This is an evolutionary process and we will continue to develop the reports, including any changes from feedback received from the Overview and Scrutiny Committee.
- 4.2 As agreed previously, this report focuses on the exceptions. The performance and insight team have also picked out some 'good news' stories to provide a balance and provide case studies supporting the generally excellent levels of delivery.

## **5.0 Consultation**

- 5.1 Consultation has taken place this month for Council Tax reduction. Further consultations have been set up for assessing the Air Quality Management Areas (AQMAs) in the district and assessing the Stables café.
- 5.2 Results of the Customer Satisfaction Survey for Cherwell are being reported to this meeting. Work is ongoing to provide ward level breakdown of the figures although the data is not statistically robust at this lower level.

## **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.

None identified

## **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 – Chief Finance Officer

03000 030106 [Paul.Sutton@cherwellandsouthnorthants.gov.uk](mailto:Paul.Sutton@cherwellandsouthnorthants.gov.uk)

**Legal Implications**

7.2 There are no legal issues arising from this report.

Comments checked by: Nigel Bell, Team Leader – Planning and Litigation  
01295 221687 [nigel.bell@cherwellandsouthnorthants.gov.uk](mailto:nigel.bell@cherwellandsouthnorthants.gov.uk)

### **Risk Implications**

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

Comments checked by:  
Louise Tustian – Senior Performance & Improvement Officer  
01295 221786 [Louise.tustian2@cherwellandsouthnorthants.gov.uk](mailto:Louise.tustian2@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:  
Shirley Vaughan - Performance & Planning Officer  
01327 222375 [Shirley.vaughan@cherwellandsouthnorthants.gov.uk](mailto:Shirley.vaughan@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



## Document Information

Appendix No	Title
1	<p><b>Appendix 1 – Sunburst showing the SNC Business Plan Priorities and Objectives</b></p> <p>The outer ring of the diagram shows the individual judgments and measures used to evidence the objective judgments in the middle ring. The exceptions are detailed in Appendix 3 and information about all measures can be reviewed in Appendix 4 and online.</p>
2	<p><b>Appendix 2 – Exceptions last quarter and their progression</b></p> <p>The table provides an overview of exceptions that were either Red or Amber RAGG* status last quarter and how they are performing this quarter.</p>
3	<p><b>Appendix 3 – Exceptions</b></p> <p>The table provides details of all measures with a Red or Amber alert and also shows direction of travel from last period and last year.</p>
4	<p><b>Appendix 4 – Full measure and judgment list</b></p> <p>All measures are shown in this appendix with commentary provided by the appropriate service area</p>
5	<p><b>Appendix 5 – Equalities Action Plan Summary</b></p> <p>A summary of the key Equalities themes and details of exceptions</p>
<b>Background Papers</b>	
None	
<b>Report Author</b>	Ed Bailey – Corporate Performance & Insight Manager
<b>Contact Information</b>	01295 221605 <a href="mailto:Edward.Bailey@cherwellandsouthnorthants.gov.uk">Edward.Bailey@cherwellandsouthnorthants.gov.uk</a>

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Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site</b>	Quarterly	●	✘	●	✘	●	➔	●	✘
<p>Last Quarter Comments <b>1) What has happened?</b>                      All NW Bicester planning applications have been reported to the Planning Committee. Resolutions to grant outline planning permission have been made for 3500 dwellings and supporting infrastructure and for the full planning permission for the road. However a further application for the main commercial area has been refused and an application has been deferred, although it is anticipated that it will be reported back to the planning committee later this year. Negotiations on legal agreements are on going.</p> <p><b>2) Why has it happened?</b>                      The delivery of large scale development is complex particularly where the site has multiple landowners and developers. This has added to the complexity of dealing with planning applications at NW Bicester.</p> <p><b>3) What actions are we taking?</b>                      Regular communication continues with developers and consultees to progress the determination of the applications and negotiation of legal agreements.</p> <p><b>4) When will we see improvement?</b>                      The end of the calendar year is being targeted to have made progress with the applications subject to resolutions to grant planning permission.</p>										
<p>This Quarter Comments <b>1) What has happened?</b>                      Work is continuing on the completion of the S106's for 3 applications to enable the issuing of the planning permissions. A further application is awaiting amendments from the applicants that are expected shortly to enable the application to be returned to committee. Discussions have also taken place with the applicant for the land that was refused planning permission to see if an acceptable scheme can be negotiated.</p> <p><b>2) Why has it happened?</b>                      This exceptionally large development site is complex to deliver to ensure that it meets standards required and delivers the infrastructure needed to mitigate the impact on the town. The site remains in multiple ownerships that add to the complexity of the planning applications and legal agreements.</p> <p><b>3) What actions are we taking?</b>                      The progress on the applications is being monitored and the Council continues to work with the applicants to support progress on the applications and encourage them to progress matters.</p> <p><b>4) When will we see improvement?</b>                      The end of the year is being targeted for the completion of the drafting of the first legal agreement.</p>										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site</b>	Quarterly	●	➔	●	✘	●	➔	●	✘
<p>Last Quarter Comments <b>1) What has happened?</b>                      Project progressing - 10 plots allocated. Agreeing foundation prices and securing planning compliance on all plots. Exchange of contracts expected on some of the plots in June to enable some of the Pioneers to be on site during quarter 2 and the remainder during the forthcoming months.</p> <p><b>2) Why has it happened?</b>                      This is part of the on-going Graven Hill project work and timescales have altered as the project has progressed.</p> <p><b>3) What actions are we taking?</b>                      Continuing with progress with the Pioneers and securing planning compliance.</p> <p><b>4) When will we see improvement?</b>                      Exchange of contracts expected on some of the plots in June to enable some of the Pioneers to be on site during quarter 2 and the remainder during the forthcoming months.</p>										
<p>This Quarter Comments <b>1) What has happened?</b>                      Monthly board meetings measure delivery against plans. Some delays to programme and awaiting latest finance appraisal - due 15/9/16                      The outputs for 2016/17 are outlined in the business plan and financial model presented to the Shareholder board in August.                      Working on mortgage market - Dev Co progressing and CDC have signed up to the Bespoke / Custom Build (BCB) Mortgages                      S106 discussions ongoing with OCC regarding the term of occupation in light of self build context.</p> <p><b>2) Why has it happened?</b>                      Progress has been made on exchange of contracts and planning compliance and the project timelines have been adjusted accordingly.</p> <p><b>3) What actions are we taking?</b>                      Continuing progress with sale of plots and communication with pioneers. Planning compliance negotiations in progress.</p> <p><b>4) When will we see improvement?</b></p>										

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Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<p>3 of the 10 Pioneer plots have begun their build on the demonstrator site with further completions expected in Nov 2016.                      Concern with 2/10 plots regarding completion - finance and odour issue                      10 further plots released on 22nd August - 5 of which have been reserved and lots of potential for 3 beds which will be released in the next phase.</p>										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots</b>	Quarterly	●	➔	●	➔	●	➔	●	➔
<p>Last Quarter Comments <b>1) What has happened?</b>                      The sales process will open to those that live and work in the District on 11th July and nationally on 22nd August. A sales and marketing suite will open in central Bicester location in Autumn and in line with the delivery of phase 1 transfer to Graven Hill location during 2018. At present the activity is taking place from a temporary location in Bodicote House.  <b>2) Why has it happened?</b>                      This work is on-going and dependent on a suitable location becoming available on the Graven Hill site.  <b>3) What actions are we taking?</b>                      There is a temporary location set-up in Bodicote House.  <b>4) When will we see improvement?</b>                      When sales and marketing suite opens in a central Bicester location in the Autumn.</p> <p>This Quarter Comments <b>1) What has happened?</b>                      The sales process has opened to those that live and work in the District and nationally. A sales and marketing suite will open in central Bicester location in Autumn and in line with the delivery of phase 1 transfer to Graven Hill location during 2018. At present the activity is taking place from a temporary location in Bodicote House.  <b>2) Why has it happened?</b>                      This work is on-going and dependant on a suitable location becoming available on the Graven Hill site.  <b>3) What actions are we taking?</b>                      Sales and marketing suite is open in Bodicote House.  <b>4) When will we see improvement?</b>                      Sales and marketing suite has opened in Bodicote House and plans for a central Bicester location are progressing.</p>										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.4 Engage with the community and stakeholders to deliver Garden Town Bicester</b>	Quarterly	●	➔	●	?	●	➔	●	?
<p>Last Quarter Comments <b>1) What has happened?</b>                      Town-wide public consultation event held in March to understand the priorities and aspirations of the local community. Over 900 written responses were received and a summary of feedback has been produced. As a result the agreed next action was to undertake a 'you said, we did' exercise, drawing out the main things identified as important and setting how the council has/will respond to key issues. The 'you said' feedback element was first reported to the community at The Big Lunch on 12 June - this included a 'Top 5' list of what people like about Bicester and what they would like to see improved. The feedback is to be available on the Growing Bicester website.                      Bicester's retail offer and town centre was at the top of the improvements agenda and workshop discussions (facilitated by Economic Growth team and its consultants) between key CDC officers and external stakeholders have been programmed (26 May and 15 July) to devise a 'quick wins' action plan in response to the identified issues.                      A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that masterplanning process in Autumn 2016.  <b>2) Why has it happened?</b>                      Future consultation fatigue resulting in disengagement meaning that the people of Bicester no longer influence and help control decisions and services that shape the town in which they live and work.                      Cynical confusion about the many overlapping labels and messages and how they relate to each other                      Fear and apprehension of change, particularly with a significant increase in population in the future, impacts on future consultation and results in hostility and negative feedback  <b>3) What actions are we taking?</b>                      Production of an engagement and communications strategy that sets out agreed engagement principles and provides guidance particularly around how and with whom we engage.  <b>4) When will we see improvement?</b>                      A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that masterplanning process in Autumn 2016.</p>										

## Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<b>8) Data delay</b>										
<p>Town-wide public consultation event held in March to understand the priorities and aspirations of the local community. Over 900 written responses were received and a summary of feedback has been produced. As a result the agreed next action was to undertake a 'you said, we did' exercise, drawing out the main things identified as important and setting how the council has/will respond to key issues. The 'you said' feedback element was first reported to the community at The Big Lunch on 12 June - this included a 'Top 5' list of what people like about Bicester and what they would like to see improved. The feedback is to be available on the Growing Bicester website.</p> <p>Bicester's retail offer and town centre was at the top of the improvements agenda and workshop discussions (facilitated by Economic Growth team and its consultants) between key CDC officers and external stakeholders have been programmed (26 May and 15 July) to devise a 'quick wins' action plan in response to the identified issues.</p> <p>A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that masterplanning process in Autumn 2016.</p>										
<p>This Quarter Comments <b>1) What has happened?</b>                      DCLG discussions continue in a positive vein - additional revenue funding may be available for 17/18 and work with treasury on remaining £100m envelope and business plans Workplan on track - studies commissioned and outputs expected in Q3/4                      Bicester Masterplan commissioned and works underway. Officer and stakeholder workshops held in September. Briefing for Bicester councillors planned for mid/late October with public consultation expected by mid-November.                      Feasibility study into potential new junction on M40 commissioned and work underway. Identification and initial sifting of options expected by end of 2016.                      Investment prospectus being scoped                      Hosted Treasury and DCLG to showcase Bicester delivery, self-build, offsite and Graven Hill.                      Hooks set for a potential Housing Minister visit later in the year to Bicester</p> <p><b>2) Why has it happened?</b>                      Future consultation fatigue resulting in disengagement meaning that the people of Bicester no longer influence and help control decisions and services that shape the town in which they live and work.                      Cynical confusion about the many overlapping labels and messages and how they relate to each other                      Fear and apprehension of change, particularly with a significant increase in population in the future, impacts on future consultation and results in hostility and negative feedback</p> <p><b>3) What actions are we taking?</b>                      Production of an engagement and communications strategy that sets out agreed engagement principles and provides guidance particularly around how and with whom we engage.</p> <p><b>4) When will we see improvement?</b>                      A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that Masterplanning process in Autumn 2016.</p>										
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.1 Prepare a scheme for the redevelopment of the Bolton Road site</b>	Quarterly	●	➔	●	✖	★	✔	★	➔
<p>Last Quarter Comments <b>1) What has happened?</b>                      The Castleside multi-storey car park at Bolton Road, Banbury permanently closed on Friday 10 June 2016 after an inspection identified significant structural issues. This car park will now be demolished as a matter of urgency (out to tender) and a temporary facility created. This part of the town has been identified for significant regeneration, and on-going scoping and appraisal works are underway.</p> <p><b>2) Why has it happened?</b>                      Significant structural issues were identified.</p> <p><b>3) What actions are we taking?</b>                      This car park will now be demolished as a matter of urgency (out to tender) and a temporary facility created.</p> <p><b>4) When will we see improvement?</b>                      When car park has been demolished and temporary facility set-up and scoping and appraisal work is completed.</p> <p>This Quarter Comments <b>1) What has happened?</b>                      The Phase 1 demolition to separate the main car park from east stair tower will be complete by Friday 30th September. This represented the noisiest part of the works and noise levels will reduce after this phase.                      Week commencing 3rd October, the main structural demolition of the car park will begin with 'High Reach' demolition rigs and this will take approximately 3 to 4 weeks.                      Once the structure and site is cleared, a temporary surface-based car park comprising approximately 145 spaces will be introduced on the footprint of the site and will remain operational until redevelopment of the area takes place.</p>										

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Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.3a Secure start on site for Castle Quay 2</b>	Quarterly	●	✘	●	✘	●	➡	●	✘
<p>Last Quarter Comments <b>1) What has happened?</b>                      There has been some significant progress in recent months and Aberdeen Investments (the developer) are considering a communication update on the scheme in the near future.</p> <p>This Quarter Comments <b>1) What has happened?</b>                      On-going discussions between CDC and Hawkstone have resulted in verbally agreed Heads of Terms. Delay experienced due to discussion on issue of leases. Legal counsel for both sides are in productive discussions.</p> <p><b>2) Why has it happened?</b>                      Negotiations on the Heads of Terms have been protracted. Satisfying the requirements of all stakeholders has taken time.</p> <p><b>3) What actions are we taking?</b>                      CFO is working closely with stakeholders to ensure that verbally agreed positions are now taken forward. Intent is to take a paper to BPM, Executive and Council in December 2017.</p> <p><b>4) When will we see improvement?</b>                      Executive BPM will take a paper on 15 November.</p> <p><b>6) P&amp;I Review</b>                      This has been identified as Amber for the second quarter running - Missing commentary against the following questions:- What actions are being taken and When will we see an improvement?</p>										
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.3b Maximise Council's income from Castle Quay 1</b>	Quarterly	●	?	●	?	●	➡	●	?
<p>Last Quarter Comments <b>1) What has happened?</b>                      There are some very challenging trading circumstances impacting on retail outlets nationally.</p> <p><b>3) What actions are we taking?</b>                      Officers have arranged to meet with Aberdeen Investments, along with their appointed FM provider, to review current trading conditions. We have indicated our intention to look at all potential options Aberdeen might wish to put on the table, to help improve the overall income position. Finance officers will also attend the planned meeting, and an update for members will be presented to members in due course"</p> <p>This Quarter Comments <b>6) P&amp;I Review</b>                      When will the member update be available?</p> <p><b>8) Data delay</b>                      To quarters income have been received from Aberdeen Investments but the recent demise of BHS and the closure of this large facility within CQ1 will affect overall likely income level for CDC. Aberdeen Investments FM service is in discussion with potential other retail partners to take the space left by BHS and CDC will be meeting with Aberdeen Investments/their FM partner in November.</p> <p><b>9) Data availability</b>                      Next quarter update.</p>										
<b>CBP2.4 - Reduce our carbon footprint and protect the natural environment</b>	<b>CBP2.4.1 Deliver the Council's Biodiversity Action Plan</b>	Quarterly	●	✘	●	✘	★	✔	★	➡
<p>Last Quarter Comments <b>1) What has happened?</b>                      2016/17 Biodiversity Action Plan now scheduled for September Executive rather than July.</p> <p><b>2) Why has it happened?</b>                      Requirement to deliver and administer Queen's 90th Birthday Celebration grant scheme was unexpected, and took up a large amount of officer time at the time of year when the Biodiversity Action Plan (BAP) would usually be prepared.</p> <p><b>3) What actions are we taking?</b>                      BAP is currently being updated, alongside biodiversity input to Local Plan part 2.</p> <p><b>4) When will we see improvement?</b>                      Updated BAP will be presented to September Executive. In the meanwhile, partners continue to deliver outputs in line with their service level agreements.</p>										



Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<p>This Quarter Comments <b>1) What has happened?</b>                      Biodiversity Action Plan for 2016 - 2018 was approved by CDC Executive on 05 September</p>										
<b>CBP2.4 - Reduce our carbon footprint and protect the natural environment</b>	<b>CBP2.4.2 Implement a new carbon management plan from 2015-2020</b>	Quarterly	●	➔	●	➔	★	✔	★	✔
<p>Last Quarter Comments The 2015-2020 Carbon Management Plan was adopted in November 2015 with a target of 2% reduction per year against a 2008/09 baseline.</p> <p>Quarter 1 data is not yet available although as emissions mostly occur during the winter months we anticipate being on track.</p> <p>This Quarter Comments <b>6) P&amp;I Review</b>                      This has been identified as Amber for the second quarter, missing commentary against the following questions:- Why has it happened? What actions are we taking? When will see an improvement?                      When will the quarter 1 data be available?</p>										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>	<b>CBP3.3.1a Number of households living in Temporary Accommodation (TA)</b>	Monthly	●	✖	●	✖	●	✖	●	✔
<p>Last Quarter Comments <b>1) What has happened?</b>                      During the quarter numbers in TA have risen and the numbers at the end of the month reflect an increase in those placed for a limited period, but are not owed full duties.</p> <p><b>2) Why has it happened?</b>                      Numbers can often fluctuate depending on demand and we exceeded the target by 1 case in this particular week.</p> <p><b>3) What actions are we taking?</b>                      We have anticipated this rise and have made arrangements to ensure adequate suitable accommodation is available at affordable rates.</p> <p><b>4) When will we see improvement?</b>                      Numbers have already reduced to target.</p>										
<p>This Quarter Comments <b>1) What has happened?</b>                      The target for the number in TA has exceeded the target by 4 households at the end of September 2016</p> <p><b>2) Why has it happened?</b>                      There is continuing pressure on the homeless team from those unable to stay in their current accommodation.</p> <p>The Council has a statutory duty imposed to provide TA even when a full homeless duty may not be accepted to provide alternative housing.</p> <p>If homeless duties are accepted the Local Authority must continue to provide TA until a permanent offer of accommodation is made and available to move into.</p> <p>At the end of this quarter there were 7 cases still waiting to move to new build social housing properties with Registered Providers.</p> <p>It is the delivery of a volume of new build affordable social housing which assists the Council to keep the numbers in TA within target. However, new build properties can also often be delayed unexpectedly for a range of different reasons. This can then lead to moves for those occupying TA to be delayed and the target is exceeded .</p> <p><b>3) What actions are we taking?</b>                      Officers are carefully monitoring the progress of all cases placed in TA weekly.</p> <p>Staff are proactively monitoring delivery of offers of accommodation which can enables those placed in TA to move on .</p> <p>We have commissioned additional units of TA at affordable rent levels to ensure we have an adequate supply of temporary accommodation</p> <p>We are discussing delivery and handover arrangements for new social housing with RPs to try to improve and gain more accurate handover dates.</p> <p><b>4) When will we see improvement?</b></p>										

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Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<p>We will continue to monitor the situation closely and have noted a similar rise in numbers accommodated for the same period in 2015.</p> <p>At present numbers are only just exceeding the target and costs remain within budget. If numbers continue to exceed the target at the end of the third quarter we will carry out a full review of demand and supply to pinpoint the causes and actions needed to explore further what we can do to keep numbers within target</p>										
<b>CBP3.4 - Work to provide and support health and wellbeing across the district.</b>	<b>CBP3.4.1 Support CPN with financial, clinical &amp; technological changes in health &amp; social care sector</b>	Quarterly								
<p>Last Quarter Comments <b>1) What has happened?</b> Local concern has arisen over recruitment difficulties to maintain maternity services at the Horton DGH resulting in alternative service options which include downgrading the unit to a midwife led unit rather than a consultant led unit. Further assessment work is underway with a conclusion with proposed options to be available in August.</p> <p><b>2) Why has it happened?</b> National recruitment difficulties with middle grade doctors where despite repeated recruitment processes and salary incentives, two out of eight posts have remained unfilled and three other postholders are about to leave.</p> <p><b>3) What actions are we taking?</b> Contingency plan being developed. Further OUHFT recruitment underway. Alternative service delivery models being examined across the range of Horton services.</p> <p><b>4) When will we see improvement?</b> Late August/early September will be the point at which new Horton service options will be finalised and whether the further recruitment process has been successful</p>										
<p>This Quarter Comments <b>1) What has happened?</b> Emerging service options for the Horton General Hospital indicate significant downgrading of current services</p> <p><b>2) Why has it happened?</b> This is part of the Oxfordshire Transformation Plan which proposes alternative service configurations for the health sector. The downgrading of the consultant led obstetric service to a midwife led unit is influenced by recruitment difficulties.</p> <p><b>3) What actions are we taking?</b> The CPN is being updated and is challenging the changes. The Council has engaged a health sector specialist to review all the relevant issues and to prepare clinical and other arguments to support a Council response to retain services as part of the formal consultation process in 2017.</p> <p><b>4) When will we see improvement?</b> This will depend on the outcome of the consultation process anticipated to be in mid 2017</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities</b>	Monthly								
<p>Last Quarter Comments <b>1) What has happened?</b> Both Bicester and Kidlington Leisure Centres have shown an increase in June 2016 against May 2016 with Spiceball demonstrating a slight decrease in usage. Overall the actual Year to Date is showing a marginal decrease against the same period last year, however this can be attributed to the withdrawal of usage at Bicester Leisure Centre by Bicester Community College (school use).</p> <p><b>5) Excellent Performance</b> As mentioned previously both Bicester and Kidlington Leisure Centres demonstrated an increase in usage compared to the previous month</p>										
<p>This Quarter Comments <b>1) What has happened?</b> An increase of around 5,000 users has been recorded for September 2016 against the same period last year across all 3 Leisure Centres. Spiceball Leisure Centre has seen the biggest increase with approximately 3,000 more visitors than the same period last year</p> <p><b>5) Excellent Performance</b> As noted previously there was an approximate 5,000 increase in users against the same period last year. More detailed analysis on usage figures will be provided by Legacy Leisure for CDC officers to review. National Fitness Day in September would have helped in increasing visitor numbers</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1a Number of visits/usage to District Leisure Centres</b>	Monthly								
<p>Last Quarter Comments <b>1) What has happened?</b></p>										

Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<p>Overall there has been a relatively consistent performance from the 3 Leisure Centres within the District with Spiceball Leisure Centre marginally up on the same period last year and Kidlington and Bicester marginally down on the same period last year. North Oxfordshire Academy usage is significantly up as part of the Joint Use facilities as is the Cooper School Sports Facility with Woodgreen Leisure Centre marginally up on the same period last year</p> <p><b>2) Why has it happened?</b> The partial withdrawal of school use by Bicester Community College has had a negative effect on throughputs at Bicester Leisure Centre with approximately 1,000 less registered users for June 2016 compared to the same period last year. Both North Oxfordshire Academy and Cooper Sports Facility registered an increase in throughputs, primarily due to well attended one off events including operatic performance, athletics events and school supported activities. Kidlington Leisure Centre has shown a decrease in numbers for the 2nd successive month. Initially this was identified as a reduction in 'Club' use however further interrogation into their usage will be required once this information is available</p> <p><b>3) What actions are we taking?</b> CDC officers in partnership with the leisure operator will look at measures to increase usage particularly at Kidlington Leisure Centre and further identify the reasons for the decrease in usage numbers compared to last year. Discussions will take place as part of the Leisure Meeting.</p> <p>The Leisure Operator has recently submitted their National Benchmarking Survey Action Plan to address any shortfalls in participation for particular target groups</p> <p><b>4) When will we see improvement?</b> It is anticipated that improvement will take place within the next few months as new marketing strategies are developed to encourage greater participation across all facilities</p>										
<p>This Quarter Comments <b>1) What has happened?</b> In this period all of the Leisure Facilities showed an increase in visitor numbers against the same period last year</p> <p><b>2) Why has it happened?</b> Spiceball Leisure Centre has seen an increase of over 3,000 visitors against the same period last year with Kidlington Leisure Centre showing and Bicester Leisure Centre showing a marginal increase</p> <p><b>3) What actions are we taking?</b> Monthly visitor throughputs at the Leisure Centres are discussed with CDC Officers and Legacy Leisure. Any reduction in usage numbers are discussed to ascertain the reason for this and what can be put in place to mitigate and reverse any trends</p> <p><b>4) When will we see improvement?</b> Improvements have started to take place for September 2016 showing an increase of over 5,000 visitors against the same period last year.</p> <p>Cooper Sports Facility is starting to increase its usage with the introduction of new Clubs to the facility programme after the closure for roofing works taking place during July and August. Through the remainder of the Year there are a number of one off events planned at this facility which will hopefully increase visitor numbers.</p> <p>Discussions are also on-going with Bicester Technology Studio regarding the potential for school use at Bicester LC which may offset some of the loss of visitor numbers brought about by reduced Bicester Community College usage.</p>										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.1 Review key business processes to enhance performance, reduce cost &amp; designed for customers</b>	Quarterly	●	?	●	?	●	→	●	?
<p>Last Quarter Comments <b>1) What has happened?</b> Work has been undertaken during this period to transition to a new 2-way service. This has had the knock-on effect of delaying work to enhance the IT service as required.</p> <p><b>2) Why has it happened?</b> Changing priorities due to move from 3-way to 2-way service.</p> <p><b>3) What actions are we taking?</b> Currently undertaking IT infrastructure review which will result in improved performance and reduced costs.</p> <p><b>4) When will we see improvement?</b> The IT service will start improving immediately now that we have re-launched as a 2-way service.</p>										
<p>This Quarter Comments <b>1) What has happened?</b> This work is dependent on the new strategy being agreed and should commence in December.</p> <p>Significant work has already been completed to reduce costs.</p>										

Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<p><b>2) Why has it happened?</b> It was important that the new strategy was well defined and agreed before full implementation. There is also an aspect of invest to save which needs to be fully understood and agreed.</p> <p><b>3) What actions are we taking?</b> The new strategy is expected to be agreed by the end of October 2016.</p>										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.2 Increase the number of services that can be accessed and paid for online.</b>	Quarterly	●	?	●	?	●	→	●	?
<p>Last Quarter Comments <b>1) What has happened?</b> Activities being undertaken include:  Initiating a project to develop new council websites which will support improved functionality for online services; Developing payments integration for achieve forms; Initiating work to support online leisure bookings</p> <p><b>2) Why has it happened?</b> Although we are slightly behind due to the transition activities, some good progress is being made.</p> <p><b>3) What actions are we taking?</b> Work is being undertaken to support projects that have been initiated.</p> <p><b>4) When will we see improvement?</b> Towards the end of 16/17.</p>										
<p>This Quarter Comments <b>1) What has happened?</b> The project to replace the council websites has been initiated as planned and the contract will be awarded by early December.</p> <p>Work regarding online services is progressing with new MOT bookings service to go live shortly but more work is needed to implement full corporate solutions.</p> <p><b>2) Why has it happened?</b> We have had some difficulties with existing supplier.</p> <p><b>3) What actions are we taking?</b> We are engaging colleagues from related business areas to expedite progress.</p> <p><b>6) P&amp;I Review</b> When will the new MOT bookings go live?</p>										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.5 Establish appropriate commercial arrangements.</b>	Quarterly	●	?	●	✖	★	✓	★	→
<p>Last Quarter Comments <b>1) What has happened?</b> Commercial opportunities have been identified and a draft action plan is due for review in July.</p> <p><b>2) Why has it happened?</b> Programme resources and content review</p> <p><b>3) What actions are we taking?</b> Resources allocated</p> <p><b>4) When will we see improvement?</b> Q2</p>										
<p>This Quarter Comments <b>1) What has happened?</b> A series of commercial projects are underway, with viability studies exploring issues around finance and benefit.</p>										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.2 Percentage of Council Tax collected</b>	Monthly	●	✖	●	✖	●	✓	●	✖
<p>Last Quarter Comments <b>1) What has happened?</b></p>										

Appendix 2 - Exceptions last quarter and their progression

Objective	Measure	Frequency	Period 16 Jun	Jun 16 vs Mar 16	YTD	vs Jun 15	Period 16 Sep	Sep 16 vs Jun 16	YTD	vs Sep 15
<p>Collection rate is slightly under target at end of quarter 1 (0.14%) despite good start in collections during April and May.</p> <p><b>2) Why has it happened?</b> Reduction in collection rate</p> <p><b>3) What actions are we taking?</b> Recovery action has started for those payments overdue from April and May.</p> <p>This Quarter Comments <b>1) What has happened?</b> Target for Council Tax collection has been missed by 0.41%.</p> <p><b>2) Why has it happened?</b> Due to a number of factors including increase in new homes coming into the valuation list, increase in 12 monthly payers as well as holiday period in Revenues and Recovery.</p> <p><b>3) What actions are we taking?</b> Recruitment of staff to assist with collecting the arrears</p> <p><b>4) When will we see improvement?</b> end November 2016 once new staff have started and have gone through start of their training programme</p>										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.3 Percentage of business rates collected</b>	Monthly								
<p>Last Quarter Comments <b>1) What has happened?</b> BHS has not paid the rates that it was due to pay.</p> <p><b>2) Why has it happened?</b> BHS has gone into administration.</p> <p><b>3) What actions are we taking?</b> None possible at the moment. Currently we do not expect to recover any of the outstanding debt.</p> <p><b>4) When will we see improvement?</b> New business that start paying rates over the course of the current financial year will offset this loss.</p> <p>This Quarter Comments <b>1) What has happened?</b> We missed the target due to payment for one large customer didn't transfer to our systems in time - entered our systems on 3rd October.</p> <p><b>2) Why has it happened?</b> A payment of nearly £200k entered our system on 3/10 even though paid before end Sept to CDC</p> <p><b>3) What actions are we taking?</b> None at present as all recovery is up to date - all reminders are issued and all debt has been chased</p> <p><b>4) When will we see improvement?</b> End October 2016</p>										

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Appendix 3 - This Quarter's Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<p><b>1) What has happened?</b> Work is continuing on the completion of the S106's for 3 applications to enable the issuing of the planning permissions. A further application is awaiting amendments from the applicants that are expected shortly to enable the application to be returned to committee. Discussions have also taken place with the applicant for the land that was refused planning permission to see if an acceptable scheme can be negotiated.</p> <p><b>2) Why has it happened?</b> This exceptionally large development site is complex to deliver to ensure that it meets standards required and delivers the infrastructure needed to mitigate the impact on the town. The site remains in multiple ownerships that add to the complexity of the planning applications and legal agreements.</p> <p><b>3) What actions are we taking?</b> The progress on the applications is being monitored and the Council continues to work with the applicants to support progress on the applications and encourage them to progress matters.</p> <p><b>4) When will we see improvement?</b> The end of the year is being targeted for the completion of the drafting of the first legal agreement.</p>										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<p><b>1) What has happened?</b> Monthly board meetings measure delivery against plans. Some delays to programme and awaiting latest finance appraisal - due 15/9/16 The outputs for 2016/17 are outlined in the business plan and financial model presented to the Shareholder board in August. Working on mortgage market - Dev Co progressing and CDC have signed up to the Bespoke / Custom Build (BCB) Mortgages S106 discussions ongoing with OCC regarding the term of occupation in light of self build context.</p> <p><b>2) Why has it happened?</b> Progress has been made on exchange of contracts and planning compliance and the project timelines have been adjusted accordingly.</p> <p><b>3) What actions are we taking?</b> Continuing progress with sale of plots and communication with pioneers. Planning compliance negotiations in progress.</p> <p><b>4) When will we see improvement?</b> 3 of the 10 Pioneer plots have begun their build on the demonstrator site with further completions expected in Nov 2016. Concern with 2/10 plots regarding completion - finance and odour issue 10 further plots released on 22nd August - 5 of which have been reserved and lots of potential for 3 beds which will be released in the next phase.</p>										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡
<p><b>1) What has happened?</b> The sales process has opened to those that live and work in the District and nationally. A sales and marketing suite will open in central Bicester location in Autumn and in line with the delivery of phase 1 transfer to Graven Hill location during 2018. At present the activity is taking place from a temporary location in Bodicote House.</p> <p><b>2) Why has it happened?</b> This work is on-going and dependant on a suitable location becoming available on the Graven Hill site.</p> <p><b>3) What actions are we taking?</b> Sales and marketing suite is open in Bodicote House.</p> <p><b>4) When will we see improvement?</b> Sales and marketing suite has opened in Bodicote House and plans for a central Bicester location are progressing.</p>										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.4 Engage with the community and stakeholders to deliver Garden Town Bicester</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b></p>										

### Appendix 3 - This Quarter's Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>DCLG discussions continue in a positive vein - additional revenue funding may be available for 17/18 and work with treasury on remaining £100m envelope and business plans Workplan on track - studies commissioned and outputs expected in Q3/4</p> <p>Bicester Masterplan commissioned and works underway. Officer and stakeholder workshops held in September. Briefing for Bicester councillors planned for mid/late October with public consultation expected by mid-November.</p> <p>Feasibility study into potential new junction on M40 commissioned and work underway. Identification and initial sifting of options expected by end of 2016.</p> <p>Investment prospectus being scoped</p> <p>Hosted Treasury and DCLG to showcase Bicester delivery, self-build, offsite and Graven Hill.</p> <p>Hooks set for a potential Housing Minister visit later in the year to Bicester</p>										
<b>2) Why has it happened?</b>										
<p>Future consultation fatigue resulting in disengagement meaning that the people of Bicester no longer influence and help control decisions and services that shape the town in which they live and work.</p> <p>Cynical confusion about the many overlapping labels and messages and how they relate to each other</p> <p>Fear and apprehension of change, particularly with a significant increase in population in the future, impacts on future consultation and results in hostility and negative feedback</p>										
<b>3) What actions are we taking?</b>										
Production of an engagement and communications strategy that sets out agreed engagement principles and provides guidance particularly around how and with whom we engage.										
<b>4) When will we see improvement?</b>										
A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that Masterplanning process in Autumn 2016.										
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.3a Secure start on site for Castle Quay 2</b>	<b>Quarterly</b>	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<b>1) What has happened?</b>										
On-going discussions between CDC and Hawkstone have resulted in verbally agreed Heads of Terms. Delay experienced due to discussion on issue of leases. Legal counsel for both sides are in productive discussions.										
<b>2) Why has it happened?</b>										
Negotiations on the Heads of Terms have been protracted. Satisfying the requirements of all stakeholders has taken time.										
<b>3) What actions are we taking?</b>										
CFO is working closely with stakeholders to ensure that verbally agreed positions are now taken forward. Intent is to take a paper to BPM, Executive and Council in December 2017.										
<b>4) When will we see improvement?</b>										
Executive BPM will take a paper on 15 November.										
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.3b Maximise Council's income from Castle Quay 1</b>	<b>Quarterly</b>	?	Slightly behind schedule	●	➡	?	Slightly behind schedule	●	?
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>										
<b>CBP2.2.1b Number of flytips</b>	<b>Monthly</b>	47	50	●	✖	299	278	★	✔	
<b>1) What has happened?</b>										
Small increase again in the number of fly tips for this month, when compared to last year.										
<b>2) Why has it happened?</b>										
It has been noted that there has been an increase in fly tipping around some of the recycling banks. It seems that some residents see the site as a dumping ground for regular household waste, and on some occasions the offender appears to have just dropped of the recyclable waste and not bothered to put it in the correct container										
<b>3) What actions are we taking?</b>										
Fly tipping report has been approved by Exec Committee, which means we are also now able to issue an FPN for the offence of fly tipping. This has been set at £250 with a reduction to £150 if paid within 14 days. This will help with the speed at which we can deal with low level fly tipping, and a cost saving with legal actions.										
Non payment of the FPN will result in formal action being taken.										

DCLG (3)



### Appendix 3 - This Quarter's Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>3) What actions are we taking?</b> Site visits are being made and where there is evidence as to who has dumped the waste then a more formal investigation takes place. Often though there is no evidence as to where the waste has come from. We are looking into further signage and the installation of cameras in appropriate areas.										
<b>4) When will we see improvement?</b> The situation will continue to be monitored										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1c Number of Enforcement actions</b>	<b>Monthly</b>	29	22			121	141		
<b>1) What has happened?</b> 1 Formal caution has been issued and accepted <b>1) What has happened?</b> 21 warning letters have been issued and these include a number of request for attendance at an interview under caution.										
<b>2) Why has it happened?</b> High number of investigation into the fly tip reports this month.										
<b>3) What actions are we taking?</b> Visits are being made to a number of residential properties that just leave items outside their house. They are being advised to take them back within their curtilage as they are being reported as fly tipping.										
<b>4) When will we see improvement?</b> It is hoped the introduction of FPNs for fly tipping will have an impact.										
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.1b Deliver 100 self-build housing projects as part of HCA funded grants programme</b>	<b>Monthly</b>	2	0			6	0		
<b>1) What has happened?</b> No self build units were completed during this month <b>2) Why has it happened?</b> None were due for completion										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>										
<b>CBP3.3.1a Number of households living in Temporary Accommodation (TA)</b>	<b>CBP3.3.1a Number of households living in Temporary Accommodation (TA)</b>	<b>Monthly</b>	41	45			41	45		
<b>1) What has happened?</b> The target for the number in TA has exceeded the target by 4 households at the end of September 2016 <b>2) Why has it happened?</b> There is continuing pressure on the homeless team from those unable to stay in their current accommodation.  The Council has a statutory duty imposed to provide TA even when a full homeless duty may not be accepted to provide alternative housing.  If homeless duties are accepted the Local Authority must continue to provide TA until a permanent offer of accommodation is made and available to move into.  At the end of this quarter there were 7 cases still waiting to move to new build social housing properties with Registered Providers.  It is the delivery of a volume of new build affordable social housing which assists the Council to keep the numbers in TA within target. However, new build properties can also often be delayed unexpectedly for a range of different reasons. This can then lead to moves for those occupying TA to be delayed and the target is exceeded.										
<b>3) What actions are we taking?</b> Officers are carefully monitoring the progress of all cases placed in TA weekly.										

### Appendix 3 - This Quarter's Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>Staff are proactively monitoring delivery of offers of accommodation which can enables those placed in TA to move on .</p> <p>We have commissioned additional units of TA at affordable rent levels to ensure we have an adequate supply of temporary accommodation</p> <p>We are discussing delivery and handover arrangements for new social housing with RPs to try to improve and gain more accurate handover dates.</p> <p><b>4) When will we see improvement?</b> We will continue to monitor the situation closely and have noted a similar rise in numbers accommodated for the same period in 2015.</p> <p>At present numbers are only just exceeding the target and costs remain within budget. If numbers continue to exceed the target at the end of the third quarter we will carry out a full review of demand and supply to pinpoint the causes and actions needed to explore further what we can do to keep numbers within target</p>										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>	<b>CBP3.3.1b Housing Advice: repeat homelessness cases</b>	Monthly	0	0	★	✔	0	1	▲	✖
<p><b>1) What has happened?</b> In this quarter there has been 1 case of repeat homelessness (according to the DCLG P1E definition). This was fully reported in August 2016.</p> <p>There were no further cases reported in September so we have returned to be back within the agreed target set.</p>										
<b>CBP3.4 - Work to provide and support health and wellbeing across the district.</b>	<b>CBP3.4.1 Support CPN with financial, clinical &amp; technological changes in health &amp; social care sector</b>	Quarterly	Delivering to plan	Very behind schedule	▲	✖	Delivering to plan	Very behind schedule	▲	?
<p><b>1) What has happened?</b> Emerging service options for the Horton General Hospital indicate significant downgrading of current services</p> <p><b>2) Why has it happened?</b> This is part of the Oxfordshire Transformation Plan which proposes alternative service configurations for the health sector. The downgrading of the consultant led obstetric service to a mid wife led unit is influenced by recruitment difficulties.</p> <p><b>3) What actions are we taking?</b> The CPN is being updated and is challenging the changes. The Council has engaged a health sector specialist to review all the relevant issues and to prepare clinical and other arguments to support a Council response to retain services as part of the formal consultation process in 2017.</p> <p><b>4) When will we see improvement?</b> This will depend on the outcome of the consultation process anticipated to be in mid 2017</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities</b>	Monthly	119,001	126,104	★	✔	757,646	757,075	●	✖
<p><b>1) What has happened?</b> An increase of around 5,000 users has been recorded for September 2016 against the same period last year across all 3 Leisure Centres. Spiceball Leisure Centre has seen the biggest increase with approximately 3,000 more visitors than the same period last year</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1a Number of visits/usage to District Leisure Centres</b>	Monthly	108,392	113,012	★	✔	692,820	677,372	●	✖
<p><b>1) What has happened?</b> In this period all of the Leisure Facilities showed an increase in visitor numbers against the same period last year</p>										

### Appendix 3 - This Quarter's Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>2) Why has it happened?</b> Spiceball Leisure Centre has seen an increase of over 3,000 visitors against the same period last year with Kidlington Leisure Centre showing a marginal increase and Bicester Leisure Centre showing a marginal increase										
<b>3) What actions are we taking?</b> Monthly visitor throughputs at the Leisure Centres are discussed with CDC Officers and Legacy Leisure. Any reduction in usage numbers are discussed to ascertain the reason for this and what can be put in place to mitigate and reverse any trends										
<b>4) When will we see improvement?</b> Improvements have started to take place for September 2016 showing an increase of over 5,000 visitors against the same period last year.										
Cooper Sports Facility is starting to increase its usage with the introduction of new Clubs to the facility programme after the closure for roofing works taking place during July and August. Through the remainder of the Year there are a number of one off events planned at this facility which will hopefully increase visitor numbers.										
Discussions are also on-going with Bicester Technology Studio regarding the potential for school use at Bicester LC which may offset some of the loss of visitor numbers brought about by reduced Bicester Community College usage.										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.1 Implement social &amp; community infrastructure for housing developments across the District</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	?
<b>1) What has happened?</b> Delivery of Community Centre for Longford Park, Banbury is behind Schedule										
<b>2) Why has it happened?</b> Developer has failed to keep to delivery schedule set out in s.106 agreement.										
<b>3) What actions are we taking?</b> Development Management (Matthew Parry) talking to the developers.										
<b>4) When will we see improvement?</b> Unclear										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.1 Review key business processes to enhance performance, reduce cost &amp; designed for customers</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➔	Delivering to plan	Slightly behind schedule	●	?
<b>1) What has happened?</b> This work is dependent on the new strategy being agreed and should commence in December.										
Significant work has already been completed to reduce costs.										
<b>2) Why has it happened?</b> It was important that the new strategy was well defined and agreed before full implementation. There is also an aspect of invest to save which needs to be fully understood and agreed.										
<b>3) What actions are we taking?</b> The new strategy is expected to be agreed by the end of October 2016.										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.2 Increase the number of services that can be accessed and paid for online.</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➔	Delivering to plan	Slightly behind schedule	●	?
<b>1) What has happened?</b> The project to replace the council websites has been initiated as planned and the contract will be awarded by early December.										
Work regarding online services is progressing with new MOT bookings service to go live shortly but more work is needed to implement full corporate solutions.										
<b>2) Why has it happened?</b>										

09/09/17

Appendix 3 - This Quarter's Exceptions

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
We have had some difficulties with existing supplier.										
<b>3) What actions are we taking?</b>										
We are engaging colleagues from related business areas to expedite progress.										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)</b>	Quarterly	9,600	8,846	●	↓	9,600	8,846	●	↓
<b>1) What has happened?</b>										
Reduction in the number of paid for postings over the summer. This is set to increase in Q3										
<b>2) Why has it happened?</b>										
Slow down in organic growth										
<b>3) What actions are we taking?</b>										
Looking at where we can increase engagement through sponsored posts/boosts.										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.1b Social media ratings : Twitter (9000 Hits)</b>	Quarterly	7,200	6,415	▲	↓	7,200	6,415	▲	↓
<b>1) What has happened?</b>										
We are continuing to promote our social media presence and put out messages three times per day. Organic growth although growing has slowed and we are therefore more reliant on paid for posts to increase engagement.										
<b>2) Why has it happened?</b>										
Slow down in organic growth										
<b>3) What actions are we taking?</b>										
Potentially look at a Twitter advertising campaign.										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.2 Percentage of Council Tax collected</b>	Monthly	58.25	57.84	●	↓	58.25	57.84	●	✗
<b>1) What has happened?</b>										
Target for Council Tax collection has been missed by 0.41%.										
<b>2) Why has it happened?</b>										
Due to a number of factors including increase in new homes coming into the valuation list, increase in 12 monthly payers as well as holiday period in Revenues and Recovery.										
<b>3) What actions are we taking?</b>										
Recruitment of staff to assist with collecting the arrears										
<b>4) When will we see improvement?</b>										
end November 2016 once new staff have started and have gone through start of their training programme										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.3 Percentage of business rates collected</b>	Monthly	58.50	58.25	●	↓	58.50	58.25	●	✗
<b>1) What has happened?</b>										
We missed the target due to payment for one large customer didn't transfer to our systems in time - entered our systems on 3rd October.										
<b>2) Why has it happened?</b>										
A payment of nearly £200k entered our system on 3/10 even though paid before end Sept to CDC										
<b>3) What actions are we taking?</b>										
None at present as all recovery is up to date - all reminders are issued and all debt has been chased										
<b>4) When will we see improvement?</b>										
End October 2016										

Appendix 4 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing</b>	<b>CBP1.1.1 Banbury and Kidlington Masterplans adopted as Supplementary Planning Documents</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Banbury and Kidlington Masterplans are now timetabled for Executive in December 2016.										
<b>CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing</b>	<b>CBP1.1.2 Prepare draft Local Plan Part 2 and review of Local Plan Part 1</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b> Report of Part 1 Plan Options Stage reports to Executive at 7th November 2016 meeting. Part 2 will report on next stage to Feb 2017 meeting.										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<b>1) What has happened?</b> Work is continuing on the completion of the S106's for 3 applications to enable the issuing of the planning permissions. A further application is awaiting amendments from the applicants that are expected shortly to enable the application to be returned to committee. Discussions have also taken place with the applicant for the land that was refused planning permission to see if an acceptable scheme can be negotiated.										
<b>2) Why has it happened?</b> This exceptionally large development site is complex to deliver to ensure that it meets standards required and delivers the infrastructure needed to mitigate the impact on the town. The site remains in multiple ownerships that add to the complexity of the planning applications and legal agreements.										
<b>3) What actions are we taking?</b> The progress on the applications is being monitored and the Council continues to work with the applicants to support progress on the applications and encourage them to progress matters.										
<b>4) When will we see improvement?</b> The end of the year is being targeted for the completion of the drafting of the first legal agreement.										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.2 Northwest Bicester: Delivery of the Eco - Bicester business centre</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
<b>1) What has happened?</b> Monthly board meetings measure delivery against plans. Some delays to programme and awaiting latest finance appraisal - due 15/9/16 The outputs for 2016/17 are outlined in the business plan and financial model presented to the Shareholder board in August. Working on mortgage market - Dev Co progressing and CDC have signed up to the Bespoke / Custom Build (BCB) Mortgages S106 discussions ongoing with OCC regarding the term of occupation in light of self build context.										
<b>2) Why has it happened?</b> Progress has been made on exchange of contracts and planning compliance and the project timelines have been adjusted accordingly.										
<b>3) What actions are we taking?</b> Continuing progress with sale of plots and communication with pioneers. Planning compliance negotiations in progress.										
<b>4) When will we see improvement?</b> 3 of the 10 Pioneer plots have begun their build on the demonstrator site with further completions expected in Nov 2016. Concern with 2/10 plots regarding completion - finance and odour issue 10 further plots released on 22nd August - 5 of which have been reserved and lots of potential for 3 beds which will be released in the next phase.										
<b>CBP1.2 - Complete and implement</b>	<b>CBP1.2.3b Graven Hill: Set up a</b>		Delivering	Slightly			Delivering	Slightly		

Eco - Bicester

Appendix 4 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>the Masterplan for Bicester</b>	<b>sales and marketing suite to promote the plots</b>	Quarterly	to plan	behind schedule	●	➡	to plan	behind schedule	●	➡
<p><b>1) What has happened?</b> The sales process has opened to those that live and work in the District and nationally. A sales and marketing suite will open in central Bicester location in Autumn and in line with the delivery of phase 1 transfer to Graven Hill location during 2018. At present the activity is taking place from a temporary location in Bodicote House.</p> <p><b>2) Why has it happened?</b> This work is on-going and dependant on a suitable location becoming available on the Graven Hill site.</p> <p><b>3) What actions are we taking?</b> Sales and marketing suite is open in Bodicote House.</p> <p><b>4) When will we see improvement?</b> Sales and marketing suite has opened in Bodicote House and plans for a central Bicester location are progressing.</p>										
<b>CBP1.2 - Complete and implement the Masterplan for Bicester</b>	<b>CBP1.2.4 Engage with the community and stakeholders to deliver Garden Town Bicester</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> DCLG discussions continue in a positive vein - additional revenue funding may be available for 17/18 and work with treasury on remaining £100m envelope and business plans Workplan on track - studies commissioned and outputs expected in Q3/4 Bicester Masterplan commissioned and works underway. Officer and stakeholder workshops held in September. Briefing for Bicester councillors planned for mid/late October with public consultation expected by mid-November. Feasibility study into potential new junction on M40 commissioned and work underway. Identification and initial sifting of options expected by end of 2016. Investment prospectus being scoped Hosted Treasury and DCLG to showcase Bicester delivery, self-build, offsite and Graven Hill. Hooked up for a potential Housing Minister visit later in the year to Bicester</p> <p><b>2) Why has it happened?</b> Future consultation fatigue resulting in disengagement meaning that the people of Bicester no longer influence and help control decisions and services that shape the town in which they live and work. Cynical confusion about the many overlapping labels and messages and how they relate to each other Fear and apprehension of change, particularly with a significant increase in population in the future, impacts on future consultation and results in hostility and negative feedback</p> <p><b>3) What actions are we taking?</b> Production of an engagement and communications strategy that sets out agreed engagement principles and provides guidance particularly around how and with whom we engage.</p> <p><b>4) When will we see improvement?</b> A multi-disciplinary team of consultants has been appointed to produce a new Bicester Masterplan in order to deliver the long-term aspirations for the town in a coordinated and comprehensive approach. Further consultation with the community and stakeholders will now be undertaken as part of that Masterplanning process in Autumn 2016.</p>										
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.1 Prepare a scheme for the redevelopment of the Bolton Road site</b>	Quarterly	Delivering to plan	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b> The Phase 1 demolition to separate the main car park from east stair tower will be complete by Friday 30th September. This represented the noisiest part of the works and noise levels will reduce after this phase. Week commencing 3rd October, the main structural demolition of the car park will begin with 'High Reach' demolition rigs and this will take approximately 3 to 4 weeks. Once the structure and site is cleared, a temporary surface-based car park comprising approximately 145 spaces will be introduced on the footprint of the site and will remain operational until redevelopment of the area takes place.</p>										
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.2 Take steps to develop a Masterplan of Canalside in Banbury Town Centre for redevelopment</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b> Reporting to Executive at its December 2016 meeting for adoption.</p>										

Appendix 4 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.3a Secure start on site for Castle Quay 2</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➔	Delivering to plan	Slightly behind schedule	●	✖
<p><b>1) What has happened?</b> On-going discussions between CDC and Hawkstone have resulted in verbally agreed Heads of Terms. Delay experienced due to discussion on issue of leases. Legal counsel for both sides are in productive discussions.</p> <p><b>2) Why has it happened?</b> Negotiations on the Heads of Terms have been protracted. Satisfying the requirements of all stakeholders has taken time.</p> <p><b>3) What actions are we taking?</b> CFO is working closely with stakeholders to ensure that verbally agreed positions are now taken forward. Intent is to take a paper to BPM, Executive and Council in December 2017.</p> <p><b>4) When will we see improvement?</b> Executive BPM will take a paper on 15 November.</p> <p><b>6) P&amp;I Review</b> This has been identified as Amber for the second quarter running - Missing commentary against the following questions:- What actions are being taken and When will we see an improvement?</p>										
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.3b Maximise Council's income from Castle Quay 1</b>	Quarterly	?	Slightly behind schedule	●	➔	?	Slightly behind schedule	●	?
<p><b>6) P&amp;I Review</b> When will the member update be available?</p> <p><b>8) Data delay</b> To quarters income have been received from Aberdeen Investments but the recent demise of BHS and the closure of this large facility within CQ1 will affect overall likely income level for CDC. Aberdeen Investments FM service is in discussion with potential other retail partners to take the space left by BHS and CDC will be meeting with Aberdeen Investments/their FM partner in November.</p> <p><b>9) Data availability</b> Next quarter update.</p>										
<b>CBP1.3 - Complete and implement the Masterplan for Banbury</b>	<b>CBP1.3.4 Support The Mill as the primary town centre arts provision in its development activities</b>	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
<b>CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.</b>	<b>CBP1.4.1 Support business growth, skills &amp; employment in local companies &amp; visitor economy</b>	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> A comprehensive range of proactive and reactive support is provided to businesses, residents and visitors.</p> <p>Regarding the visitor economy, notable progress is being made in partnership with Experience Oxfordshire (the new destination management company) whereby CDC is a key sponsor. A high profile feature has been produced for the travel trade and visitor literature to combine with the resources of private sector partners.</p>										
<b>CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.</b>	<b>CBP1.4.2 Continue to use the Cherwell Investment Partnership as a hub for inward investment</b>	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
<p><b>1) What has happened?</b> Core service provided to existing businesses and inward investors. Around 20 detailed business enquiries are being dealt with per month, along with other assistance being provided such as referrals, information, advice, guidance and contacts.</p>										
<b>CBP1.4 - Promote Inward Investment And Support Business</b>	<b>CBP1.4.3 Produce marketing material to promote commercial</b>	Quarterly	Delivering	Delivering	★	➔	Delivering	Delivering	★	➔

Appendix 4 - All Measures: A District of Opportunity

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>Growth Within The District.</b>	<b>and industrial business sites to the area</b>		to plan	to plan			to plan	to plan		
<b>1) What has happened?</b> Websites up-dated daily to ensure that existing and inward investing businesses have access to information, contacts and research to assist their business planning. Development work on going to produce additional guides.										
<b>CBP1.5 - Deliver High Quality Regulatory Services</b>	<b>CBP1.5.1 Develop a whole council approach to supporting businesses</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Another two successful Organisational Awareness Days were delivered with the total now over 200 staff over a total of six sessions; the final workshop will be held in December. The regulatory single point of contact pilot has now finished and a report will be produced with key outcomes; the regulators forum continues to bring together all of our regulatory managers to work on providing the best customer service to our businesses and residents including a service standard for customer interactions.										
<b>CBP1.5 - Deliver High Quality Regulatory Services</b>	<b>CBP1.5.2 Work proactively with developers to aid delivery of new commercial projects</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Focus groups are being arranged for the end of November to establish 'critical friends' and to identify how further progress can be made in ensuring delivery, through public/private sector collaborative working.										

Appendix 4 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP2.1 - Provide High Quality Recycling &amp; Waste Services, Helping Residents Recycle</b>	<b>CBP2.1.1 Achieve 55% recycling rate</b>	Monthly	55.00	58.29	★	👍	55.00	59.56	★	👍
<b>CBP2.1 - Provide High Quality Recycling &amp; Waste Services, Helping Residents Recycle</b>	<b>CBP2.1.4 Maintain Customer satisfaction with recycling and waste service (=&gt;80%)</b>	Quarterly	80.00	82.00	★	➡	80.00	82.00	★	🔴
<b>5) Excellent Performance</b> Overall satisfaction with the waste collection service (green bin) was 82%  Overall satisfaction with the household recycling collection service (blue bin) was 80%  Overall satisfaction with the food and garden waste collection service (brown bin) was 83%										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1 Maintain customer satisfaction with street cleansing</b>	Quarterly	?	Delivering to plan	★	➡	?	Delivering to plan	★	🔴
<b>8) Data delay</b> There was a change in the survey reporting method which has affected the results. Anecdotal evidence suggests that the public are still very happy with the quality of the cleansing service provided.  Street Cleansing were recently highly commended in the RHS Thames and Chiltern in Bloom competitions which covered Banbury, Bicester and Kidlington. All resulted in Silver Gilt awards.										
<b>9) Data availability</b> We will act upon any adverse comments or suggestions that were relayed through the survey, that in turn should improve customer satisfaction.										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1a Undertake 6 neighbourhood blitzes with community involvement</b>	Quarterly	2	2	★	👍	2	3	★	➡
<b>1) What has happened?</b>										

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Appendix 4 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p>The second Blitz event of the year was well received by members of the public and local councillors alike. The Recycling Officer undertook a road show event promoting the councils recycling initiatives at the same time which proved to be very popular.</p> <p><b>5) Excellent Performance</b></p> <p>The Blitz programme is on track the next event is in Hardwick commencing 24th October.</p> <p><b>Blitz events scheduled</b></p> <p>Banbury Town Centre 25th to 29th July 2016 Bicester Town Centre 19th to 23rd September 2016</p>										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1b Number of flytips</b>	Monthly	47	50			299	278		
<p><b>1) What has happened?</b> Small increase again in the number of fly tips for this month, when compared to last year.</p> <p><b>2) Why has it happened?</b> It has been noted that there has been an increase in fly tipping around some of the recycling banks. It seems that some residents see the site as a dumping ground for regular household waste, and on some occasions the offender appears to have just dropped of the recyclable waste and not bothered to put it in the correct container</p> <p><b>3) What actions are we taking?</b> Fly tipping report has been approved by Exec Committee, which means we are also now able to issue an FPN for the offence of fly tipping. This has been set at £250 with a reduction to £150 if paid within 14 days. This will help with the speed at which we can deal with low level fly tipping, and a cost saving with legal actions. Non payment of the FPN will result in formal action being taken.</p> <p><b>3) What actions are we taking?</b> Site visits are being made and where there is evidence as to who has dumped the waste then a more formal investigation takes place. Often though there is no evidence as to where the waste has come from. We are looking into further signage and the installation of cameras in appropriate areas.</p> <p><b>4) When will we see improvement?</b> The situation will continue to be monitored</p>										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1c Number of Enforcement actions</b>	Monthly	29	22			121	141		
<p><b>1) What has happened?</b> 1 Formal caution has been issued and accepted</p> <p><b>1) What has happened?</b> 21 warning letters have been issued and these include a number of request for attendance at an interview under caution.</p> <p><b>2) Why has it happened?</b> High number of investigation into the fly tip reports this month.</p> <p><b>3) What actions are we taking?</b> Visits are being made to a number of residential properties that just leave items outside their house. They are being advised to take them back within their curtilage as they are being reported as fly tipping.</p> <p><b>4) When will we see improvement?</b> It is hoped the introduction of FPNs for fly tipping will have an impact.</p>										
<b>CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area</b>	<b>CBP2.3.1 To develop an alternative CCTV operational system for our Urban centres</b>	Quarterly	Delivering to plan	Delivering to plan			Delivering to plan	Delivering to plan		
<p><b>1) What has happened?</b> Thames valley Police have disseminated their consultants report for comment . A paper has been drafted to the Cherwell Executive containing a suitable response.</p>										
<b>CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area</b>	<b>CBP2.3.1a Continue working with local police &amp; licence holders to ensure town centres remain safe</b>	Quarterly	Delivering to plan	Delivering to plan			Delivering to plan	Delivering to plan		
<p><b>1) What has happened?</b></p>										

Appendix 4 - All Measures: Safe, Green, Clean

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
The night time economy action plan is now in operation. Licensing and community safety are working with the police in evening and night operations around taxis and licensed premises.										
<b>CBP2.4 - Reduce our carbon footprint and protect the natural environment</b>	<b>CBP2.4.1 Deliver the Council's Biodiversity Action Plan</b>	Quarterly	Delivering to plan	Delivering to plan	★	↓	Delivering to plan	Delivering to plan	★	→
<b>1) What has happened?</b> Biodiversity Action Plan for 2016 - 2018 was approved by CDC Executive on 05 September										
<b>CBP2.4 - Reduce our carbon footprint and protect the natural environment</b>	<b>CBP2.4.2 Implement a new carbon management plan from 2015-2020</b>	Quarterly	Delivering to plan	Delivering to plan	★	↓	Delivering to plan	Delivering to plan	★	↓
<b>6) P&amp;I Review</b> This has been identified as Amber for the second quarter, missing commentary against the following questions:- Why has it happened? What actions are we taking? When will see an improvement? When will the quarter 1 data be available?										

Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.1 Deliver at least 190 units of affordable housing</b>	Monthly	21	57	★	↓	103	168	★	↓
<b>1) What has happened?</b> Over the past quarter the target of 70 new affordable housing units to be delivered in the district has been achieved and surpassed, the end of year target of 190 new affordable homes is still on course to be achieved. Although the completions for individual months may report under-delivery on occasion the overall quarterly targets are not currently in danger. It is anticipated that next quarters target of 49 affordable homes will also be achieved. This comes on the back of the pragmatic, positive and pro-active approach the housing department are working with Registered Providers, Developers and investment agency's to ensure the continued delivery of affordable housing in the district.										
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.1b Deliver 100 self-build housing projects as part of HCA funded grants programme</b>	Monthly	2	0	▲	→	6	0	▲	✖
<b>1) What has happened?</b> No self build units were completed during this month <b>2) Why has it happened?</b> None were due for completion										
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.2 Promote the establishment of an off-site construction factory in Bicester</b>	Quarterly	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	→
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.3 Encourage private sector landlords to improve their stock through grants action &amp; advice</b>	Quarterly	Delivering to plan	Delivering to plan	★	→	Delivering to plan	Delivering to plan	★	→
<b>1) What has happened?</b> 1. CHEEP energy-efficiency grants: 1 private-rented property was improved through CHEEP grant contributions during the second quarter. As previously reported, a lengthy lead-in to energy-efficiency work at 9 flats in the same block has now reached the work stage. 2. Our Landlord Home Improvement Grants has proved an effective route to securing access to good quality private sector accommodation. No jobs were completed in the quarter although works-on-site are underway at 2 premises. Unfortunately, the owner of one scheme we were expecting to deliver 3 converted flats decided not to proceed with grants. We are currently working with both the Council's Build and Investment & Growth teams on schemes involving a total of 9 flats where we shall be contributing grant funding using a model we have successfully developed and which will result in leasing agreements for longer periods than can be delivered by grant funding in isolation. 3. As a consequence of recording more information about the telephone and email enquiries we receive we are also now able to report that we provided advice to a further 10 landlords										

Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
about housing standards issues.										
<b>CBP3.1 - Deliver Affordable Housing &amp; Work With Private Sector Landlords</b>	<b>CBP3.1.4 Ensure the provision of extra care housing</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b> There are currently 74 new Extra Care /Retirement Living flats being developed by Bromford housing association on Bath Road in Banbury, 23 of which will be for affordable housing, the other flats will be offered to the private market. It is anticipated that the completion date for these units will be in Autumn 2018, the Council has also supported Bromford's bid for HCA funding for 10 shared ownership units on this scheme which, if successful, will bring in £500,000 of HCA investment into the town. The housing department is continuing to liaise with the County Council and developing partners in order to continue the pipeline of delivery over the next 3-5 years of homes for older people										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.1 Commissioning of high quality financial and debt advice for vulnerable residents</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b> The corporate Money and Debt advice contract continues to be monitored quarterly by the Housing Team. The greatest need for support remains issues relating to benefits, debts and housing costs.  The existing contract with Citizens Advice is due to expire on 31 March 2017. It has been agreed to tender for services for a contract for a further 2 years with a tender currently advertised on the CDC portal to re commission services from April 2017. The tender process is expected to be completed by the end of 2016. The new contract will also include Personal Budgeting Support for Universal Credit Claimants (as required by DWP) and for the service provider to promote affordable savings and loans opportunities with Credit Unions.  It is expected that the need for this type of support is likely to increase over the coming years as further welfare reforms start to be introduced. Reforms include the lowering of the benefit cap from £26,000 to £20,000 for families which is to be introduced in Autumn 2016) and the extension to the roll out of universal credit to all new claimants leading to one payment per month including their housing costs. These significant changes will all require a robust money and debt advice service to continue to be available for residents within the district who may be affected.										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.2 Effective implementation of welfare reform and administration of benefits</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.2a Average time taken to process new Housing Benefit claims</b>	Monthly	14.00	13.56	★	👍	14.00	13.47	★	👎
<b>1) What has happened?</b> Despite a reduction in resources work has been managed so as to remain within target. <b>5) Excellent Performance</b> The contractor's performance will be closely monitored to ensure that it does not deteriorate.										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.2b Average time taken to process change in circumstances</b>	Monthly	12.00	4.99	★	👎	12.00	4.06	★	👎
<b>1) What has happened?</b> Despite a reduction in resources the level of automation means that performance remains within target. <b>5) Excellent Performance</b> Performance is well in excess of target and there is no reason to expect this to change.										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.2c Average time taken to process new claims and changes for HB</b>	Monthly	12.00	5.63	★	👎	12.00	4.60	★	👎
<b>1) What has happened?</b> Resources are being well managed and work allocation ensures that the majority of claims and changes are processed within target.										

Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>5) Excellent Performance</b> Performance is expected to remain within target for the remainder of the year.										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.3 Number of covert surveillance exercises that have been applied for</b>	Quarterly	0	0	★	➡	0	0	★	📈
<b>1) What has happened?</b> No requests for covert surveillances have been made.										
<b>CBP3.2 - Work with partners to support financial inclusion</b>	<b>CBP3.2.4 Support skills development/apprenticeships/job clubs to keep unemployment at low level</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Job clubs continued to be held each week, alternating between Banbury and Bicester. Additional major Job Fairs held in September at both Banbury and Bicester.										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>	<b>CBP3.3.1 Deliver the actions identified within the revised Homelessness prevention strategy</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> The new Homeless Prevention Action plan for 2016 - 17 sets out our priorities in 2016/17. It highlights the continued importance of multi-agency and partnership working with both statutory and voluntary sector organisations to ensure we provide a comprehensive network of support to the most vulnerable within our communities.  This return assists us to maintain our excellent performance in homelessness prevention at Cherwell and in keeping numbers in temporary accommodation placements as low as possible. The new action plan is regularly monitored by a multi-agency steering group and also includes specific actions to try to prevent rough sleeping in Cherwell.  We are currently considering how to develop and scope new Homeless and Housing strategies in 2017 to take account of the changing housing environment and new housing pressures. There have been a number of government announcements on housing including the proposed Homelessness Reduction Bill which gains its second reading on October 28th 2016. If passed as proposed this Bill may impose new duties on the Council in due course.  Locally we continue to work in partnership with both the County Council and the Districts to maintain current accommodation and support services as far as it is possible to do so.										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>	<b>CBP3.3.1a Number of households living in Temporary Accommodation (TA)</b>	Monthly	41	45	●	✖	41	45	●	📈
<b>1) What has happened?</b> The target for the number in TA has exceeded the target by 4 households at the end of September 2016 <b>2) Why has it happened?</b> There is continuing pressure on the homeless team from those unable to stay in their current accommodation.  The Council has a statutory duty imposed to provide TA even when a full homeless duty may not be accepted to provide alternative housing.  If homeless duties are accepted the Local Authority must continue to provide TA until a permanent offer of accommodation is made and available to move into.  At the end of this quarter there were 7 cases still waiting to move to new build social housing properties with Registered Providers.  It is the delivery of a volume of new build affordable social housing which assists the Council to keep the numbers in TA within target. However, new build properties can also often be delayed unexpectedly for a range of different reasons. This can then lead to moves for those occupying TA to be delayed and the target is exceeded.										
<b>3) What actions are we taking?</b>										

## Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
Officers are carefully monitoring the progress of all cases placed in TA weekly.										
Staff are proactively monitoring delivery of offers of accommodation which can enable those placed in TA to move on .										
We have commissioned additional units of TA at affordable rent levels to ensure we have an adequate supply of temporary accommodation										
We are discussing delivery and handover arrangements for new social housing with RPs to try to improve and gain more accurate handover dates.										
<b>4) When will we see improvement?</b>										
We will continue to monitor the situation closely and have noted a similar rise in numbers accommodated for the same period in 2015.										
At present numbers are only just exceeding the target and costs remain within budget. If numbers continue to exceed the target at the end of the third quarter we will carry out a full review of demand and supply to pinpoint the causes and actions needed to explore further what we can do to keep numbers within target										
<b>CBP3.3 - Provide High Quality Housing Options Advice &amp; Support To Prevent Homelessness</b>	<b>CBP3.3.1b Housing Advice: repeat homelessness cases</b>	Monthly	0	0	★	📈	0	1	▲	✖
<b>1) What has happened?</b>										
In this quarter there has been 1 case of repeat homelessness (according to the DCLG P1E definition). This was fully reported in August 2016.										
There were no further cases reported in September so we have returned to be back within the agreed target set.										
<b>CBP3.4 - Work to provide and support health and wellbeing across the district.</b>	<b>CBP3.4.1 Support CPN with financial, clinical &amp; technological changes in health &amp; social care sector</b>	Quarterly	Delivering to plan	Very behind schedule	▲	✖	Delivering to plan	Very behind schedule	▲	?
<b>1) What has happened?</b>										
Emerging service options for the Horton General Hospital indicate significant downgrading of current services										
<b>2) Why has it happened?</b>										
This is part of the Oxfordshire Transformation Plan which proposes alternative service configurations for the health sector. The downgrading of the consultant led obstetric service to a mid wife led unit is influenced by recruitment difficulties.										
<b>3) What actions are we taking?</b>										
The CPN is being updated and is challenging the changes. The Council has engaged a health sector specialist to review all the relevant issues and to prepare clinical and other arguments to support a Council response to retain services as part of the formal consultation process in 2017.										
<b>4) When will we see improvement?</b>										
This will depend on the outcome of the consultation process anticipated to be in mid 2017										
<b>CBP3.4 - Work to provide and support health and wellbeing across the district.</b>	<b>CBP3.4.2 Enable the development of volunteer transport schemes to support vulnerable residents</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>CBP3.4 - Work to provide and support health and wellbeing across the district.</b>	<b>CBP3.4.3 With partners help improve lives of most vulnerable from Brighter Futures initiative</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities</b>	Monthly	119,001	126,104	★	📈	757,646	757,075	●	✖
<b>1) What has happened?</b>										
An increase of around 5,000 users has been recorded for September 2016 against the same period last year across all 3 Leisure Centres. Spiceball Leisure Centre has seen the biggest increase with approximately 3,000 more visitors than the same period last year										

Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>5) Excellent Performance</b>										
As noted previously there was an approximate 5,000 increase in users against the same period last year. More detailed analysis on usage figures will be provided by Legacy Leisure for CDC officers to review. National Fitness Day in September would have helped in increasing visitor numbers										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1a Number of visits/usage to District Leisure Centres</b>	Monthly	108,392	113,012	★	✔	692,820	677,372	●	✘
<p><b>1) What has happened?</b> In this period all of the Leisure Facilities showed an increase in visitor numbers against the same period last year</p> <p><b>2) Why has it happened?</b> Spiceball Leisure Centre has seen an increase of over 3,000 visitors against the same period last year with Kidlington Leisure Centre showing and Bicester Leisure Centre showing a marginal increase</p> <p><b>3) What actions are we taking?</b> Monthly visitor throughputs at the Leisure Centres are discussed with CDC Officers and Legacy Leisure. Any reduction in usage numbers are discussed to ascertain the reason for this and what can be put in place to mitigate and reverse any trends</p> <p><b>4) When will we see improvement?</b> Improvements have started to take place for September 2016 showing an increase of over 5,000 visitors against the same period last year.</p> <p>Cooper Sports Facility is starting to increase its usage with the introduction of new Clubs to the facility programme after the closure for roofing works taking place during July and August. Through the remainder of the Year there are a number of one off events planned at this facility which will hopefully increase visitor numbers.</p> <p>Discussions are also on-going with Bicester Technology Studio regarding the potential for school use at Bicester LC which may offset some of the loss of visitor numbers brought about by reduced Bicester Community College usage.</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1b Number of visits/usage to WGLC, NOA and Cooper</b>	Monthly	10,609	13,092	★	✘	64,826	79,703	★	✔
<p><b>1) What has happened?</b> All 3 facilities have shown a marginal improvement in throughputs against the same period last year resulting in an increase of around 2,500 visitors. Both Cooper Sports facility and North Oxfordshire Academy have benefitted in successful Club Open Days during September (particularly in Hockey, building on GB Olympic success)</p> <p><b>5) Excellent Performance</b> As noted in previous comments - an excellent performance is noted in this period with all 3 facilities increasing their throughput against the same period last year</p>										
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.2 Complete Phase 2 pavilion works for SW Bicester Sports Village</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.3 Increase access to leisure &amp; recreation opportunities through development &amp; outreach work</b>	Quarterly	Delivering to plan	Delivering to plan	★	✘	Delivering to plan	Delivering to plan	★	?
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.4 Commence the improvement of Woodgreen Leisure Centre and a long term operating contract</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> Re-development works are on-going with a likely completion date towards the end of November. The new gym has recently opened (November 5th) as part of the phased development</p> <p><b>9) Data availability</b> Dry side works are progressing well with November's completion date on target. However the gym works phase is within this timetable running 3 weeks behind schedule; this is being addressed with increased resource.</p>										

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Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.5 Deliver with the aid of external funding the redevelopment of The Hill in Banbury</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.6 Establish new management arrangements for Stratfield Brake Sports Ground for Kidlington PC</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>9) Data availability</b> The leisure operator contract and tender documents (draft) have been completed. It is planned to commence procurement mid November.										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.1 Implement social &amp; community infrastructure for housing developments across the District</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	?
<b>1) What has happened?</b> Delivery of Community Centre for Longford Park, Banbury is behind Schedule <b>2) Why has it happened?</b> Developer has failed to keep to delivery schedule set out in s.106 agreement. <b>3) What actions are we taking?</b> Development Management (Matthew Parry) talking to the developers. <b>4) When will we see improvement?</b> Unclear										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.2 Support the voluntary sector and community groups</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b> Development activity is progressing well with the new community associations at Kingsmere in Bicester and Longford Park Banbury. The local seniors forums have been held and will culminate in a joint Forum in October. Work with ecology and environmental groups to deliver actions in the biodiversity action plan is continuing										
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.3 Support the growth &amp; development of neighbourhood community associations</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.4 Increase and promote volunteering opportunities throughout the District.</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>CBP3.6 - Provide Support To The Voluntary &amp; Community Sector</b>	<b>CBP3.6.5 Support the Local Strategic Partnership in addressing the key issues in the District</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b> LSP Board continues to meet four times per year. October meeting will set revised priorities.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.1 Continue programme of Conservation Reviews (5pa)</b>	Quarterly	0	0	★	➡	0	0	★	➡
<b>1) What has happened?</b> The team have completed their research for Banbury, Hethe and Tadmerton Conservation Areas and are in the process of writing these up.										

Appendix 4 - All Measures: A Thriving Community

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<p><b>Tadmerton CA</b> is 95% complete and a draft will be circulated to the Parish Council shortly  <b>Hethe CA</b> is 60% complete and therefore a little behind. I am working with the Conservation Officer to bring this back on track  <b>Banbury CA</b> is 60% complete and on track (it was intended that this area would take most of the year to complete given the scale and complexity of the area)</p>										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.2 Provide design guidance on major developments</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b>                      Design and masterplanning advice is being provided on most strategic development sites to promote high quality development across the District.</p>										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.3 Processing of major applications within 13 weeks</b>	Monthly	60.00	75.00	★*	✖	60.00	87.96	★*	✖
<p><b>1) What has happened?</b>                      A performance figure of 75% was achieved in September. This is a drop from 100% last month. However, it should be noted that this is due to the small number of major applications with only one application going past the target date.</p> <p><b>5) Excellent Performance</b>                      75% exceeds the target for major applications and this has been achieved through the pro-active use of Planning Performance Agreements and negotiating extensions of time limits.</p>										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.4 Processing of minor applications within 8 weeks</b>	Monthly	65.00	90.91	★*	➡	65.00	93.33	★*	✔
<p><b>1) What has happened?</b>                      Performance in September was 91%.</p> <p><b>5) Excellent Performance</b>                      Performance for September was consistent with the previous month and still significantly above the target of 65%. This has been achieved through effective performance management and negotiating extensions of time limits with agents and applicants.</p>										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.5 Processing of other applications within 8 weeks</b>	Monthly	80.00	95.40	★*	✖	80.00	96.70	★*	✔
<p><b>1) What has happened?</b>                      Performance in September was 95%.</p> <p><b>5) Excellent Performance</b>                      Performance on Other applications remains high and continues to far exceed the 80% target.</p>										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.6 Planning appeals allowed</b>	Monthly	30.00	0.00	★*	✔	30.00	16.67	★*	✔
<p><b>1) What has happened?</b>                      No comments</p> <p><b>5) Excellent Performance</b>                      no comments</p>										
<b>CBP3.8 - Work To Ensure Rural Areas Are Connected To Local Services.</b>	<b>CBP3.8.1 Work with BT/BDUK &amp; Oxfordshire County Council to extend Superfast Broadband District wide</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p><b>1) What has happened?</b>                      CDC is investing £545,000 in phase two of the programme. Since March 2016, 20 additional cabinets have been connected which has meant that 1,727 business and residential premises have been enabled to receive superfast broadband speeds (Over 24mbps).</p>										

Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.1 Review key business processes to enhance performance, reduce cost &amp; designed for customers</b>	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b></p>										





Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>Effectively With Local Residents &amp; Businesses</b>	<b>use of social media to communicate with residents &amp; local businesses</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> slow down in organic growth										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)</b>	Quarterly	9,600	8,846	●	✔	9,600	8,846	●	✔
<b>1) What has happened?</b> Reduction in the number of paid for postings over the summer. This is set to increase in Q3 <b>2) Why has it happened?</b> Slow down in organic growth <b>3) What actions are we taking?</b> Looking at where we can increase engagement through sponsored posts/boosts.										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.1b Social media ratings : Twitter (9000 Hits)</b>	Quarterly	7,200	6,415	▲	✔	7,200	6,415	▲	✔
<b>1) What has happened?</b> We are continuing to promote our social media presence and put out messages three times per day. Organic growth although growing has slowed and we are therefore more reliant on paid posts to increase engagement. <b>2) Why has it happened?</b> Slow down in organic growth <b>3) What actions are we taking?</b> Potentially look at a Twitter advertising campaign.										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.3 Continue to develop our business focused communications</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> working with colleagues in economic development to focus on business to business communications.										
<b>CBP4.3 - Deliver the five year business strategy</b>	<b>CBP4.3.1 Deliver annual balanced budget setting out 5 year financial plan (MTFS)</b>	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
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.										
<b>1) What has happened?</b> This is being delivered to plan.										
<b>CBP4.3 - Deliver the five year business strategy</b>	<b>CBP4.3.1a Budget variance on capital within 2%</b>	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
<b>CBP4.3 - Deliver the five year business strategy</b>	<b>CBP4.3.1b Budget variance on revenue within 2%</b>	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
<b>CBP4.3 - Deliver the five year business strategy</b>	<b>CBP4.3.2 Deliver the savings targets £500k within the agreed timescales</b>	Annual	Delivering to plan	Delivering to plan	★	?	Delivering to plan	Delivering to plan	★	?
<b>CBP4.4 - Deliver below inflation increases to the CDC element of</b>	<b>CBP4.4.1 CDC Council Tax</b>	Quarterly	Delivering	Delivering	★	➡	Delivering	Delivering	★	?

Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>Council Tax.</b>	<b>element frozen for 16/17</b>		to plan	to plan			to plan	to plan		
<b>1) What has happened?</b> This was agreed when Council was set in February 2016 and Council Tax income is monitored closely throughout the year.										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.2 Percentage of Council Tax collected</b>	Monthly	58.25	57.84				58.25	57.84	
<b>1) What has happened?</b> Target for Council Tax collection has been missed by 0.41%. <b>2) Why has it happened?</b> Due to a number of factors including increase in new homes coming into the valuation list, increase in 12 monthly payers as well as holiday period in Revenues and Recovery. <b>3) What actions are we taking?</b> Recruitment of staff to assist with collecting the arrears <b>4) When will we see improvement?</b> end November 2016 once new staff have started and have gone through start of their training programme										
<b>CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.</b>	<b>CBP4.4.3 Percentage of business rates collected</b>	Monthly	58.50	58.25				58.50	58.25	
<b>1) What has happened?</b> We missed the target due to payment for one large customer didn't transfer to our systems in time - entered our systems on 3rd October. <b>2) Why has it happened?</b> A payment of nearly £200k entered our system on 3/10 even though paid before end Sept to CDC <b>3) What actions are we taking?</b> None at present as all recovery is up to date - all reminders are issued and all debt has been chased <b>4) When will we see improvement?</b> End October 2016										

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CDC Equalities - Themes

Objective		Comments
<p><b>CEQ - Building Strong Communities</b></p>	<p>★</p>	<p><b>1) What has happened?</b>                      The Council is continuing to take a leading role in the nascent arts and health network in Oxfordshire and with other DC partners looking at the commissioning of arts organisations to meet expressed wellbeing needs. The taking part scheme continues to provide a first step for community groups to engage with Arts activity. Alongside this two programmes are running - Singing for wellbeing and the social prescribing scheme. There is also support for Dancing with Parkinson's group and Dance to health.</p> <p>Recruitment of Health &amp; Wellbeing Officer is ongoing.</p>
<p><b>CEQ - Demonstrating our Commitment to Equality</b></p>	<p>★</p>	<p><b>1) What has happened?</b>                      Review of Equality Annual Programme has taken place for 15/16 with areas of improvement highlighted and built into Action Plan for 2016/2017.</p> <p>The E-Equality Steering group review of current champions has not took place. The reveiw is to take into account recent restructures and joint working. The contact group for this steering group needs to be reviewed so if/when legislation/duties change there are key contacts in the organisation to support change. This area of work is low priority as there are no planned changes to the equality legislation or public sector duties.</p> <p>The current Housing Allocations Scheme was introduced in Cherwell in September 2015. The changes to the scheme have allowed us to have greater flexibility to let a wider group of people join the Housing Register and be considered for social housing locally. We publish details for all properties allocated through the councils Allocations Scheme on the Choice Based Lettings website which provides information about the type, size and location of each property and the priority awarded to the successful nominated applicant and the length of time they have been waiting on the housing register. Further information will be included on the council's new website to provide customers with more information regarding all social housing property lettings including the availability and allocations of affordable homes and also the profile those successful in gaining allocations against the diversity and needs of applicants to the Housing Register.</p>
<p><b>CEQ - Fair Access and Customer Satisfaction</b></p>	<p>★</p>	<p><b>1) What has happened?</b>                      Discrimination complaints continue to be captured on a monthly basis with information being provided to the Business Transformation Project Officer for review. During Q2 Cherwell received 4 complaints whereby after investigation 2 were deemed to be valid and 2 invalid.</p> <p>The Housing Needs Team maintains a database for all enquiries and complaints received by the department including details for enquiries received by service users, Councillors and the local MP, Victoria Prentis.</p> <p>In the last quarter the council received a total of 12 MP/Clr Enquiries (6 MP &amp; 6 Clr) and 3 complaints about the services provided by the Housing Needs Team. All enquiries have been responded too in the appropriate timeframes. This information continues to be monitored and reviewed to gain insight into current customer satisfaction levels of the services provided by the department.</p> <p>The Housing department has not received any Ombudsman enquiries about the quality of the services offered to local residents.</p> <p>To gain further insight into the departments performance we have also been looking at other ways to gain insight into the overall satisfaction of services provided by the department including an online customer satisfaction survey and will continue to progress this to be introduced in line with the new IT website review for the Housing Website.</p> <p>Up to 6 CDC employees at a time carry out mystery visitor reports to the 3 Main Leisure Centres at Spiceball Leisure Centre, Bicester Leisure Centre and Kidlington and Gosford Leisure Centre (2 at each facility). It is the intention to increase the number of mystery visitors to 8 once the re-development works at Woodgreen Leisure Centre are completed. Overall for Q2, 27 mystery visits were undertaken (11 at Spiceball, 6 at Kidlington and 10 at Bicester). The relatively low reporting for Kidlington was a result of only one active mystery visitor reporting at this site. Mystery visit reports are shared with Parkwood/Legacy to improve Service Standards and also allow CDC Officers to follow up on any concerns. Generally comments are positive in nature particularly around friendliness of staff. Some cleanliness issues are raised. Recently raised has been the difficulty in getting through on the phones particularly at Kidlington Leisure Centre.</p>

CDC Equalities - Themes

Objective	Comments
<p><b>CEQ - Positive Engagement and Understanding</b></p>	<p><b>1) What has happened?</b>                      The Customer Service Specialists have attended the following community groups/events this quarter:</p> <ul style="list-style-type: none"> <li>6 sessions - Bicester Job Club</li> <li>5 sessions - Banbury Job Club</li> <li>10 sessions - Bicester Food Bank</li> <li>12 sessions - Banbury Food Bank</li> <li>6 sessions - Kidlington Food Bank</li> <li>2 sessions - Horsefair GP</li> <li>1 session - Restore (Mental Health)</li> <li>2 sessions - SNVB Deddington - NEW in July</li> <li>2 sessions - SNVB Steeple Aston</li> <li>1 session - Morrison's Supermarket - One off event in July</li> <li>1 session - Sainsbury's Coffee Morning, Bicester - One off event in Sept</li> </ul> <p>MK Equality Council set up as third party reporting centre for Cherwell. No hate crime reports submitted this quarter.</p> <ul style="list-style-type: none"> <li>1 session - Banbury Job Fair - 6 monthly event</li> <li>1 session - Bicester Job Fair - 6 monthly event</li> <li>1 session - Seniors Forum</li> <li>1 session - Older peoples Event, Bicester - One off event in Sept</li> </ul>
<p><b>CEQ Tackling Inequality and Deprivation</b></p>	<p><b>1) What has happened?</b>                      The contract with Citizens Advice for the 'Volunteer Connect' service continues to be delivered.</p>



CDC Equalities - Exceptions

Objective	Measure	Actual (pd)		Comments
CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Engage with the Rural Member Champions to ensure 'Rural Impact' is taken into consideration	Very behind schedule	▲	<p><b>1) What has happened?</b> Due to limited staff resource and other workload, developing Rural Impact assessment has not been a priority.</p> <p><b>3) What actions are we taking?</b> Rural member Champion is regularly briefed on issues affecting rural communities. Parish Liaison meetings held twice per year to invite feedback from representatives of rural communities. However, we have yet to develop a mechanism to ensure that all services are systematically considered for rural impact. This is unlikely to happen in 2016/17.</p>
CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Use the CCSDS to secure appropriate indoor community facilities for new housing developments	Very behind schedule	▲	<p><b>1) What has happened?</b> Restructuring of Community Services has drawn officer time away from CCSDS development, risking lack of input to the Developer contributions SPD</p> <p><b>3) What actions are we taking?</b> Recruitment of Health &amp; Wellbeing Officer may release time to work on the CCSDS.</p>
CEQ - Explore and establish links with minority representation and community groups	Work with Community Engagement Officer to establish a 'Hard to Reach' consultative forum	Slightly behind schedule	●	<p><b>1) What has happened?</b> Progress has been made in terms of the Community Engagement and Consultation Policy has received sign off by Executive. Due to the Community Engagement and Consultation post now being vacant some community work has moved over to the communities team for progressing and recruitment is taking place to fill the consultation side of this post.</p>
CEQ - To ensure Cherwell District Council meets all government requirements	CDC Council Member training on the Equalities Act 2010 to be delivered	Slightly behind schedule	●	<p><b>1) What has happened?</b> Currently in the process of arranging dates for the training</p>
CEQ - To continue to review CDC's performance against the 'Achieving' criteria	To activate E-Equality Steering Group to support performance and legislation requirements	Slightly behind schedule	●	<p><b>1) What has happened?</b> The contact group for this steering group needs to be reviewed so when duties change there are key contacts in the organisation to support change. Low Priority</p> <p><b>3) What actions are we taking?</b> Review current champions to take into account recent restructures/joint working.</p>



## Cherwell District Council

### Overview & Scrutiny Committee

22 November 2016

#### Results of the Customer Satisfaction Survey 2016

#### Report of Director – Strategy & Commissioning

This report is public

#### Purpose of report

This report provides a summary of the key messages from the Annual Customer Satisfaction Survey which was undertaken in July 2016. Full details from the survey are contained in Appendix 1 which is the full report delivered by the company who ran the survey independently on behalf of Cherwell District Council (CDC), Marketing Means. This report will also outline some recommended actions to develop the Annual Customer Satisfaction Survey as an integral part of CDC's consultation with residents.

#### 1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report and appendices.
- 1.2 To note that Executive agreed that the 2016 results are used as a baseline for future target setting and benchmarking (given the change in methodology for identifying and receiving information from respondents).

#### 2.0 Introduction

- 2.1 This is the first time that the company Marketing Means has run the annual satisfaction survey for CDC following a re-tender of the contract. A summary of the re-tender is at Appendix 3.
- 2.2 The question base was kept the same as previous years although the method of contacting respondents has changed significantly. Households are now contacted directly via a postal survey rather than individuals being chosen from the Citizens' Panel.
- 2.3 The resident survey was sent to a sample of households across the authority area to gauge satisfaction with Council services and the local area, as well as asking about service priorities.

- 2.4 The survey was sent out to a geographically stratified sample of **3,500** households on 13 June 2016 with a further reminder mailing issued to those respondents who had not replied on 4 July 2016. The survey closed on 20 July 2016.
- 2.5 A total of **1,034** valid surveys were returned, giving a response rate of **31%** of the 3,500 surveyed. This is a large increase on last year's respondent base of **437**, who responded via the Citizens' Panel. Part of the reasoning for re-tendering of the contract was to improve the response rate and use a more statistically significant proportion of the district's population.
- 2.6 All households in the sample received a postal survey with an opportunity to complete the survey online. 36 online surveys were completed (which are included in the response rate above).
- 2.7 The final respondent profile was 'weighted' by age and gender in order to be reflective of Cherwell's population as a whole. All charts and data in this report are based on 'weighted' data.
- 2.8 For key questions, respondents were asked for a particular statement whether they were:
- Very Satisfied
  - Fairly Satisfied
  - Neither satisfied nor dissatisfied
  - Fairly dissatisfied
  - Very dissatisfied

For the purpose of the key messages below and the full report (Appendix 1), 'Fairly satisfied' and 'Very satisfied' have been combined to 'satisfied' and 'Fairly dissatisfied' and 'Very dissatisfied' have been combined to 'Dissatisfied'.

- 2.9 More specific questions asked the respondent for a rating between 1 and 10, where 1 is very satisfied and 10 is very dissatisfied.

For the purpose of the key messages below and the full report (Appendix 1), the following groupings have been applied to these ratings:

- Very Satisfied (1,2)
  - Fairly Satisfied (3,4)
  - Neither satisfied nor dissatisfied (5,6)
  - Fairly dissatisfied (7,8)
  - Very dissatisfied (9,10)
- 2.10 Where people have not answered a question, they have not been included in calculating the percentage satisfied/dissatisfied answers.
- 2.11 The results of the survey have already been considered by Executive. Any comments made by the Overview and Scrutiny Committee will be feedback to the Leader of the Council.

## 3.0 Report Details

### Overarching key messages

- 3.1 Satisfaction with the services provided by Cherwell District Council overall is 69%, a fall from 79% in 2015's survey. Those answering that they were dissatisfied rose from 9% to 11%
- 3.2 80% were satisfied with their local area as a place to live.
  - 3.2.1 Among the factors providing greatest levels of dissatisfaction were issues around the town centres and access to jobs: 'the town centres attract people to shop' (42% dissatisfied); 'the availability of good quality jobs' (31% dissatisfied); 'the location of jobs' (26% dissatisfied) and 'the look and feel of town centres' (24% dissatisfied).
  - 3.2.2 That said however, town centre development ranked very low on the priority areas for which the Council should maintain the current level of service provision.
- 3.3 Large proportions of respondents **did not feel very or fairly well informed** about the benefits and services the Council provides (40%) nor what it spends money on (51%).
- 3.4 Just over a third (35%) **agreed** CDC provides value for money (23% **disagreed**). This is a drop of 20% from 2015's result of 55%.
- 3.5 There is a high level of concern overall with the nation's current budget deficit (77% concerned). Around a third (32%) **agreed** that their household has been affected by public spending cuts.
- 3.6 In terms of the Council, 42% **agreed** they trust CDC will do what is right for residents in the current economic climate (27% **disagreed**).
- 3.7 Respondents were very much of the opinion that there were efficiency savings to made in the Council to avoid cutting services (53% **agreed**) and respondents were against paying more council tax to maintain current services (54%).

### Reason for drops in results

- 3.8 These results (and indeed all the results in this covering report and the full results set in Appendix 1) should be read in the context that the survey was sent to a geographically stratified sample of households rather than just those people who had volunteered to give feedback and would possibly be more positive towards the council to start with.
  - 3.8.1 The membership of the Citizens' panel used for last year's results had also been declining year on year meaning the results were based on an increasingly smaller proportion of the overall Cherwell district population.
  - 3.8.2 There was also a small financial incentive for people to be involved in the Citizens' Panel which may have led to more positive answers being submitted. Members of the panel were paid for completing initial training to take part in the panel and there was a randomly selected prize winner from those that did complete the survey.

- 3.8.3 By sending a postal survey to a cross-section of the district we have seen nearly a 150% increase in the number of respondents giving us a broader range of opinions and more statistically significant proportion of the population giving their views. The response of 1,034 out of the 3,500 surveys sent out provides an overall confidence level of +/-3% at the 95% level. (More details on how the confidence interval is worked out are on page 8 of Appendix 1).
- 3.8.4 The change in methodology was agreed as part of the re-tendering of the contract to provide the Annual Customer Satisfaction survey. This was undertaken in response to dwindling numbers of respondents and increasing costs of the previous contract.
- 3.8.5 The final report style (Appendix 1) is significantly different from the previously provided information packs with more emphasis on pulling out the key messages from each question set.
- 3.8.6 The re-tender and subsequent award of the contract to Marketing Means saw a reduction in annual costs of £21,807 from an annual fee last year of £30,000 to £8,913 this year. Depending on changes to the survey's question bank, there may be further savings to be made next year. Appendix 3 has details of the cost comparison and brief details of the re-tender process.

### **Service prioritisation**

- 3.9 Question 41 of the survey asked respondents to compare services and rate which they felt was more important. Conjoint analysis was applied to these results to rank services. This allows us to examine the relative 'importance' a number of factors have relative to each other.

The output from conjoint analysis is a hierarchy of importance, giving a clear indication of the relative importance of individual factors to respondents.

- 3.10 The top three key services to be maintained by the Council were identified as:
- Household recycling collection and food/garden waste collections
  - Household waste collection
  - Providing affordable housing

This is consistent with the top three results last year although the priority order of these three has changed.

These services are all currently reflected in the CDC business plan. A full list of ranked priorities is shown in Appendix 2, also showing the change in position over time.

- 3.11 The full service prioritisation information will be used as part of the evidence base to inform the business planning process for 2017/18.

## **Service specific satisfaction highlights**

### Environmental Services

- 3.12 There are high levels of satisfaction with the Council's household waste collection service (82%), household recycling collection service (80%) and household food and garden waste collection service (83%). These services have seen excellent results continue with only slight drops, probably due to the change in respondent base.
- 3.12.1 All three of these services were highlighted as the main priority areas for the Council to maintain the current level of service provision.

### Leisure Services

- 3.13 Overall satisfaction with leisure facilities was 63%, which climbed to 69% for those who have used them in the past 12 months.
- 3.13.1 Satisfaction with various aspects of the local leisure facilities: 64% for the range of facilities available; 61% for the cleanliness and condition; 59% with staff, 51% for refreshment/catering at venues and 49% for the cost of using them.
- 3.13.2 Over a quarter (27%) of respondents were dissatisfied with the cost of using the local leisure facilities.

### Community Safety

- 3.14 Although there were high levels of residents feeling safe in their homes and local communities, 40% of respondents outlined they felt fairly or very unsafe when walking alone in the town centre after dark.

### Car parking

- 3.15 Overall 62% were satisfied with local car parking facilities, 21% were dissatisfied.
- 3.15.1 The main area of dissatisfaction revolved around price of parking where 40% were fairly or very dissatisfied.

### Contacting the council and interaction with officers

- 3.16 74% of respondents were satisfied (score 1-4) with information about how to contact the council, only 9% were dissatisfied (score 7-10).
- 3.16.1 Just over three quarters (76%) were satisfied (score 1-4) with being respected/listened to by staff, 10% were dissatisfied (score 7-10).
- 3.16.2 Just under three quarters (74%) were satisfied (score 1-4) with staff knowledge, 11% were dissatisfied (score 7-10).
- 3.16.3 81% were satisfied (score 1-4) staff used plain English and did not speak in jargon, 9% were dissatisfied (score 7-10).

## Summary Table

- 3.17 The table below shows the results of several of the key service satisfaction measures with a comparison to the results from the survey last year. As explained above in section 3.8, a change in who makes up the respondent base is the likely cause for the reduction across all results.
- 3.18 Despite the significant change in respondent base, some services show a negligible change in satisfaction. Waste collection for example has only dropped 1%.
- 3.19 While there are more marked drops in other service areas (and with the overall satisfaction rate), the figures for 2016 form a far more representative baseline to enable the tracking of satisfaction performance going forward.

	2015	2016	% Change since 2015
<b>Overall Satisfaction</b>	<b>79</b>	<b>69</b>	<b>-10</b>
Recycling centres	91	77	-14
Household recycling collection service	87	80	-7
Waste collection service	83	82	-1
Food and garden waste collection	84	83	-1
Street cleansing service	69	62	-7
Local car parking facilities	66	62	-4
Local parks and open spaces	79	69	-10
Leisure facilities	68	63	-5
Leisure activities	64	54	-10
Local area as a place to live	88	80	-8
Council's approach to dealing with environmental crime	50	40	-10
Dealing with anti-social behaviour/ nuisance	53	42	-11

## **Lessons learnt and proposed changes to the Annual Survey**

- 3.20 The Annual Customer Satisfaction Survey gives us a consistent method of gathering feedback from the public and should therefore form a critical part of the consultation CDC undertakes. There are however, several recommendations below for future surveys to help streamline and focus the survey. (These recommendations have come from both Cherwell District officers and also Marketing Means).
- Retain a small set of core comparable questions to enable the tracking of progress over time.
  - Introduce target questions relating to services that we need to change or understand more regarding the requirements.
  - Focus more on the priorities of our customers as opposed to assessing support to our actions/policies.
  - Remove the high density of questions on Waste and Leisure that could be completed by a more targeted approach to consultation (i.e. ask users of the relevant service rather than ask several questions in the generic survey about services that the respondent may not have utilised).
  - Take the opportunity to ask questions that link with partners (e.g. Police, Fire and Health services) and secure a contribution towards the running costs, thereby gaining shared information (ASB/Community Safety) as well as making savings on the annual cost.
  - Investigate options for selecting the sample of residents to be contacted. Large numbers of surveys were returned by Royal Mail as they were selected from a property database which didn't include information about occupancy (e.g. the house was a new build with no-one living there).
  - Review the timetable for the survey so that it doesn't clash with major elections and also fits into the Business Planning cycle at an earlier stage. Initial discussions around priorities and objectives for the Cherwell Business Plan have taken place prior to the results being available.
- 3.21 Appendix 4 sets out a draft Action Plan for reviewing and revising the contents of the Annual Survey.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 While key results have shown a dip in performance when compared to the performance last year, it is critical to consider the improvement in the number and range of respondents we now are using. Instead of asking a very small sample of people who have volunteered to respond, we are posing the questions to a far broader set of respondents and getting a more representative view of satisfaction from Cherwell residents.
- 4.2 The annual satisfaction survey is a core method of getting feedback from our residents. By reviewing the question base to align it with key service requirements for customer opinion and also the aims and priorities of the Corporate Business Plan, we will improve the quality of information we receive and the decisions that are made based on feedback and satisfaction data. A more concise survey may also improve response rates.

## **5.0 Consultation**

- 5.1 Consultation will need to take place with officers and members before any changes to the question set can be introduced to make sure that key questions are retained and additional questions have the correct focus.

## **6.0 Alternative Options and Reasons for Rejection**

- 6.1 Retaining the current survey will mean that we don't utilise the survey fully as a source of customer feedback information
- 6.2 Using the wider respondent base has meant a dip in results this year but provides a more accurate reflection of opinion in the district. Reverting to a more select group of respondents could potentially mask issues.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There are no financial implications arising from this report

Comments checked by:

Paul Sutton – Chief Finance Officer

0300 003 0106 [Paul.Sutton@cherwellandsouthnorthants.gov.uk](mailto: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 003 0107 [Kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:Kevin.lane@cherwellandsouthnorthants.gov.uk)



## Risk Implications

7.3 There are no risk implications arising from this report

Comments checked by:

Louise Tustian – Senior Performance & Improvement Officer

01295 221786 [Louise.tustian2@cherwellandsouthnorthants.gov.uk](mailto:Louise.tustian2@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

The satisfaction survey results link to many different services, contributing to all Corporate Aims. In future, there is an opportunity to align these links more strongly so that the satisfaction survey can both help provide evidence that local priorities are being addressed and also highlight issues which may need.

### Lead Councillor

Councillor Barry Wood

Leader of the Council

### Document Information

Appendix No	Title
1	Full report
2	Service Prioritisation
3	Re-tendering of Annual Satisfaction Survey contract: Summary
4	Action plan for review of the next Annual Survey
Background Papers	
None	
Report Author	Ed Bailey – Corporate Performance & Insight Manager
Contact Information	01295 221605 <a href="mailto:Edward.Bailey@cherwellandsouthnorthants.gov.uk">Edward.Bailey@cherwellandsouthnorthants.gov.uk</a>

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# Cherwell District Council

## Cherwell District Council Residents' Survey 2016

Draft Report\_vFINAL

*8<sup>th</sup> August 2016*



# Executive Summary

## Background and Method

This report represents the findings of a resident survey which was conducted by Marketing Means on behalf of Cherwell District Council during May/June 2016.

The resident survey was sent to a sample of households across the authority area to gauge satisfaction with the Council services and the local area, as well as asking about service priorities.

The survey was sent out to a random sample of **3,500** households and one further reminder mailing was issued to non respondents.

A total of **1,034** valid surveys were returned, giving a response rate of **31%**.

All households in the sample received a postal survey with an opportunity to complete the survey online. 36 online surveys were completed (which are included in the response rate above).

The final respondent profile was 'weighted' by age and gender in order to be reflective of Cherwell's population as a whole. All charts and data in this report are based on 'weighted' data.

## Local area as a place to live

80% were **satisfied** with their local area as a place to live.

Among the factors providing **greatest levels of dissatisfaction** were issues around the **town centres and access to jobs**: 'the town centres attract people to shop' (42% dissatisfied); 'the availability of good quality jobs' (31% dissatisfied); 'the location of jobs' (26% dissatisfied) and 'the look and feel of town centres' (24% dissatisfied).

**That said however, town centre development ranked very low on the priority areas for which the Council should maintain the current level of service provision.**

## Overall views of Cherwell District Council

Over two thirds (69%) were **satisfied** with the services provided by Cherwell District Council overall (12% **dissatisfied**).

However, large proportions of respondents **did not feel very or fairly well informed** about the benefits and services the Council provides (40%) nor what it spends money on (51%).

Just over a third (35%) **agreed** Cherwell District Council provides value for money (23% **disagreed**).

## Environmental services

High levels of **satisfaction** with: the Council's household waste collection service (82%); the Council's household recycling collection service (80%) and the Council's household food and garden waste collection service (83%).

**All three of these services were highlighted as the main priority areas for the Council to maintain the current level of service provision.**

Relatively high levels of **satisfaction** reported with each of the following aspects of the collection services: the range of service; the friendliness and helpfulness of waste collection staff and the general execution of the actual service collections.

The aspect yielding the **lowest level of satisfaction** was the frequency of collection, with around 70% **satisfied** with the frequency of each of the three services.

62% were **satisfied** with the **street cleaning service**, 18% were **dissatisfied**. Aspects generating greatest levels of **dissatisfaction** were issues around: the control of dog waste; the issuing of fines for littering and dog fouling; information around littering and littering campaigns/neighbourhood blitzes.

There were **high levels of satisfaction** with recycling centres overall (77%); the location of them (75%) and the items you can recycle (77%), however only 60% were satisfied with how clean and tidy the facilities were (20% dissatisfied).

40% were **satisfied** with the Council's approach to dealing with environmental crime, 22% were **dissatisfied**.

## Leisure and recreation

69% were **satisfied** with the way **parks and play areas** are looked after (12% were **dissatisfied**).

A third (33%) of those who responded felt there were 'too few' parks/open spaces and play areas.

**Overall satisfaction with leisure facilities** was 63%, which climbed to 69% for those who have used them in the past 12 months

**Satisfaction** with various aspects of the local leisure facilities: 64% for the range of facilities available; 61% for the cleanliness and condition; 59% with staff, 51% for refreshment/catering at venues and 49% for the cost of using them.

Over a quarter (27%) were **dissatisfied** with the **cost** of using the local leisure facilities.

Under a third (30%) of respondents had **used or participated** in **leisure activities** provided by Cherwell District Council in the past 12 months.

**Overall satisfaction with leisure activities** was 54%, which climbed to 68% for those who have used them in the past 12 months

**Sports and leisure facilities/activities ranked very low on the priority areas for which the Council should maintain the current level of service provision.**

## Community safety

Less than half (42%) were **satisfied** with the Council's approach to dealing with anti-social behaviour and nuisance (23% **dissatisfied**).

Only 36% **agreed** the Police and Local Council are dealing with anti-social behaviour and nuisance in the area, 26% **disagreed**.

Aspects highlighted as the **greatest issues** were around visual presence of the police and community wardens (43% and 52% dissatisfied respectively); how vandalism/graffiti is dealt with (46% dissatisfied) and how youths hanging around on the streets is dealt with (53% dissatisfied).

Although there were high levels of residents **feeling safe** in their homes and local communities, **40%** of respondents outlined they felt **fairly or very unsafe** when walking alone in the town centre after dark.

## Car parking

Overall 62% were **satisfied** with local car parking facilities, 21% were **dissatisfied**.

The main area of dissatisfaction revolved around **price of parking** where **40%** were **fairly or very dissatisfied**.

## Local economy

A high level of concern overall with the nation's current budget deficit (77% concerned).

Around a third (32%) **agreed** that their household has been affected by public spending cuts.

In terms of the Council, 42% **agreed** they trust Cherwell Council will do what is right for residents in the current economic climate (27% **disagreed**).

Respondents were very much of the opinion that there were efficiency savings to made in the Council to avoid cutting services (53% **agreed**) and respondents were against paying more council tax to maintain current services (54%).

## Contact and information

High levels of **satisfaction** with: the information about contacting the council; and the Staff.

However, levels of **satisfaction** fell away a little in the areas of; being directed to the right person/department (68%); speed of response (65%); the Council keeping to promises (60%) and the final outcome of queries/complaints (64%).

Most common sources of information about the Council were the Cherwell Link magazine and the Council's website, for which 69% were **satisfied** with the Cherwell Link magazine and 72% were **satisfied** with the Council's website.

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## **Appendix 1: Cherwell District Council Residents SurveyError! Bookmark not defined.**



# Introduction

## Background and objectives

Cherwell District Council commissioned Marketing Means to undertake a resident survey to gauge satisfaction with the Council's services and the area where they live, as well as asking about service priorities.

Objective was to reach a target of 1,060 responses overall to ensure statistical robustness of the results.

## Method

The resident survey was undertaken using a postal survey supported by an online survey.

Cherwell District Council provided a postal address file of all households in the authority area. Marketing Means stratified this file by ward area and randomly selected a sample of **3,500** households.

The reason for stratifying the sample by ward in the first instance was to assist with achieving a geographically representative response to the survey.

Marketing Means sent out a paper questionnaire, along with a covering letter and a C5 freepost reply envelope to all households in the sample. Marketing Means also provided a free phone helpline number facility for residents to use in case of any queries about the survey or requests for different formats.

Each survey carried a unique ID number for identification purposes, to ensure any subsequent reminder mailings were only sent to non-respondents.

All residents in the sample were also provided with the alternative option of completing the survey online if they wished, using their unique login details which were included in the covering letter along with a link to the online survey.

The survey was initially sent to all the households in the sample during the week commencing **13<sup>th</sup> June 2016**. Those who had not responded were sent a full pack reminder during the week commencing **4<sup>th</sup> July 2016**. The closing date for returns was the **20<sup>th</sup> July 2016**.

Marketing Means inputted all survey data electronically using Confirmit scanning software. 10% of all responses were verified to check the accuracy of the data held.

The analysis contained in this report was conducted using the SPSS statistical software package.

***Note Cherwell District Council also made an additional open online survey available for any resident to complete and this was publicised directly by the Council. The question set was exactly the same; however the results from this open survey have not been incorporated within this report.***

## Cherwell District Council Residents' Survey

### Confidence

A target was set to achieve 1,060 completed surveys in order to meet the recommended confidence level of +/-3%.

A confidence level or interval is a measure of how reliable the results from the sample are in relation to the wider population.

Example: A confidence interval of +/- 3% at a 95% confidence interval, means that any proportion given has a 95% likelihood of being no more than 3% higher or lower in the wider population; e.g. if the satisfaction level with a particular service is 65% for the sample (i.e. all respondents), the true figure for the entire population will be between 62% and 68%, 95% of the time.

The calculation for this is:

$$\sqrt{\frac{(\% \text{ Satisfied} \times \% \text{ Dissatisfied})}{\text{Number who answered the question}}} \times 1.96$$

### Weighting data

In order to provide a representative view of the population of Cherwell as a whole the data achieved was weighted with consideration for the following factors: age and gender to reduce any bias of over or under represented groups.

*\*Please note the survey was open to any household member who was 18yrs or over.*

**All data in this report is based on weighted data.**

### Rounding

Figures for charts and tables have been rounded and may not total 100%.

### Further notes

- *'Don't knows', 'not applicables' and 'no replies' have been omitted from the data and charts in this report unless stated.*

## Acknowledgements

Marketing Means would like to thank Tracie Darke and Ed Bailey at Cherwell District Council for their help with this project.

## Author and publication

Marketing Means wrote this report in August 2016.

Any press release or publication of the findings of this survey requires the approval of the author/Marketing Means. Approval would only be refused if it were felt that the intended use would present inaccurate or misrepresented information.

# Response

## Overall

Cherwell District Council provided a postal address file, which Marketing Means stratified by ward area before taking a sample using a random sample facility. The size of the sample (3,500) was chosen with the aim of generating a response of 1,060 responses overall (at least a 30% response rate).

A total of **1,034** valid surveys were returned. Unfortunately 112 surveys were returned by Royal Mail as undelivered, which would suggest a relatively high proportion of 'deadwood' in the sample file provided by Cherwell District Council. To calculate the response rate, the following formula was used:

$$\frac{\text{(Number of questionnaires returned)}}{\text{(Number of people in the sample less undelivered)}}$$

**The response rate is, therefore, 1,034 / (3,500-112) = 31%.**

As a result although the target of at least 30% was achieved, the response just fell short of the 1,060 response target.

However, a response of 1,034 still provides an overall confidence level of +/-3% at the 95% level.

## Ward analysis

Throughout this report reference has been made to data at a Ward level, however, **caution** needs to be given when interpreting the results at this level because of the relatively small base numbers involved. Number of responses achieved at ward level ranged from 46 in Banbury Ruscote to 78 in Bicester East.

As a result confidence with data on a Ward level is likely to be **+/- 11-15%** at the 95% level. Although differences at this area level may **not** be significant, it may allow the Council to highlight possible issues in different areas and maybe concentrate resources on further work in these areas to follow them up.

## Respondent profiles

The final respondent profile was weighted by age and gender in order to be more reflective of Cherwell's population as a whole. The respondent profiles below show the unweighted and weighted data achieved.

**Note: The data and charts in this report are based on weighted data.**

### Age (Q48) Base: 1,003

Age category	Weighted	Unweighted
18-24yrs	2%	1%
25-34yrs	18%	8%
35-44yrs	23%	13%
45-54yrs	19%	19%
55-64yrs	15%	22%
65-74yrs	13%	22%
75+yrs	10%	15%

### Gender (Q49) Base: 976

	Weighted	Unweighted
Male	49%	41%
Female	51%	59%
Transgender	0%	0%

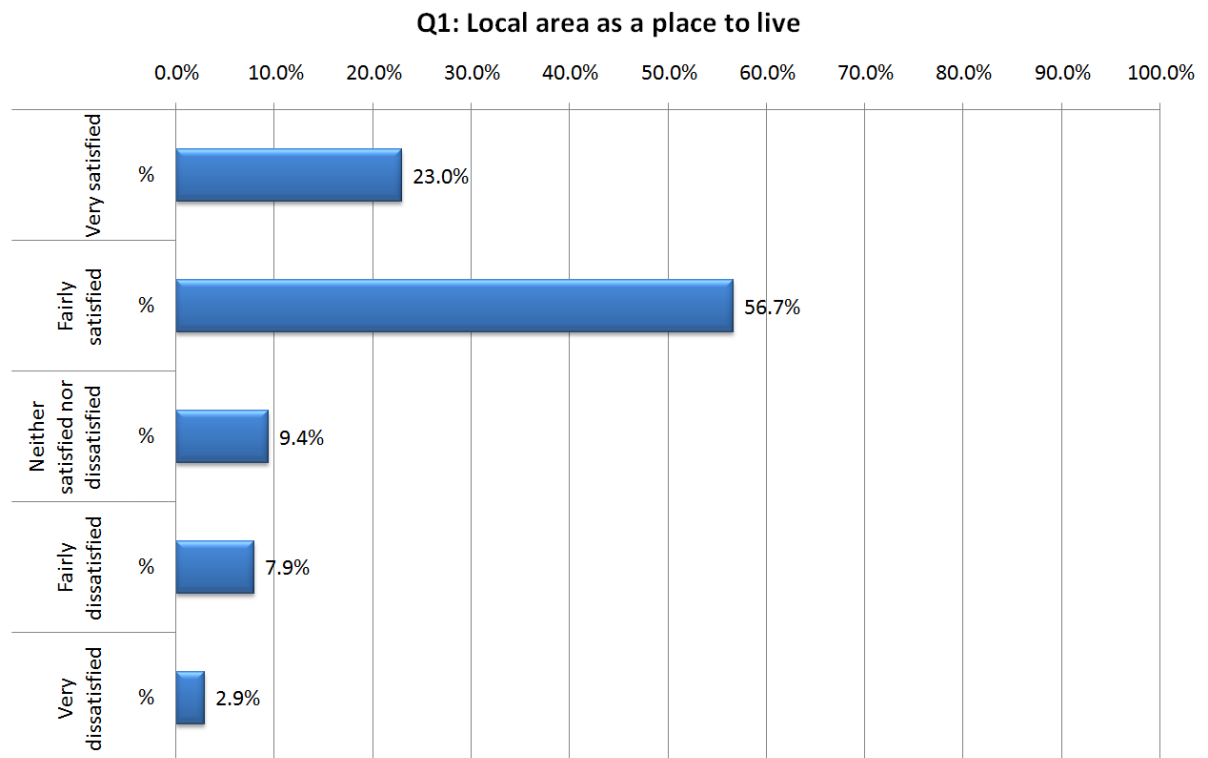
# Section 1.0 Your local area as a place to live

## 1.1 Satisfaction with your local area as a place to live

‘Overall, how satisfied or dissatisfied are you with your local area as a place to live?’ Base: 1,001

Overall satisfaction with the local area as a place to live was 80% with a confidence interval of +/-2.5% at the 95% level.

Chart 1:



### Differences

- A third (33%) of those respondents aged 65yrs+ were **very satisfied** with their local area as a place to live which was significantly higher than those aged 35-44yrs at only 17%.
- Females were significantly more satisfied with their local area as a place to live, with 84% **very or fairly satisfied** compared with 75% of Males.
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 91% in Launton & Otmoor to 55% in Banbury Ruscote.

### Other research

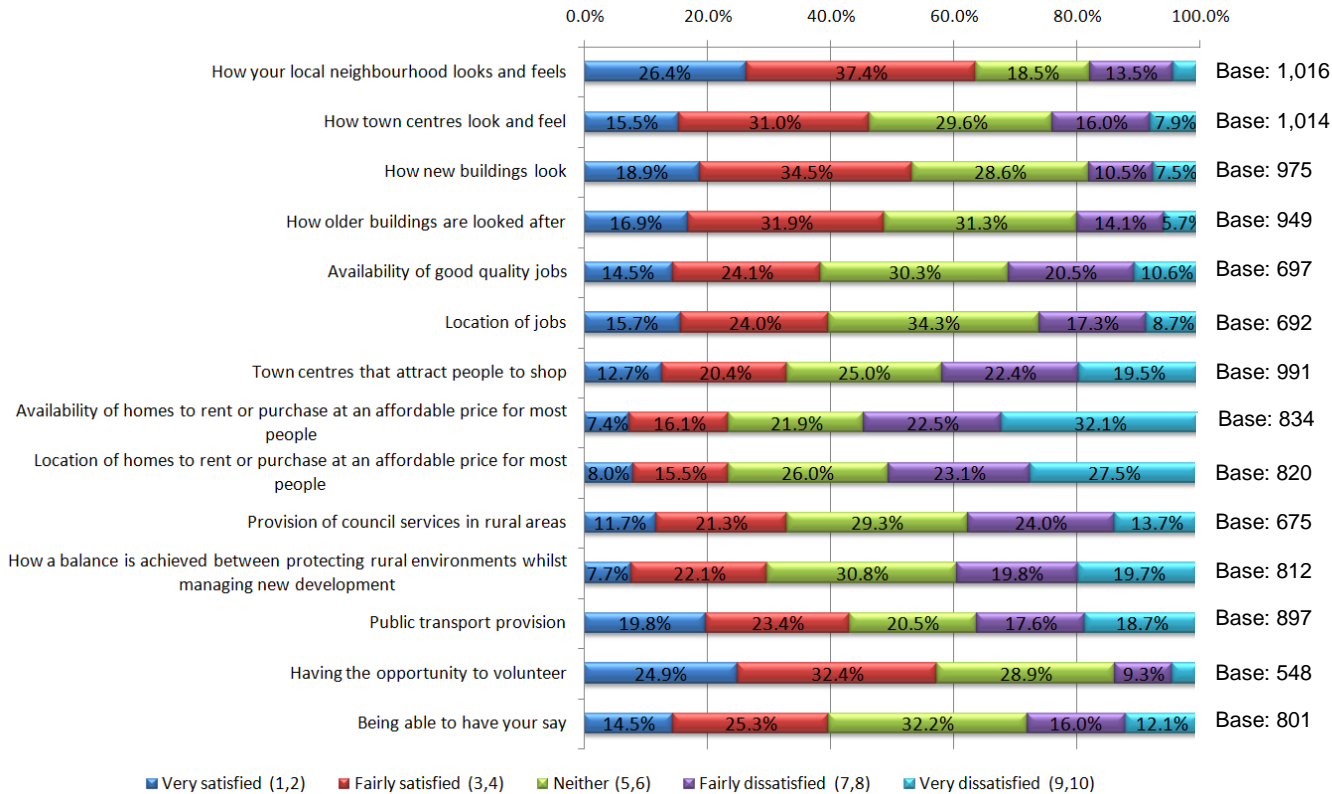
We can make some observations from other research which has taken place although these are **not directly comparable**, with the data achieved for this survey.

- The LGA have been undertaking a quarterly **telephone** poll on resident satisfaction with a **national** sample since September 2012, this has shown levels of satisfaction with ‘the local area’ between 80-85% (June 2016 – 82%).

## 1.2 Satisfaction with aspects of the district

‘And, how satisfied or dissatisfied are you with the following across the district, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 2:



Nearly two thirds (64%) were **satisfied** (score 1-4) with the way their neighbourhood looks and feels, 18% were **dissatisfied** (score 7-10).

Just under half (46%) were **satisfied** (score 1-4) with the look and feel of town centres, just under a quarter (24%) were **dissatisfied** (score 7-10).

Just over half (53%) were **satisfied** (score 1-4) with how new buildings look, 18% were **dissatisfied** (score 7-10).

Just under half (49%) were **satisfied** (score 1-4) with how older buildings are looked after, a fifth (20%) were **dissatisfied** (score 7-10).

39% were **satisfied** (score 1-4) with the availability of good quality jobs, 31% were **dissatisfied** (score 7-10).

40% were **satisfied** (score 1-4) with the location of jobs, just over a quarter 26% were **dissatisfied** (score 7-10).

A third (33%) were **satisfied** (score 1-4) that the town centres attract people to shop, 42% were **dissatisfied** (score 7-10).

Just under a quarter (24%) were **satisfied** (score 1-4) with the availability of homes to rent or purchase at an affordable price for most people, however over half (55%) were **dissatisfied** (score 7-10).

Just under a quarter (23%) were **satisfied** (score 1-4) with the location of homes to rent or purchase at an affordable price for most people, however over half (51%) were **dissatisfied** (score 7-10).

A third (33%) were **satisfied** (score 1-4) with the provision of council services in rural areas, 38% were **dissatisfied** (score 7-10).

- Those **dissatisfied** across wards varied from 18% in Kidlington East to 59% in Cropredy, Sibfords & Wroxton

30% were **satisfied** (score 1-4) with how a balance is achieved between protecting rural environments whilst managing new development however, 39% were **dissatisfied** (score 7-10).

43% were **satisfied** (score 1-4) with public transport provision, 36% were **dissatisfied** (score 7-10).

- Those **dissatisfied** across wards varied from 13% in Kidlington East to 75% in Cropredy, Sibfords & Wroxton

Over half (57%) were **satisfied** (score 1-4) that they have the opportunity to volunteer, 14% were **dissatisfied** (score 7-10).

40% were **satisfied** (score 1-4) that they able to have their say, just over a quarter (28%) were **dissatisfied** (score 7-10).

## Section 2.0: Environmental Services

### 2.1 Street Cleaning Service

#### 2.1.1 Satisfaction with street cleaning service

**'Overall, how satisfied or dissatisfied are you with the street cleaning service?'**

Base: 972

Overall satisfaction with the street cleaning service was 62% with a confidence interval of +/-3.0% at the 95% level, 19% dissatisfied.

Chart 3:



#### Differences

- No significant differences across age categories.
- Females were significantly more satisfied with the street cleaning service, with 68% **very or fairly satisfied** compared with 56% of Males. Males were significantly more **dissatisfied** with the service compared to Females (24% compared with 15%).
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 74% in Bicester North & Caversfield to 45% in Fringford & Heyfords.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 11% in Bicester East and Bicester North & Caversfield to 29% in Banbury Cross & Neithrop.



## Other research

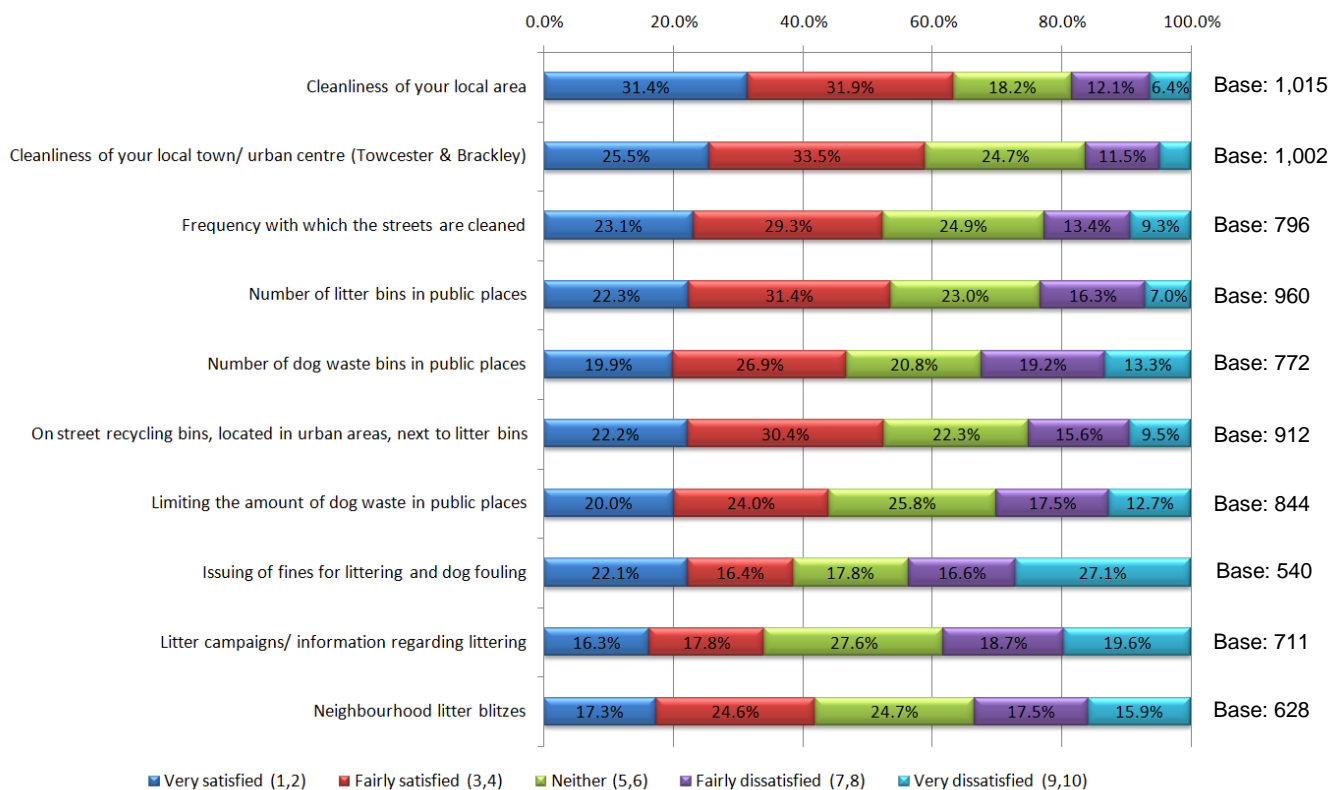
We can make some observations from other research which has taken place although these are **not directly comparable**, with the data achieved for this survey.

- The LGA have been undertaking a quarterly **telephone** poll on resident satisfaction with a **national** sample since September 2012, this has shown levels of satisfaction with 'street cleaning' service between 69-76% (June 2016 – 69%).

## 2.1.2 Satisfaction with aspects of street cleaning service

**'How satisfied or dissatisfied are you with the following aspects of the street cleaning service, where 1 is very satisfied and 10 is very dissatisfied?'**

Chart 4:



Nearly two thirds (63%) were **satisfied** (score 1-4) with the cleanliness of their local areas, 18% were **dissatisfied** (score 7-10).

- Those **satisfied** across wards varied from 75% in Deddington to 49% in Banbury Cross & Neithrop.
- Those **dissatisfied** across wards varied from 10% in Deddington to 30% in Banbury, Grimsbury & Hightown.

59% were **satisfied** (score 1-4) with the cleanliness of local town/urban centre (Banbury, Bicester or Kidlington), 16% were **dissatisfied** (score 7-10).

Just over half (52%) were **satisfied** (score 1-4) with the frequency with which the streets are cleaned, 23% were **dissatisfied** (score 7-10).

Just over half (54%) were **satisfied** (score 1-4) with the number of litter bins in public places, 23% were **dissatisfied** (score 7-10).

Just under half (47%) were **satisfied** (score 1-4) with the number of dog waste bins in public places, nearly a third (32%) were **dissatisfied** (score 7-10).

Just over half (53%) were **satisfied** (score 1-4) with on street recycling bins, located in urban areas next to litter bins, a quarter (25%) were **dissatisfied** (score 7-10).

44% were **satisfied** (score 1-4) that the street cleaning service was limiting the amount of dog waste in public places, 30% were **dissatisfied** (score 7-10).

39% were **satisfied** (score 1-4) with the issuing of fines for littering and dog fouling however, 44% were **dissatisfied** (score 7-10).

34% were **satisfied** (score 1-4) with littering campaigns and information regarding littering however, 38% were **dissatisfied** (score 7-10).

42% were **satisfied** (score 1-4) with neighbourhood litter blitzes, a third (33%) were **dissatisfied** (score 7-10).

- Those **satisfied** across wards varied from 59% in Bicester North & Caversfield to 29% in Bicester East.
- Those **dissatisfied** across wards varied from 13% in Banbury Hardwick to 45% in Banbury Calthorpe & Easington.

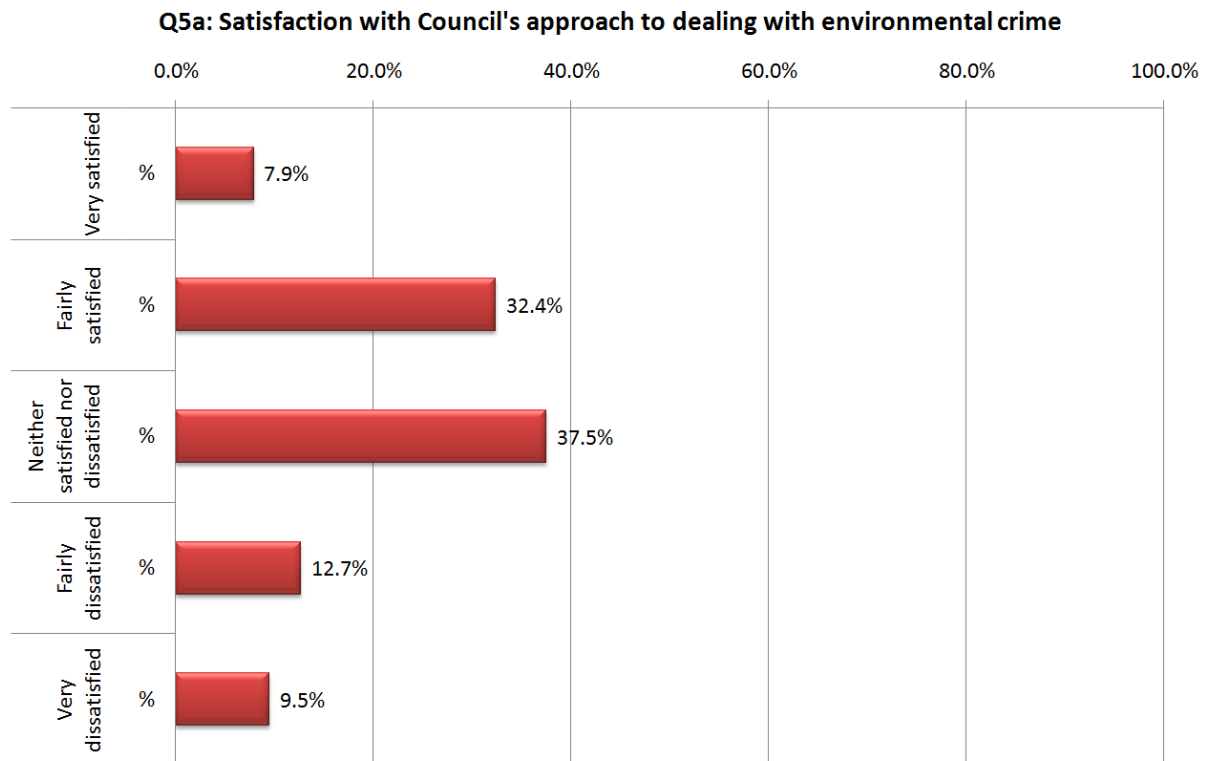
## 2.2 Environmental Crime and Enforcement

### 2.2.1 Satisfaction with the Council's approach

'Overall, how satisfied or dissatisfied are you with the Council's approach to dealing with environmental crime?' Base: 794

Overall satisfaction with the Council's approach to dealing with environmental crime was 40%, 22% were dissatisfied.

Chart 5a:



#### Differences

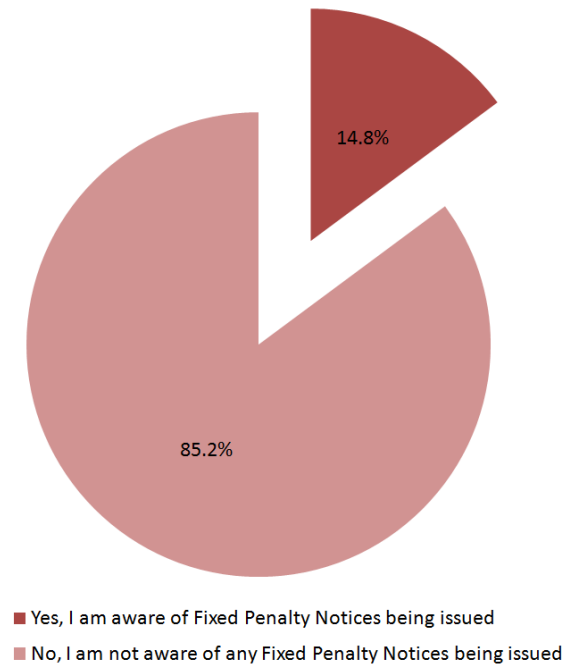
- 60% of respondents aged 75yrs+ were **very or fairly satisfied** with the Council's approach to dealing with environmental crime which was significantly higher than those aged 25-34yrs and 35-44yrs (30% and 35% respectively).
- Females were significantly more satisfied with the Council' approach to dealing with environmental crime, with 47% **very or fairly satisfied** compared with a third (33%) of Males. Males were significantly more **dissatisfied** with the service compared to Females (26% compared with 17%).
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 57% in Kidlington West to 26% in Fringford & Heyfords.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 12% in Kidlington East to 36% in Fringford & Heyfords.

## 2.2.2 Fixed Penalty Notices

**'Are you aware of any fixed penalty notices being issued by Cherwell District Council Environmental Officers in your local area?' Base: 1,017**

Chart 5b:

Q5b: Aware of fixed penalty notices being issued in local area

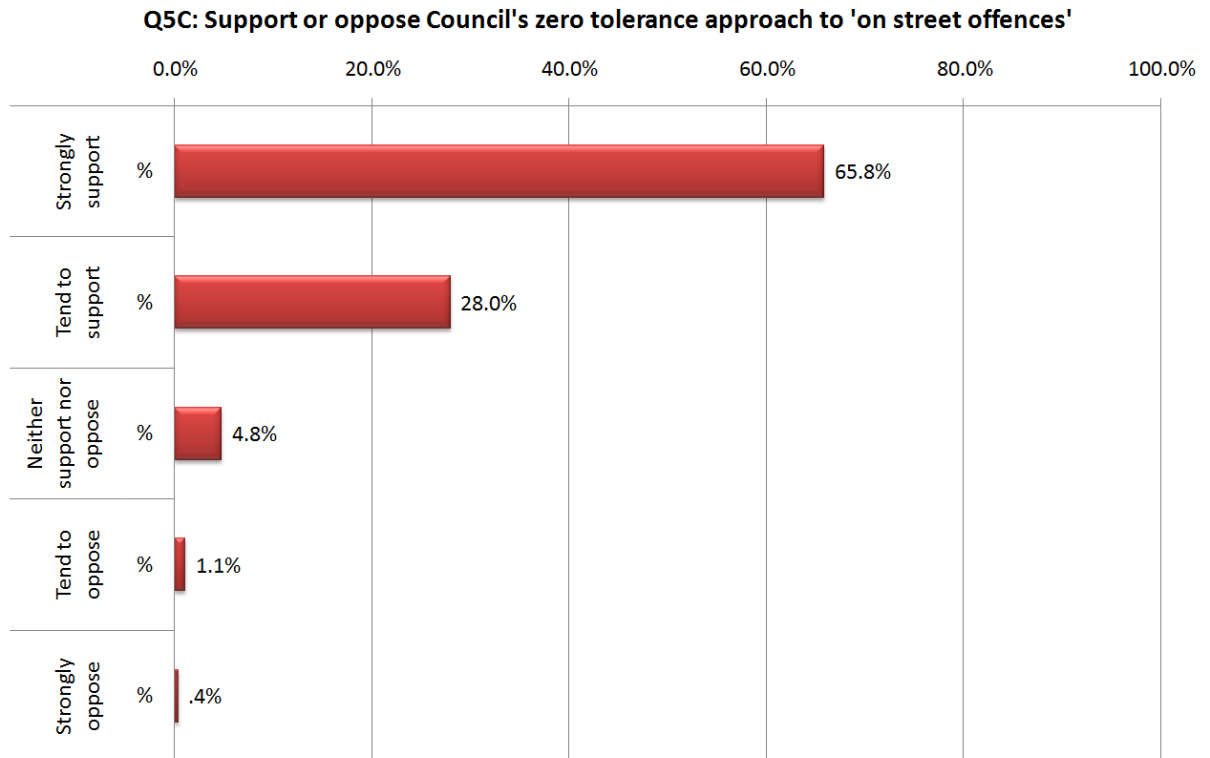


Only 15% were aware of fixed penalty notices being issued by Cherwell District Council Environmental Enforcement Officers in their local area, 85% were not.

## 2.2.3 Street Offences

**'To what extent do you support or oppose the Council's policy of a zero tolerance approach to 'on street offences' (i.e. giving a fine to those people issued with a fixed penalty notice for littering, dog fouling or abandoned vehicles?'** Base: 985

Chart 5c:



94% **support** the Council's zero tolerance approach to 'on street offences', only 1% **oppose** the policy.

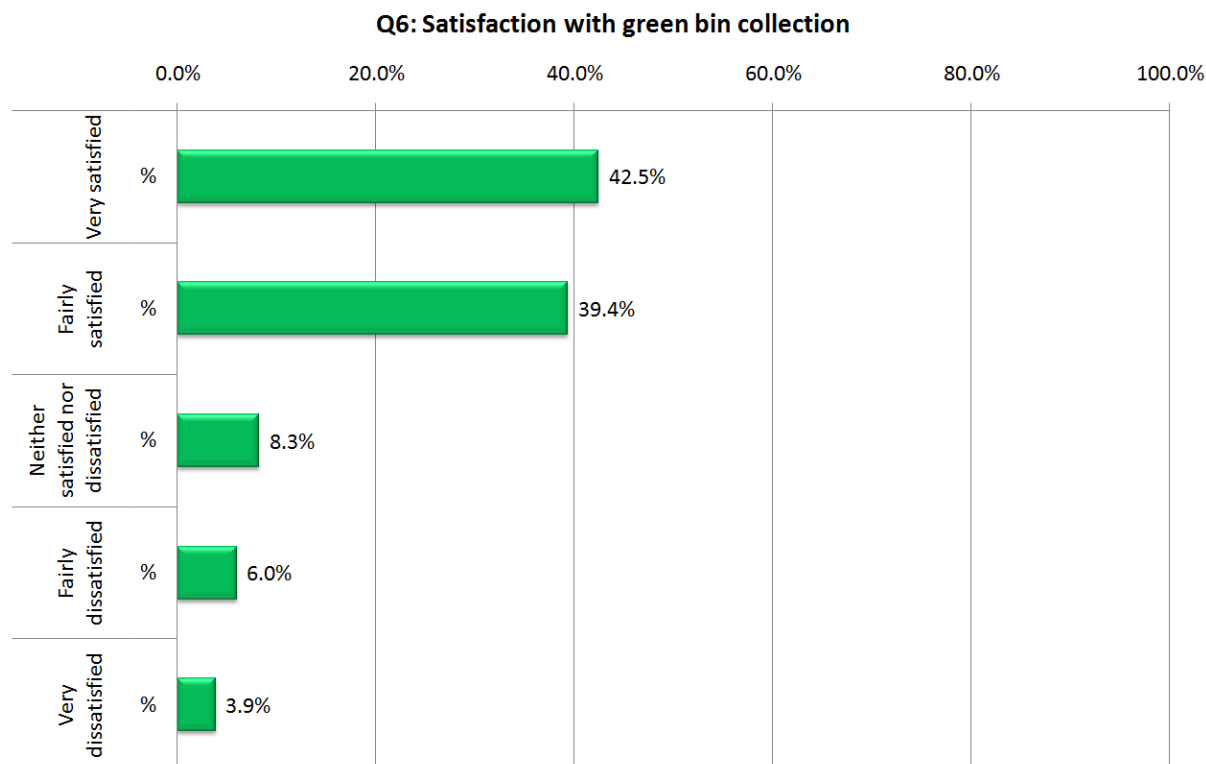
## 2.3 Household Waste Collection

### 2.3.1 Satisfaction with waste collection

‘Overall, how satisfied or dissatisfied are you with the green bin collection service?’ Base: 1,016

Overall satisfaction with the green bin collection service was 82% with a confidence interval of +/-2.4% at the 95% level, 10% were dissatisfied.

Chart 6:



#### Differences

- 94% those respondents aged 75yrs+ were **very or fairly satisfied** with the green bin collection service which was significantly higher than some of the other age categories most notable 35-44yrs (73%) and 55-64yrs (79%).
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 93% in Kidlington West to 70% in Banbury, Grimsbury & Hightown.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 1% in Bicester East to 20% in Banbury Ruscote.

#### Other research

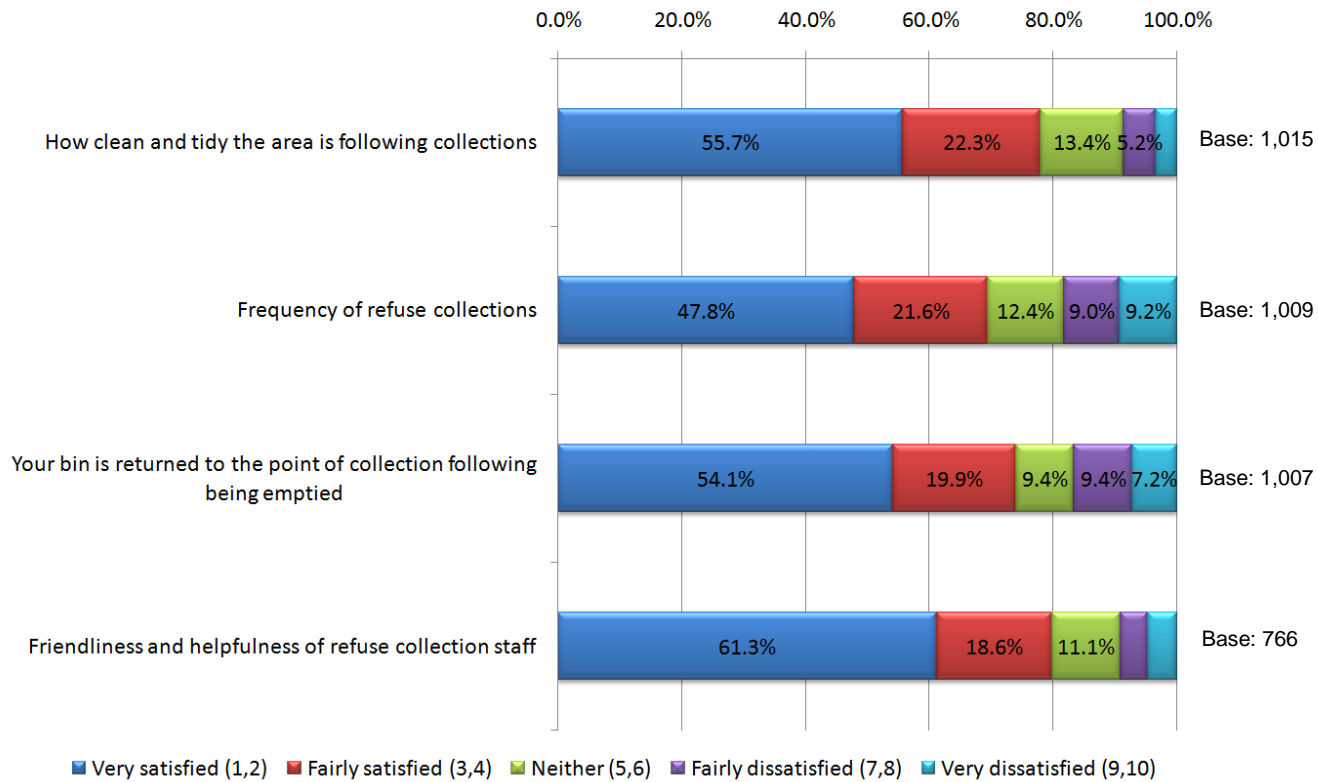
We can make some observations from other research which has taken place although these are **not directly comparable**, with the data achieved for this survey.

- The LGA have been undertaking a quarterly **telephone** poll on resident satisfaction with a **national** sample since September 2012, this has shown levels of satisfaction with ‘waste collection’ service between 77-86% (June 2016 – 80%).

## 2.3.2 Satisfaction with aspects of waste collection

‘And how satisfied or dissatisfied are you with the following aspects of the green bin collection service, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 7:



Over three quarters (78%) were **satisfied** (score 1-4) with how clean and tidy the area is following collections, only 9% were **dissatisfied** (score 7-10).

69% were **satisfied** (score 1-4) with the frequency of refuse collections, 18% were **dissatisfied** (score 7-10).

74% were **satisfied** (score 1-4) that their bin is returned to the point of collection following being emptied, 17% were **dissatisfied** (score 7-10).

80% were **satisfied** (score 1-4) with the friendliness and helpfulness of refuse collection staff, only 9% were **dissatisfied** (score 7-10).

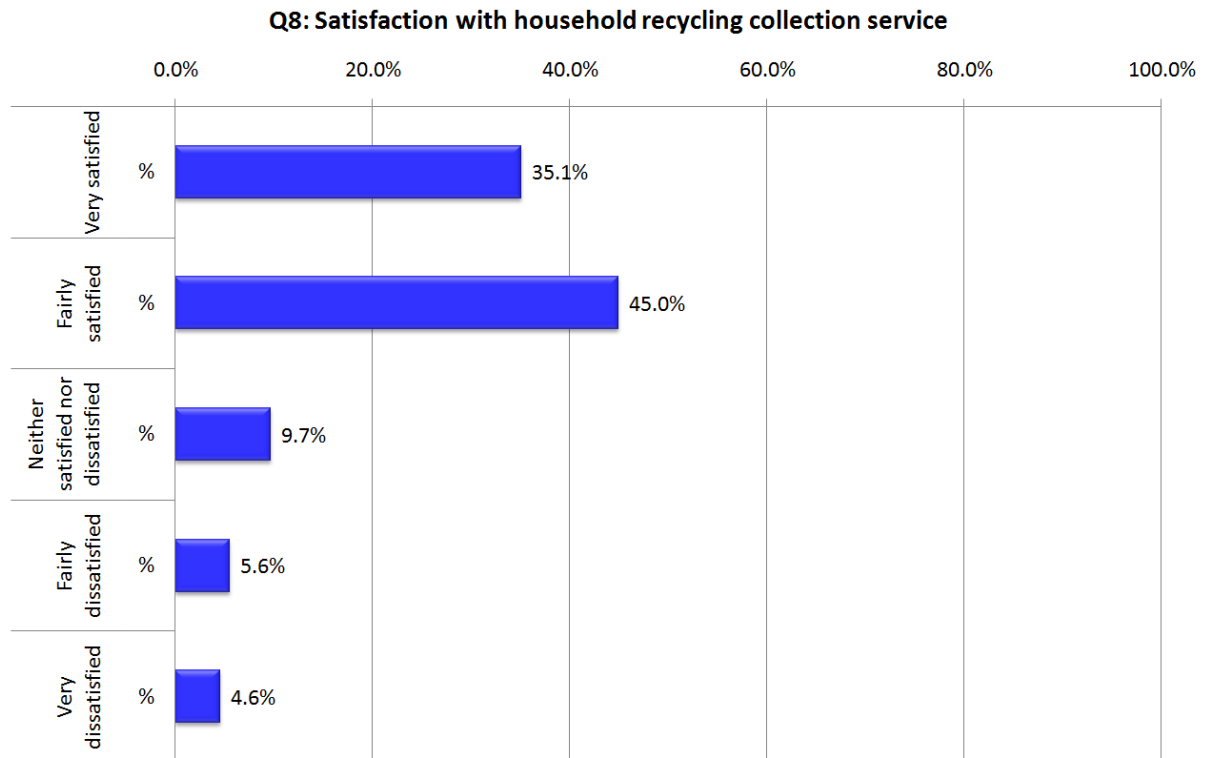
## 2.4 Household Recycling Collections

### 2.4.1 Satisfaction with household recycling collection service

‘Overall, how satisfied or dissatisfied are you with the household recycling collection service?’ (*Blue bin*) Base: 1,006

Overall satisfaction with the household recycling collection service was 80% with a confidence interval of +/-2.5% at the 95% level, 10% were dissatisfied.

Chart 8:



#### Differences

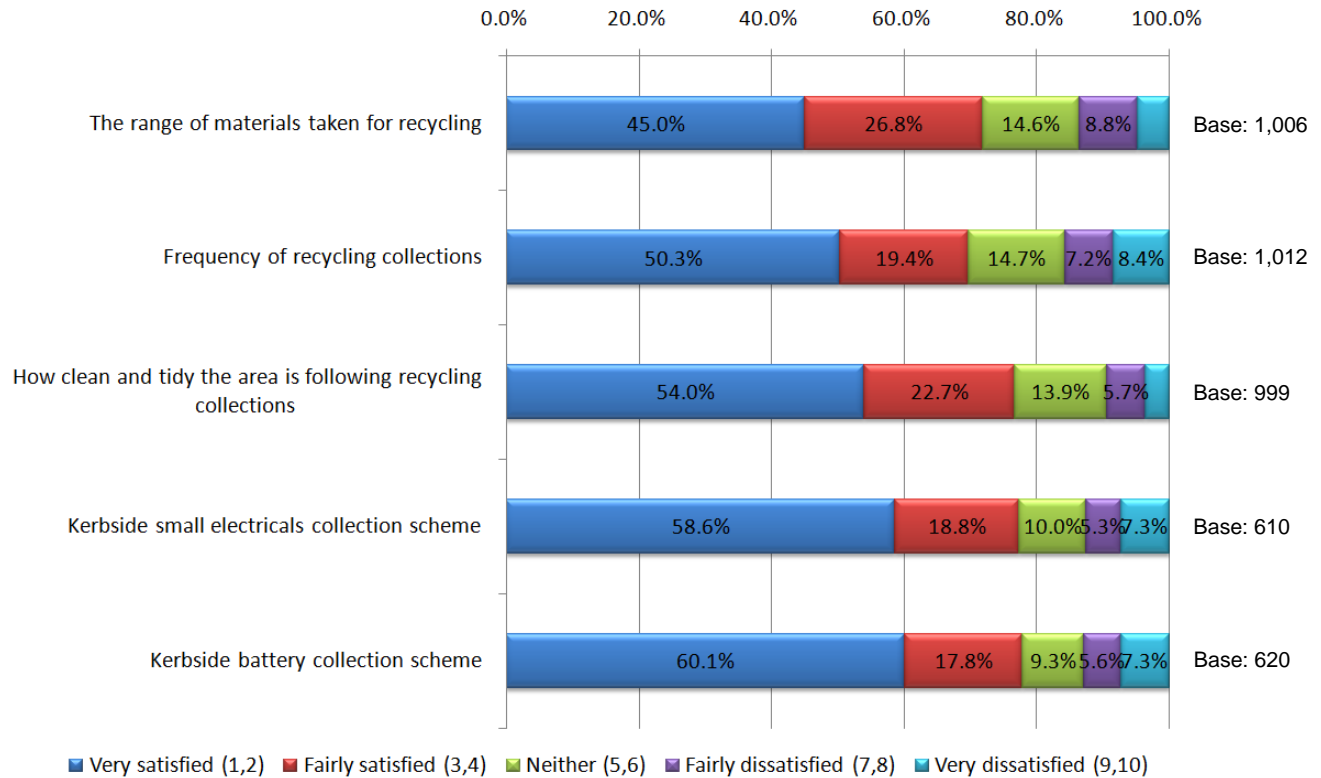
- 92% those respondents aged 75yrs+ were **very or fairly satisfied** with the household recycling collection service which was significantly higher than some of the other age categories most notable 25-34yrs (77%) and 35-44yrs (73%).
- Females were significantly more satisfied with the household recycling collection service, with 85% **very or fairly satisfied** compared with 75% of Males.
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 90% in Bicester North & Caversfield to 58% in Banbury Ruscite.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 4% in Banbury Calthorpe & Easington to 21% in Banbury Ruscite.



## 2.4.2 Satisfaction with aspects of the household recycling collection service

‘And how satisfied or dissatisfied are you with the following aspects of the household recycling collection service, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 9:



72% were **satisfied** (score 1-4) with the range of materials taken for recycling, 14% were **dissatisfied** (score 7-10).

70% were **satisfied** (score 1-4) with the frequency of recycling collections, 16% were **dissatisfied** (score 7-10).

77% were **satisfied** (score 1-4) with how clean and tidy the area is following recycling collections, only 9% were **dissatisfied** (score 7-10).

77% were **satisfied** (score 1-4) with kerbside small electricals collection scheme, 13% were **dissatisfied** (score 7-10).

78% were **satisfied** (score 1-4) with kerbside battery collection scheme, 13% were **dissatisfied** (score 7-10).

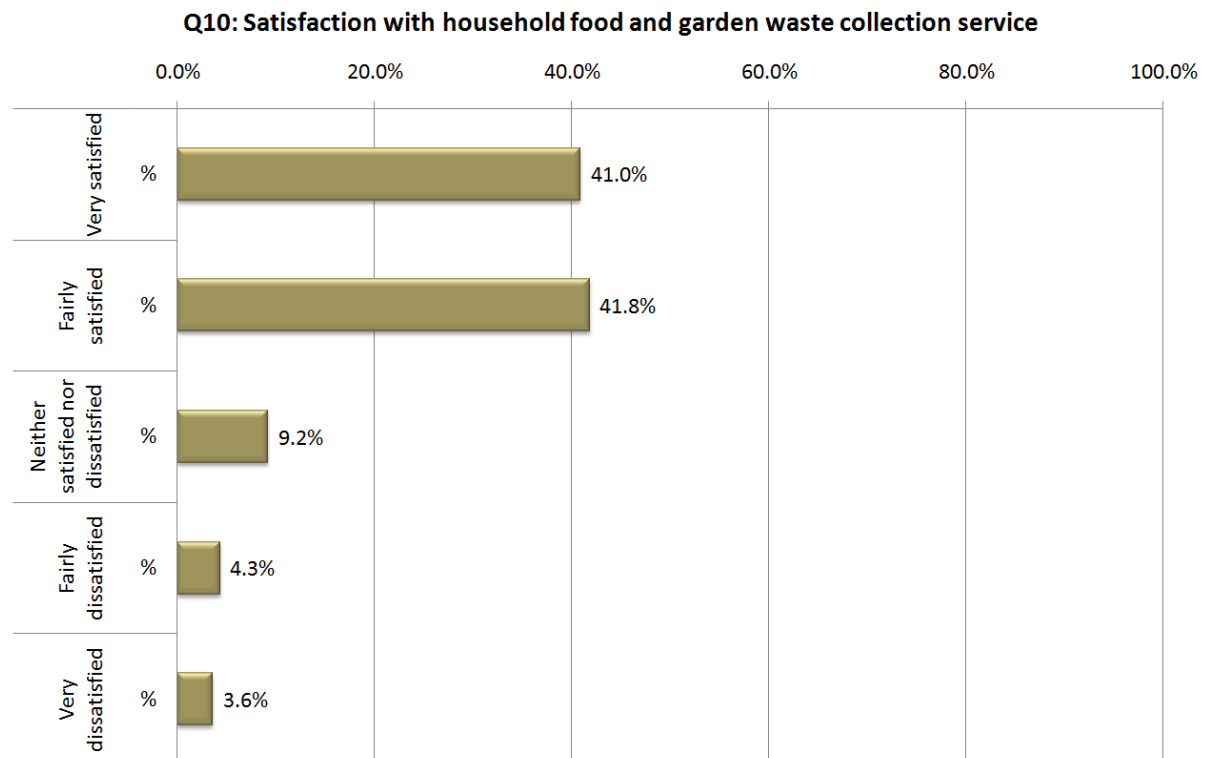
## 2.5 Household Food and Garden Waste Collections

### 2.5.1 Satisfaction with food and garden waste collection service

‘Overall, how satisfied or dissatisfied are you with the household food and garden waste collection service?’ (*Brown bin*) Base: 982

Overall satisfaction with the food and garden waste collection service is 83% with a confidence interval of +/-2.3% at the 95% level, 8% dissatisfied.

Chart 8:



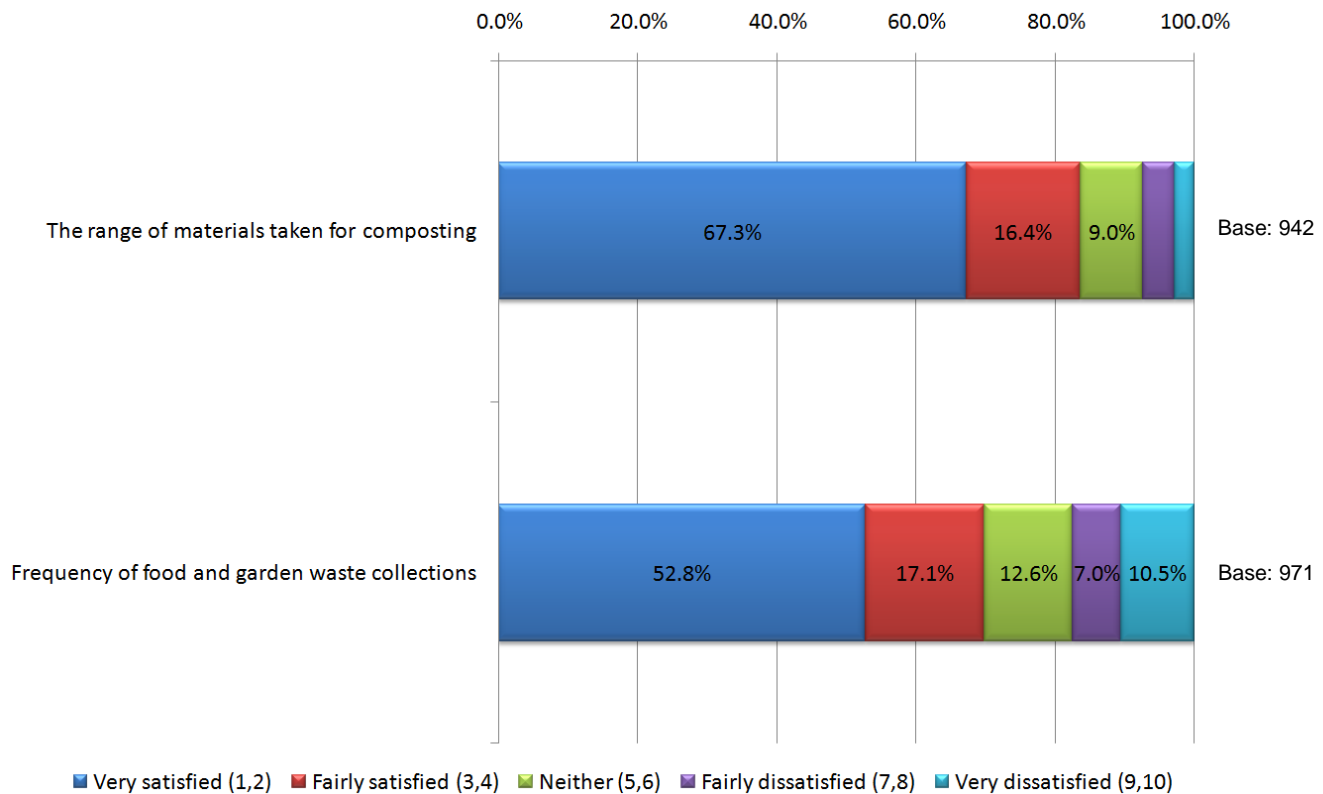
#### Differences

- No significant differences across age categories when comparing those who were satisfied or dissatisfied.
- Females were significantly more satisfied with the household food and garden waste collection service, with 87% **very or fairly satisfied** compared with 80% of Males.
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 90% in Bicester North & Caversfield and Banbury Hardwick to 71% in Banbury Ruscote.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 2% in Banbury Calthorpe & Easington and Bicester North & Caversfield to 19% in Banbury Cross & Neithrop.

## 2.5.2 Satisfaction with aspects of the food and garden waste collection service

‘And how satisfied or dissatisfied are you with the following aspects of the food and garden waste collection service, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 11:



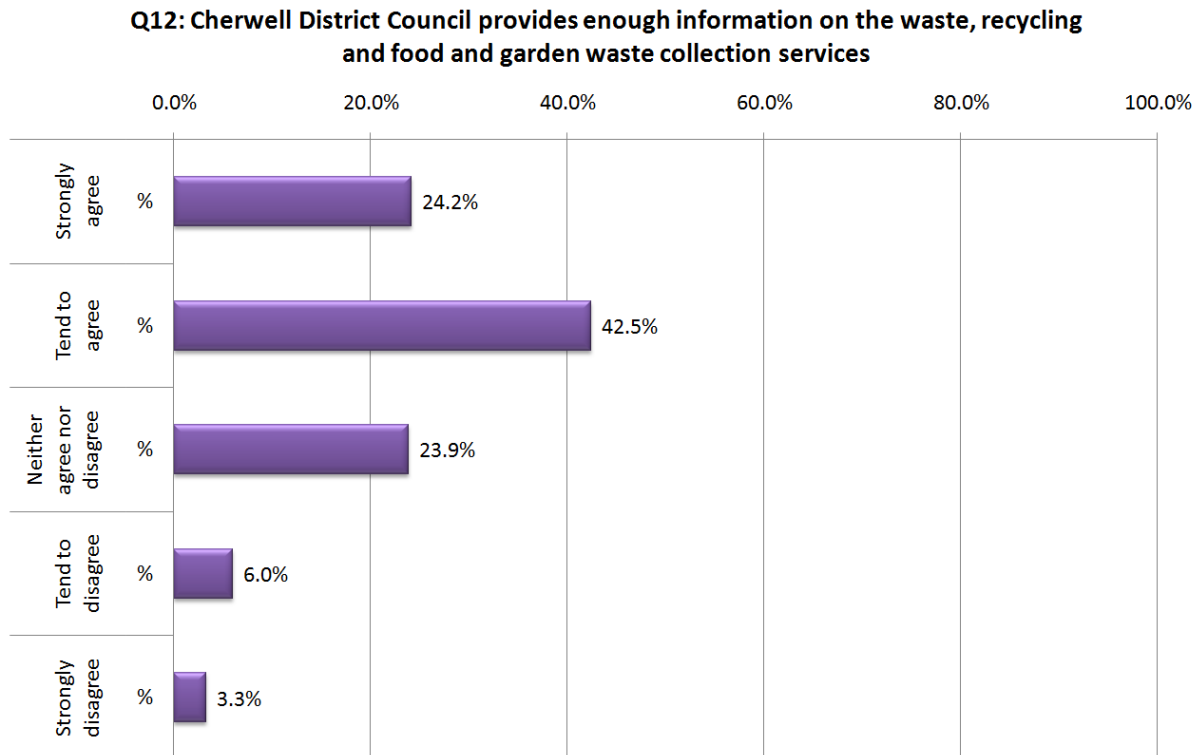
84% were **satisfied** (score 1-4) with the range of materials taken for composting, only 7% were **dissatisfied** (score 7-10).

70% were **satisfied** (score 1-4) with the frequency of food and garden waste collections, 18% were **dissatisfied** (score 7-10).

## 2.6 Information on waste, recycling, food and garden waste collection service

**‘To what extent do you agree or disagree that Cherwell District Council provides you with enough information on the waste, recycling and food and garden waste collection services?’** Base: 989

Chart 12:



Around two thirds (67%) agreed that they are provided with enough information on the waste, recycling and food and garden waste collection services, only 9% disagreed.

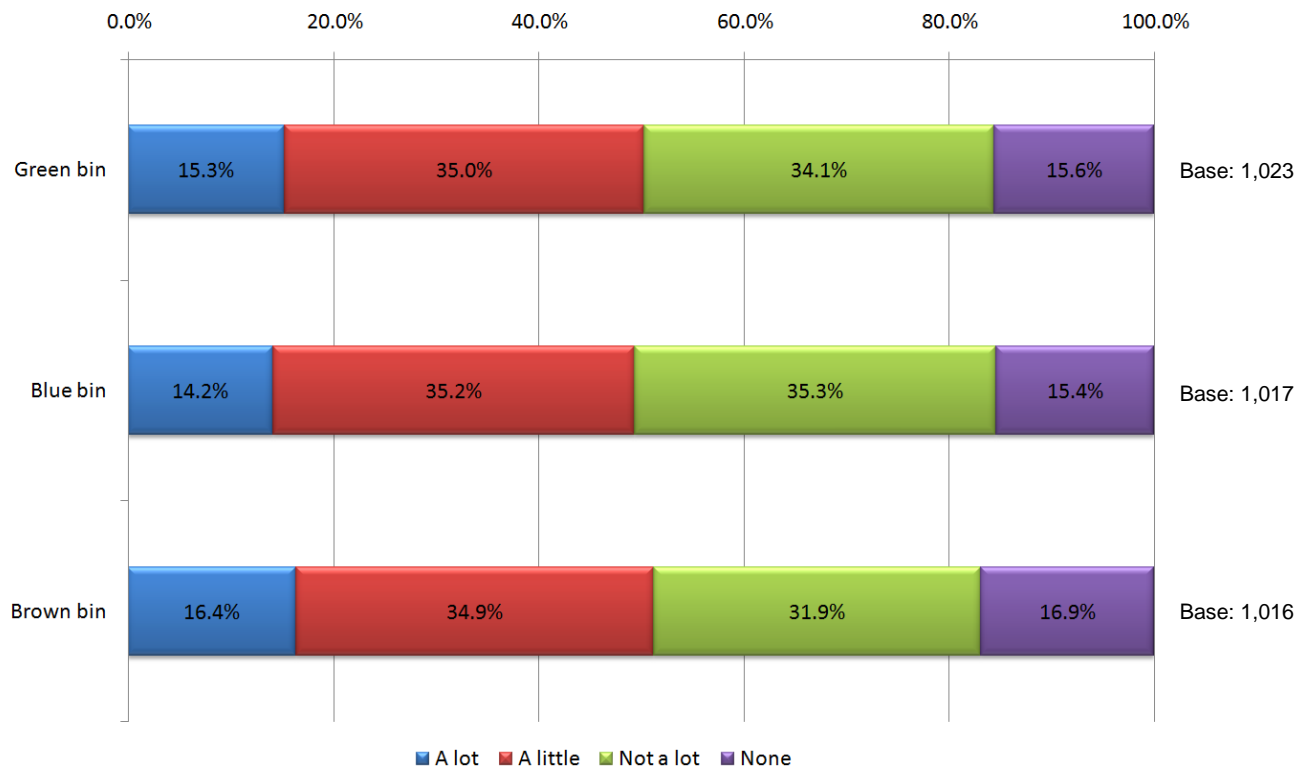
### Differences

- No significant differences across age categories when comparing those who agreed or disagreed.
- Females were significantly more likely to agree that they are provided with enough information (74%) compared with 60% of Males.

## 2.7 Waste following collections

'How much do you know about what happens to your waste after collections?'

Chart 13:



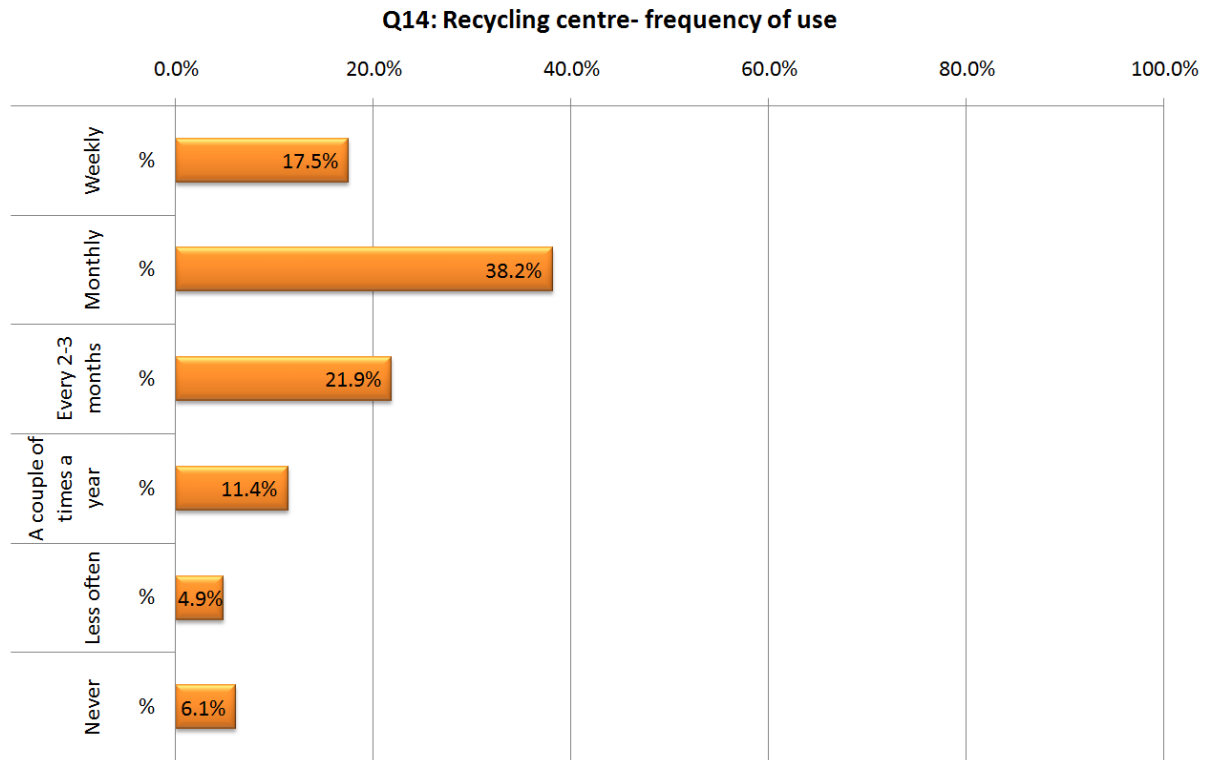
Around half knew 'a lot' or 'a little' about what happens with the waste from the green bin (50%), blue bin (49%) and brown bin (51%) after collection.

## 2.8 Recycling Centres

### 2.8.1 Frequency of use

'How often do you use a recycling centre?' Base: 1,027

Chart 14:



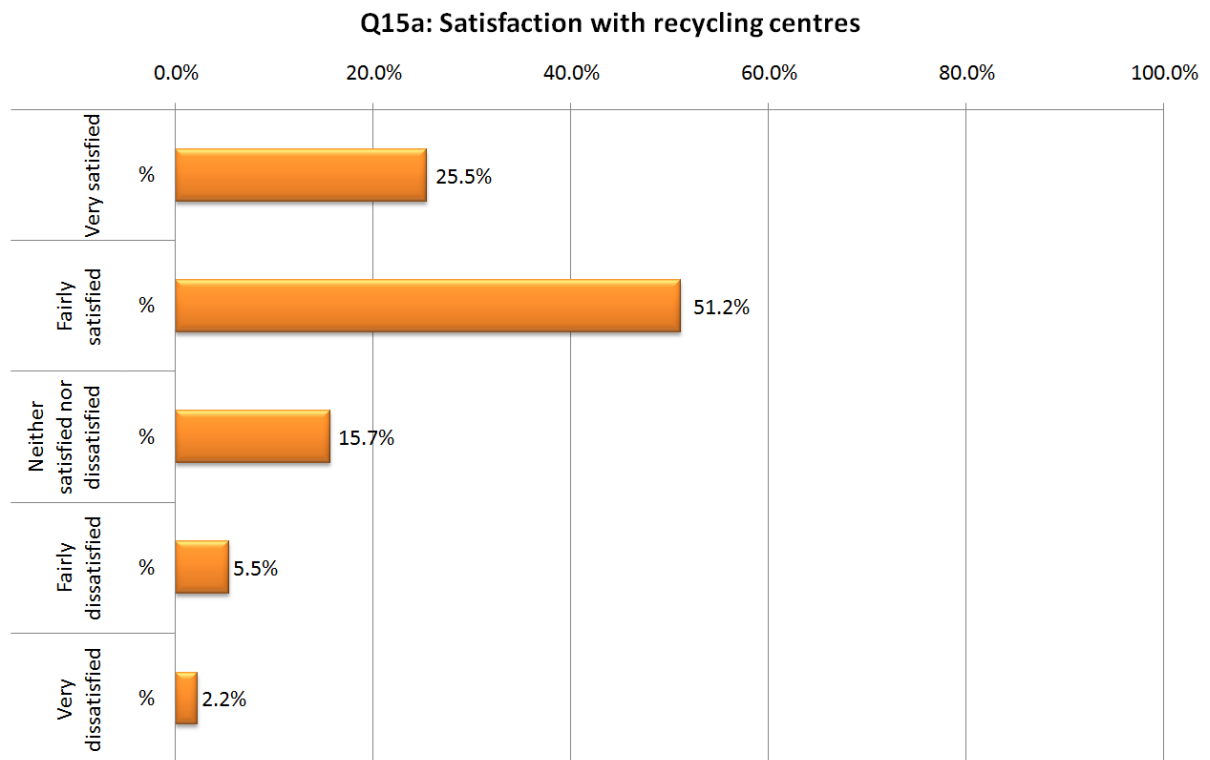
56% of respondents use recycling centres at least on a monthly basis, only 6% have never used them.

## 2.8.2 Satisfaction with recycling centres

'Overall, how satisfied or dissatisfied are you with the recycling centres?' Base: 963

Overall satisfaction with recycling centres was 77% with a confidence interval of +/-2.7% at the 95% level, 8% dissatisfied.

Chart 15a:



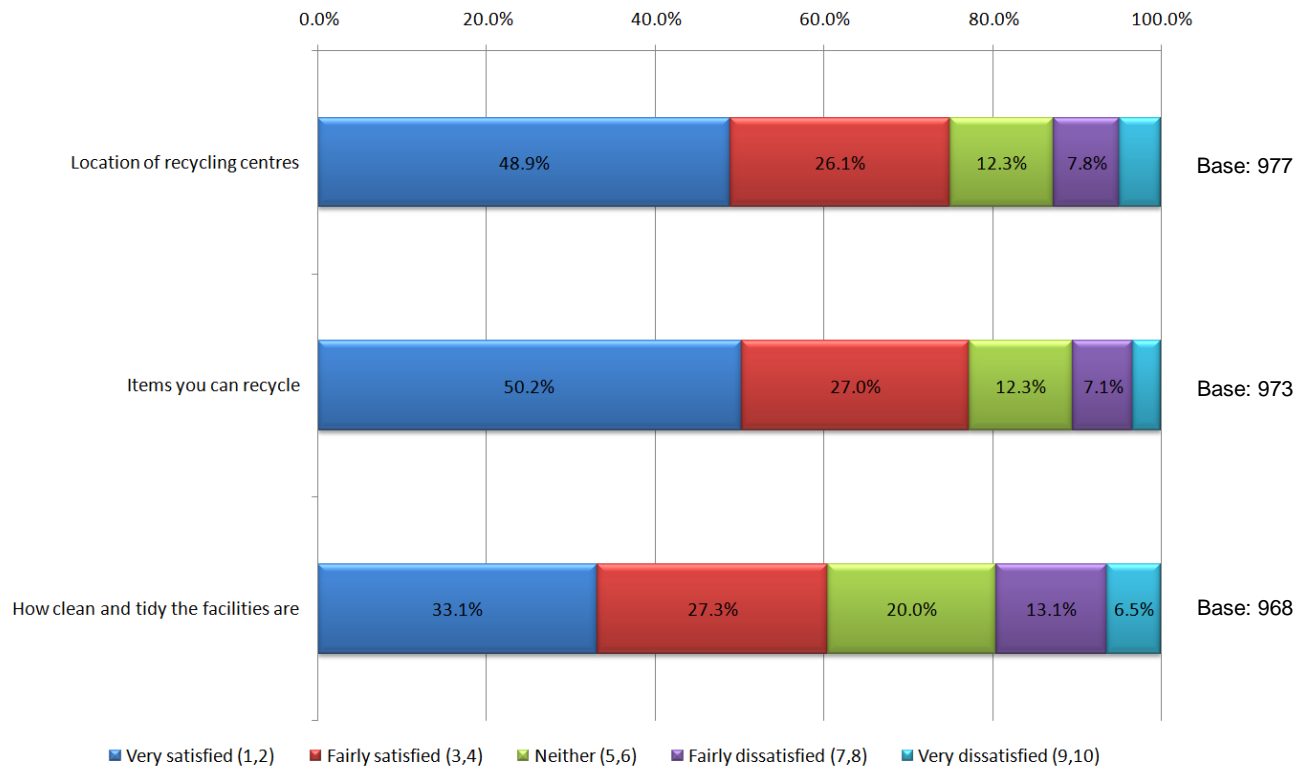
### Differences

- No significant differences across age or gender when comparing those satisfied or dissatisfied.
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 85% in Bicester East and Bicester South & Ambrosden to 57% in Banbury Grimsbury & Hightown.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 2% in Bicester East and Fringford & Heyfords to 18% in Banbury Cross & Neithrop.

## 2.8.3 Satisfaction with aspects of local recycling centres

‘And how satisfied or dissatisfied are you with the following aspects of the local recycling centres, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 15b:



Three quarters (75%) were **satisfied** (score 1-4) with the location of recycling centres, 13% were **dissatisfied** (score 7-10).

Just over three quarters (77%) were **satisfied** (score 1-4) with the items you can recycle, 10% were **dissatisfied** (score 7-10).

60% were **satisfied** (score 1-4) with how clean and tidy the facilities were, 20% were **dissatisfied** (score 7-10).



## Section 3.0 Leisure and Recreation

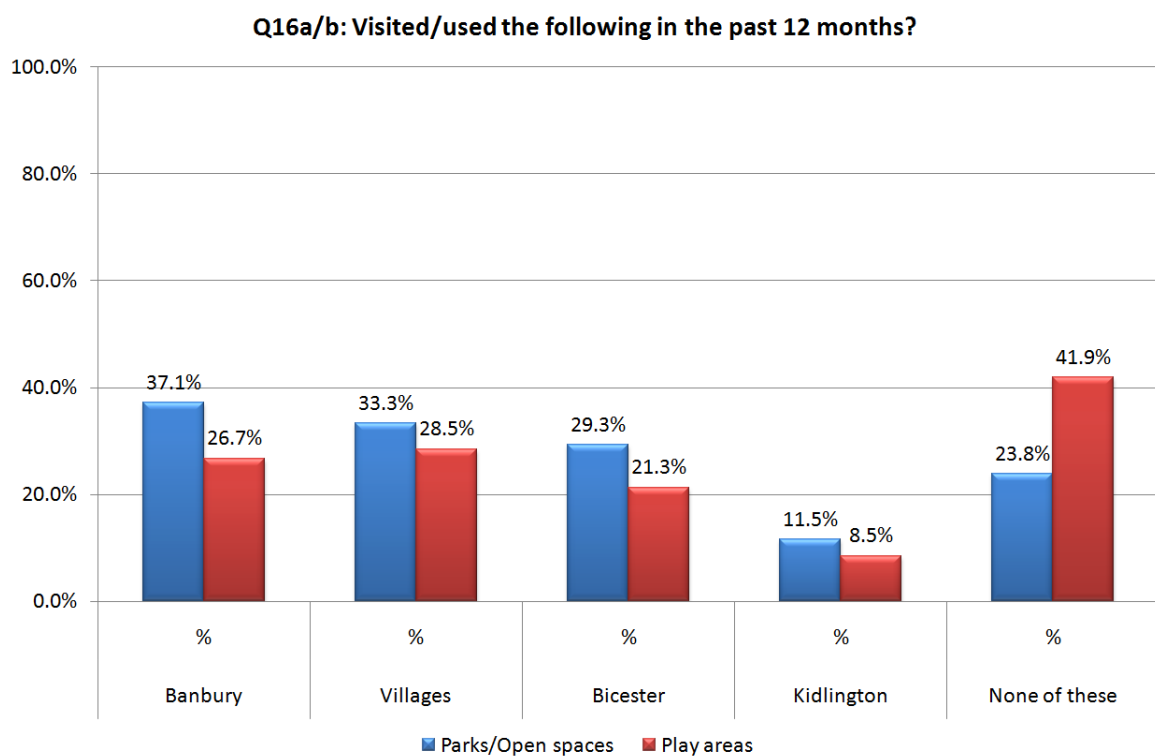
### 3.1 Parks/open spaces and play areas

#### 3.1.1 Visited parks/open spaces and play areas

'In which if any of the following locations have you visited/used PARKS/OPEN SPACES in the past 12 months?' Base: 956 - MULTI

'In which if any of the following locations have you visited/used PLAY AREAS in the past 12 months?' Base: 803 - MULTI

Chart 16a/b:

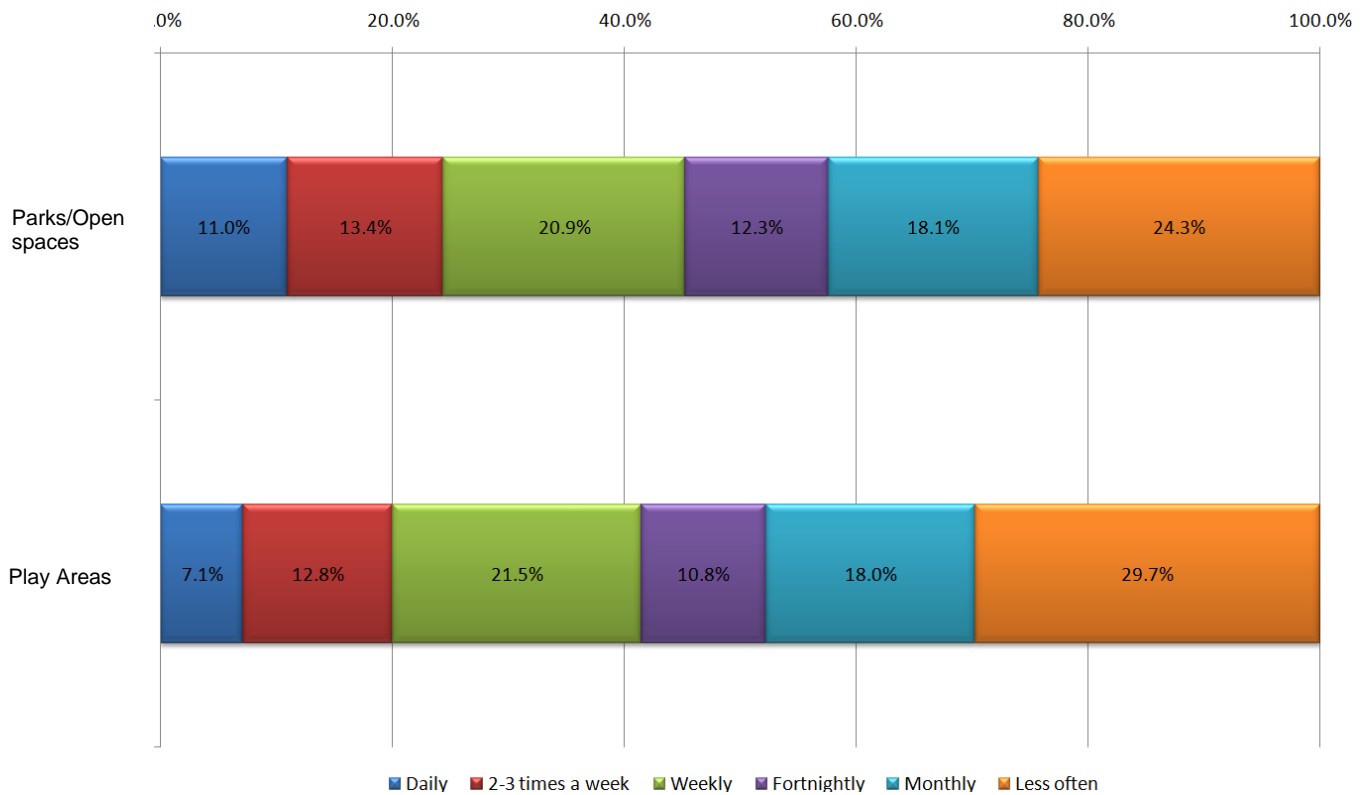


### 3.1.2 Frequency of visit to parks/open spaces and play areas

‘Roughly, how often do you visit the PARKS/OPEN SPACES?’ Base: 717

‘Roughly, how often do you visit the PLAY AREAS?’ Base: 474

Chart 17a/b:



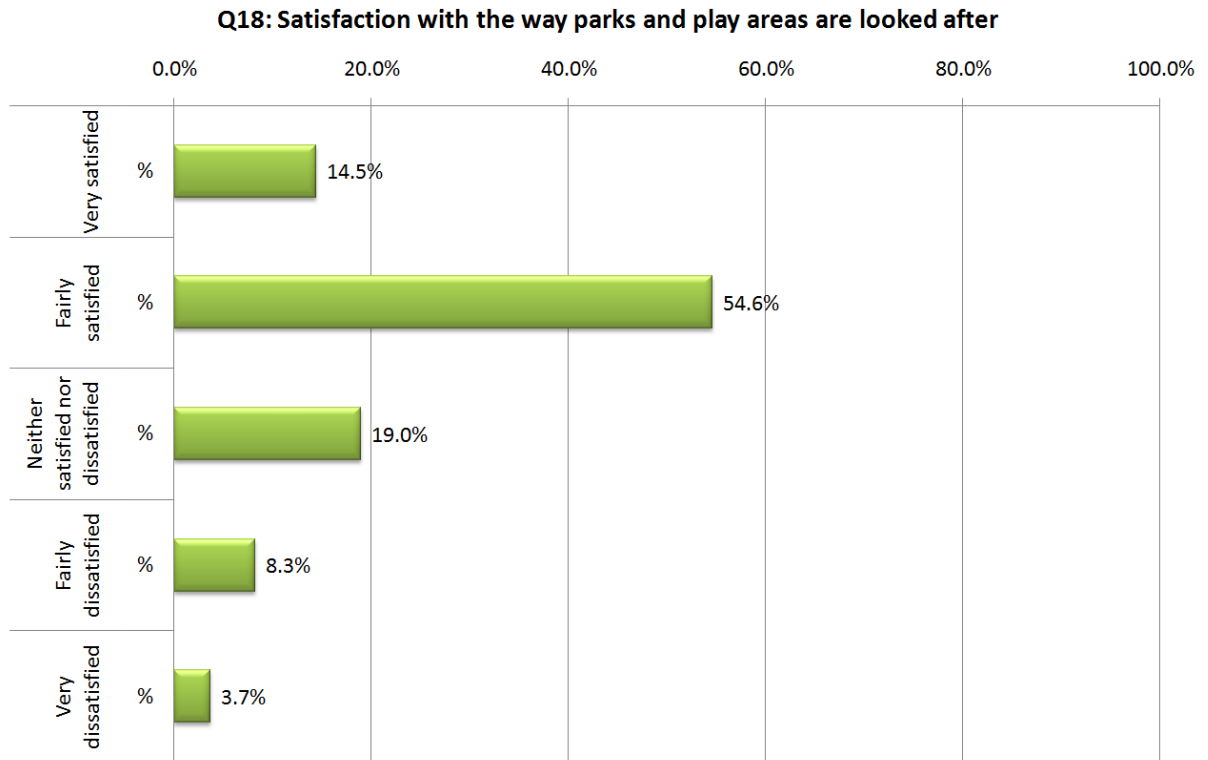
Of those who have used the parks/open spaces in the past 12 months, 45% have done so at least on a weekly basis.

Of those who have used the play areas in the past 12 months, 41% have done so at least on a weekly basis.

### 3.1.3 Satisfaction with parks and play areas

‘Overall, how satisfied or dissatisfied are you with the way parks and play areas are looked after?’ Base: 825

Chart 18:



Overall satisfaction with the way parks and play areas are looked after was 69%, 12% were dissatisfied.

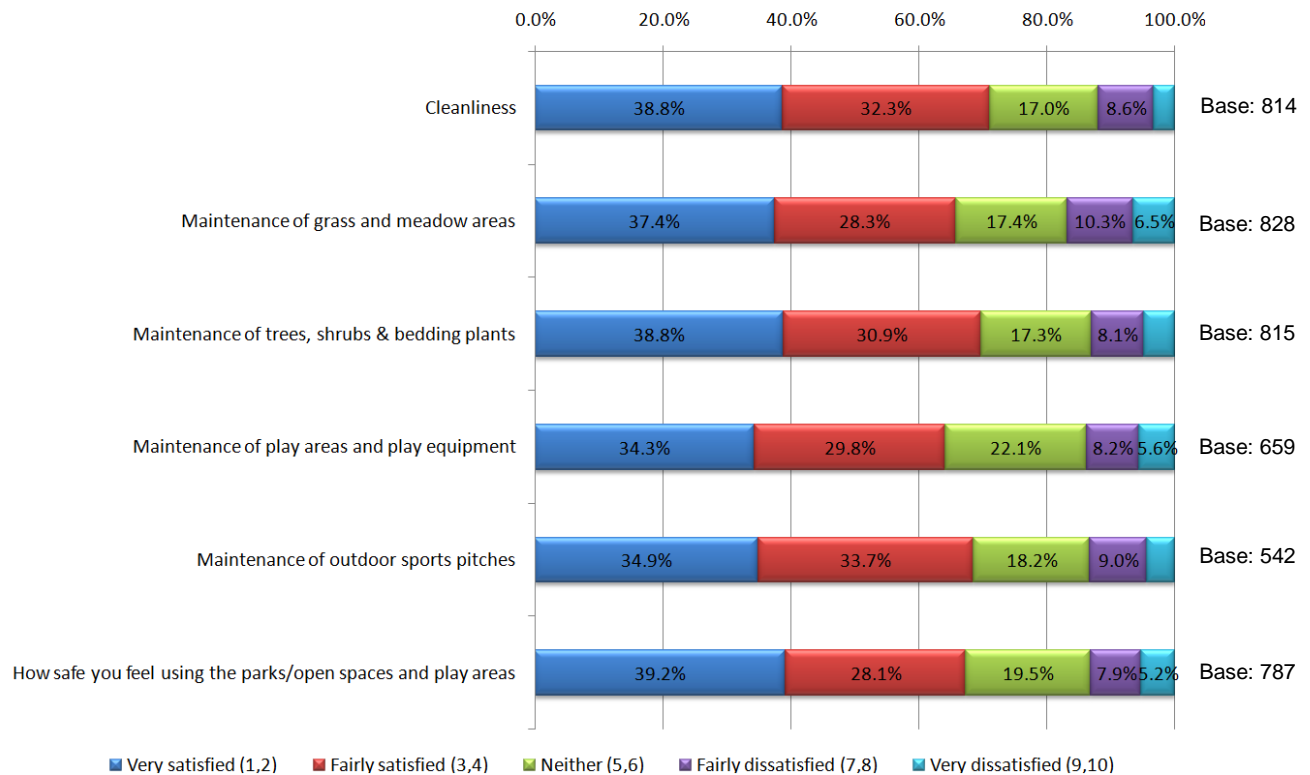
#### Differences

- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 85% in Deddington to 52% in Banbury Ruscote.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 2% in Deddington to 21% in Banbury Ruscote and Bicester West.

### 3.1.4 Satisfaction with aspects of the local parks/open spaces and play areas

‘And how satisfied or dissatisfied are you with the following aspects of the local parks/open spaces and play areas, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 19:



71% were **satisfied** (score 1-4) with the cleanliness, 12% were **dissatisfied** (score 7-10).

Two thirds (66%) were **satisfied** (score 1-4) with the maintenance of grass and meadow areas, 17% were **dissatisfied** (score 7-10).

70% were **satisfied** (score 1-4) with the maintenance of trees, shrubs & bedding plants, 13% were **dissatisfied** (score 7-10).

64% were **satisfied** (score 1-4) with the maintenance of play areas and play equipment, 14% were **dissatisfied** (score 7-10).

69% were **satisfied** (score 1-4) with the maintenance of outdoor sports pitches, 13% were **dissatisfied** (score 7-10).

67% were **satisfied** (score 1-4) with how safe they feel using the parks/open spaces and play areas, 13% were **dissatisfied** (score 7-10).

### 3.1.5 Number of parks/open spaces and play areas

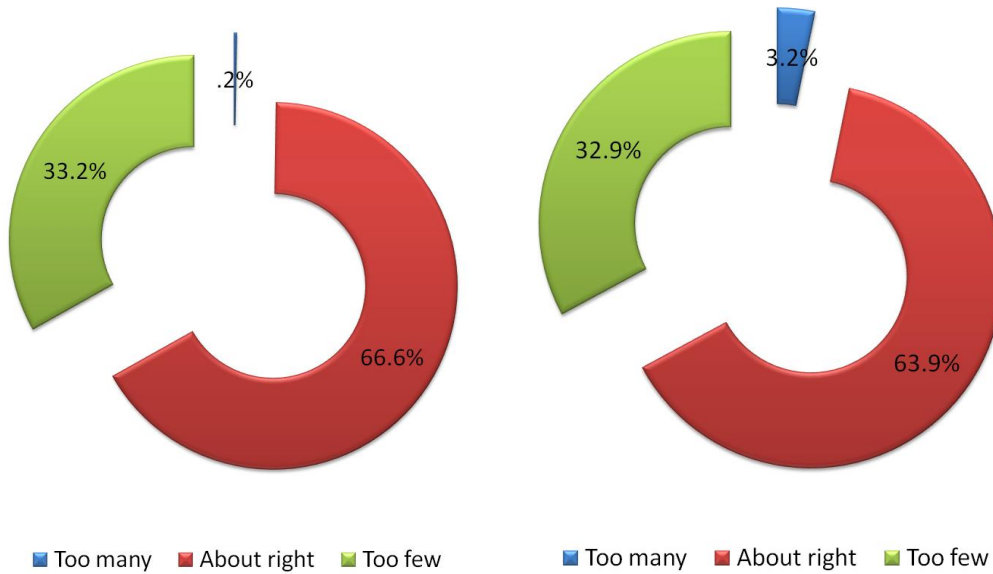
'Do you think the number of PARKS/OPEN SPACES available is about right, too few or too many?' Base: 776

'Do you think the number of PARKS/OPEN SPACES available is about right, too few or too many?' Base: 590

Charts 20a/b:

PARKS/OPEN SPACES

PLAY AREAS



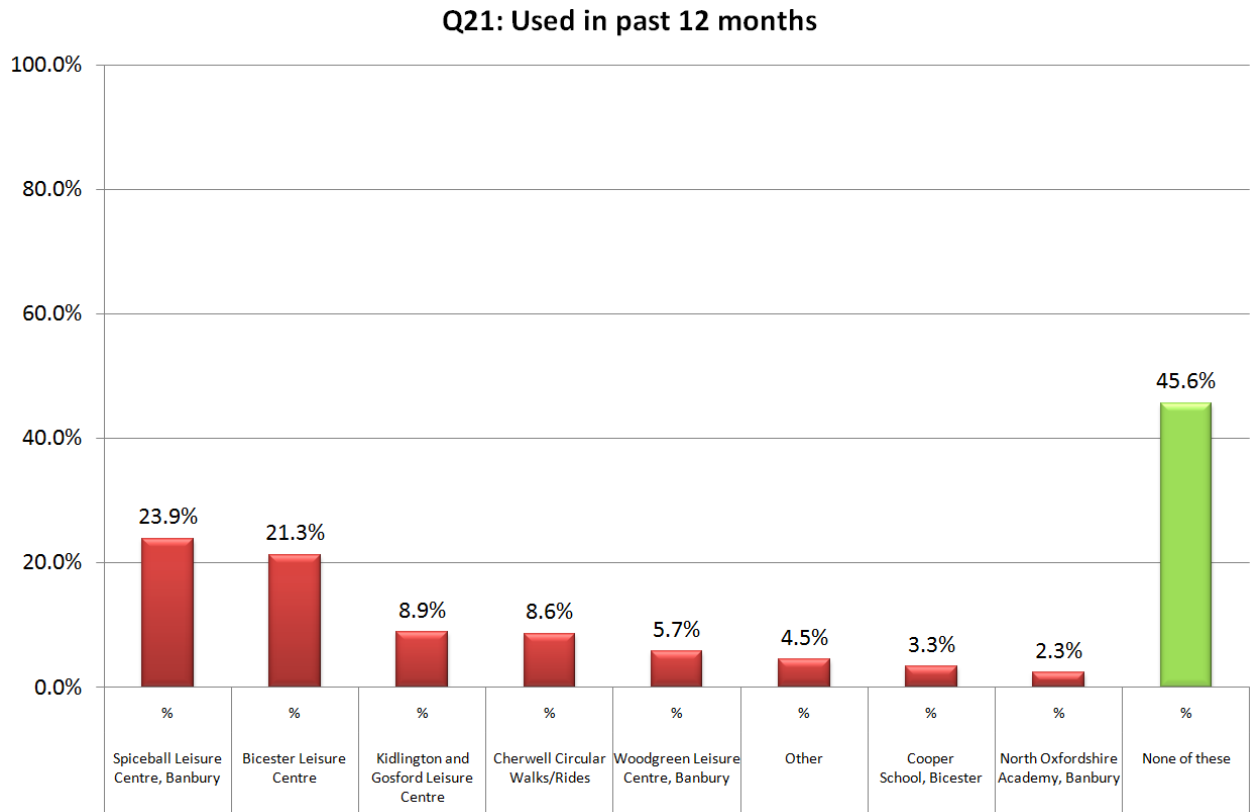
A third (33%) of those who responded felt there were 'too few' parks/open spaces and play areas.

## 3.2 Leisure Facilities

### 3.2.1 Leisure facilities used

**‘Which, if any, of the following local leisure facilities have you used in the past 12 months?’** *Base: 1,006*

Chart 21:



The most common leisure facilities used were the Spiceball Leisure Centre in Banbury and the Bicester Leisure Centre (24% and 21% respectively).

46% of those who responded have not used any of the local leisure facilities in the past 12 months.

### 3.2.2 Satisfaction with leisure facilities provided by Cherwell District Council

‘Overall, how satisfied or dissatisfied are you with the leisure facilities provided by Cherwell District Council?’ *Base: 686*

	Total	User/Non-User		
		User	Non-User	No Data
<b>BASE</b>	<b>686</b>	<b>507</b>	<b>164</b>	<b>15</b>
Satisfied	<b>62.6%</b>	69.2%	44.7%	33.4%
Dissatisfied	<b>13.7%</b>	13.8%	11.6%	34.2%
Neither	<b>23.7%</b>	17.0%	43.6%	32.4%

Overall 63% were **satisfied** with the leisure facilities provided by the Council, 14% were **dissatisfied**.

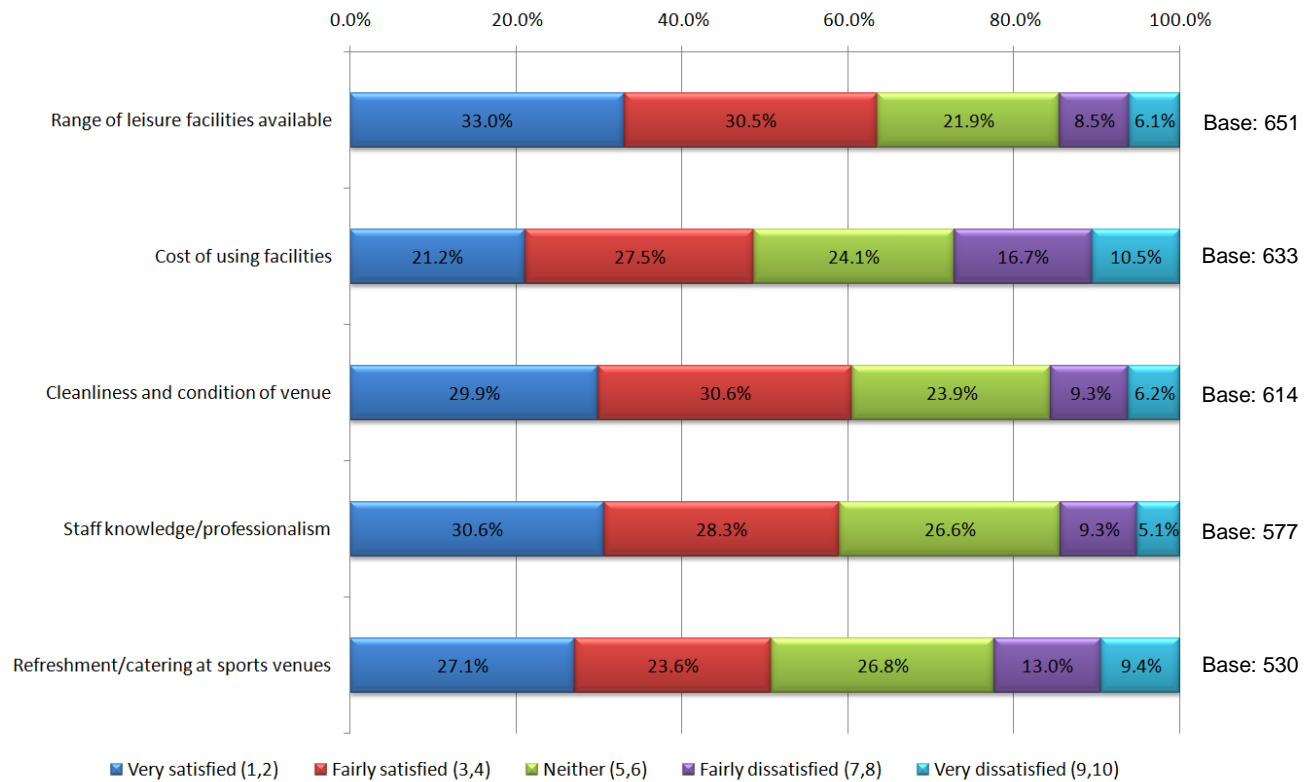
#### Differences

- Users of the local leisure facilities (in the past 12 months) were significantly more satisfied with them (69%) compared with 45% of non-users.
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 85% in Banbury Hardwick to 46% in Bicester North & Caversfield.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 5% in Deddington to 23% in Bicester West.

### 3.2.3 Satisfaction with aspects of local leisure facilities

‘And how satisfied or dissatisfied are you with the following aspects of the local leisure facilities, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 22:



64% were **satisfied** (score 1-4) with the range of leisure facilities available, 15% were **dissatisfied** (score 7-10).

Around half (49%) were **satisfied** (score 1-4) with the cost of using facilities and just over a quarter (27%) were **dissatisfied** (score 7-10).

61% were **satisfied** (score 1-4) with the cleanliness and condition of venue, 16% were **dissatisfied** (score 7-10).

59% were **satisfied** (score 1-4) with staff knowledge/professionalism, 14% were **dissatisfied** (score 7-10).

51% were **satisfied** (score 1-4) with refreshment/catering at sports venues, 22% were **dissatisfied** (score 7-10).

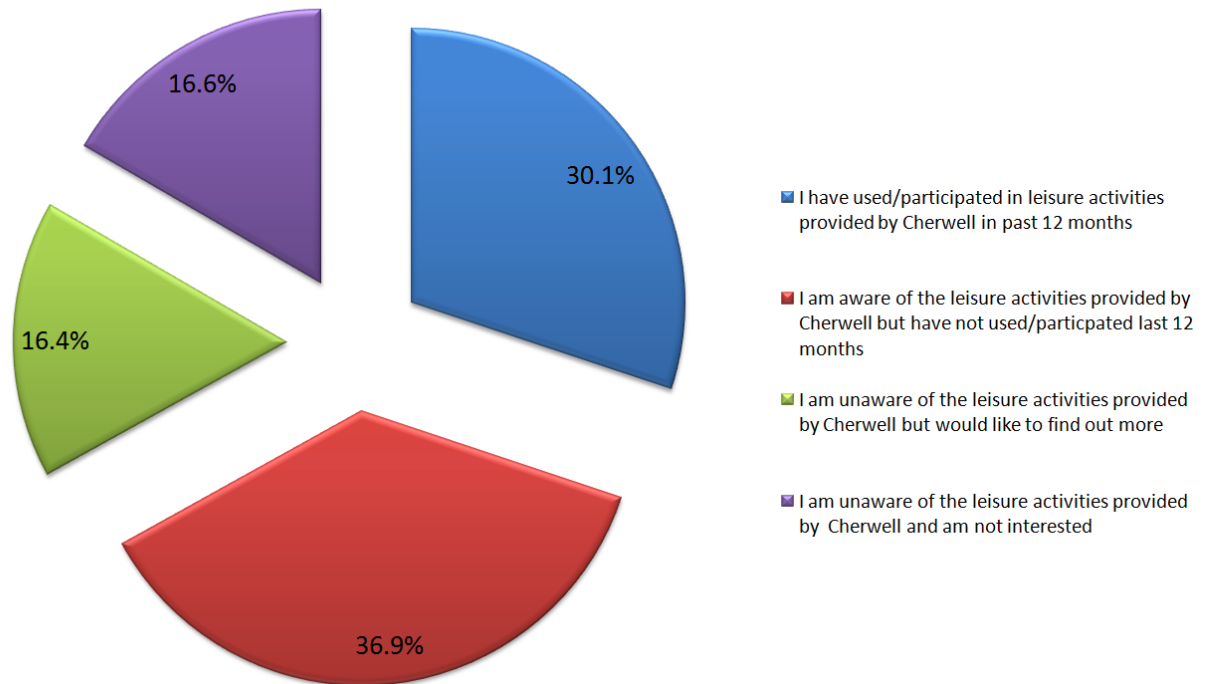


### 3.3 Leisure Activities

#### 3.3.1 Leisure Activities - Participation

'Which, of the following statements best describes you?' *Base: 828*

Chart 23:



Just under a third (30%) have used/participated in leisure activities provided by Cherwell in the past 12 months. A further 37% are aware of them but have not used or participated in the past 12 months.

The remaining third of respondents (33%) are currently unaware of the leisure activities provided by Cherwell, approximately half of which would like to find out more (16%).

### 3.3.2 Satisfaction with Leisure Activities

‘Overall, how satisfied or dissatisfied are you with the leisure activities provided by Cherwell District Council?’ *Base: 604*

	Total	User/Non-User		
		User	Non-User	No Data
BASE	604	245	293	66
Satisfied	53.5%	67.8%	43.4%	45.4%
Dissatisfied	10.9%	11.9%	9.1%	15.7%
Neither	35.5%	20.3%	47.5%	38.9%

Overall 54% were **satisfied** with the leisure activities provided by Cherwell Council, 11% were **dissatisfied**.

#### Differences

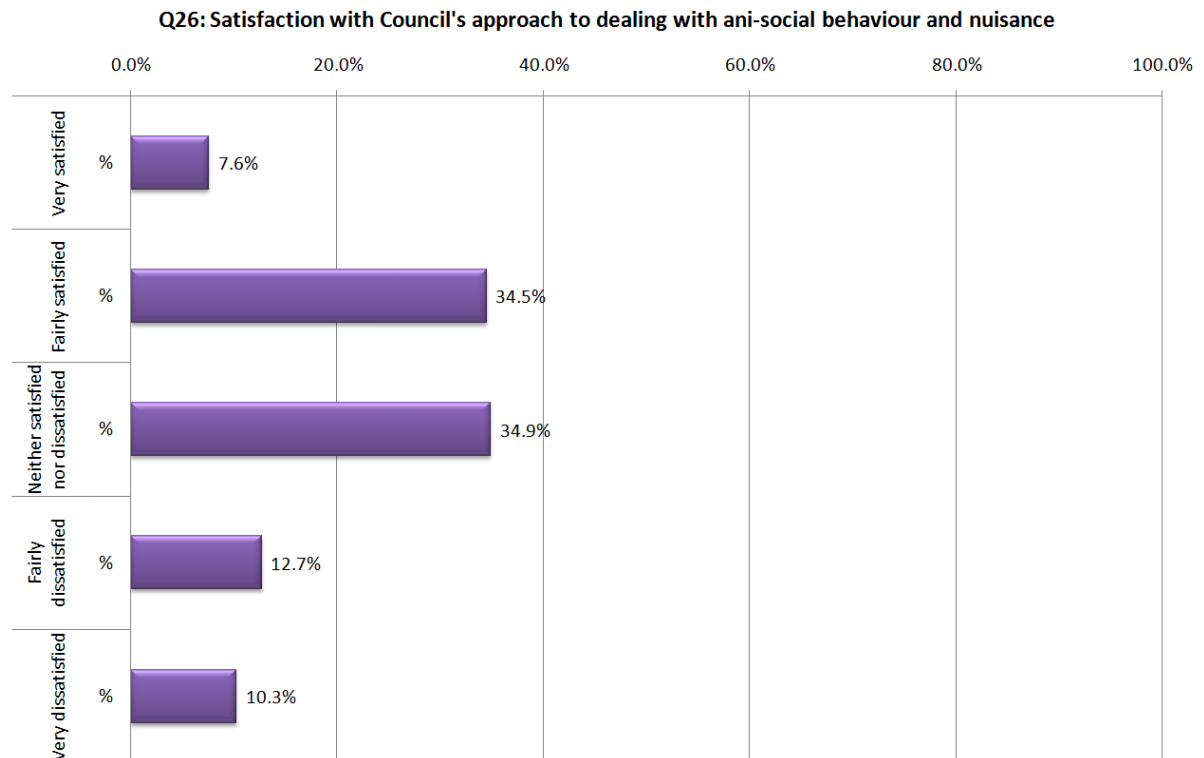
- Users of the leisure activities (in the past 12 months) were significantly more satisfied with them (68%) compared with 43% of non-users (i.e. those not used in past 12 months and those unaware).
- Females were significantly more satisfied with leisure activities provided by the Council, with 60% **very or fairly satisfied** compared with 48% of Males.
- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 78% in Banbury Hardwick to 30% in Bicester East.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 0% in Banbury Hardwick to 27% in Bicester West.

## Section 4.0 Community Safety

### 4.1 Satisfaction with Council's approach to dealing with anti-social behaviour and nuisance

'Overall, how satisfied or dissatisfied are you with the Council's approach to dealing with anti-social behaviour and nuisance?' Base: 730

Chart 24:



Overall 42% were **satisfied** with the Council's approach to dealing with anti-social behaviour and nuisance, 23% were **dissatisfied**.

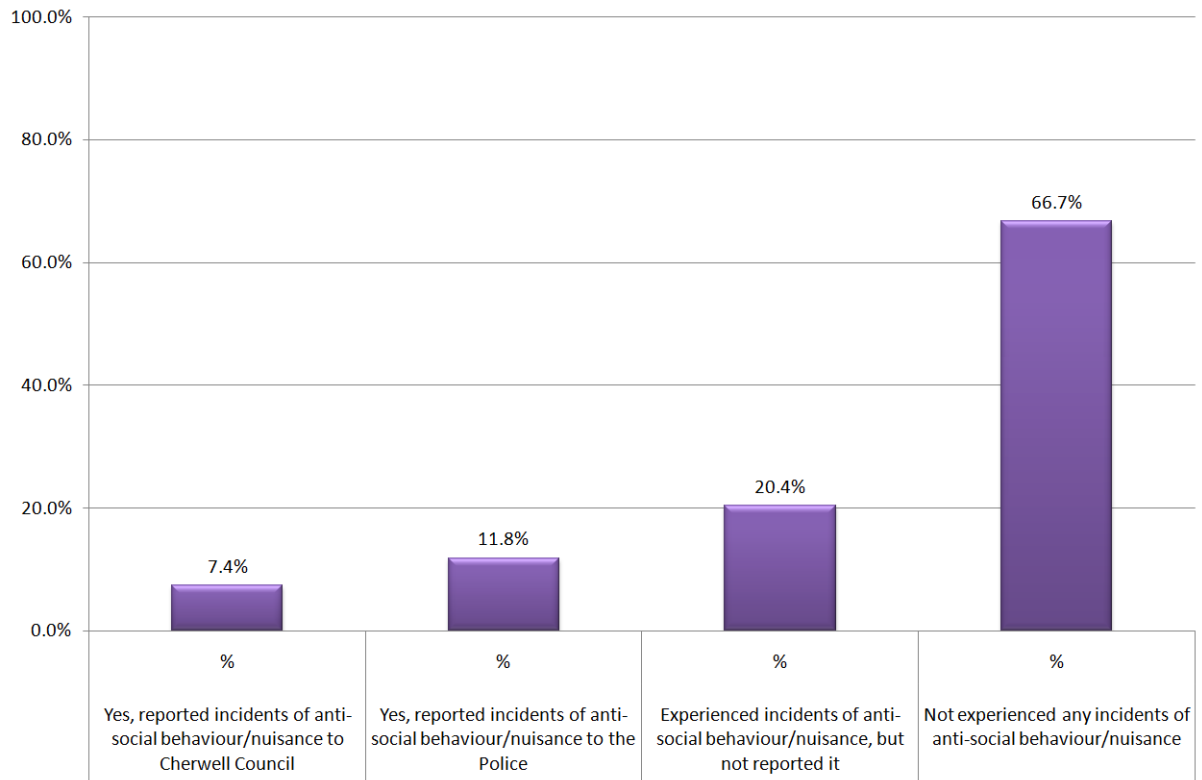
#### Differences

- 35-44yrs were significantly more dissatisfied (36%) compared with some of the other age groups: 25-34yrs (16%) and 75+ yrs (12%).
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 11% in Bicester North & Caversfield and Kiddlington East to 39% in Banbury Cross & Neithrop.

## 4.2 Incidents of anti-social behaviour and nuisance

**‘Have you reported any incidents of anti-social behaviour/nuisance in your local area to either of the following in the past 12 months?’** Base: 999 - MULTI

Chart 25:



Of those who responded a third (33%) outlined they had reported or experienced incidents of anti-social behaviour/nuisance in the past 12 months, 20% however did not report these incidents.

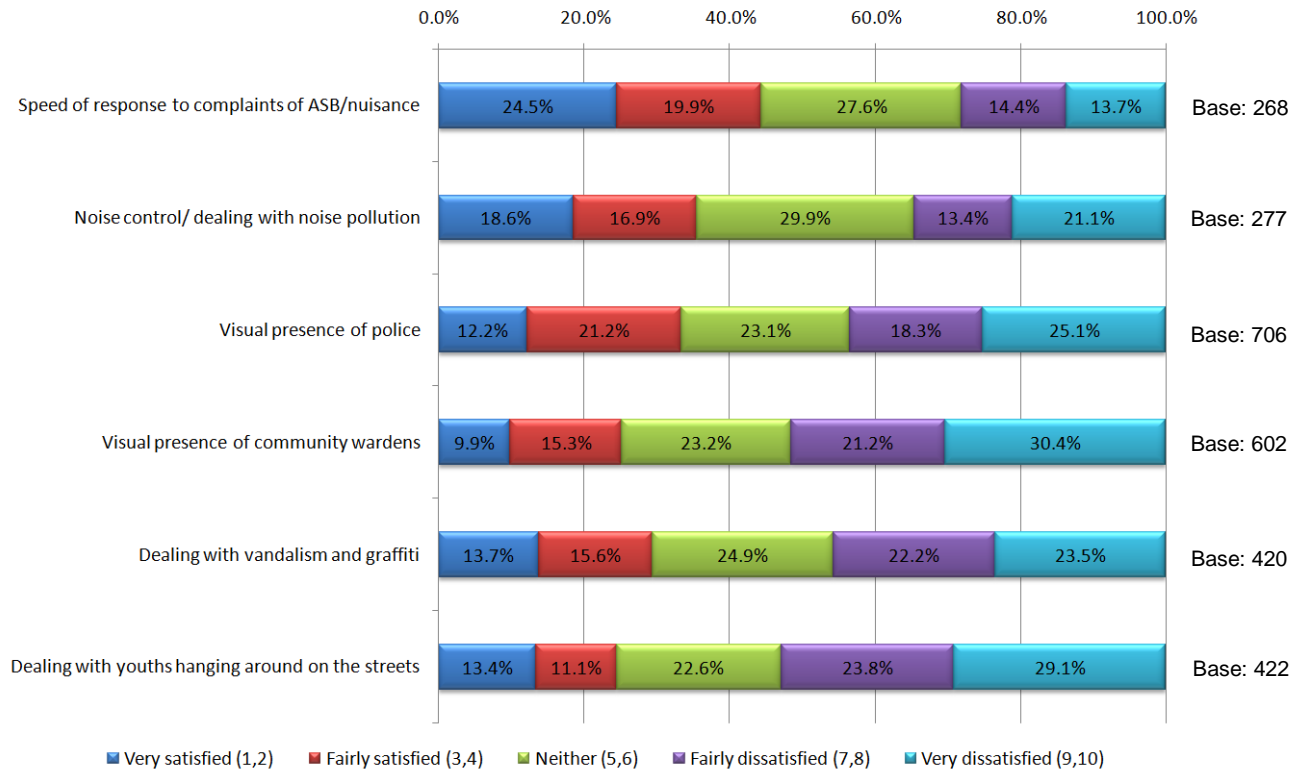
### Differences

- Those who had reported or experienced incidents of anti-social behaviour/nuisance in the past 12 months at ward level varied from 62% in Banbury Cross & Neithrop to 9% in Fringford & Heyfords.

## 4.3 Satisfaction with aspects of the way the Council and Partners deal with anti-social behaviour and nuisance

‘And how satisfied or dissatisfied are you with the following aspects of the way the Council and its partners deal with anti-social behaviour and nuisance, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 26:



44% were **satisfied** (score 1-4) with speed of response to complaints of anti-social behaviour/nuisance, 28% were **dissatisfied** (score 7-10).

36% were **satisfied** (score 1-4) with noise control/dealing with noise pollution, 35% were **dissatisfied** (score 7-10).

A third (33%) were **satisfied** (score 1-4) with the visual presence of police, however 43% were **dissatisfied** (score 7-10).

Only a quarter (25%) were **satisfied** (score 1-4) with the visual presence of community wardens, compared with 52% who were **dissatisfied** (score 7-10).

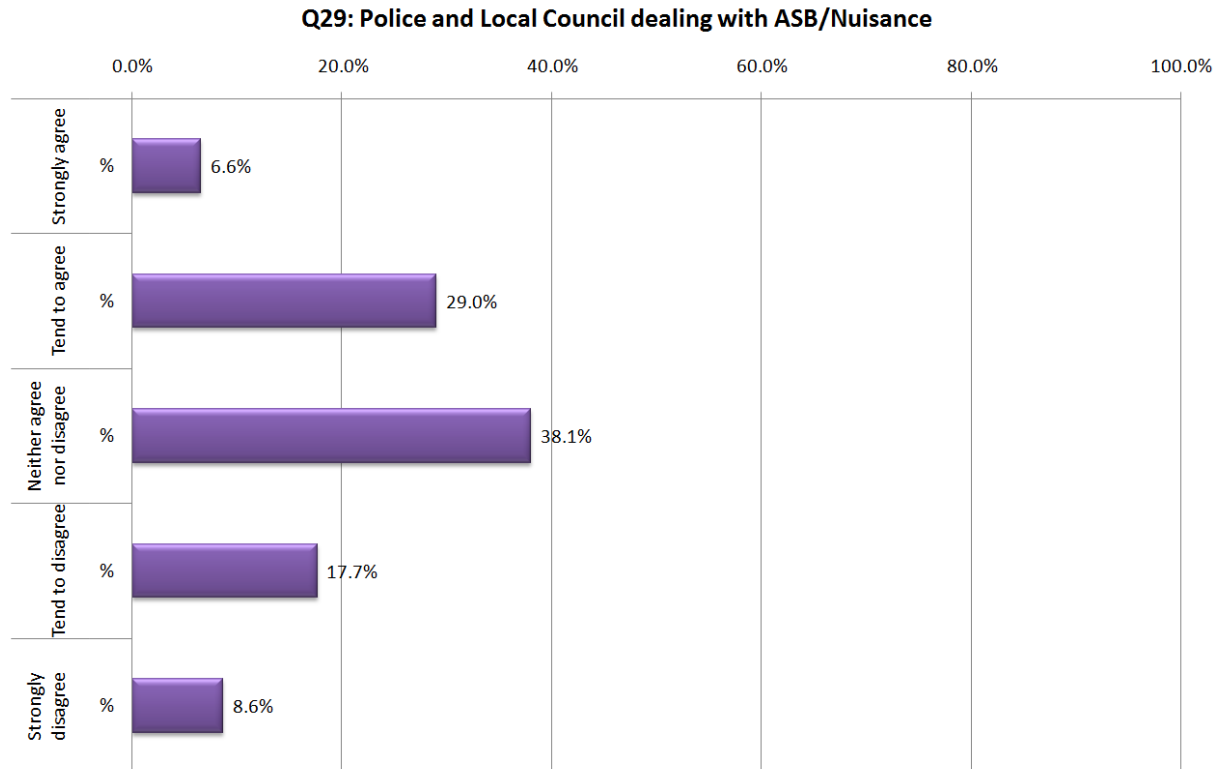
Only 29% were **satisfied** (score 1-4) with how vandalism/graffiti is dealt with, compared with 46% who were **dissatisfied** (score 7-10).

Less than a quarter (24%) were **satisfied** (score 1-4) with how youths hanging around on the streets is dealt with, compared with 53% who were **dissatisfied** (score 7-10).

## 4.4 Police and Local Council dealing with anti-social behaviour and nuisance in this area

‘How much do you agree or disagree that the Police and Local Council are dealing with anti-social behaviour and nuisance in this area?’ *Base: 688*

Chart 27:



Overall 36% **agreed** the Police and Local Council are dealing with anti-social behaviour and nuisance in this area, 26% **disagreed**.

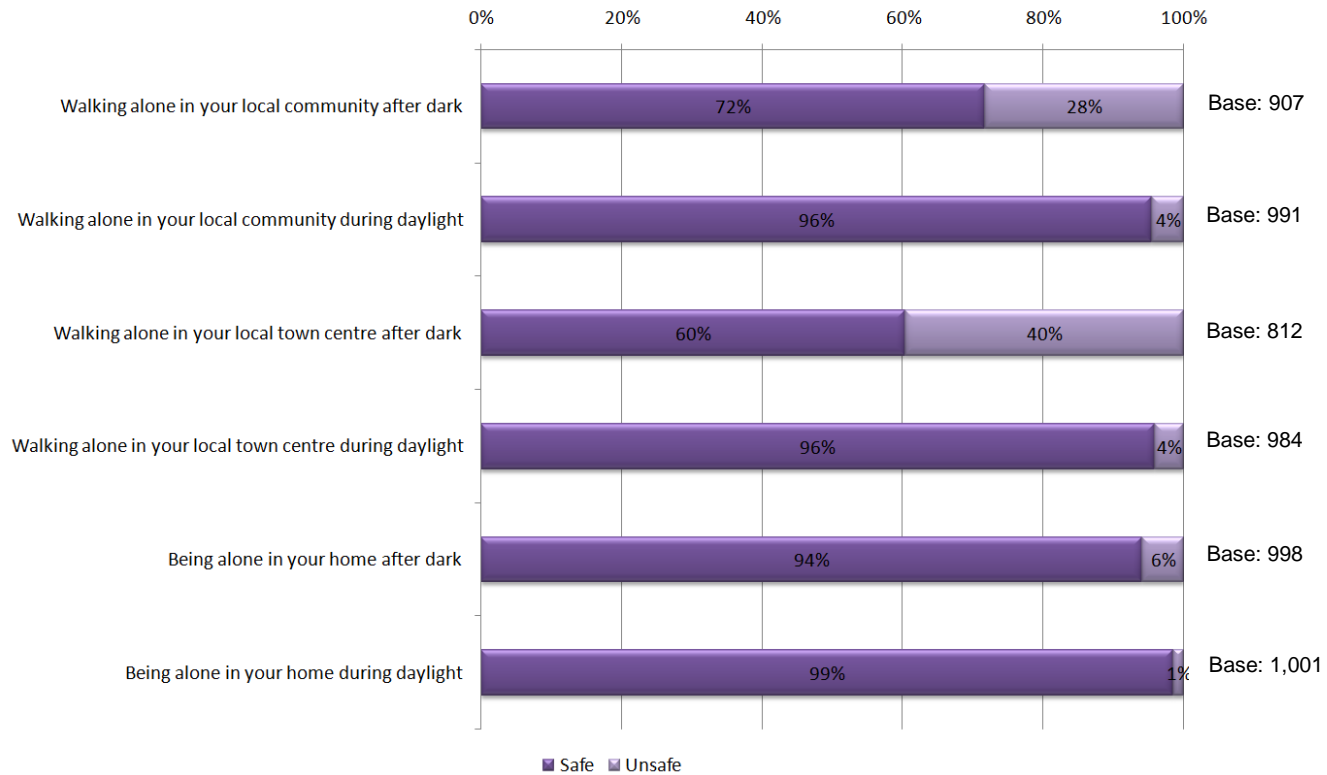
### Differences

- Those agreeing that the Police and Local Council are dealing with anti-social behaviour/nuisance varied at ward level ranging from 55% in Bicester South & Ambrosden to 16% in Banbury Cross & Neithrop.
- Those disagreeing that the Police and Local Council are dealing with anti-social behaviour/nuisance varied at ward level ranging from 14% in Kidlington East to 46% in Banbury Cross & Neithrop.

## 4.5 Safe / Unsafe

‘How safe or unsafe do you feel in each of the following situations?’

Chart 28:



Very high level of those feeling **safe** walking alone in the community or local town centre during daylight, as well those feeling **safe** alone in their home during daylight or after dark.

72% felt **safe** walking alone in the community after dark, 28% felt **unsafe**.

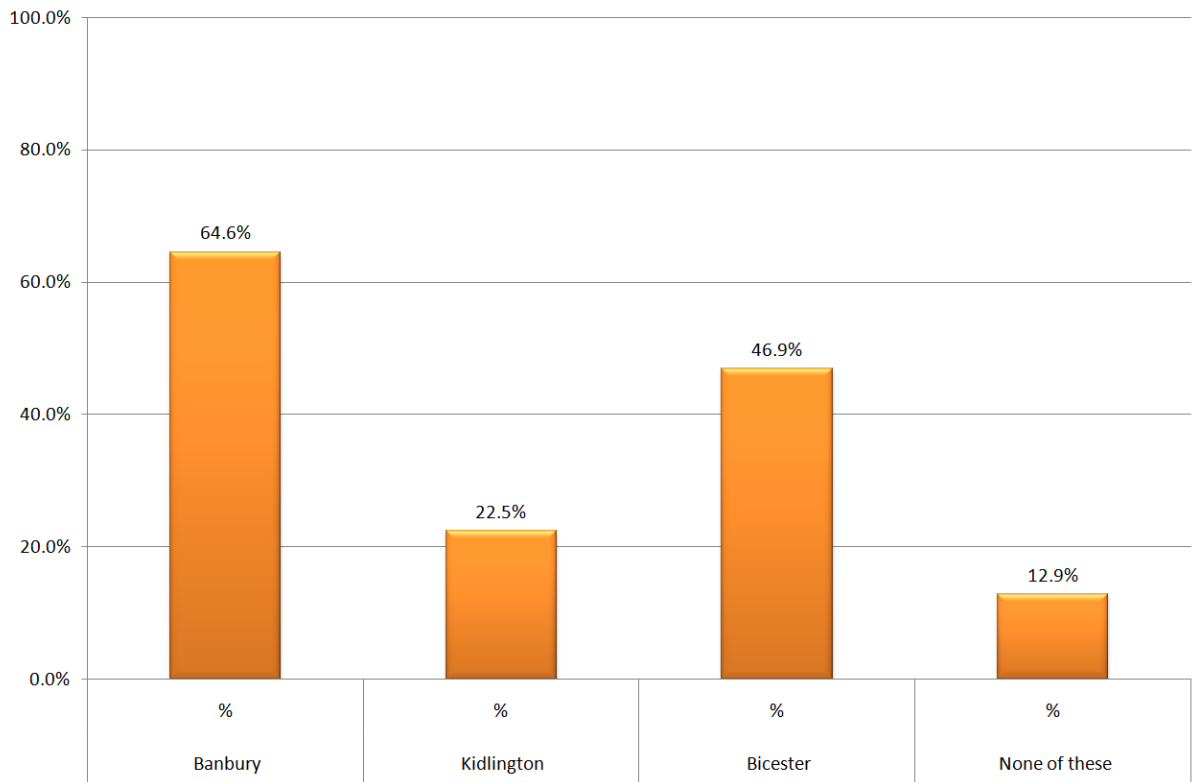
60% felt **safe** walking alone in the town centre after dark, 40% felt **unsafe**.

## Section 5.0 Car Parks

### 5.1 Car park usage

**'In which, if any of the following locations have you used the car parks operated by Cherwell District Council in the past 12 months'** *Base: 1,017*

Chart 29:

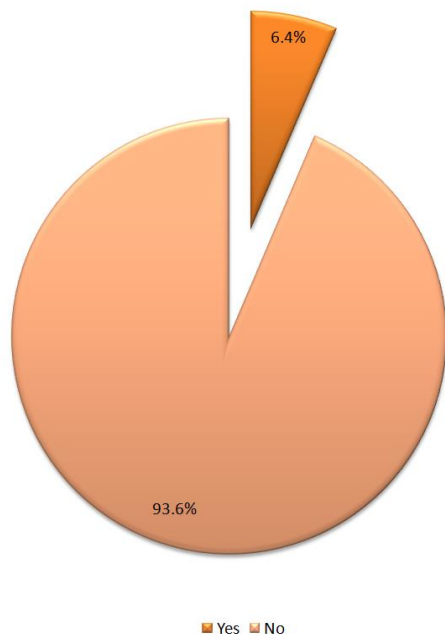




## 5.2 Season ticket or blue badge

'Do you hold a season ticket or a blue badge for parking in Cherwell' Base: 1,021

Chart 30:



6% of those who responded hold a season ticket or blue badge for parking in Cherwell.

## 5.3 Satisfaction with local car parking facilities

'Overall how satisfied or dissatisfied are you with the local car parking facilities' Base: 939

	Total	User/Non-User		
		User	Non-User	No Data
BASE	939	879	54	5
Satisfied	61.8%	62.5%	48.3%	78.7%
Dissatisfied	21.4%	20.9%	29.4%	21.3%
Neither	16.9%	16.6%	22.2%	0.0%

Overall 62% were **satisfied** with the local car parking facilities, 21% were **dissatisfied**.

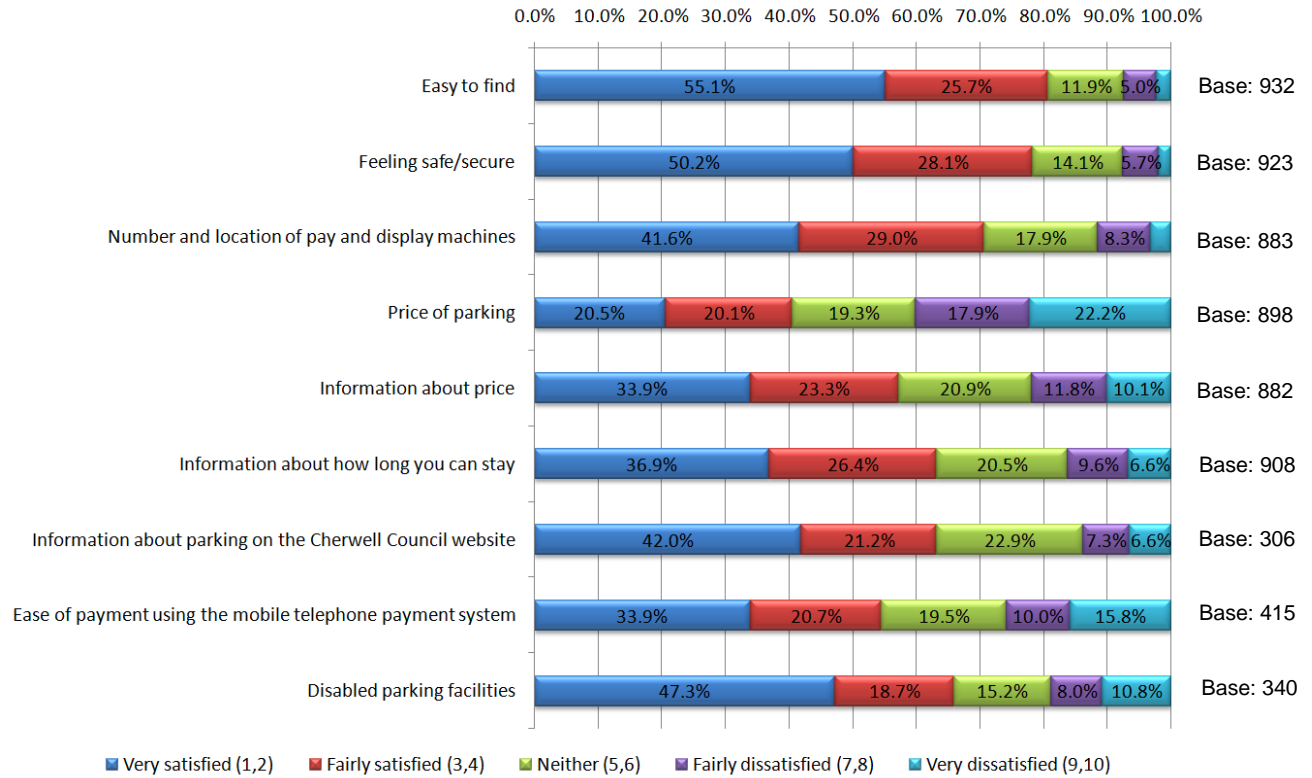
### Differences

- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 93% in Kidlington East to 33% in Banbury Ruscote.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 5% in Kidlington East to 40% in Banbury Cross & Neithrop.

## 5.4 Satisfaction with aspects of local car parking facilities

‘And how satisfied or dissatisfied are you with the following aspects of the local car parking facilities, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 31:



81% were **satisfied** (score 1-4) that they were easy to find, only 7% were **dissatisfied** (score 7-10).

78% were **satisfied** (score 1-4) with feeling safe and secure, only 8% were **dissatisfied** (score 7-10).

71% were **satisfied** (score 1-4) with the number and location of pay and display machines, 11% were **dissatisfied** (score 7-10).

41% were **satisfied** (score 1-4) with the price of parking, 40% were **dissatisfied** (score 7-10).

57% were **satisfied** (score 1-4) with the information about price, 22% were **dissatisfied** (score 7-10).

63% were **satisfied** (score 1-4) with the information about how long you can stay, 16% were **dissatisfied** (score 7-10).

63% were **satisfied** (score 1-4) with the information about parking on the Cherwell Council website, 14% were **dissatisfied** (score 7-10).

55% were **satisfied** (score 1-4) with the ease of payment using the mobile phone payment system, 26% were **dissatisfied** (score 7-10).

Two thirds (66%) were **satisfied** (score 1-4) with the disabled parking facilities, 19% were **dissatisfied** (score 7-10).

## Section 6.0 Overall views of Cherwell District Council

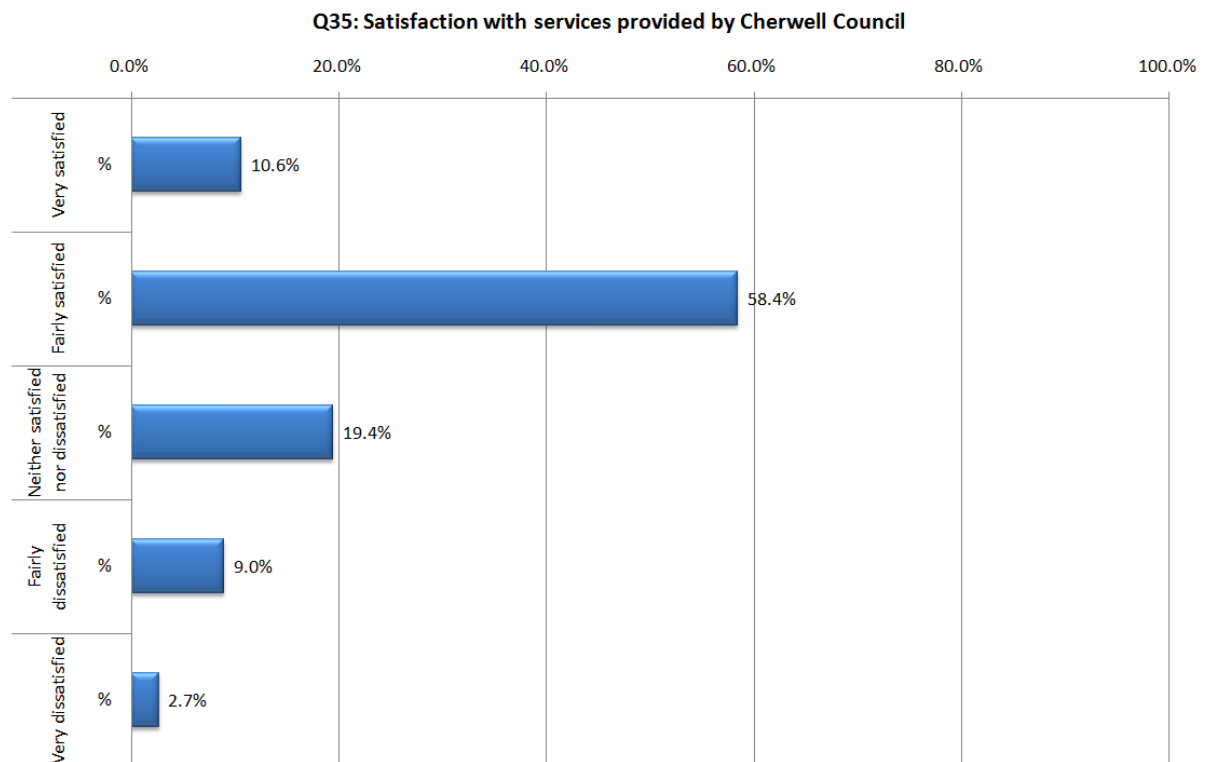
### 6.1 Overall views

#### 6.1.1 Satisfaction with services provided by Cherwell Council

**‘Overall, how satisfied or dissatisfied are you with the services provided by Cherwell District Council?’ Base: 1,006**

Overall satisfaction with the services provided by Cherwell District Council was 69% with a confidence interval of +/-2.9% at the 95% level, 12% were dissatisfied.

Chart 32:



#### Differences

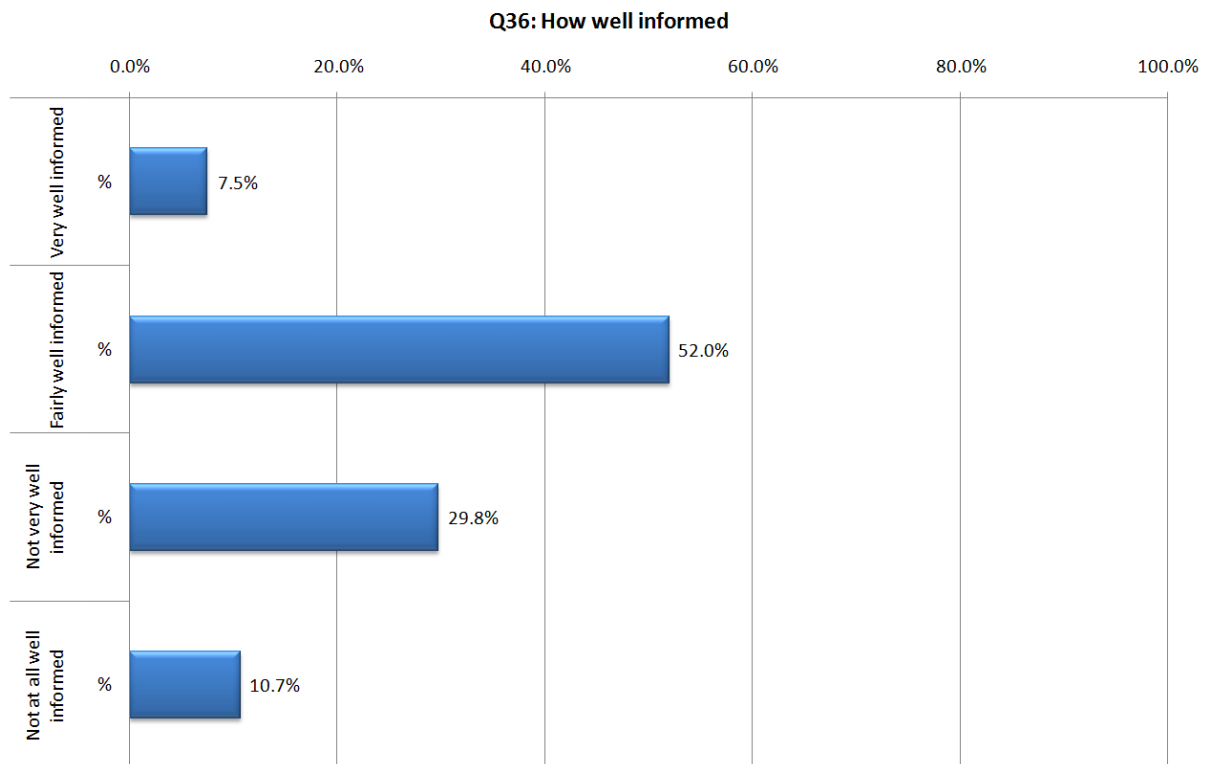
- Those aged 35-44yrs were least likely to be satisfied with the services provided by the Council (61%).
- Females were significantly more satisfied with the services provided by Cherwell District Council, with 74% **very or fairly satisfied** compared with 64% of Males.

- Satisfaction levels at ward level varied with those **very or fairly satisfied** ranging from 79% in Banbury Hardwick to 50% in Bicester West.
- Dissatisfaction levels at ward level varied with those **very or fairly dissatisfied** ranging from 6% in Kidlington East and Kidlington West to 27% in Banbury Cross & Neithrop.

## 6.1.2 Informed about benefits and services

**‘How well informed, if at all, does Cherwell District Council keep residents about the benefits and services it provides?’** Base: 935

Chart 33:



60% felt **very or fairly well informed** by the Council about the benefits and services it provides, 40% felt **not very well informed or not informed at all**.

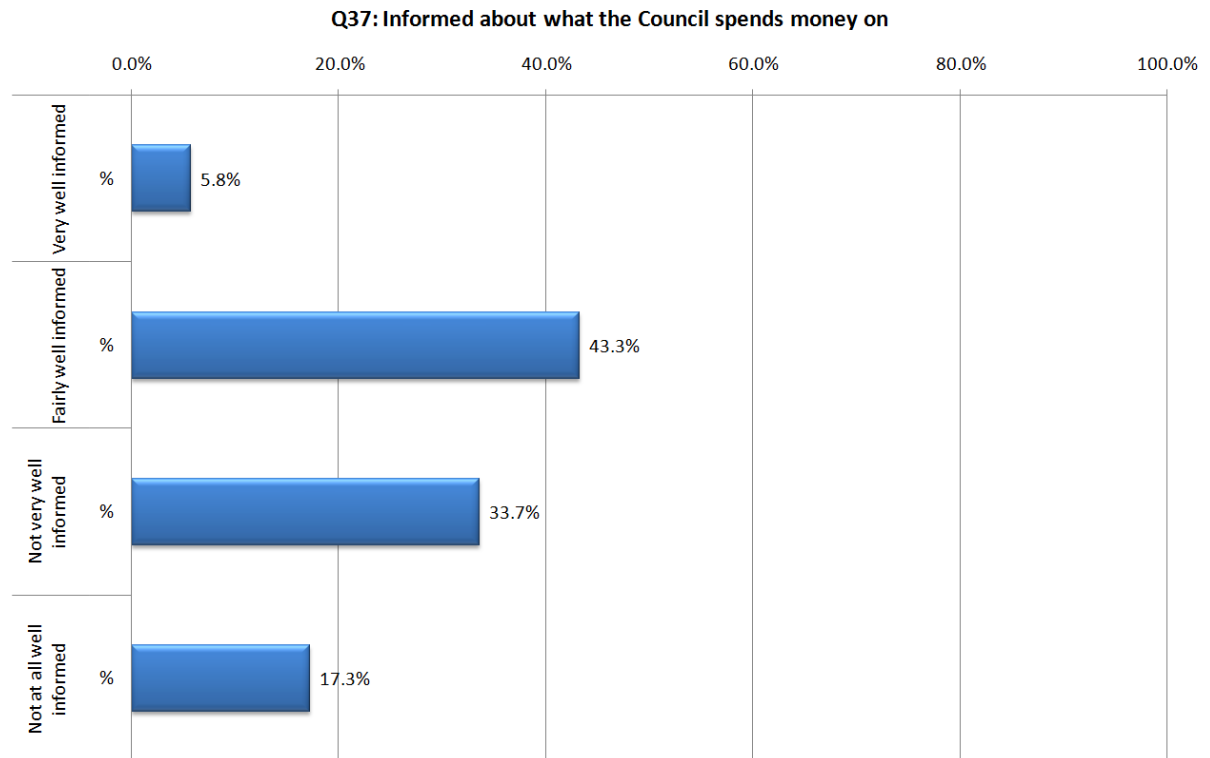
### Differences

- Those feeling **very or fairly well informed** at ward level varied from 76% in Kidlington East and Kidlington West to 40% in Banbury Ruscote.
- Those feeling **not very well informed or not well informed at all** at ward level varied from 24% in Kidlington East and Kidlington West to 60% in Banbury Ruscote.

## 6.1.3 Informed about what the Council spends money on

'How well informed, if at all, does Cherwell District Council keep residents about what the Council spends money on?' Base: 922

Chart 34:



49% felt **very or fairly well informed** by the Council about what the Council spends money on, however 51% felt **not very well informed or not informed at all**.

### Differences

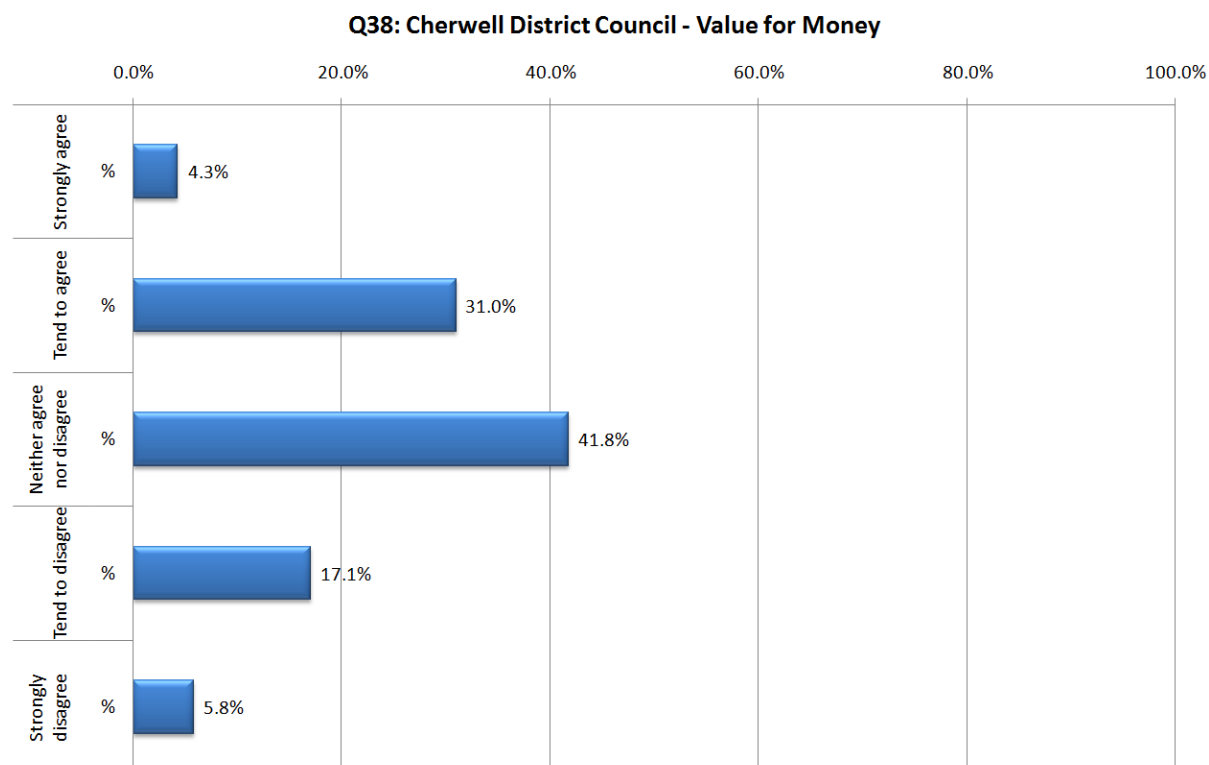
- The proportion of those who felt **very or fairly well informed** increased with age, from 34% (18-24yrs) to 61% (75+yrs).
- Those feeling **very or fairly well informed** at ward level varied from 76% in Kidlington East to 34% in Banbury Ruscott.
- Those feeling **not very well informed or not well informed at all** at ward level varied from 24% in Kidlington East to 66% in Banbury Ruscott.

## 6.1.4 Value for money

**'To what extent do you agree or disagree that Cherwell District Council provides value for money?'** Base: 907

Overall 35% agreed that Cherwell District Council provides value for money with a confidence interval of +/-3.1% at the 95% level, 23% disagreed.

Chart 35:



### Differences

- Those 75+yrs most likely to agree the Council provides value for money (50%).
- Those agreeing at ward level varied ranged from 49% in Kidlington West to 26% in Banbury Ruscite.
- Those disagreeing at ward level varied ranged from 5% in Kidlington West to 42% in Banbury Cross & Neithrop.

### Other research

We can make some observations from other research which has taken place although these are **not directly comparable**, with the data achieved for this survey.

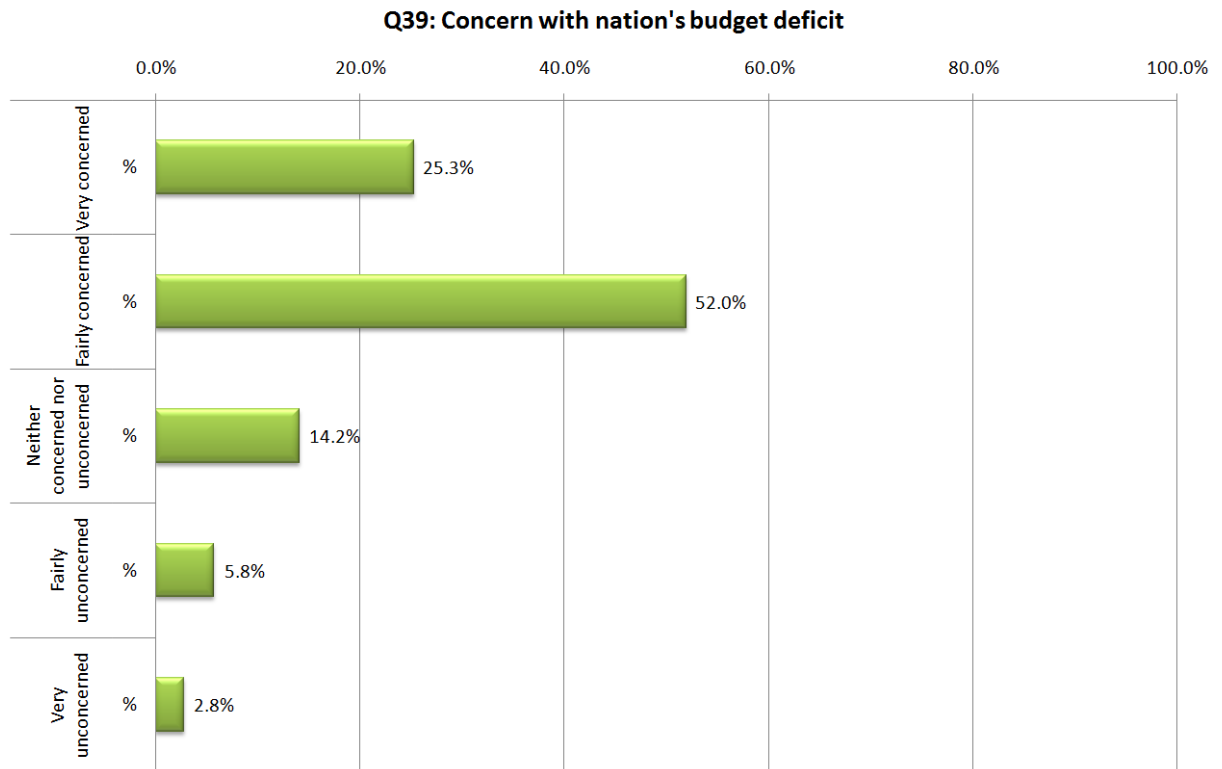
- The LGA have been undertaking a quarterly **telephone** poll on resident satisfaction with a **national** sample since September 2012, this has shown levels of those agreeing their local Council provides value for money between 48-56% (June 2016 – 51%).

# Section 7.0 The local economy and council budget priorities

## 7.1 Views of the current economic climate

**‘Overall, how concerned, if at all, are you about the nation’s budget deficit?’**  
Base: 944

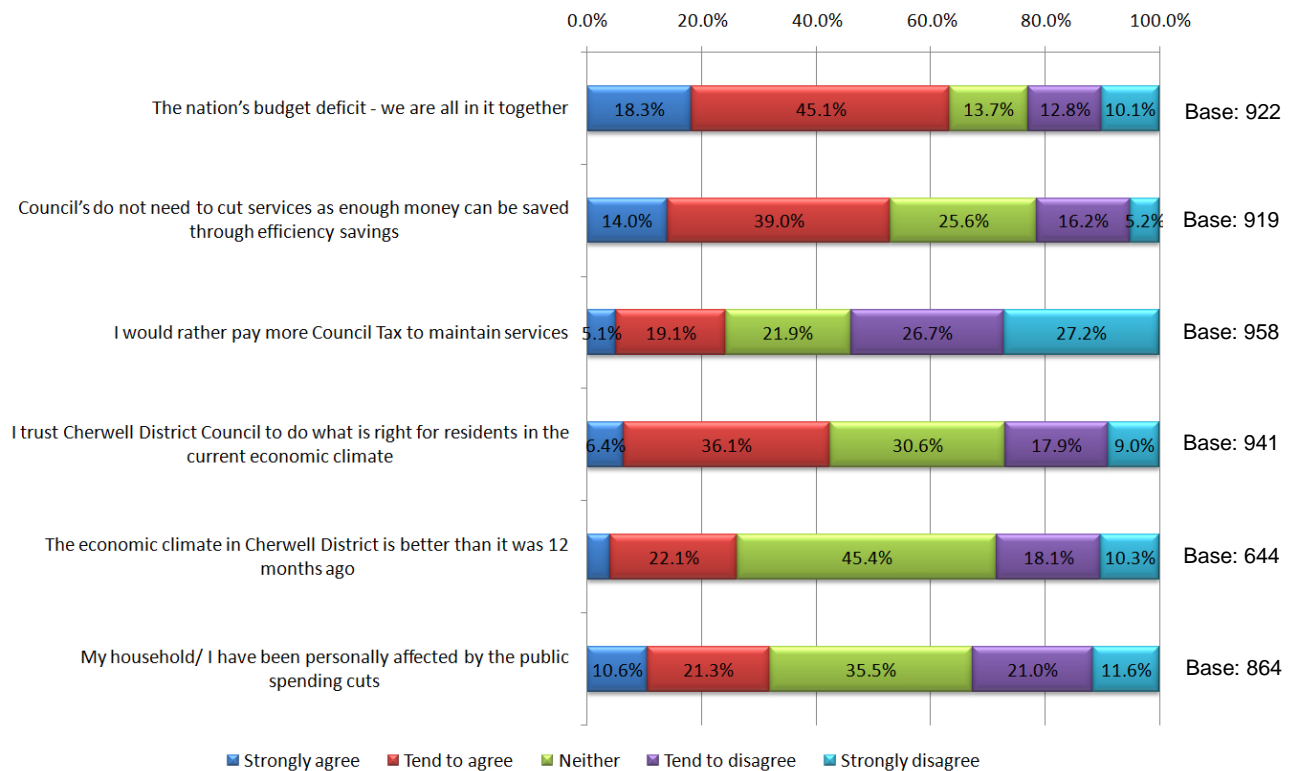
Chart 36:



Overall 77% were concerned about the nation’s budget deficit, only 9% were unconcerned.

**‘To what extent do you agree or disagree with each of the following statements regarding the nation’s budget deficit?’**

**Chart 37:**



63% **agreed** that we are all in it together, 23% **disagreed**.

Over half (53%) **agreed** that councils do not need to cut services as enough money can be saved through efficiency savings, 21% **disagreed**.

Less than a quarter (24%) **agreed** that they would rather pay more council tax to maintain services, over half (54%) **disagreed**.

42% **agreed** that they trust Cherwell Council to do what is right for the residents in the current economic climate, 27% **disagreed**.

Just over a quarter (26%) **agreed** the economic climate in Cherwell is better than it was 12 months ago, 28% **disagreed**.

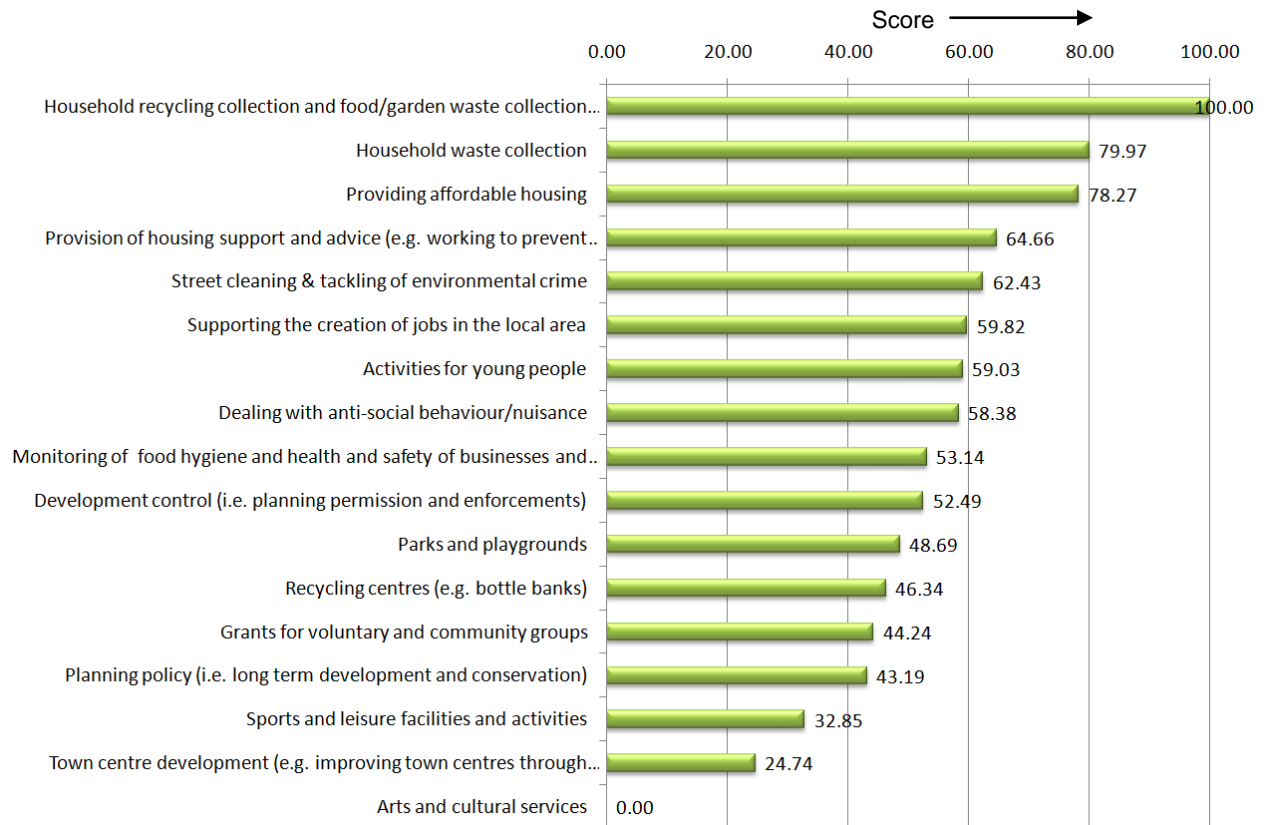
Around a third (32%) **agreed** their household has been affected by public spending cuts, a third (33%) **disagreed**.



## 7.2 Priorities

**‘Which Council Services would you prioritise for maintaining the current level of service provision?’ Base: 1,012**

**Chart 38:**



### Analysis

The key services to be maintained by the Council were identified as:

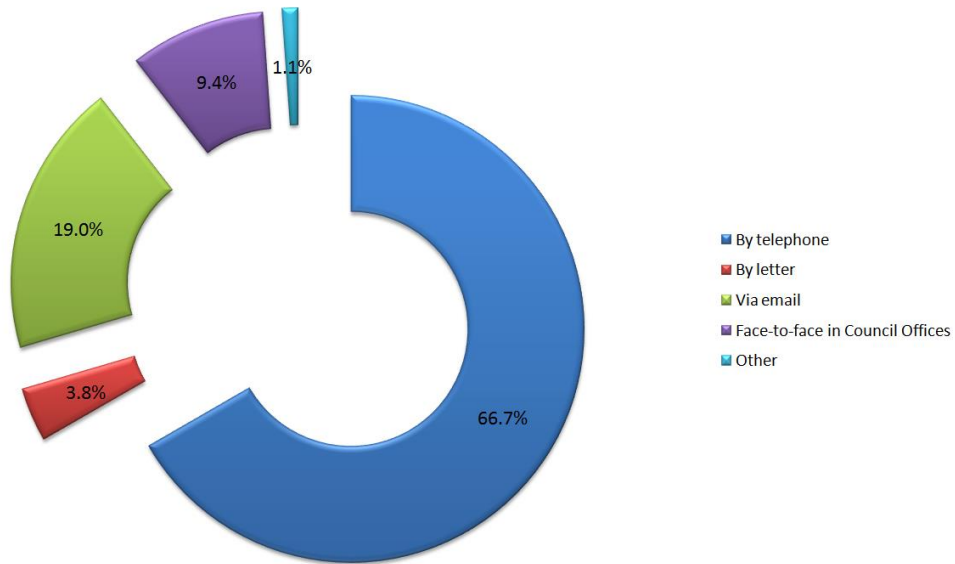
1. Household recycling collection and food/garden waste collections
2. Household waste collection
3. Providing affordable housing

## Section 8.0 Contacting the Council

### 8.1 Last contact

'How did you last contact the Council?' *Base: 668*

Chart 39:



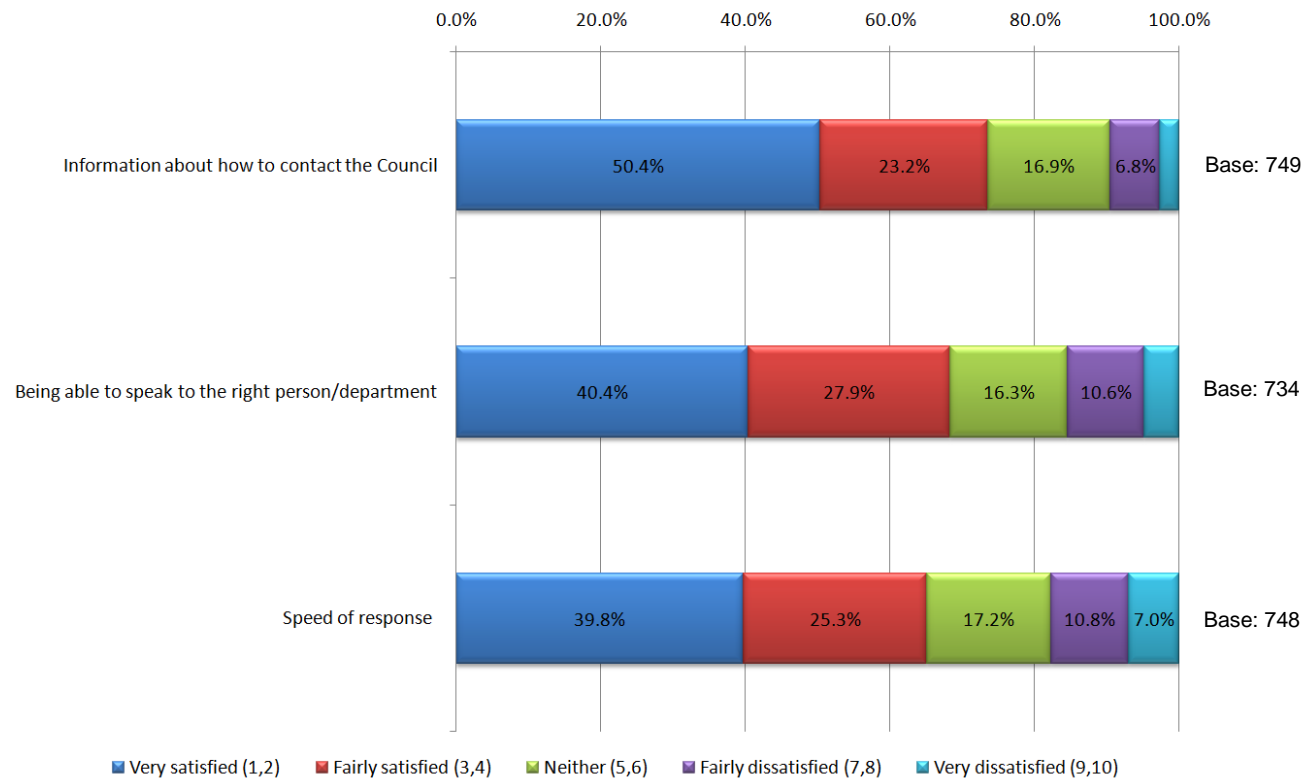
Of those who have contacted the Council, 67% did so by telephone.

## 8.2 Satisfaction when contacting the Council

‘And, how satisfied or dissatisfied are you with the following when contacting Cherwell District Council, where 1 is very satisfied and 10 is very dissatisfied?’

Chart 40:

### Ease of contacting the Council:



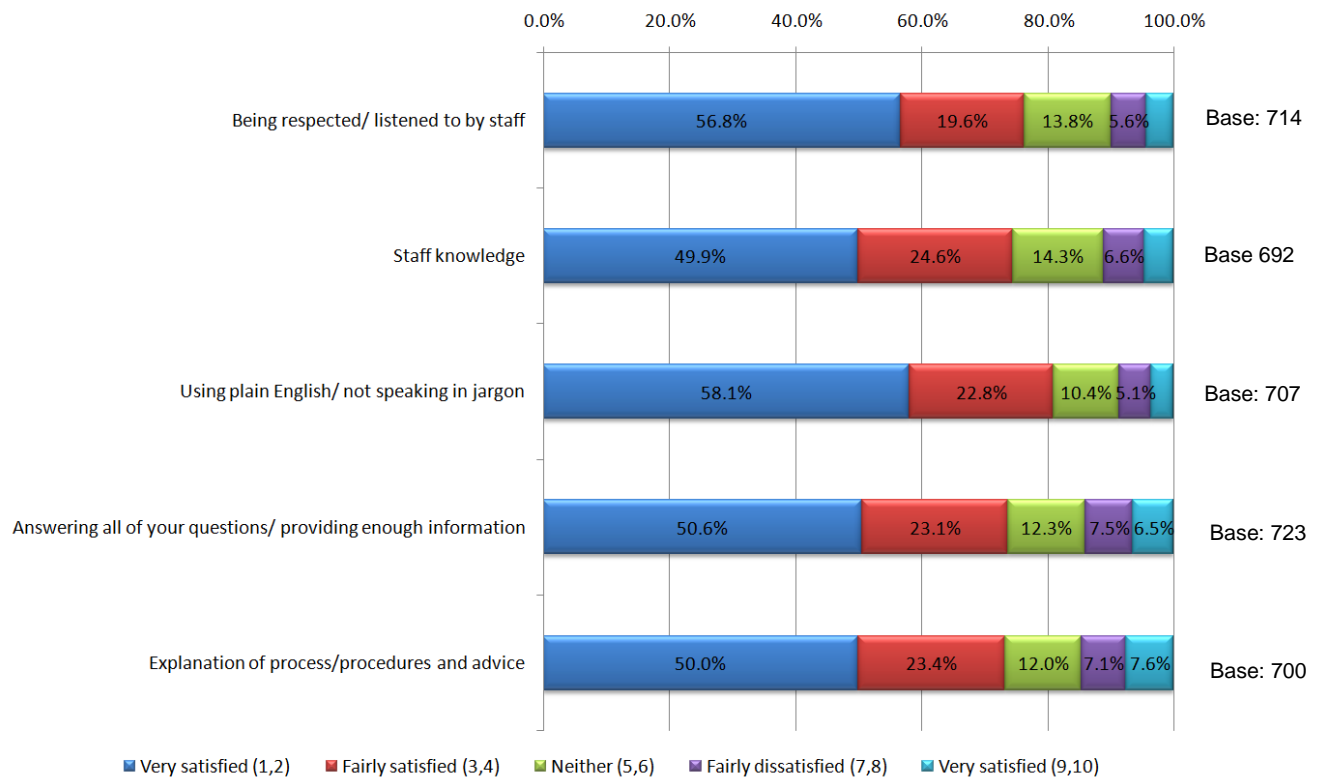
Just under three quarters (74%) were **satisfied** (score 1-4) with information about how to contact the council, only 9% were **dissatisfied** (score 7-10).

68% were **satisfied** (score 1-4) with being able to speak with the right person/department, 15% were **dissatisfied** (score 7-10).

65% were **satisfied** (score 1-4) with the speed of response, 18% were **dissatisfied** (score 7-10).

Chart 41:

Staff:



Just over three quarters (76%) were **satisfied** (score 1-4) with being respected/listened to by staff, 10% were **dissatisfied** (score 7-10).

Just under three quarters (74%) were **satisfied** (score 1-4) with staff knowledge, 11% were **dissatisfied** (score 7-10).

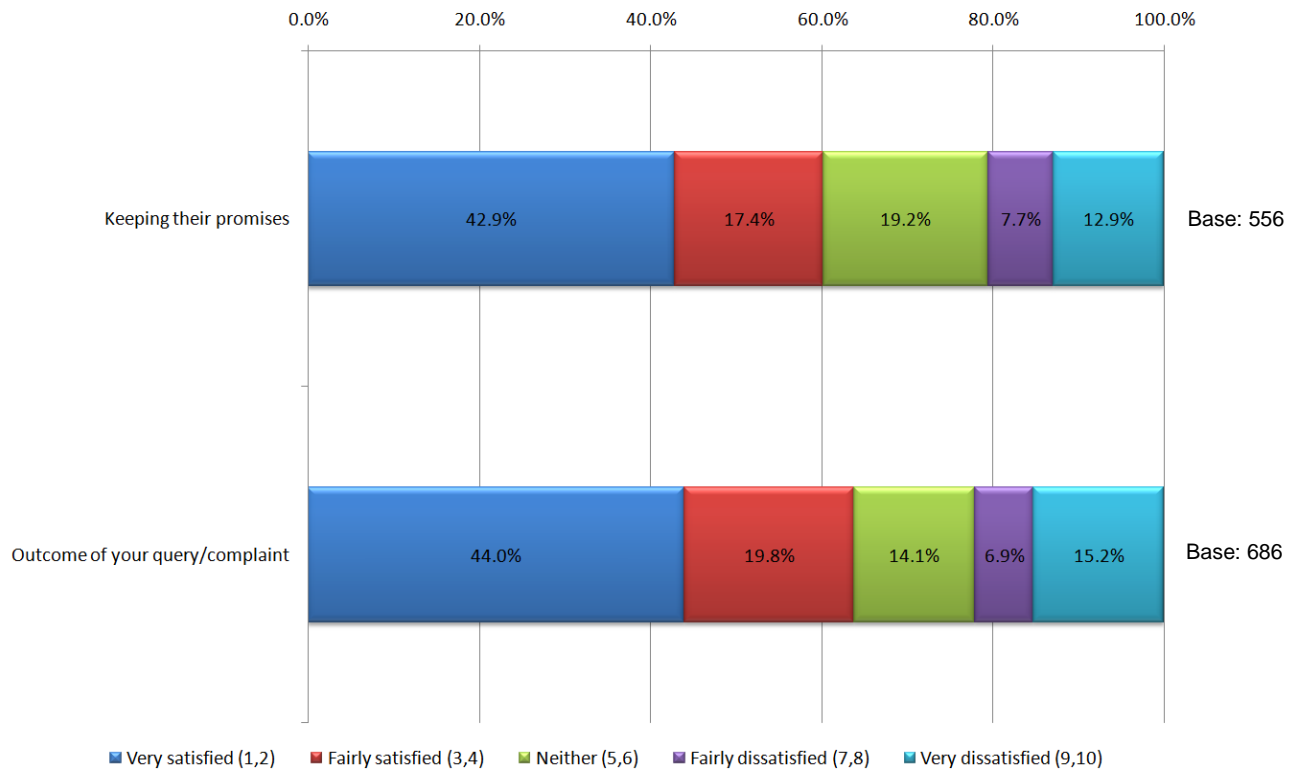
81% were **satisfied** (score 1-4) staff used plain English and did not speak in jargon, 9% were **dissatisfied** (score 7-10).

74% were **satisfied** (score 1-4) staff answered all questions/provided enough information, 14% were **dissatisfied** (score 7-10).

73% were **satisfied** (score 1-4) with staff explanation of process/procedures and advice, 15% were **dissatisfied** (score 7-10).

Chart 42:

Follow-up:



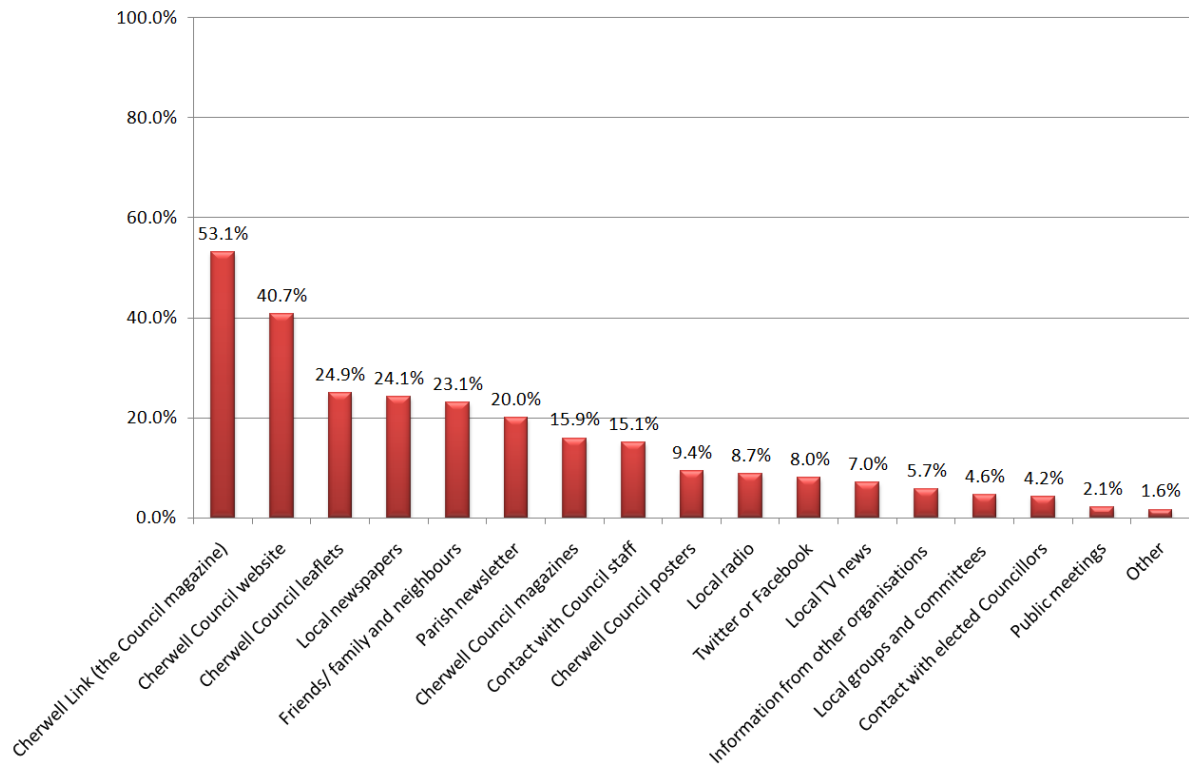
60% were **satisfied** (score 1-4) the Council kept to their promises, 21% were **dissatisfied** (score 7-10).

64% were **satisfied** (score 1-4) with the outcome of their query/complaint, 22% were **dissatisfied** (score 7-10).

## 8.3 Information from Cherwell Council

'From which of the following do you obtain most of your information about Cherwell District Council?' *Base: 1,021 - MULTI*

Chart 43:



Over half (53%) of those who responded outlined they obtained most of their information about the Council through the Cherwell Link Council magazine, 41% outlined they obtained information from the Cherwell Council's website.

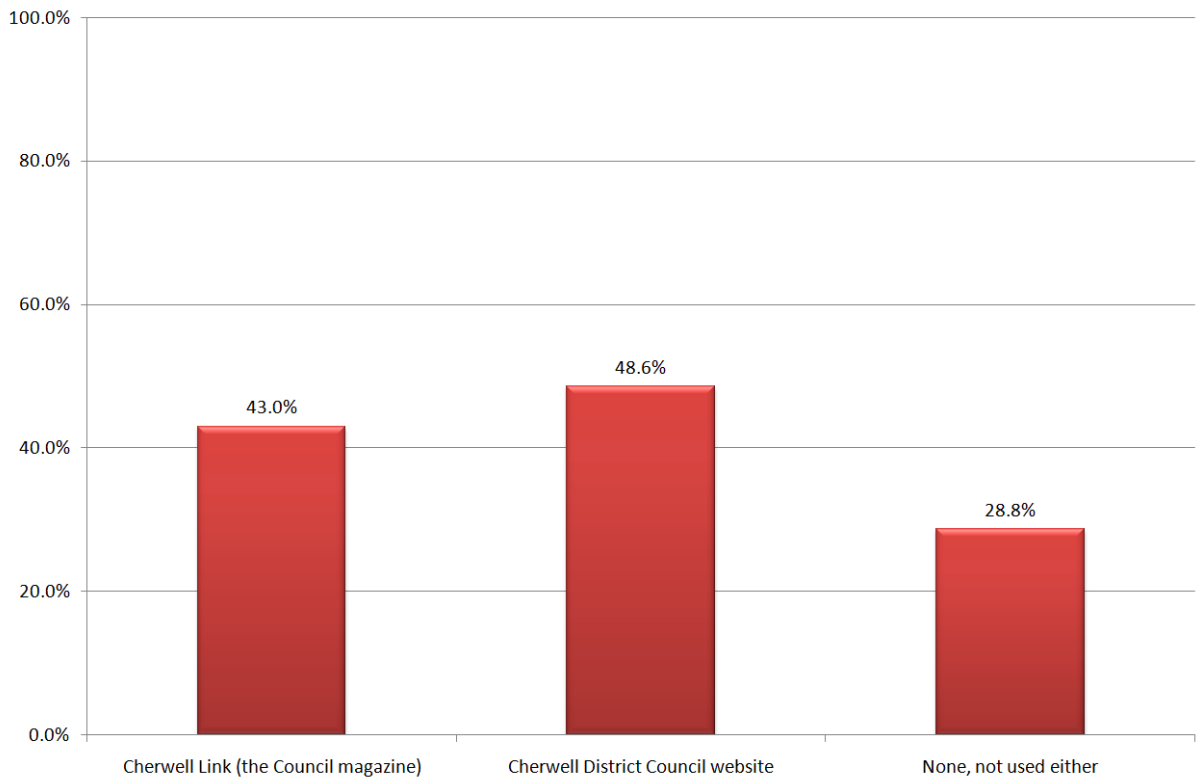
### Differences

- Probably unsurprisingly those aged 18-44yrs were more likely to obtain their information from the Council's website (53%) compared with those 45+yrs (32%).
- Those aged 45+yrs were more likely to obtain their information from the Cherwell Link magazine (63%) compared with 40% of 18-44yrs.

## 8.4 Information sources

'Have you used any of the following information sources in the past 12 months?' Base: 998 - MULTI

Chart 43:

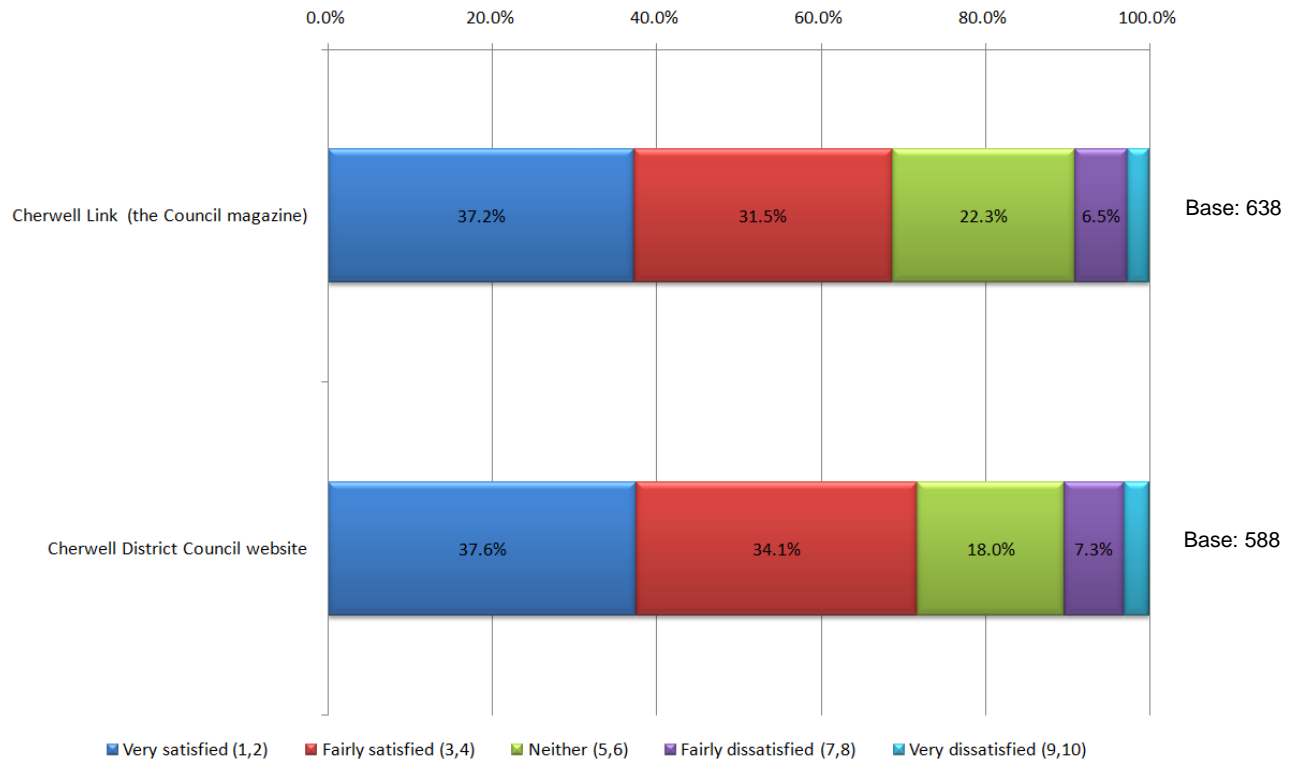


49% outlined they had used Cherwell Council's website in the past 12 months and 43% outlined they had used the Cherwell Link Council magazine in the past 12 months.

## 8.5 Satisfaction with information sources

'And, how satisfied or dissatisfied are you with the following, where 1 is very satisfied and 10 is very dissatisfied?'

Chart 44:



Of those who responded 69% were **satisfied** (score 1-4) with the Cherwell Link (the Council Magazine), 9% were **dissatisfied** (score 7-10).

Of those who responded 72% were **satisfied** (score 1-4) with the Cherwell District Council website, 10% were **dissatisfied** (score 7-10).



## **Appendix 1:**

# **Cherwell District Council Residents Survey**

# Cherwell District Council Resident Survey 2016



Your reference number: 2735 /

## HELP FOR COMPLETING THE RESIDENT SURVEY

- Thank you for taking the time to complete this resident survey. It should take no more than 20 minutes to complete.
- All of the information you give will be kept completely confidential. It will only be used by the Council to assess its performance and compare it with that of others.
- The questionnaire should be completed by any household member **aged 18 or over**.
- Please return the completed questionnaire in the envelope provided by **20th July 2016**.

## SECTION 1: YOUR LOCAL AREA AS A PLACE

### 1. Overall, how satisfied or dissatisfied are you with the your local area as a place to live?

Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know/ Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 2. And, how satisfied or dissatisfied are you with the following across the District, where 1 is very satisfied and 10 is very dissatisfied? Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
How your local neighbourhood looks and feels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How town centres look and feel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How new buildings look	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How older buildings are looked after	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of good quality jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Location of jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town centres that attract people to shop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of homes to rent or purchase at an affordable price for most people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Location of homes to rent or purchase at an affordable price for most people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The provision of council services in rural areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How a balance is achieved between protecting rural environments whilst managing new development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transport provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Having the opportunity to volunteer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being able to have your say	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**We would now like your views on the benefits and services provided by Cherwell District Council.**

**SECTION 2: ENVIRONMENTAL SERVICES**

**Street Cleaning**

Cherwell District Council is responsible for ensuring all adopted roads, streets and pavements are kept clean. These areas include the centre of Banbury, Bicester and Kidlington, residential roads, major roads such as the A41 & A43 and rural village roads. Besides keeping these areas clean, Cherwell District Council is responsible for the removal of fly tips on public land and investigating fly tips as well as issuing fixed penalty notices for litter and dog fouling. The removal of fly tips and litter on private land (such as railway embankments, playing fields, fields, woodland etc.) is the responsibility of the landowner. Cherwell District Council also organises each year a Spring Clean and a series of neighbourhood blitzes.

**3. Overall, how satisfied or dissatisfied are you with the street cleaning service?**  
Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know/ Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. How satisfied or dissatisfied are you with the following aspects of the street cleaning service, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
Cleanliness of your local area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of your local town/urban centre (Banbury, Bicester or Kidlington)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequency with which the streets are cleaned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of litter bins in public places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of dog waste bins in public places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-street recycling bins, located in urban areas, next to litter bins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limiting the amount of dog waste in public places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Issuing of fines for littering and dog fouling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Litter campaigns/ information regarding littering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neighbourhood litter blitzes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Environmental Crime and Enforcement**

Cherwell District Council has responsibility for investigating certain levels of environmental crime. The Council’s zero tolerance approach means that its Environmental Enforcement Officers have powers to issue Fixed Penalty Notices (FPN) for ‘on street’ offences such as littering (including cigarette ends), dog fouling, abandoned vehicles and fly tipping. Fines from £50 - £400 can be imposed for these ‘on street’ offences. More serious offences such as fly tipping are investigated and then prosecuted via the courts. Environmental Enforcement Officers also work with local educational and community groups to raise awareness of the negative environmental issues that affect us all.

**5a. Overall, how satisfied or dissatisfied are you with the Council’s approach to dealing with environmental crime?** Please tick one box only

Very satisfied  Fairly satisfied  Neither satisfied nor dissatisfied  Fairly dissatisfied  Very dissatisfied  Don't know/ Not applicable

**5b. Are you aware of any Fixed Penalty Notices being issued by Cherwell District Council Environmental Enforcement Officers in your local area?** Please tick one box only

Yes, I am aware of Fixed Penalty Notices being issued in my local area

No, I am not aware of any Fixed Penalty Notices being issued in my local area

**5c. To what extent do you support or oppose the Council’s policy of a zero tolerance approach to ‘on street’ offences (i.e. giving a fine to those people issued with a Fixed Penalty Notice for littering, dog fouling or abandoned vehicles)?** Please tick one box only

Strongly support  Tend to support  Neither support nor oppose  Tend to oppose  Strongly oppose  Don't know

**Household Waste Collection**

Cherwell District Council collects your general household waste (i.e. green bin collection).

**6. Overall, how satisfied or dissatisfied are you with the green bin collection service?** Please tick one box only

Very satisfied  Fairly satisfied  Neither satisfied nor dissatisfied  Fairly dissatisfied  Very dissatisfied  Don't know/ Not applicable

**7. And how satisfied or dissatisfied are you with the following aspects of the green bin collection service, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
How clean and tidy the area is following collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequency of refuse collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your bin is returned to the point of collection following being emptied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendliness and helpfulness of refuse collection staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Household Recycling Collections

Cherwell District Council collects recycling in the blue bin. Items such as paper, cardboard, tin cans, aerosols, plastic bottles, tubs and trays and drinks cartons can all be recycled in the blue bin. These materials are sorted and recycled. **The council also collects small electrical items, and batteries for recycling. Residents can put them in carrier bags on top of any bin on collection day.**

**8. Overall, how satisfied or dissatisfied are you with the household recycling collection service?** Please tick one box only

Very satisfied      Fairly satisfied      Neither satisfied nor dissatisfied      Fairly dissatisfied      Very dissatisfied      Don't know/ Not applicable

**9. And how satisfied or dissatisfied are you with the following aspects of the household recycling collection service, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
The range of materials taken for recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequency of recycling collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How clean and tidy the area is following recycling collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kerbside small electricals collection scheme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kerbside battery collection scheme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Household Food and Garden Waste Collections

Cherwell District Council collects cooked and uncooked food waste as well as garden waste in brown bins. These organic materials are sent for composting locally in the district.

**10. Overall, how satisfied or dissatisfied are you with the household food and garden waste collection service?** Please tick one box only

Very satisfied      Fairly satisfied      Neither satisfied nor dissatisfied      Fairly dissatisfied      Very dissatisfied      Don't know/ Not applicable

**11. And how satisfied or dissatisfied are you with the following aspects of the food and garden waste collection service, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
The range of materials taken for composting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequency of food and garden waste collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12. To what extent do you agree or disagree that Cherwell District Council provides you with enough information on the waste, recycling and food and garden waste collection services?**  
Please tick one box only

Strongly agree  Tend to agree  Neither agree nor disagree  Tend to disagree  Strongly disagree  Don't know

**13. How much do you know about what happens to your waste after collections?**  
Please tick one box for each

	A lot	A little	Not a lot	None
Green bin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blue bin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brown bin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Recycling Centres (Bottle Banks etc)**

Cherwell District Council provides over 100 facilities to recycle glass bottles and jars. There are also larger sites which collect paper, card and textiles at supermarkets and car parks..

**14. How often do you use a recycling centre (bottle bank etc)?** Please tick one box only

Weekly  Monthly  Every 2-3 months  A couple of times a year  Less often  Never

**15a. Overall, how satisfied or dissatisfied are you with the recycling centres (bottle banks etc)?**  
Please tick one box only

Very satisfied  Fairly satisfied  Neither satisfied nor dissatisfied  Fairly dissatisfied  Very dissatisfied  Don't know/ Not applicable

**15b. And how satisfied or dissatisfied are you with the following aspects of the local recycling centres, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
Location of recycling centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Items you can recycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How clean and tidy the facilities are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION 3: LEISURE AND RECREATION**

**Parks/open spaces and play areas**

The majority of parks and large open spaces in Banbury, Bicester and Kidlington are owned by the respective Town and Parish Councils, but in Bicester and Kidlington they employ Cherwell District Council to carry out much of the grounds maintenance work and to manage play areas. In addition, it is the District Council in conjunction with local sponsors which provides most of the flower displays and features in each urban areas.

**16a. In which, if any, of the following locations have you visited/used the PARKS/OPEN SPACES in the past 12 months?** Please tick ALL that apply in LEFT HAND column

**16b. In which, if any, of the following locations have you visited/used the PLAY AREAS in the past 12 months?** Please tick ALL that apply in RIGHT HAND column

	16a Parks/Open Spaces	16b. Play Areas
Banbury	<input type="checkbox"/>	<input type="checkbox"/>
Kidlington	<input type="checkbox"/>	<input type="checkbox"/>
Bicester	<input type="checkbox"/>	<input type="checkbox"/>
Villages	<input type="checkbox"/>	<input type="checkbox"/>
None of these	<input type="checkbox"/>	<input type="checkbox"/>

**PLEASE ANSWER Q17a &/or Q17b IF YOU HAVE VISITED/ USED THE PARKS/ OPEN SPACES AND/OR PLAY AREAS IN CHERWELL IN THE PAST 12 MONTHS. ALL OTHERS SKIP TO Q18.**

**17a. Roughly, how often do you visit the PARKS/OPEN SPACES?** Please tick one box in LEFT HAND column

**17b. Roughly, how often do you visit the PLAY AREAS?** Please tick one box in RIGHT HAND column

	17a Parks/Open Spaces	17b. Play Areas
Daily	<input type="checkbox"/>	<input type="checkbox"/>
2-3 times a week	<input type="checkbox"/>	<input type="checkbox"/>
Weekly	<input type="checkbox"/>	<input type="checkbox"/>
Fortnightly	<input type="checkbox"/>	<input type="checkbox"/>
Monthly	<input type="checkbox"/>	<input type="checkbox"/>
Less often	<input type="checkbox"/>	<input type="checkbox"/>

**18. Overall, how satisfied or dissatisfied are you with the way parks and play areas are looked after?** Please tick one box only

- Very satisfied       Fairly satisfied       Neither satisfied nor dissatisfied       Fairly dissatisfied       Very dissatisfied       Don't know/ Not applicable



**19. And, how satisfied or dissatisfied are you with the following aspects of the local parks/ open spaces and play areas, where 1 is very satisfied and 10 is very dissatisfied?**  
Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance of grass and meadow areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance of trees, shrubs & bedding plants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance of play areas and play equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance of outdoor sports pitches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How safe you feel using the parks/open spaces and play areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**20a. Do you think that the number of PARKS/OPEN SPACES available is about right, too few or too many?** Please tick one box in LEFT HAND column

**20b. And, do you think that the number of PLAY AREAS available is about right, too few or too many?** Please tick one box in RIGHT HAND column

	20a Parks/Open Spaces	20b. Play Areas
Too many	<input type="checkbox"/>	<input type="checkbox"/>
About right	<input type="checkbox"/>	<input type="checkbox"/>
Too few	<input type="checkbox"/>	<input type="checkbox"/>
Don't know	<input type="checkbox"/>	<input type="checkbox"/>

### Leisure Facilities

Cherwell District Council manages a number of leisure facilities such as Bicester Leisure Centre, Kidlington and Gosford Leisure Centre, Woodgreen Leisure Centre and Spiceball Leisure Centre, facilities at the North Oxfordshire Academy (formally Drayton School) and Cooper School. Cherwell District Council also publishes a series of walk and ride leaflets to encourage countryside recreation.

**21. Which, if any, of the following local leisure facilities have you used in the past 12 months?**  
Please tick ALL that apply

- Bicester Leisure Centre
- Kidlington and Gosford Leisure Centre
- Woodgreen Leisure Centre, Banbury
- Spiceball Leisure Centre, Banbury
- North Oxfordshire Academy, Banbury
- Cooper School, Bicester
- Cherwell Circular Walks /Rides
- Other (Please write in).....
- None of these



**22. Overall, how satisfied or dissatisfied are you with the leisure facilities provided by Cherwell District Council?** Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know/ Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**23. And, how satisfied or dissatisfied are you with the following aspects of the local leisure facilities, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
Range of leisure facilities available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost of using facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness and condition of venue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff knowledge/professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refreshment/catering at sports venues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Leisure Activities**

Cherwell District Council also provides school holiday activities, coaching and sport development courses and events.

**24. Which of the following statements best describes you?** Please tick one box only

- I have used/participated in leisure activities provided by Cherwell District Council in the past 12 months
- I am aware of the leisure activities provided by Cherwell District Council, but have not used/participated in any during the past 12 months
- I am unaware of the leisure activities provided by Cherwell District Council, but I would like to find out more
- I am unaware of the leisure activities provided by Cherwell District Council and I am not interested in finding out more
- Don't know

**25. Overall, how satisfied or dissatisfied are you with the leisure activities provided by Cherwell District Council?** Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know/ Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION 4: COMMUNITY SAFETY**

**Dealing with Anti-Social Behaviour and Nuisance**

Cherwell District Council Anti-Social Behaviour Team works in partnership with Thames Valley Police to tackle anti-social behaviour and nuisance, which may include any activity likely to cause harassment, alarm or distress in the local neighbourhood. The Council also investigates a range of nuisance activities, including domestic and commercial noise, smoke caused by bonfires, piles of rubbish, insecure premises and graffiti.

**26. Overall, how satisfied or dissatisfied are you with the Council's approach to dealing with anti-social behaviour and nuisance?** Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know/ Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**27. Have you reported any incidents of anti-social behaviour/nuisance in your local area to either of the following in the past 12 months?** Please tick ALL that apply

- Yes, reported incidents of anti-social behaviour/nuisance to Cherwell District Council
- Yes, reported incidents of anti-social behaviour/nuisance to the Police
- Experienced incidents of anti-social behaviour/nuisance, but not reported it
- Not experienced any incidents of anti-social behaviour/nuisance

**28. And, how satisfied or dissatisfied are you with the following aspects of the way the Council and its partners deal with anti-social behaviour and nuisance, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
Speed of response to complaints of anti-social behaviour/nuisance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Noise control/ dealing with noise pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visual presence of police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visual presence of community wardens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dealing with vandalism and graffiti	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dealing with youths hanging around on the streets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**29. How much would you agree or disagree that the Police and Local Council are dealing with anti-social behaviour and nuisance in this area?** Please tick one box only

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**30. How safe or unsafe do you feel in each of the following situations?** Please tick one box for each

	Very safe	Fairly safe	Fairly unsafe	Very unsafe	Never in situation	Don't know
Walking alone in your local community after dark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking alone in your local community during daylight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking alone in your local town centre after dark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking alone in your local town centre during daylight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being alone in your home after dark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being alone in your home during daylight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION 5: CAR PARKS

### Car Parks

Cherwell District Council operates 24 car parks in Bicester, Kidlington and Banbury.

**31. In which, if any, of the following locations have you used the car parks operated by Cherwell District Council in the past 12 months?** Please tick ALL that apply

- Banbury
- Kidlington
- Bicester
- None of these

**32. Do you hold a season ticket or a blue badge for parking in Cherwell?**

Please tick one box only

- Yes
- No

**33. Overall, how satisfied or dissatisfied are you with the local car parking facilities?**

Please tick one box only

- |                          |                          |                                    |                          |                          |                            |
|--------------------------|--------------------------|------------------------------------|--------------------------|--------------------------|----------------------------|
| Very satisfied           | Fairly satisfied         | Neither satisfied nor dissatisfied | Fairly dissatisfied      | Very dissatisfied        | Don't know/ Not applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   |

**34. And how satisfied or dissatisfied are you with the following aspects of the local car parking facilities, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
Easy to find	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling safe/secure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number and location of pay and display machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Price of the parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about how long you can stay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information about parking on the Cherwell District Council website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of payment using the mobile telephone payment system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled parking facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION 6: OVERALL VIEWS OF CHERWELL DISTRICT COUNCIL

### Overall Views

We would now like to know what you think of Cherwell District Council overall, taking everything into account.

**35. Overall, how satisfied or dissatisfied are you with the services provided by Cherwell District Council?** Please tick one box only

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know/ Not applicable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**36. How well informed, if at all, does Cherwell District Council keep residents about the benefits and services it provides?** Please tick one box only

Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**37. How well informed, if at all, does Cherwell District Council keep residents about what the Council spends money on?** Please tick one box only

Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**38. To what extent do you agree or disagree that Cherwell District Council provides value for money?** Please tick one box only

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION 7: THE LOCAL ECONOMY AND COUNCIL BUDGET PRIORITIES**

**Views of the current economic climate**

Please let us know your opinions of the current economic climate.

**39. The nation's budget deficit and the need to rein in public spending are being discussed extensively. Overall, how concerned, if at all, are you about the nation's budget deficit?**  
Please tick one box only

Very concerned	Fairly concerned	Neither concerned nor unconcerned	Fairly unconcerned	Very unconcerned	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**40. Below is a list of statements that people have made about the nation's budget deficit. To what extent do you agree or disagree with each of the following statements?** Please tick one box for each

	Strongly agree	Tend to agree	Neither/ Nor	Tend to disagree	Strongly disagree	Don't know
The nation's budget deficit - we are all in it together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council's do not need to cut services as enough money can be saved through efficiency savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would rather pay more Council Tax to maintain services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I trust Cherwell District Council to do what is right for residents in the current economic climate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The economic climate in Cherwell is better than it was 12 months ago	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My household/ I have been personally affected by the public spending cuts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Your Priorities**

Cherwell District Council has had its funding reduced significantly as a consequence of the nation's budget deficit. The Council is planning its response carefully as it simply will not be able to afford everything it currently does in the same way going forward. It is important for Cherwell District Council to understand which services are most important to residents.

The question overleaf therefore asks you to prioritise the Council Services where you would like the current level of service provision to be maintained. Please see below for an example of how to complete this question.

**For example, if you think 'dealing with anti-social behaviour/nuisance' is much less important than 'providing affordable housing', then select 'much less important to maintain current level of service'.**

	Much more important to maintain current level of service	Slightly more important to maintain current level of service	Equally important	Slightly less important to maintain current level of service	Much less important to maintain current level of service	Don't know	
Dealing with anti-social behaviour/ nuisance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Providing affordable housing

**41. It is important for Cherwell District Council to understand which services are most important to residents in the current economic climate. From the following pairs of Council Services, which would you prioritise for maintaining the current level of service provision?** Please tick one box for each

	Much more important to maintain current level of service	Slightly more important to maintain current level of service	Equally important	Slightly less important to maintain current level of service	Much less important to maintain current level of service	Don't know	
Household recycling collection and food/garden waste collection service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Arts and cultural services (including Banbury Museum)
Providing affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Dealing with anti-social behaviour/ nuisance
Parks and playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town centre development (e.g. improving town centres through schemes such as pedestrianisation)
Dealing with anti-social behaviour/nuisance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Planning policy (i.e. long term development and conservation)
Household recycling collection and food/garden waste collection service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Town centre development (e.g. improving town centres through schemes such as pedestrianisation)
Activities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monitoring of food hygiene and health and safety of businesses and restaurants
Planning policy (i.e. long term development and conservation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Activities for young people
Grants for voluntary and community groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monitoring of food hygiene and health and safety of businesses and restaurants
Sports and leisure facilities and activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provision of housing support and advice (e.g. working to prevent homelessness)
Household waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Street cleaning & tackling of environmental crime
Parks and playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supporting the creation of jobs in the local area
Street cleaning & tackling of environmental crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Development control (i.e. planning permission and enforcements)
Providing affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Sports and leisure facilities and activities
Provision of housing support and advice (e.g. working to prevent homelessness)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Supporting the creation of jobs in the local area
Arts and cultural services (including Banbury Museum))	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Development control (i.e. planning permission and enforcements)
Recycling centres (e.g. bottle banks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Grants for voluntary and community groups
Household waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Recycling centres (e.g. bottle banks)

**SECTION 8: CONTACTING THE COUNCIL**

**Contacting Cherwell District Council**

We would like to know your experiences when contacting Cherwell District Council.

**42. Have you ever contacted Cherwell District Council? If so, how did you last contact the Council?** Please tick one box only

- By telephone
- By letter
- Via email
- Face-to-face in Council Offices
- Other (please write in) .....
- None of these

**PLEASE ANSWER Q43 IF YOU HAVE CONTACTED CHERWELL DISTRICT COUNCIL. ALL OTHERS SKIP TO Q44.**

**43. And how satisfied or dissatisfied are you with the following when contacting Cherwell District Council, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
<b>Ease of contacting the Council</b>											
Information about how to contact the Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being able to speak to the right person/department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speed of response (e.g. speed of answering the telephone/ speed of replying to emails/letters )	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Staff</b>											
Being respected/listened to by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using plain English/not speaking in jargon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Answering all of your questions/providing enough information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Explanation of process/procedures and advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Follow-up</b>											
Keeping their promises (e.g. calling back when they said they would etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outcome of your query/complaint	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Information from Cherwell District Council**

Please tell us your views on the information provided by Cherwell District Council.

**44. From which, if any, of the following do you obtain most of your information about Cherwell District Council?** Please tick ALL that apply

- |  |  |
|--|--|
| <input type="checkbox"/> Friends/ family and neighbours  | <input type="checkbox"/> Cherwell District Council posters   |
| <input type="checkbox"/> Parish News Newsletter  | <input type="checkbox"/> Cherwell District Council website   |
| <input type="checkbox"/> Cherwell Link (the Council magazine)  | <input type="checkbox"/> Public meetings   |
| <input type="checkbox"/> Local groups and committees (e.g. tenant's or residents' associations, voluntary or community groups) | <input type="checkbox"/> Contact with elected Councillors  |
| <input type="checkbox"/> Local newspapers (please specify) .....   | <input type="checkbox"/> Contact with Council staff  |
| <input type="checkbox"/> Local radio (please specify) .....  | <input type="checkbox"/> Information from other organisations (e.g. County Council, schools, doctors etc.) |
| <input type="checkbox"/> Local TV news (please specify) .....  | <input type="checkbox"/> Twitter or Facebook   |
| <input type="checkbox"/> Cherwell District Council magazines   | <input type="checkbox"/> Other (please specify) .....  |
| <input type="checkbox"/> Cherwell District Council leaflets  | <input type="checkbox"/> None of these   |
|  | <input type="checkbox"/> Don't know  |

**45. Now thinking specifically about the information provided by Cherwell District Council, have you used any of the following information sources in the past 12 months?** Please tick ALL that apply

- Cherwell Link (the Council magazine)
- Cherwell District Council website
- None, not used either

**46. And how satisfied or dissatisfied are you with the following, where 1 is very satisfied and 10 is very dissatisfied?** Please tick one box for each

	1	2	3	4	5	6	7	8	9	10	Don't know
Cherwell Link (the Council magazine)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cherwell District Council website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**47. Finally, please use the space below to write in any further comments that you have about Cherwell District Council and the services it provides?** Please write in

**SECTION 9: ABOUT YOU**

**48. Which age band are you in?** Please tick one box only

- |                                   |                                   |  |
|-----------------------------------|-----------------------------------|--|
| <input type="checkbox"/> 18-24yrs | <input type="checkbox"/> 45-54yrs | <input type="checkbox"/> 75+ yrs           |
| <input type="checkbox"/> 25-34yrs | <input type="checkbox"/> 55-64yrs | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> 35-44yrs | <input type="checkbox"/> 65-74yrs |  |

**49. What is your gender?**

Please tick one box only

- |                                 |  |
|---------------------------------|--|
| <input type="checkbox"/> Male   | <input type="checkbox"/> Transgender       |
| <input type="checkbox"/> Female | <input type="checkbox"/> Prefer not to say |

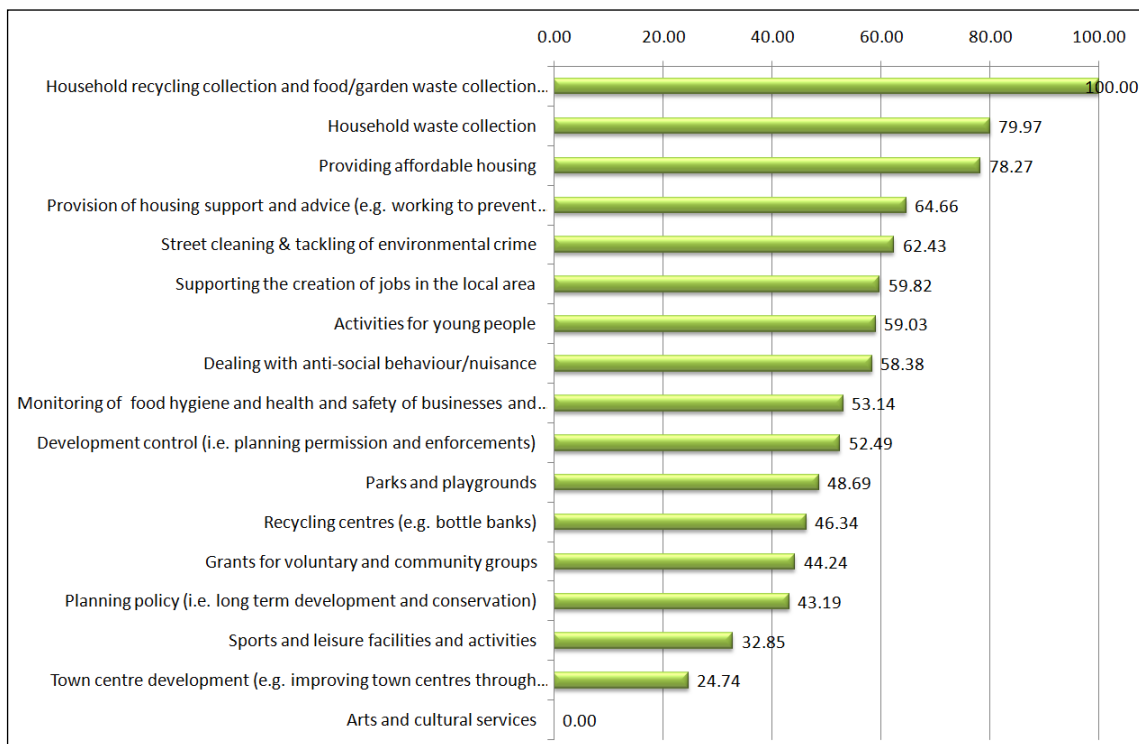


**Thank you for taking the time to complete this survey**

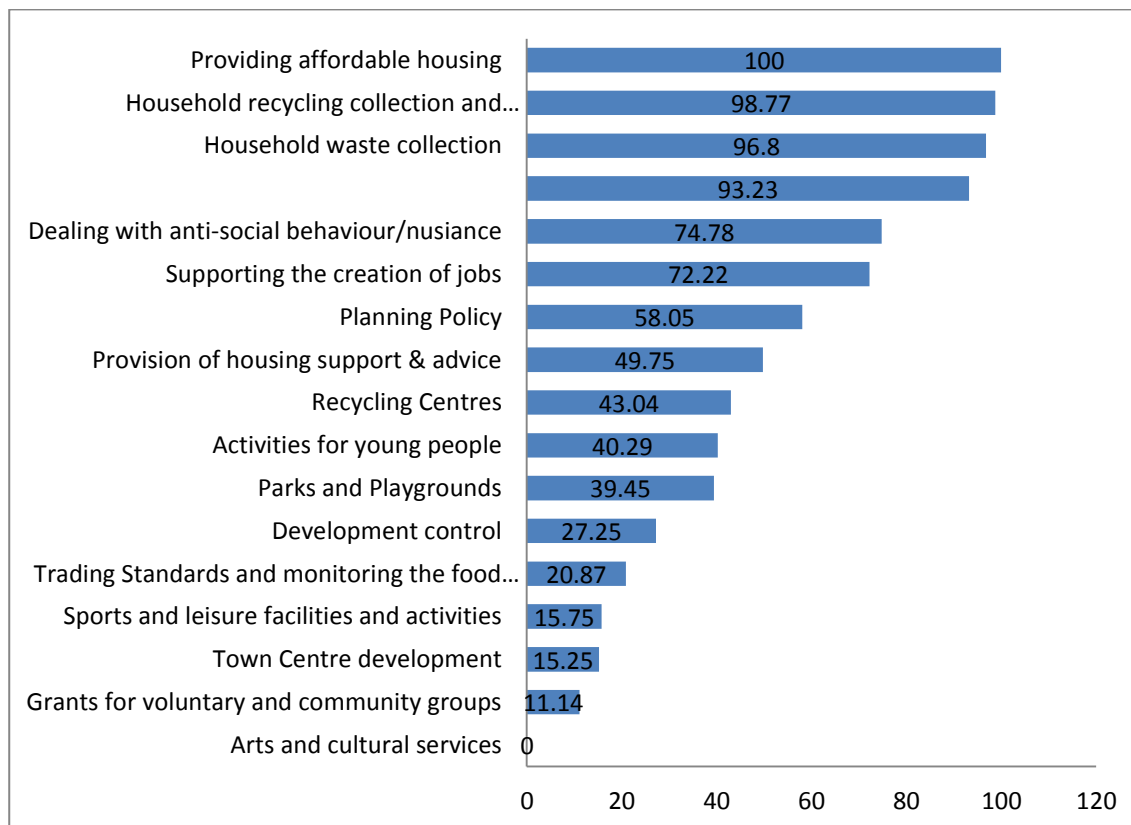
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## Appendix 2 – Service Prioritisation

### 2016 results



### 2015 results



## Comparison of priorities over time

Priority	Change from 2015	2016	2015	2014	2013	2012
Providing affordable housing	↑ 1	1	2	2	2	3
Household recycling collection and food/ garden waste collection service	↑ 1	2	3	1	1	1
Household waste collection	↓ -2	3	1	4	5	5
Street cleaning and tackling of environmental crime	↑ 4	4	8	7	7	8
Dealing with anti-social behaviour/ nuisance	↓ -1	5	4	5	4	4
Supporting the creation of jobs in the local area	→ 0	6	6	6	3	2
Planning policy	↑ 3	7	10	9	8	7
Provision of housing support and advice	↓ -3	8	5	3	6	6
Recycling centres	↑ 4	9	13	12	13	11
Activities for young people	↑ 2	10	12	11	11	15
Parks and playgrounds	→ 0	11	11	10	10	9
Development control	↓ -3	12	9	13	12	13
Trading standards and monitoring the food hygiene of restaurants	↑ 3	13	16	16	16	14
Sports and leisure facilities and activities	↓ -7	14	7	8	9	10
Town centre development	↓ -1	15	14	14	14	12
Grants for voluntary and community groups	↓ -1	16	15	15	15	16
Arts and cultural services	→ 0	17	17	17	17	17
<b>Number answering question:</b>		1012	327	445	724	1018

### Appendix 3 – Re-tendering of Annual Satisfaction Survey contract: Summary

The previously Annual Customer Satisfaction Survey at Cherwell District Council was managed through Future Thinking. The contract ended in 2014 but was extended for an additional year. The new contract tender was to provide an Annual Customer Satisfaction Survey for both Cherwell District and South Northamptonshire Councils (CDC and SNC).

The key points of the tender were that:

- The survey covers overall satisfaction, satisfaction with individual services, value for money, communications and the ability to measure performance year on year.
- It is to be sent in paper form to a random set of addresses across the two areas, as opposed to the previous method of a Customer Panel made up of representation across the Cherwell area.
- The results would be analysed and provided in the form of report, of which full ownership is of the Councils.

The procurement process was completed through Procurement with quotes despatched to companies known to the Council and the opportunity was also advertised locally. 25 companies requested details; of these 6 returned completed bids:

Supplier Name	Bid received for providing survey for both councils
BMG	£24,626.00
CRT Viewpoint	£51,600.00
Enventure	£22,210.00
Future Thinking	£35,390.00
Marketing Means	£13,240.00
TLF	£13,966.00

The methodology used to evaluate the submissions was on:

- Price 60%
- Quality 40%

Following the evaluation of the submissions the top 4 bidders were:

- |                    |              |
|--------------------|--------------|
| 1. Marketing Means | 3. BMG       |
| 2. TLF             | 4. Enventure |

The top three bidders were then invited to attend a clarification meeting, Marketing Means presented very well and were the clear winner, and they also had the experience of working with SNC in the last Northamptonshire Place Survey in 2009. The evaluation panel therefore decided to keep the ranking of the evaluation result as was, and Marketing Means were confirmed as the winning bid.

The previous annual contract value for CDC only was £30,000. The new annual contract value for CDC only was originally £6,500 per annum. Costs this year have been higher due to the larger than anticipated survey (planned to be 8 pages and was 16 pages) meaning greater production and postage costs. The revised cost for 2016 is £8,913. Despite this slight increase the **saving** for the annual cost for CDC in 2016 is **£21,087**.

Summary of change	2015	2016	Difference
Total Respondents	437	1,034	+603
Cost	£30,000	£8,913	(£21,087)
Full report	Yes	Yes	More analysis around reports
Dynamic Tool	Yes	No	Under used in 2015

## Appendix 4: Draft Action Plan for development of the Annual Satisfaction Survey

(P&I = Performance and Insight team)

Action	Timescale	Who
Identify service representatives to provide expert, service based viewpoint	Oct 2016	P&I, JMT
Review current question set to identify those questions that can be removed for future surveys	Oct and Nov 2016	P&I, service reps
Identify new questions to provide feedback from residents to ‘fill the gaps’ in the business plan	Oct and Nov 2016	P&I
Identify new questions to link in to service specific feedback requirements (which cannot be gathered via a focussed service led survey)	Oct and Nov 2016	Service reps
Liaise with partner organisations to see whether there can be any consolidation and sharing of key feedback information	Jan and Feb 2017	P&I, partners (input from engagement officers as well?)
Investigate other options for producing sample set of households	Mar 2017	P&I, Marketing Means have already provided some advice
Send recommendations to Overview and Scrutiny for review	Mar 2017	P&I
Send recommendations plus O&S feedback to Executive for sign off	Mar 2017	P&I
Notify Marketing Means of proposed changes and work with them to format the revised survey (Marketing Means recommended timescales incorporated)	Mar/Apr 2017 <b>3 wks</b> (set up, design and test)	P&I, Marketing Means
Run 2017 Survey (Marketing Means recommended timescales incorporated)	Apr and May 2017 <b>5 wks</b> (inc survey send out and reminder)	Marketing Means
Initial results and report (Marketing Means recommended timescales incorporated)	Jun 2017 <b>2 wks</b> Topline data <b>2 wks</b> Report creation	Marketing Means
Summary report and analysis	Jul 2017	P&I
Results to JMT and Committees as part of Business Planning review/refresh process	Jul/Aug 2017	P&I

## Cherwell District Council

### Overview & Scrutiny Committee

22 November 2016

<b>Safeguarding - Update on Internal Review Action Plan and Draft Section 11 Return Submission</b>
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### Report of Community Services Manager

This report is public

#### Purpose of report

To review the progress made against the actions of the 2015 Safeguarding review and to consider the Section 11 return for 2016.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the action plan progress made to date.
- 1.2 To endorse the draft Section 11 audit for 2016/ 17 for submission to the NSCB in December 2016;

#### 2.0 Introduction

- 2.1 In the year following the joint internal review of safeguarding, both councils have made strides to understand that safeguarding has a much wider remit than solely the prevention of Child Sexual Exploitation or Preventing Radicalisation and includes matters such as the protection of vulnerable adults, child neglect, self-harm, female genital mutilation, missing children, domestic abuse, human trafficking and, modern slavery.
- 2.2 Both Cherwell District Council and South Northamptonshire Council have made changes to their own policies and introduced new procedures to capture information that may assist in the detection of crime, and capture of those engaged in criminal behaviours.

### **3.0 Report Details**

3.1 The report recognises the good work which has been undertaken over the past year against the key objectives

- Better engagement with and financial support for the four safeguarding boards – adults and children in each county, and engagement with key partners in each county.
- Better use of internal processes for service planning and priorities, HR activities, communication and self-assessment.
- Increased safeguarding and awareness training for staff, elected members and partners.
- Increased involvement of members through scrutiny and individual roles.
- The opportunity to share the learning and good practice from this review with other District colleagues in Northamptonshire, Oxfordshire and elsewhere.

3.2 The review recommendations were incorporated into a detailed action plan that was approved at the beginning of the year. It prioritises the actions required to improve the delivery of the Councils' safeguarding duties.

### **4.0 Conclusion and Reasons for Recommendations**

4.1 The Council has a duty to ensure it has robust systems and processes in place to capture the work being undertaken to safeguard children, young people and vulnerable adults. The steps outlined in the action plan support a more transparent and connected approach to safeguarding across both authorities and progress made by officers to undertake development work with partners to secure better outcomes for residents has been effective and welcomed.

4.2 The internal review identified the need for the Overview and Scrutiny Committee at each Council to have a role in this matter. A briefing on progress was made at six months alongside a refresher training session for members. This report satisfies the agreed requirement of a timely input to the submission of the annual Section 11 Childrens Act audit return.

### **5.0 Consultation**

With partner organisations

As appropriate to the action arising in the initial action plan



## **6.0 Alternative Options and Reasons for Rejection**

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

Option 1: Do nothing further – rejected as there is clearly a need to assure members and senior Officers of the Council that safeguarding duties are being properly considered, escalated and records of action kept; that staff and members receive adequate training to fulfil their roles; that the Council is an active partner in the multiagency approach required to safeguard individuals from exploitation and extremism in all its forms.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There have been some increased costs for financial contributions in 2016/17 and beyond towards all both safeguarding boards. These have been met from existing resources and where possible this will continue to be the case. There will also be a human resource allocation to manage the operational obligations each authority has; the proposal for how this can be achieved was met through the shared service business case for Community Services and the appointment of a part time Safeguarding officer shared across the two authorities has been successful with the officer starting in February 2017.

Comments checked by Denise Taylor, Group Accountant, 01295 221982, [denise.taylor@cherwellandsouthnorthants.gov.uk](mailto:denise.taylor@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 7.2 There are statutory duties on District Councils to contribute to activity which safeguards children and vulnerable adults; promotes wellbeing and counters extremism and exploitation in all forms. The recommendations contained in this report will enable the authority to discharge these responsibilities.

Comments checked by Kevin Lane, Head of Law and Governance, 0300 003 0107; [kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:kevin.lane@cherwellandsouthnorthants.gov.uk)

### **Risk**

- 7.3 Failure to discharge its duty will have a significant reputational impact on the authority as well as the individuals involved. The improvement to internal processes (including the 'See It, Report It' process for any member of staff to raise an alert if they notice something they are concerned about), training and partnership working will mitigate this risk. Risk C12 – Safeguarding is monitored on a regular basis as part of the Corporate Risk Register.

Comments checked by Ed Bailey, Corporate Performance Manager, 01295 221605, [edward.bailey@cherwellandsouthnorthants.gov.uk](mailto:edward.bailey@cherwellandsouthnorthants.gov.uk)

## 8.0 Wards Affected

All

**Lead Councillor**  
**Councillor Tony Ilott**

### Document Information

<b>Appendix No</b>	<b>Title</b>
Appendix 1	Joint Internal Safeguarding Review Action Plan - update
Appendix 2	Oxfordshire Joint Safeguarding Board return for CDC 2016
<b>Background Papers</b>	
None	
<b>Report Author</b>	Nicola Riley; Community Services Manager
<b>Contact Information</b>	01295 221724 <a href="mailto:Nicola.riley@cherwellandsouthnorthants.gov.uk">Nicola.riley@cherwellandsouthnorthants.gov.uk</a>

**Internal recommendations for the district councils      APPENDIX 1**

<b>Recommendation</b>	<b>Action</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Progress</b>
1. The senior management review should establish clearly the lead roles for safeguarding at Director, third tier and service manager levels. This needs to be explicit in job roles and structures and managers should have the capacity built into their responsibilities to allow dedicated time to safeguarding activity.	To be considered as part of the shared services review	Ian Davies	March 2016	Achieved Safeguarding officer post created and appointed in October 2016
3. The planned internal safeguarding leads network should be established as a priority, with Nicola Riley as lead officer. Ian Davies should engage with the network to reinforce his strategic lead responsibility. Those services which have a greater contact with the public and therefore with safeguarding issues should have identified safeguarding leads to form this network. These safeguarding leads should be identified in service documents particularly the service business plans. The network should have a clear purpose to include sharing information, feedback from partnership meetings, sharing learning and ensuring clarity of expectations and responses in relation to safeguarding matters. This should include monitoring the use of See It, Report It.	Safeguarding leads meeting set up quarterly to Include Public Protection, Community Safety, Housing, Customer Services and Performance	Nicola Riley and Ian Davies	From October 2015	Implemented and group meets to monitor See it Report it and share concerns over particular cases or training issues. Ran data awareness week in March 2016

<p>The network should engage with and be accountable to elected members, specifically the lead members with safeguarding responsibilities and with the scrutiny committees and should support the lead members to present to their respective scrutiny committees.</p>	<p>Scrutiny Committees at both Councils have expressed a desire and willingness to keep Safeguarding on their agenda and to consider regular reports and sign off of Section 11 reports in November 2016 Further Internal Review consideration by scrutiny committee in January 2016</p>	<p>Nicola Riley</p>	<p>January 2016</p>	<p>This report and previous briefing given to members in June</p>
<p>The network should take responsibility for completing the S11 Audits, for consulting with the overview and scrutiny committee's on the development of the S11 audits, for ensuring the outcomes of the S11 audits are included in Service Business Plans and for auditing internally the quality of the safeguarding aspects on the Service Business Plans.</p>	<p>Subject to views of Scrutiny in January, each committee to consider the draft S11 returns before issue.</p>	<p>Nicola Riley</p>	<p>November 2016</p>	<p>Achieved</p>
<p>The network should have responsibility for planning and delivering level one safeguarding training and elected member safeguarding training and awareness raising. This network could also usefully have oversight of which posts are identified for DBS checks, that those checks are undertaken in line with policy and also monitoring that staff and elected members undertake mandatory training and how this impacts on practice.</p>	<p>To be considered as an agenda item by the safeguarding leads group and to be combined with the rollout of Prevent training</p>	<p>Nicola Riley and Vicki Claridge</p>	<p>From November 2015</p>	<p>Knowing your community events and training have occurred in 2016.</p>

4. The partnership arrangement with Daventry District Council for the provision of community safety, Anti-Social Behaviour (ASB) and associated partnership functions should be reviewed urgently with the council considering terminating those arrangements and bringing responsibility for community safety staff into the shared service internal management arrangements.	This action is currently part of the shared service plans for Public Protection and a decision required from Cabinet.	Jackie Fitzsimons	By March 2016	Implemented
5. Further briefings should be held for key managers stressing the requirement to use See It, Report it, including in situations when the service rightly deals with the concern by reporting them directly to the responsible authority. See It Report It should be implemented in South Northamptonshire as soon as possible.	See it Report it to be included in CEx briefings and rollout to SNC is currently being planned. Also to be part of June Managers' Forum agenda	Louise Tustian and Caroline French	November 2015 – Jan 2016  June 2016	See it Report It launched in SNC 1 <sup>st</sup> Feb 2016; followed up with Mangers Forum item and All Staff briefing item
6. Members should be briefed specifically on the safeguarding responsibilities of district councils set out earlier in this report and the implications for areas including taxi licensing.	Members communication and training schedule to be prepared to include induction process, awareness raising sessions, regular Comms updates and specific Lead member, PFH and Safeguarding Champion support	Nicola Riley, Vicky Claridge and Janet Ferris	January/ February 2016	Achievement in all areas but on-going due to the nature of the action
8. Managers should be briefed specifically on the safeguarding responsibilities of district councils set out earlier in this report. Service plans should set out specifically how these responsibilities are	Safeguarding section of business plans to be reviewed by Safeguarding leads groups. Managers Forum item in June 2016	Safeguarding Leads group	January 2016  June 2016	Achieved

being met.				
9. There is an urgent need to provide mandatory training, briefings and challenge for elected members to help them understand that safeguarding issues can and do impact on all communities and that they must ensure their responsibilities are taken seriously.	As per 6 above	Nicola Riley and/ Vicky Claridge	December 2015/January 2016	To be co-ordinated with Democratic Services colleagues following the scrutiny meetings in January. Achieved. Rolling programme of training / briefings to be established for 2017 onwards
10. A system should be established for the identification and recording of all posts requiring a DBS check, the level of check required and the date the check should be renewed. This should include a requirement that the new HR and Payroll system will trigger an alert to a designated officer when a renewal is due.	The procurement of the new HR system will capture and automate this process. Interim measures required until then	Nicola Riley/Paula Goodwin	December 2015 and onwards	Manual system implemented as IT solution not possible through the contract extension for HR/Payroll system
13. The senior management review should establish a substantive role for safeguarding within a third tier officer post.	To be considered through Shared Service development	Ian Davies	By March 2016	Achieved and appointed to

14. Middle managers would benefit from some development work on strategic planning, including policy development to build their skills and understanding. This should be linked with the new management competency framework.	To be considered as part of the training opportunities developed from the new competency framework and through the Managers Forum	Claire Taylor, Paula Goodwin and Jo Pitman	By March 2016	The development of PDP's for every member of staff will capture this.
18 Safeguarding should be embedded within the service-planning framework, as a 'golden thread' from the council's corporate priorities to individual service plans and appraisal. It should be built into the draft competency framework and applied consistently across the organisation. This should be assessed annually through the S11 Audit process and reported to members.	To be considered as part of the 2016/17 service and business planning processes	Louise Tustian, Paula Goodwin and Nicola Riley	November 2015 to January 2016	Is referenced in 2016/17 business plan and beyond Will be included in service planning for all service managers
19. Key messages about safeguarding should be available on the public websites. Information posters and leaflets should be available and displayed in reception areas. The Communications Team should be engaged to develop a rolling programme of public awareness raising activities.	A Comms plan to be developed and implemented	Nicola Riley, Paula Judd and Janet Ferris	By November 2015	Links to local regional and national information and websites available through Council's website
20. The completed S11 Audit for each district council should be quality assured and signed off by the Director of Community and Environment and the Lead Members. Each scrutiny committee	Deadline for submission of Section 11 audits for 2016/17 is December 31 <sup>st</sup> .  Service planning process	Nicola Riley,  Louise Tustian	November 2016  January	Achieved

<p>should consider the S11 Audits during development with scrutiny members trained to scrutinise safeguarding practice. Each Service Plan should reflect the S11 Audit requirements.</p>			2017	
<p>21. Work should be undertaken to identify which posts require safeguarding training and what level that training should be.</p> <p>An audit of training should then be undertaken and remedial action taken to ensure all staff receive the appropriate level of training and that their training is refreshed to an agreed timescale. This information should be held centrally within the new combined HR and Payroll system being commissioned by HR managers.</p>	<p>Claire Cox, Vicky Claridge and Paula Judd are currently undertaking this work.</p> <p>A central record of safeguarding training will then be developed and maintained as part of the HR admin system</p>	Nicola Riley	End of November 2015	Complete
<p>22. All managers should be briefed on the specific requirements to communicate clearly and effectively and this should be monitored through supervision and appraisal. Senior managers should communicate clearly their expectations.</p>	<p>To be undertaken via JMT, SMTs and Managers Forum supported by briefing notes</p>	Ian Davies	February 2016	Completed
<p>24. Safeguarding capacity should be built into key senior and middle management posts, a central budget for safeguarding training and development, a budget for community awareness raising and adequate budgets to implement emerging</p>	<p>For consideration as part of shared service development and Budget allocation for 2016-17 and beyond. Already considered and included for Public Protection joint service business case. To be included in</p>	Ian Davies and Chris Stratford	By March 2016	Completed



<p>work (for example the Joint Operating Framework for Taxi Licensing) should be identified.</p> <p>In addition resources should be identified for partnership working including a financial contribution to the statutory safeguarding adults and children's boards and officer contribution to the boards and sub-groups.</p>	<p>planned Housing and Community Development and Recreation joint service business cases.</p> <p>Consideration as part of 2016/17 draft budget process. Likely need for c£5k/10k per council. Also, lead SNC/CDC attendees for each partnership body to be identified</p>	<p>Paul Sutton</p>	<p>January 2016</p>	
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### Recommendations that impact on external partners

Recommendation	Action	Lead Officer	Deadline	Progress
<p>2. The district councils should proactively engage with the four independent chairs of the adults and safeguarding children boards to introduce the strategic and operational safeguarding leads. This should be the first stage in strengthening those key external partnership arrangements.</p>	<p>This partnership development work will form part of the revised work plan for 2015/16</p>	<p>Nicola Riley and Ian Davies</p>	<p>January 2016</p>	<p>Begun</p>
<p>7. Both districts should establish with their county council partners the extent of their safeguarding responsibilities including which officers will contribute to Common Assessment Framework Assessments and Team Around the Child Meetings. District Council officers should not act as lead officer in either of these processes.</p>	<p>OCC and NCC Dialogue required with key housing reps included</p>	<p>Nicola Riley, Joanne Barrett, Marianne North and Jackie Fitzsimons</p>	<p>January 2016</p>	

<p>11. The Cherwell Safeguarding lead should work with the Oxfordshire Districts to propose the development of a more formal county safeguarding leads network with the purpose of ensuring meaningful representation on strategic partnerships and the sharing of learning and resources where appropriate.</p> <p>Once established there may be an opportunity to share this learning across the Northamptonshire Districts.</p>	<p>This partnership development work will form part of the revised work plan for 2015/16</p>	<p>Nicola Riley</p>	<p>2016</p>	<p>Completed</p>
<p>12. The districts should map current partnership arrangements and partnership meetings and their membership and terms of reference to identify overlaps and potential efficiencies and potential for merging or stopping those that duplicates others.</p>	<p>This partnership development work will form part of the revised work plan for 2015/16 and will influence the roles of individuals through the new shared services structures</p>	<p>Nicola Riley and Ian Davies</p>	<p>2016</p>	<p>Completed</p>
<p>15. There should be discussions at a strategic level between South Northamptonshire Council and Northamptonshire Police to establish a more appropriate working relationship and a better understanding of their respective roles and responsibilities and how the police and district council will work together going forward.</p>	<p>To be undertaken by CEx and Strategic Director in the first instance.</p>	<p>Sue Smith, Ian Davies and Nicola Riley</p>	<p>2016</p>	<p>Completed</p>

<p>16. The wider partnership issues across Northamptonshire should be addressed. This should begin with engagement with the local safeguarding children board and the safeguarding adult board where concerns about thresholds and responses at County level should be raised.</p>	<p>To be undertaken by Chief Executive and Strategic Director in the first instance.</p>	<p>Sue Smith and Ian Davies</p>	<p>2016</p>	<p>Begun and on - going</p>
<p>17. The district safeguarding leads should approach the four safeguarding boards and request the development of district level training and awareness raising opportunities for elected members, staff and partners. This could be developed as a partnership across the four boards with district safeguarding leads contributing to the development and delivery.</p>	<p>A review of existing training material will be undertaken.</p> <p>Work with partners to develop a programme of engagement and awareness raising</p>	<p>Paula Judd and Vicky Claridge</p> <p>Nicola Riley and Tracie Dark</p>	<p>By Jan 2016</p> <p>From January 2016</p>	<p>More can be done in this area</p>
<p>23. The review of information sharing protocols should be used to determine only those that the district councils are required to sign. The Chief Executive, on behalf of both councils, should sign these and then advise officers that they should not sign other protocols, as they do not have the authority to do so on behalf of their employers. This should be agreed with key partners.</p>	<p>Work has already been undertaken in this area to identify the protocols already in place.</p> <p>A data protection and information sharing awareness campaign will be devised to up skill staff to ensure they are working within the protocols and that information is being correctly stored, shared and destroyed</p>	<p>Nicola Riley, Sarah Moller and Janet Ferris</p>	<p>From November 2015</p>	<p>Data Awareness week planned for March 14<sup>th</sup>-18<sup>th</sup></p> <p>Completed</p>

<p>24. In addition resources should be identified for partnership working including a financial contribution to the statutory safeguarding adults and children's boards and officer contribution to the boards and sub-groups.</p>	<p>Consideration as part of 2016/17 draft budget process. Likely need for c£5k/10k per council. Also, lead SNC/CDC attendees for each partnership body to be identified</p>	<p>Ian Davies and Paul Sutton</p>	<p>January 2016</p>	<p>Completed</p>
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## Oxfordshire Safeguarding Self-Assessment

This template incorporates the standards from the safeguarding self-assessment against the Children Act 2004 (known as the Section 11 audit) carried out by the OSAB as well as the standards developed by the LGA for Adult Services and published within the LGA Adult Safeguarding Improvement Tool.

This combined audit covers both safeguarding children and adults with care and support needs and adults at risk, recognising that most agencies attending the Safeguarding Boards provide services to both children and adults with care and support needs.

The standards are broken down into four areas:

1. Leadership, Strategy and Working Together
  - a. Senior management have commitment to the importance of safeguarding and promoting the welfare of children and adults with care and support needs
  - b. There is a clear statement of the agency's responsibility towards children and adults with care and support needs and this is available to all staff
  - c. Local Safeguarding Board Effectiveness
2. Commissioning, Service Delivery and Effective Practice
  - a. Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and adults with care and support needs & families
  - b. There is effective inter-agency working to safeguard & promote the welfare of children and adults with care and support needs
  - c. There is effective Information Sharing
  - d. Commissioning arrangements are robust, effective and cost-effective
  - e. Thematic Issue: Transport of children and adults with care and support needs
3. Performance & Resource Management
  - a. There is effective training on safeguarding & promoting the welfare of children and adults with care and support needs for all staff working with or, depending on the agency's primary functions, in contact with children and adults with care and support needs
  - b. Safer recruitment procedures including vetting procedures and those for managing allegations are in place
4. Outcomes for, and Experiences of, People Who Use Statutory Services
  - a. People's experiences of safeguarding

### Timescales and deadlines

The self-assessment will be circulated in autumn 2016 for **return by Friday 2<sup>nd</sup> December 2016**. All returns must be sent back to the OSCB team mailbox [oscb@oxfordshire.gov.uk](mailto:oscb@oxfordshire.gov.uk). An initial analysis will be completed in **January 2017**. This will inform the **Peer Review** event that will be held in **February 2017**. A final analysis report will be produced in April 2017.

### Guidance on completing the self-assessment

Guidance on the standards and the rating system can be found [here](#) (page 18 onwards).

## Safeguarding Self-assessment Practitioner Questionnaire

**Note:** The below questionnaire can be used with a small number of staff (at least 10% of workforce). Just let the Safeguarding Board Business Unit know how many and what percentage of staff that constitutes. Provide a summary of the findings from your agency rather than the individual responses. **To obtain a blue rating** you need to have completed this or, an alternative safeguarding questionnaire, which helps you assess the effectiveness of strategic arrangements for safeguarding children and adults with care and support needs.

### ----- Template: Questionnaire for frontline staff

As part of our safeguarding self-assessment tool we are asking a sample of front line staff to complete this short questionnaire which will help us assess the effectiveness of our strategic arrangements for safeguarding children and adults with care and support needs.

Topic	Item	Comment / evidence
<b>1. Training</b>	When did you last have Safeguarding Training and how have you developed your practice to incorporate your revised or new safeguarding knowledge?	
	Can you provide an example of how it has improved outcomes for the person you were working with?	
<b>2. Knowledge</b>	What would you do if you had a safeguarding concern about a child or adult with care and support needs?	
	What procedures would you use and where would you find them?	
	Within your specialist area, what is your understanding of working with whole family issues?	
	How does this influence your practice?	
	How confident do you feel asking if the child/family/adult needs any help?	
<b>3. Action</b>	How would you respond to a safeguarding allegation made against another member of staff?	
<b>4. Action</b>	When did you last look at the online procedures, what for and was it useful?	

<b>5. Support</b>	What's the name and contact details of your organisation's lead officer for safeguarding?	
	How confident are you that your supervision meets your needs in fulfilling your safeguarding responsibilities?	
<b>6. Documentation</b>	What documentation would you use to support a safeguarding referral?	
	What tools might you use?	
Post title of interviewee:		
Post title of interviewer:		
Any agreed actions:	(what / when / who)	
Date signed off:		

## 2015 Safeguarding Self-assessment Actions

All agencies are asked to use the table below to record what progress has been made against the actions noted for their agency in the 2015 Section 11 Safeguarding Self-Assessment.

### Progress Against 2015 Actions

Action	2016 update
Please see attached action plan following on from the 2015 internal review	

## Part 1: Leadership, Strategy and Working Together

### 1A - Senior management have commitment to the importance of safeguarding and promoting the welfare of children and adults with care and support needs

**How effective is the commitment of senior management to safeguarding and promoting the welfare of children and adults with care and support needs within your agency / organisation?**

#### Compliance checklist – policies & procedures, organisational arrangements

1. There is a named person at senior level responsible for safeguarding and championing safeguarding is clearly in their job description and that they understand and undertake their responsibilities	Y
2. Strategies and plans include reference to safeguarding and are clear about responsibilities in relation to: <ul style="list-style-type: none"> <li>a. the impact of our services in safeguarding children and adults with care and support needs</li> <li>b. what are the criteria for deciding who we work with</li> <li>c. The quality of our work</li> <li>d. Whether the timing of our interventions are appropriate for the child and adults with care and support needs safety</li> </ul>	Y
3. Safeguarding activity is routinely monitored within the organisation, issues are identified at the appropriate level and resources are put in place to resolve them. We can explain (a) our agency's internal escalation arrangements for safeguarding concerns and (b) how we know that they are complied with	Y
4. Senior managers demonstrate good understanding of safeguarding, keeping abreast of local and national developments and learning, to ensure that practice continues to improve	Y
5. Senior managers communicate to their organisation that safeguarding is core business and are able to demonstrate that staff are aware of their individual responsibilities.	Y

#### Describe / identify how your organisation meets this standard.

There is a Designated Safeguarding Lead Officer (DSO) at Senior management level. At Director level a Strategic Safeguarding responsibility has been identified. An elected councillor has also been appointed to scrutinise procedures. Six Safeguarding leads have been identified within the organisation drawn from Community Services, Community Safety, Housing and the Corporate performance teams.



An independent review of the Council’s Safeguarding Policy and Procedures was carried out in 2015. One of the recommendations was to appoint a dedicated Safeguarding Officer to carry out routine monitoring and staff training. This is taking place in October 2016.

Safeguarding is evidenced in Job descriptions.

The DSO has delivered safeguarding training at the Managers Forum and attends staff briefings to promote a Safeguarding culture and provide advice and guidance. This has been underpinned by the Chief Executive at quarterly all staff briefings.

The DSO has also conducted Safeguarding Training for elected Councillors.

Safeguarding is included in the Council’s business plan and is evidenced in service plans. Safeguarding leads hold regular monitoring meetings. In addition there are arrangements for Scrutiny by elected Councillors; these are linked to the sign off of Section 11 returns and regular performance reporting on the delivery of the action plan.

Safeguarding Policy and Procedures have been updated during 2016 in order to capture key learning points.

**What impact has this had on outcomes for children and adults with care and support needs?**

N/A

**How do you rate your compliance with this standard?**

Blue x	Green	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
<b>Actions required to raise to green/blue</b>			<b>Lead and Timescale</b>

**1B - There is a clear line of accountability and a clear statement of the agency’s responsibility towards children and adults with care and support needs**

**How clearly are the agency’s responsibilities towards children and adults with care and support needs communicated to all staff and how clear are the lines of accountability within the**

**organisation for work on safeguarding & promoting welfare?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. There are clearly documented lines of accountability from staff through the organisation to the named person, a clear escalation and whistleblowing policy and a clear complaints procedure.	Y
2. Staff feel able to raise concerns, including about workloads, and encourage service users to raise complaints when they are dissatisfied with the service they are receiving, e.g. <i>“we know because we can cite examples of frontline practitioners doing this because...”</i>	N/A
3. Effective complaints systems are in place, in line with current statutory guidance, for children and adults with care and support needs, staff & other people to make complaints and themes of these complaints are addressed, e.g. <i>“we know because we know what has bothered them over the last 12 months is...”</i>	Y
4. Child / Service User friendly complaints information is used, which includes information on what safeguarding issues are and how to raise a safeguarding concern	N
5. Recommendations / outcomes on practice and changes to procedures are communicated to staff, e.g. <i>“we do this via...”</i>	Y
6. Staff feel there is clear communication of the legislative framework within which safeguarding sits, including in relation to domestic abuse, mental health, etc	Y
7. Anyone who comes into contact with children and adults with care and support needs or their families has their responsibility towards the person’s welfare explicitly stated in job description and this is reviewed in appraisals and 1 to 1s.	Y
8. Staff receive adequate reflective supervision and support, e.g. <i>“We can explain (a) our agency’s <b>supervision policies</b> for safeguarding issues and (b) how we know that they are complied with...”</i>	Y

**Describe / identify how your organisation meets this standard.**

The Council has a Whistleblowing Policy and there is a team of investigating officers who have been trained to undertake the necessary investigation in cases of allegations against staff. The DSO is the key contact officer with the OSC/AB for managing the allocations process.

In line with corporate policy, managers hold regular 1:1s with staff and there is a formal system of twice yearly appraisals which are recorded and monitored by HR. These would allow the opportunity for staff to formally raise concerns about workloads.

The Council has a complaints procedure which is available to all. Given the nature of our services we do not have a specific ‘child friendly’ complaints procedure but would rely on our corporate complaints process should this be necessary. Feedback is requested from participants and their carers following activities (arts, sports sessions, holiday play schemes etc) run by the Council.

Recommendations are communicated to staff via the all staff newsletter “In Brief” and face to face at briefing sessions.

Job descriptions and responsibilities are reviewed annually as part of the staff appraisal system.

**What impact has this had on outcomes for children and adults with care and support needs?**

Given the nature of our services there is no requirement for us to monitor this.

**How do you rate your compliance with this standard?**

Blue

Green X

Amber

Red

**Actions required to raise to green/blue**

**Lead and Timescale**

Actions required to raise to green/blue	Lead and Timescale

**1C – Local Safeguarding Boards’ Effectiveness**

**TO BE COMPLETED BY BOARD MEMBER AS A SINGLE AGENCY RESPONSE**

**How is your organisation’s commitment to safeguarding evidenced through the Safeguarding Boards, covering their whole agenda from prevention to intervention?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. Your representative on the safeguarding board is sufficiently senior on the Safeguarding Boards (SB), ensuring effective leadership and coordination in the delivery of Safeguarding policy and practice.	Y
2. You contribute human and financial resources to the Safeguarding Boards to enable it to function effectively. <ul style="list-style-type: none"> <li>a. You contribute towards the Safeguarding Boards multi-agency safeguarding training agenda.</li> </ul>	Y

3. You provide challenge at the SBs, ensuring the impact and effectiveness of service delivery.	Y
4. You contribute towards the SBs understanding of how well it is performing and what difference it makes through regular self-assessment and benchmarking and have a positive attitude to learning and improving across partners.	Y
5. You contribute towards the SB's duties to safeguard children and adults with care and support needs both proactively, through awareness raising and prevention of abuse and neglect, and responsively, by creating frameworks to effectively respond once concerns are raised.	Y
6. You act upon data, information and intelligence gathered by the SB to identify risk and trends and formulates action in response to these.	Y
7. You share issues raised a the board with your organisation	Y
8. You consider the SB to have good quality specialist advice e.g. legal, medical or social work, when necessary.	Y
9. You understand the links between the Safeguarding Adults Board, Children's Safeguarding Board, Health and Wellbeing Board & Community Safety Partnerships and reporting mechanisms (to the SBs, between the SBs and the boards of partner organisations) are clear and effective.	Y
10. There are clear protocols in place that integrate different agency procedures for reporting serious incidents.	Y
11. There are mechanisms in place to ensure that the views of people who are in situations that place them at risk of abuse, and carers, inform the work of the SBs.	Y

**Describe / identify how your organisation meets this standard.**

The implementation of Seeit report it

The bi monthly safeguarding leads meeting to disseminate informations and discuss best practise and legislative change.

To attend SB meetings as necessary and take an active part in maintaining the partnership approach to safeguarding residents of all ages

Positive information sharing protocols are in place that support the ambitions of both boards

Tight control over reporting process and procedures are in place

**What impact has this had on outcomes for children and adults with care and support needs?**

**How do you rate the Safeguarding Boards' compliance with this standard?**

Blue <input type="checkbox"/>	Green X <input type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
<b>Actions required to raise to green/blue</b>		<b>Lead and Timescale</b>	

**Part 2: Commissioning, Service Delivery and Effective Practice**

**2A - Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of service users and their families**

**How effectively does service development take into account need to safeguard? How is it effectively informed by views of children and adults with care and support needs, their carers or families? How can you demonstrate improved outcomes?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. Service development has taken into account the need to safeguard and promote the welfare of children and adults with care and support needs	<b>Y</b>
2. Children and adults with care and support needs are actively involved in design, development & delivery of services & their involvement is demonstrated	<b>N/A</b>
3. All practical information is made available and different methods of communication are available to service users to express their views and hear what is available for them	<b>N/A</b>
4. Children and adults with care and support needs from black and minority ethnic backgrounds and other diversity strands are appropriately consulted in the development of services and of equality policies to ensure that all aspects of the planning and delivery of services reflect the needs of the changing population of Oxfordshire.	<b>N/A</b>
5. Outcomes are consistent, regardless of the ethnicity, cultural identity / diversity, gender, sexuality, disability or age of the service user.	<b>Y</b>
6. There is a responsive process in place to act on identified unmet need and feed into business planning and identify where gaps are met elsewhere and what happens if there is not	<b>Y</b>

**Describe / identify how your organisation meets this standard.**

The corporate service planning process requires Heads of Service to detail service provision. The service planning template has been amended for 16/17 to require more detail around the consideration of

safeguarding children, young people and vulnerable adults. Service plans are monitored by the DSO.

The range of services that have direct contact with children, young people and vulnerable adults is limited and the context of questions 2 ,3 and 4 are not directly relevant to a District Council.

The Council has an Equality Scheme and an Equality and Diversity Action Plan is in place. This accounts for the needs of all staff and citizens. The Equality and Diversity Action Plan is monitored on a quarterly basis and steps are taken to mitigate issues where they are identified.

**What impact has this had on outcomes for children and adults with care and support needs?**

**To obtain a blue rating:** you need to provide evidence of how you ensure service development takes account of safeguarding and how commissioning arrangements ensure safeguarding is clearly defined in regards to your safeguarding duties. This needs to include how contract monitoring will address any safeguarding issues or areas for development.

**Given the nature of our services there is no requirement for us to monitor this.**

**How do you rate your compliance with this standard?**

<b>Blue x (in relation to the services offered by a District Council)</b>	<b>Green</b> <input type="checkbox"/>	<b>Amber</b> <input type="checkbox"/>	<b>Red</b> <input type="checkbox"/>
<b>Actions required to raise to green/blue</b>		<b>Lead and Timescale</b>	

**2B - There is effective inter-agency working to safeguard & promote the welfare of children and adults with care and support needs**

**How effective is inter-agency working by your organisation?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. We make practitioners aware of the multi-agency procedures and we monitor the use of them	<b>Y</b>
2. We make practitioners aware of the multi-agency tools for identifying, assessing and recording safeguarding concerns, such as the Neglect Tool, CSE	<b>Partially where</b>

Screening Tool, self-neglect tool, Risk Assessment Tool, Mental Capacity Assessment Form and that they are using them	<b>applicable</b>
3. We ensure effective contribution to joint working and safeguarding investigations by participating in operational or strategic multi-agency meetings, ensuring that non-participation is addressed to ensure that there is a sustained contribution to the process.	<b>Y</b>
4. We are compliant with the requirements of the <a href="#">Prevent duty</a> and in particular in relation to policies and procedures regarding staff training, referring to the Channel panel and use of public resources e.g. rooms, ICT equipment, commissioning arrangements.	<b>y</b>
5. If we lead multi-agency safeguarding meetings we take, circulate and store minutes and ensure that any regular meetings are appropriately tied in to the safeguarding system so that strategic issues can be escalated	<b>Not something CDC would do</b>
6. Staff, managers, officers and members work across individual service and agency boundaries, and beyond traditional definitions of their roles, to improve outcomes.	<b>Y</b>
7. We are delivering/ contributing to effective prevention and early help.	<b>Y</b>

**Describe / identify how your organisation meets this standard.**

***Easily accessible access to inter agency guidance for all staff.***

Access to OSCB guidance is readily available on the intranet. Further promotion is done via staff briefings and the staff newsletter – In Brief.

**What impact has this had on outcomes for children and adults with care and support needs?**

**To obtain a blue rating you should:**

1. Show that you have reviewed internal guidance for working with / involvement with other departments/agencies and that you have reviewed induction information to ensure working with partners is clearly stated.
2. Show that you have a central recording system for allegations, referrals or other concerns to enable internal monitoring and assist with external scrutiny (such as multi-agency case reviews and audits).

**Given the nature of our services there is no requirement for us to monitor this.**

**How do you rate your compliance with this standard?**

Blue

Green x

Amber

Red

**Actions required to raise to green/blue**

**Lead and Timescale**


**2C - There is effective Information Sharing**

**How effective are the organisations arrangements for information sharing governance?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. There this a clear policy on appropriate information sharing both across and within agencies to ensure children and adults with care and support needs are safeguarded and their welfare promoted and that this policy is complied with and made explicit to all service users.	<b>Y</b>
2. Training addresses need for effective information sharing both across and within agencies and encourages staff to use professional judgement.	<b>Y</b>
3. Staff know where to seek advice on information sharing both across and within agencies & have confidence in their professional judgement.	<b>Y</b>

**Describe / identify how your organisation meets this standard.**

Staff are encouraged to share safeguarding concerns with the Safeguarding Officers and to follow the guidance set out in the policy and procedures regarding referrals to other agencies.

We have introduced “See It Report It” (SIRI) an intelligence gathering mechanism to encourage front line staff who have direct contact with the public to capture their concerns and for there to be a corporate reporting to Social Care (adults or children) and, or Police. The scheme is designed to enable information sharing and provide intelligence to support on-going and open casework or prompt actions that could lead to new referrals being made.

SIRI is designed to provide a systematic and auditable basis on which to share information. Training has been delivered across the organisation and the system is easily accessed via the Intranet homepage.

We are confident that staff who come into contact with children, young people and vulnerable adults in the course of their work are aware of the need to raise concerns and share information with other relevant agencies.

The development of the Taxi Licensing policies involving County and District authorities have underlined the determination to use whatever powers and information we each hold to improve the probability of



keeping vulnerable adults children and young people safe.

**What impact has this had on outcomes for children and adults with care and support needs?**

To obtain a blue rating you should have links to the [information sharing protocols on the OSCB and OSAB website](#) where appropriate within your organisation and appropriate agreements in place where this protocol is too strategic for your purposes

Given the nature of our services there is no requirement for us to monitor this.

**How do you rate your compliance with this standard?**

Blue

Green x

Amber

Red

**Actions required to raise to green/blue**

**Lead and Timescale**

Actions required to raise to green/blue	Lead and Timescale

**2D – Commissioning arrangements are robust and effective**

**COMMISSIONERS ONLY TO COMPLETE**

**How effective are the organisations commissioning arrangements?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. Commissioning and contracting set out quality assurance and service standards in order to safeguard children and adults with care and support needs.	Y
2. We have developed mechanisms for people who are organising their own support and services to manage risks and benefits e.g. Direct Payments	N/A
3. Clear expectations and reporting requirements are placed on providers of services.	Y
4. Contract monitoring has a focus on safeguarding, dignity and respect, and any shortfalls in standards are addressed.	Y
5. Providers meet essential/ fundamental national and local standards and quality improvement is tracked and acted on.	Y

6. Safeguarding referrals/alerts across providers are tracked and under or over-reporting patterns addressed.	N/A
7. Quality in commissioned services is monitored so that abuse and neglect is prevented as far as reasonably possible.	<b>We don't commission services of this nature</b>
8. Actions take place to safeguard individuals when standards in services put people at risk.	Y
9. Agencies commissioned to provide services have safer recruitment in place.	Y
10. There is a clear process for escalating service gaps to the commissioning body.	Y

**Describe / identify how your organisation meets this standard.**

The Council's Procurement process requires contractors who provide front line services to be clear about their safeguarding policy and procedure. Contracts are only awarded if there is satisfactory safeguarding in place.

**What impact has this had on outcomes for children and adults with care and support needs?**

To obtain a blue rating you should have links to the [information sharing protocol on the OSCB and OSAB website](#) where appropriate within your organisation and appropriate agreements in place where this protocol is too strategic for your purposes

**Given the nature of our services there is no requirement for us to monitor this.**

**How do you rate your compliance with this standard?**

Blue

Green X

Amber

Red

**Actions required to raise to green/blue**

**Lead and Timescale**

Actions required to raise to green/blue	Lead and Timescale

**2E – Thematic Issue: Transport of Children or Adults With Care and Support Needs**

**If your agency is responsible for transporting children and adults with care and support needs, how do you ensure they are transported safely with due regards to the safeguarding of the passenger?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. Identification of a named person at senior management level to champion the importance of safeguarding in transport and to promote the welfare of children and adults with care and support needs throughout the service. This person is known as the designated safeguarding transport lead.	N/A
2. All drivers/escorts are fully vetted and appropriate risk management arrangements are in place in accordance with the standards agreed in Oxfordshire's <a href="#">Joint Operating Framework</a> .	N/A
3. All drivers/escorts are trained in safeguarding with Oxfordshire County Council's training provider.	N/A
4. All drivers/escorts receive a standard Code of Conduct and best practice information materials on safeguarding in accordance with Oxfordshire's Joint Operating Framework.	N/A
5. Information is shared across the county council, district councils and the police in accordance with the Joint Operating Framework Information Sharing Schedule.	Y
6. All policies have been refreshed and approved to ensure full compliance with the Joint Operating Framework.	Y
7. Performance Monitoring information is shared and reviewed in accordance with the Joint Operating Framework.	N/A
8. Staff who are responsible for driver vetting, quality monitoring and complaints investigation receive generalist and specialist designated lead safeguarding training so that they can identify potential safeguarding risks.	Y
9. Agencies who are not part of the Joint Operating Framework [ADD HYPERLINK] but who have a responsibility for transporting children and adults with care and support needs report as relevant on safeguarding arrangements in relation to vetting/training; information sharing; policy development; enforcement, complaints, allegations management; performance monitoring arrangements; and quality standards.	N/A

**Describe / identify how your organisation meets this standard.**

**Any and all Taxi licensing activity is undertaken in line with the JOF**

**Training is in place and active participation in monitoring the effectiveness of the framework across the county takes place regularly**

What impact has this had on outcomes for children and adults with care and support needs?			
Blue <input type="checkbox"/>	Green X	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Actions required to raise to green/blue		Lead and Timescale	

**Part 3: Performance and Resource Management**

<b>3A - There is effective regular training on safeguarding &amp; promoting the welfare of children and adults with care and support needs for all staff working with or in contact with these groups</b>	
<b>How effective is training on safeguarding &amp; promoting welfare of children and adults with care and support needs for all staff &amp; volunteers working with these groups? Can you demonstrate improved outcomes as a result?</b>	
<b>Compliance checklist – policies &amp; procedures, organisational arrangements</b>	
1. There is a clear training strategy for our organisation.	Y
2. We have made staff aware of current safeguarding concerns and have provided training relevant to their roles such as radicalisation; female genital mutilation; sexting; self-harm; self-neglect, peer on peer violence in the following ways ....	Y
3. A clear induction process is in place for all staff, trustees and volunteers that addresses safeguarding & is delivered in a timely way, e.g. <i>“we can provide you with some sample materials...”</i>	Y
4. All staff and volunteers are appropriately trained and supported through a range of methodologies, e.g. <i>“we have established who needs to do what training....”</i>	Y
5. We can evidence safeguarding training undertaken by staff through a database. We have a system in place which we monitor to check who has been / needs to be trained, e.g. <i>“we can tell you that ..% of our staff are trained to the right level...”</i>	Y
6. We contribute trainers and / or resources to the multi-agency safeguarding	Y

training programme.	
7. Training explores issues of diversity in relation to safeguarding.	Y
8. We can demonstrate impact of training on practice from having asked staff/volunteers at supervision how their practice has changed through their safeguarding training.	Y

**Describe / identify how your organisation meets this standard.**

A training needs matrix has been established to assess the level of safeguarding required by all roles across the Council and a database of staff training to date has been completed. The information is being analysed and, once appointed, the dedicated Safeguarding Officer will address gaps/training needs.

The Council carried out an independent review of safeguarding during 2015 and as a consequence of the ensuing recommendations a safeguarding training programme for councillors has been implemented.

Front line leisure and housing staff are required to complete NSCBs e-learning introduction course.

A series of staff briefings have been held including CSE, FGM, Modern Slavery and Prevent.

**What impact has this had on outcomes for children and adults with care and support needs?**

Given the nature of our services there is no requirement for us to monitor this.

**How do you rate your compliance with this standard?**

Blue

Green x

Amber

Red

**Actions required to raise to green/blue**

**Lead and Timescale**

Further refinement to the training needs matrix and staff database

Safeguarding Officer by September 17

Training impact assessment needs further refinement

Safeguarding Officer by September 17



**3B - Safer recruitment procedures, including vetting procedures and those for managing allegations by children and adults with care and support needs against professionals, are in place**

**How robust are organisation's recruitment, vetting and managing allegations procedures?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. Safer recruitment & selection procedures are in place in line with statutory guidance and is audited.	Y
2. Safer recruitment training is in place for managers involved in recruitment.	Y
3. We have procedures for managing allegations, such as whistle blowing, and escalating as appropriate.	Y
4. A senior manager has been identified for the managing allegations process and understand when to refer to the adult safeguarding manager or Designated Officer and acts upon guidance from the adult safeguarding manager or Designated Officer appropriately.	Y
5. Support is available for staff who are subject to allegations.	Y

**Describe / identify how your organisation meets this standard.**

Guidance for recruiting managers on Safer Recruitment is available in the Recruitment and Selection Policy and Procedure. Recruiting Managers must complete the recruitment and selection training which includes training on safer recruitment before they complete any recruitment process.

References are always taken up with candidates prior to commencement in a new role and job offers are made subject to the results of references and pre-employment checks. Gaps in employment are explored. This is a very clearly communicated process. Start dates are not confirmed until all pre-employment checks have been completed.

A statement regarding the need for a DBS check is included in adverts and on person specifications where the role involves working with children or vulnerable adults. Recruiting managers are given a number of choices of safeguarding questions to choose from, to ensure they are most fitting for the vacancy being recruited to and the contact with children and vulnerable adults.

Recruitment paperwork is checked by HR to ensure that where required, safer recruitment questions have been asked.

Evidence is recorded to demonstrate that safeguarding questions have been asked during interviews where the role involves working with children and vulnerable adults.

DBS checks are completed for all holders of roles that require working with children or vulnerable adults. These checks are completed for new recruits and then for staff in these roles every 3 years. References and DBS checks are kept on file.

Employees are placed on a minimum 6 month probation period, unless they are on a fixed term contract of 6 months or less and then this period is reduced to 3 months. Managers and employees are required to meet on a monthly basis during the probation period to ensure that performance is assessed and necessary training and development provided.

acts as external verifier and moderator.

The Council has a Whistleblowing Policy and there are a team of investigating officers who have been trained to undertake the necessary investigation in cases of allegations against Staff.

Allegations against staff would be managed using the Safeguarding Policy and if necessary the Disciplinary Policy and

Procedure. The nominated DSO is the key contact for managing the allegations process. The DSO would be notified and would then make the necessary referrals to other agencies as required.

Allegations of abuse committed elsewhere and reported by our staff would be dealt with in line with our Safeguarding Policy and Procedures.

**What impact has this had on outcomes for children and adults with care and support needs?**

Given the nature of our services there is no requirement for us to monitor this.

**How do you rate your compliance with this standard?**

Blue x	Green x	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
<b>Actions required to raise to green/blue</b>			<b>Lead and Timescale</b>

**Part 4: Outcomes for and the experiences of people who use services**

- This theme looks at what has actually been achieved by Safeguarding and the quality of experience for people who have used the services and support.

**4A - People’s experiences of safeguarding**

**How do organisations capture the views and experiences of service users and use these to improve the service for them and future service users?**

**Compliance checklist – policies & procedures, organisational arrangements**

1. Safeguarding is personalised, so that service users experiencing or receiving safeguarding services are treated sensitively and respectfully	N/A
2. Outcomes are defined by the individuals concerned or, where people lack decision-making capacity, by their representatives or advocates. Advocacy is available and used appropriately for children and adults with care and support needs who are (or may have been) experiencing abuse.	N/A

3. Children and adults with care and support needs who have experienced abuse are supported and are able to access services that are appropriate to them, including signposting to and supporting through effective criminal, civil or social justice frameworks	N/A		
4. The safeguarding process is proportionate, puts individuals in control and where this is not possible (for instance where there is concern that an individual or organisation could harm others) this is fully discussed and the person's views taken into account as much as possible.	N/A		
5. There are services available to support carers.	N/A		
6. There are services available for perpetrators to address their behaviours where appropriate.	N/A		
7. Extended family members, friends and neighbours are engaged in safeguarding when this is appropriate.	N/A		
<b>Describe / identify how your organisation meets this standard.</b>			
<b>What impact has this had on outcomes for children and adults with care and support needs?</b>			
<b>How do you rate your compliance with this standard?</b>			
Blue <input type="checkbox"/>	Green <input type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
<b>Actions required to raise to green/blue</b>		<b>Lead and Timescale</b>	



## Guidance notes to support the completion of the self-assessment tool

This assessment tool has been designed to provide agencies with the opportunity to highlight areas of strength and to identify areas for development in respect of their section 11 duties and responsibilities as well as the expectations from the LGA in regards to their duties towards adults with care and support needs.

**In completing the assessment tool please note if an agency decides that a particular strand within the assessment tool is not applicable the agency must set out why the standard is not relevant (e.g. where the strand states it's for 'Commissioners Only' and your service does not commission any external people or agencies).**

This tool covers the continuum of safeguarding need from early safeguarding provision to statutory protection processes.

### BRAG rating and evidencing the standards

The form uses the BRAG colour rating. These are as follows:

**Blue** – the standard/compliance point is fully met and can be evidenced as completed

**Green** – the standard/compliance point is near completion or fully met but cannot be evidenced at this point.

**Amber** – the standard/compliance point is not met but work has begun or work is underway but has experienced delays in completion.

**Red** – the standard/compliance point is not met, work is not underway and there are issues with commencing work.

When providing evidence to support compliance with standards you must be assured that statements made within the completed tool are correct and based on **accessible evidence**. This self-assessment tool does not require agencies to submit documentation as evidence; however evidence may be subsequently requested.

The self-assessment must demonstrate the **impact** of policies and practice on identifiable improved outcomes for children and adults with care and support needs, for which evidence is available. Standards rated as Blue or Green will be downgraded to Amber if they do not complete the two follow-up sections “describe / identify how your organisation meets this standard” and “what impact has this had on outcomes for children and adults with care and support needs” addressing all the points in the compliance checklist (where they are relevant).

## **Leadership, Strategy and Working Together**

1A - Senior management have commitment to the importance of safeguarding and promoting the welfare of children and adults with care and support needs

1B - There is a clear line of accountability and a clear statement of the agency's responsibility towards children and adults with care and support needs

1C - Local Safeguarding Board Effectiveness

## **Commissioning, Service Delivery and Effective Practice**

Standard 2A - Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and adults with care and support needs & families

- 2A4 – this comes from a Serious Case Review

Standard 2B - There is effective inter-agency working to safeguard & promote the welfare of children and adults with care and support needs

- 2B8 – this comes from a Serious Case Review

Standard 2C - There is effective Information Sharing

Standard 2D - Commissioning arrangements are robust, effective and cost-effective

Standard 2E - Thematic Issue: Transport of children and adults with care and support needs

## **Performance & Resource Management**

3A - There is effective regular training on safeguarding & promoting the welfare of children and adults with care and support needs for all staff working with or in contact with these groups

- 3A6 - this comes from a Serious Case Review

3B - Safer recruitment procedures, including vetting procedures and those for managing allegations by children and adults with care and support needs against professionals, are in place

## **Outcomes for, and Experiences of, People Who Use Statutory Services**

Standard 4A – People's experience of safeguarding

## Cherwell District Council

### Overview and Scrutiny Committee

22 November 2016

<b>Work Programme 2016/17</b>
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### Report of Head of Law and Governance

This report is public

#### Purpose of report

To give an update on the Overview and Scrutiny work programme for 2016-2017

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To review the draft work programme (Appendix 1).
- 1.2 To decide whether or not to continue with the Youth Engagement Review
- 1.3 To approve the draft scoping document relating to the A361 Traffic review (Appendix 2)
- 1.4 Identify any items from the Executive Work Programme to form part of the Overview and Scrutiny Committee Work Programme for 2016/17.
- 1.5 Identify any other possible future topics for scrutiny and consider whether these topics should have scoping documents produced, based on the considerations of risk and what value scrutiny can add through considering the issue.

#### 2.0 Introduction

- 2.1 The Committee are required to review the Work Plan at each meeting and make any amendments required as a result of developments since the last meeting.

#### 3.0 Report Details

**Update on current Scrutiny review**

**Youth Engagement Review**

3.1 The Youth Engagement Review was established in October 2014, and a scoping document was signed off by the Committee. Councillors Bryn Williams and Neil Prestidge were appointed to the working group, along with Councillor Dan Sames. Councillor Sames left the Committee in 2015.

3.2 Members of the working group will be asked to give a verbal update on the review at the meeting, in order for the Committee to decide whether or not to continue it.

#### **A361 Traffic review**

3.3 At the meeting of the Committee in May 2016, it was agreed that a working group be established to look at a potential review regarding the A361 through the district.

3.4 The Working Group have met and drafted a scoping document. The Committee are asked to consider the scoping document (Appendix 2), and approve it so that work on the review can start.

#### **Executive Work Programme**

3.5 As part of the monthly work programme report, the Committee reviews the Executive Work Programme to consider whether there are any issues which they would wish to look at in more detail in advance of the Executive discussion and decision. To facilitate a thorough consideration of the topic the Committee will need to identify the Executive Work Programme items at an early stage of the decision making process.

3.6 The Executive Work Programme is updated and published monthly; an electronic copy is available on the council's website and all councillors are sent a prompt containing the website link. Members of the Committee are encouraged to review the Executive Work Programme outside the committee meetings and to contact the Chairman, Vice-Chairman or Democratic Services Officer if there is a topic that they wish to review.

3.7 The Committee will wish to note any items of interest in the current version of the Executive Work Programme and consider whether to include them on the Overview and Scrutiny Committee Work Programme for 2016/17.

3.8 At the time of writing this report, the current version of the Executive Work Programme is December 2016 to March 2017 and can be found on the following page of the website: [Cherwell Forward Plan](#)

#### **Work Programme Planning**

3.9 Following the cancellation of two meetings this year due to a lack of business, the Chairman of the Committee is in the process of contacting each Committee member to discuss possible areas of work for the Committee.

3.10 Officers will update the Committee at the meeting regarding suggestions received so far, and advise on their suitability as a scrutiny review subject.

3.11 Members of the Committee are asked to submit ideas to the Democratic and Elections team in advance of the meeting if possible to enable due consideration to be given to suggestion and informed feedback provided to the Committee.

#### **Future meetings Schedule**

3.12 The meetings of the Overview and Scrutiny Committee for the 2016-2017 Municipal Year are listed below:

<b>Overview and Scrutiny Committee</b>	2016/17 10 January 2017, 6:45pm 21 February, 6:45pm 4 April, 6:45pm
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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:

### 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:

## 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
1	Work Programme for 2016-17
2	Draft Scoping Document for A361 Traffic Review
Background Papers	
None	
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## Overview and Scrutiny Committee Draft Work Programme - 2016/2017

Item	Description	Reason for Consideration	Contact Officer
<b>10 January 2017</b>			
Draft Business Plan 2017/18	Consideration of key objectives for 2017-18	To consider draft plan ahead of consideration by Council	Ed Bailey, Corporate Performance Manager
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer
<b>21 February 2017</b>			
Performance Report 2016-17 Quarter 3 (1 October to 31 December)	Performance data and if necessary officer attendance for each quarter	To flag any issues before consideration by Executive	Ed Bailey, Corporate Performance Manager
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer
<b>4 April 2017</b>			
Draft Overview and Scrutiny Annual Report 2016/17	To consider the 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
<b>Items to be allocated</b>			

Appendix 1

Item	Description	Reason for Consideration	Contact Officer
Community Infrastructure Levy	To receive information on the Community Infrastructure Levy (CIL)	Committee request May 2016	TBA
Website redevelopment Project	Update on the project	Committee request May 2016, following website review working group in 2015-16	TBA
A361 Review	Potential Scrutiny review	Committee request May 2016	TBA





DISTRICT COUNCIL  
NORTH OXFORDSHIRE

## A361 Traffic Review

<p><b>Purpose of Review</b> Specify exactly what the Scrutiny Review should achieve and refer where possible to VFM issues of service cost, service performance and/or customer satisfaction and corporate priorities.</p>	<ul style="list-style-type: none"> <li>To look into traffic flows, economic, environmental and safety issues along the A361 through Cherwell district</li> <li>To suggest solutions to on-going traffic issues, particularly where HGVs are concerned, in light of current problems and the future development planned for towns and villages along the route of the A361</li> </ul>
<p><b>Indicators of Success</b> What factors/outcomes will demonstrate that this Scrutiny Review has been a success?</p>	<p>Recommendations made by the group being accepted and actioned</p>
<p><b>Methodology/ Approach</b> What types of enquiry will be used to gather evidence?</p>	<ul style="list-style-type: none"> <li>Speaking to those along the route who may be affected by the high traffic volumes, possibly allocating one or two specific days and an interview style schedule</li> <li>Driving the route to see issues first-hand</li> <li>Using the online consultation portal to gather responses</li> <li>Finding out timescales relating to Pear Tree interchange works outside Oxford, and possible knock-on effects</li> </ul>
<p><b>Target body for Recommendations</b> Executive, Lead Member, Council, Other/Partners</p>	<p>CDC Executive in the first instance, before being forwarded on to relevant local government/external agencies such as Oxfordshire County Council (OCC), Highways England</p>
<p><b>Key dates</b> Identify key meeting dates and any deadlines for reports or decisions</p>	<p>Scoping document to be signed off October 2016, with research starting straight away; a review of progress being undertaken in April/May 2017, at end of Municipal Year</p>
<p><b>Risks</b> Identify any weaknesses and barriers to success</p>	<p>Witnesses being unavailable or unwilling to take part</p>
<p><b>Witnesses/ Experts/ Site Visits</b> Who, why and when</p>	<p>Suggestions include (but not limited to): OCC; Parishes/action groups along the route of the A361 from Burford to Chipping Warden; Banbury MP; Emergency Services; Road Haulage Association; public transport operators; Department for Transport</p>
<p><b>Publicity &amp; Media</b> Do we need to publicise the review to encourage community involvement? What sort of media coverage do we want? Press-release, etc.</p>	<ul style="list-style-type: none"> <li>Will this review be subject to a press embargo? No</li> <li>CDC press contact: To be confirmed</li> <li>Spokesperson for Scrutiny Review: To be confirmed</li> </ul>
<p><b>Resources &amp; Budget</b></p> <ul style="list-style-type: none"> <li>specialist staff / external support</li> <li>consultation</li> <li>research</li> </ul>	<p>No specialist resources or support anticipated, but officer support from Democratic and Elections (admin function), Performance team for online consultation set-up, and</p>

	Communications Team as and when required. In the event that expenditure is required, discussions to be had at appropriate time with Democratic and Elections team
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<b>Completed by: Councillors Brown, Bishop, Heath and Williams</b>	<b>Date: 3 October 2016</b>
<b>Approved by Overview &amp; Scrutiny Committee</b>	<b>Date:</b>