

# Public Document Pack



**Committee:** Overview and Scrutiny Committee  
**Date:** Tuesday 21 February 2017  
**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 - 2)

To confirm as a correct record the minutes of the meeting held on 10 January 2017.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Lead Member Attendance - Councillor Barry Wood**

Leader of the Council, Councillor Barry Wood, will attend the meeting to give an overview of his areas of responsibility.

7. **Quarter Three Performance Update** (Pages 3 - 38)

Report of Director – Strategy and Commissioning

**Purpose of report**

To provide an update on the Cherwell Business Plan progress to the end of Quarter Three 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. **Work Programme 2016/2017** (Pages 39 - 48)

Report of the 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 approve the draft scoping document relating to the Youth Engagement 2017 Scrutiny Review (Appendix 2)

- 1.3 To consider the draft scoping document relating to the Mobile Signal Scrutiny Review (Appendix 3)
- 1.4 To identify any items from the Executive Work Programme to form part of the Overview and Scrutiny Committee Work Programme for 2016/17.
- 1.5 To 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 13 February 2017

# 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 10 January 2017 at 6.45 pm

Present: Councillor Jolanta Lis (Vice-Chairman, in the Chair)

Councillor Chris Heath  
Councillor David Anderson  
Councillor Claire Bell  
Councillor Mike Bishop  
Councillor Hugo Brown  
Councillor Mark Cherry  
Councillor Andrew McHugh  
Councillor Bryn Williams

Apologies for absence: Councillor Neil Prestidge  
Councillor Sandra Rhodes  
Councillor Jason Slaymaker

Officers: Scott Barnes, Director of Strategy and Commissioning  
Emma Faulkner, Democratic and Elections Officer

#### 29 **Declarations of Interest**

There were no declarations of interest.

#### 30 **Urgent Business**

There were no items of urgent business.

#### 31 **Minutes**

The Minutes of the meeting of the Committee held on 22 November 2016 were confirmed as a correct record and signed by the Chairman.

#### 32 **Chairman's Announcements**

There were no Chairman's announcements.

33 **Development of Corporate Business Plan, Priorities and Pledges 2017/18**

The Committee considered a report of the Director – Strategy and Commissioning which detailed the proposed Corporate Business Plan, Priorities and Pledges for 2017/18.

The Director explained that the plan had been worked on since July 2016, and had involved members of the Executive and the Joint Management team.

The Director added that an additional page was being drafted for inclusion in the plan, which would summarise the key issues currently facing local government.

In response to questions raised by the Committee relating to taxi policy, the removal of recycling bins from the Admiral Holland pub in Banbury and a change in the frequency of some financial reporting, the Director agreed to gather responses from relevant officers for circulation after the meeting.

**Resolved**

- (1) That the draft corporate priorities, outcomes and pledges for 2017/18 be noted
- (2) That no areas be referred to Executive

34 **Work Programme 2016/17**

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

With regard to the working groups established at the November 2016 meeting of the Committee, officers advised that meetings would be arranged in due course to discuss the topics in more detail, and to draft scoping documents for consideration by the Committee.

In connection with the on-going situation with the Horton Hospital and the possible downgrading of available services, the Committee commented that it was important to monitor developments.

**Resolved**

- (1) That the work programme be noted

The meeting ended at 7.40 pm

Chairman:

Date:

## Cherwell District Council

### Overview and Scrutiny Committee

21 February 2017

<b>Quarter Three 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 Three 2016/17.

#### 1.0 Recommendations

The meeting is recommended to:







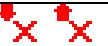

- 1.1 Note the exceptions highlighted and proposed actions.
- 1.2 Identify any performance related matters which the Overview and Scrutiny Committee may wish to review or refer to Executive.

#### 2.0 Introduction

- 2.1 This is the third 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 progress from last quarter

3.1.1 Of the 81 measures in the plan that have targets or judgements applied to them, 61 (75%) are performing on or above target ( or ). 16 measures (20%) are showing an Amber alert  and four (5%) are reported as Red  for the **year to date position** as at Quarter Three. Counts by priority are shown later in this report.

One measure has been removed from this overall count as it has been incorrectly profiled and is reporting against an unachievable target. (Details of measure CBP3.1.1b are in paragraph 3.2.5).

Appendix 1 shows a 'sunburst' overview of quarter three performance radiating from the corporate priorities in the centre through the objectives to the specific measures in the outer ring.

3.1.2 Of the 18 exceptions reported last quarter, 11 are still at amber status and three are red status. In Appendix 2, the highlighted end column shows the most recent year to date position for those measures reported as exceptions last quarter.

3.1.3 Four have improved to Green (on track), including both the Number of Fly tips and Percentage of Business Rates collected back on schedule.



- 3.1.4 The measure (CBP 3.4.1 Support the Community Partnership Network (CPN) with financial, clinical & technological changes in health & social care sector) remains on red warning status from Quarter 2 into Quarter 3 (significantly behind schedule). Details of improvement actions are outlined in point 3.2.4.
- 3.1.5 In addition, measures CBP4.2.1b Social Media Ratings Twitter (9000) and CBP3.1.1b Deliver 100 self-build housing projects as part of HCA funded grants programme both continue to show a red alert. Details of proposed corrective actions can be found in the commentary in Appendix 3 which shows all exceptions for Quarter Three.
- 3.1.6 Appendix 2 provides a summary of measures which were Exceptions in Quarter One and their current performance in Quarter Two.

## 3.2 Exceptions this quarter

- 3.2.1 An exception is anything that has triggered a Red or Amber alert. This report focuses on the **'Year to Date'** position which shows the performance for this financial year so far.
- 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.

CBP3.1.2 (Promote the establishment of an off-site construction factory in Bicester) has been judged as 'no longer relevant'. The original project involved the application for EU funding (ESIF) to support development of the prototypes and the off-site manufacturing factory. The application was submitted in September and reviewed with DCLG on number of occasions following this. They introduced a couple of new requirements meaning we needed to have planning permission by March 2017 and the project was limited to developing affordable rent prototypes which could never make a profit. The decision was made in December to withdraw from the funding and to develop the idea internally with a view of developing a facility to provide shell homes for both CDC and Graven Hill. Development of the project will commence in January 2017.

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.

CBP3.7.1 (Continue programme of Conservation Reviews) has fallen behind this quarter with the review of the Hethe conservation area requiring a little further work before it can be made available to the public. The team are still confident of completing the five reviews planned for this year.

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 CBP3.1.1b (Deliver 100 self-build houses) was reported red due to an incorrectly profiled target. This target focuses on a particular subset (self-build housing) of the over-arching affordable homes measure which continues to perform significantly better than target (measure CBP3.1.1 which can be seen in Appendix 4). The target for self-build houses is not an achievable figure and has been revised in the refreshed Business Plan for 2017/18. This measure has been removed from the Sunburst diagram and priority counts for future reporting. Details are shown in the exception report this quarter for information. It will be removed from all appendices in quarter four.

3.2.6 Appendix 3 shows all exceptions (Red and Amber) 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?

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

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

#### 3.3.1 District of Opportunity

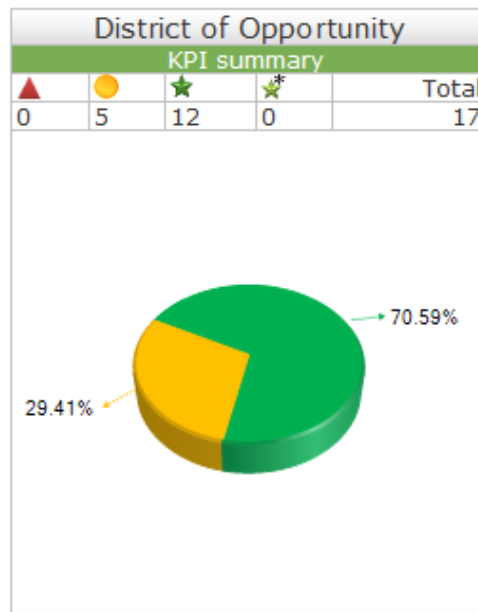
Performance within this priority is delivering as follows:

**CBP1.2.3a** Graven Hill, Deliver the demonstration project on the Graven Hill site has improved from Amber to Green.

Quarter Three has seen continued progress with sale of plots. Three of the ten Pioneer plots have begun their build on the demonstrator site and are up to roof level. A further 6 plots will begin on site in early 2017. Thirty five plots have been released to date, of which 24 plots have been reserved.

**CBP1.4.1** Support business growth, skills & employment in local companies & visitors economy

Quarter Three has seen the relocation and expansion of Banbury's longest established major employers. Norbar Ltd has moved to remodelled premises on Wildmere Road (Safeguarding 260 staff with 36 new recruits including 10 apprentices). Karcher Ltd has also moved into new premises adjacent to junction 11 of the M40 (safeguarding around 300 jobs and creating 11 new positions).



#### 3.3.2 Safe, Green, Clean

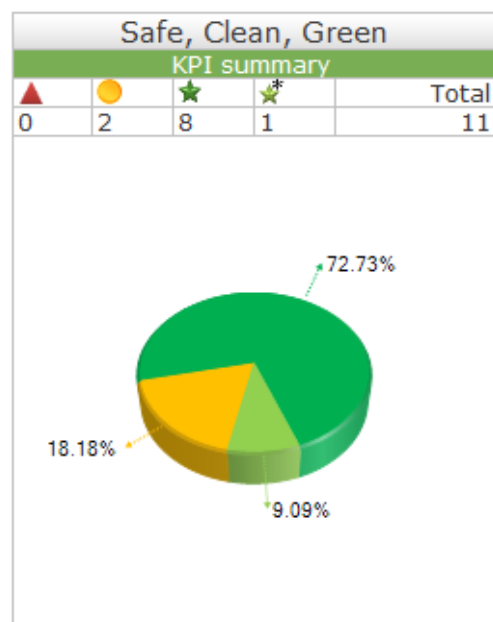
Performance within this priority is delivering as follows:-

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

The blitz events held have proved to be very popular with residents and it is noticeable that there are more bulky household waste requests being pre-booked during these events. Town councils are also actively supporting these events.

**CBP2.2.1** Maintain Customer Satisfaction with Street Cleansing.

Street cleansing have received numerous compliments from councillors and members of the public alike with regard to the high level of cleansing that it being delivered both in the urban centres and open spaces with Banbury Town Council.



**CBP2.2.1b 2.2.1c** Number of Fly tips and Number of Enforcement Actions.

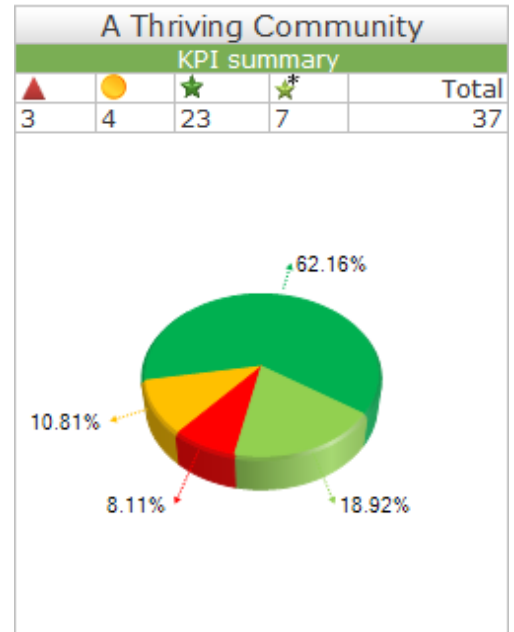
This quarter has seen a continued a sustained drop in the number of fly tips correspondingly the number of enforcement actions have also reduced.

**3.3.3 A Thriving Community**

Performance within this priority is delivering as follows:-

**BP3.1.1** Deliver at least 190 units for affordable housing

The past quarter has seen a higher than projected delivery rate of affordable homes in the district, this is the result of the successful relationship that the Investment and Growth Team has fostered with developers, planners and registered providers in order to ensure that the districts affordable housing needs are met. As a result of this work the annual target of 190 new homes has been achieved by the end of the third quarter.



**CBP3.7.3 Protect our Built Heritage, Processing of Major Applications within 13 weeks**

This measure is tracking ahead of schedule with a performance figure of 100% achieved in December. This result far exceeds the target for major applications.

**CBP3.7.4 Processing of minor applications within 13 weeks.**

Performance for this measure is much improved this quarter and 90% was achieved in December. This measure continues to track well above the national target of 65%

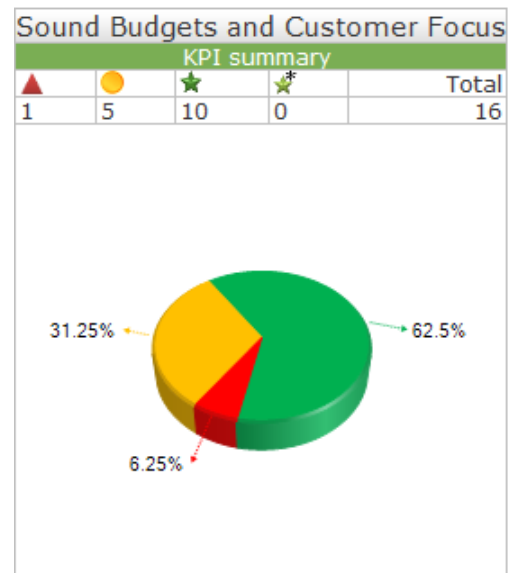
**CPB3.7.5 Processing of other applications within 8 weeks**

This measure also continues to perform above target with 90% being achieved in December, above the target of 80%

**3.3.4 Sound budgets and customer focussed council**

Performance within this priority is delivering as follows:-

**CBP4.3.1** Deliver annual balanced budget setting out 5 year financial plans (MTFS).



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 in funding from 2018/19.

**CBP4.2.1b** Social media ratings is have seen an improvement this quarter with only one measure in amber status CPB4.2.1 Social media ratings, Facebook likes. All other measures are green in this quarter.

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. Three actions have been judged as 'No longer relevant' as other activity will be taking place to achieve the outcomes in the plan

## 4.0 Conclusion and Reasons for Recommendations

4.1 This is the third report based on the new Business Plan presented in 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. The format and content of the Customer Service Satisfaction survey for 2017 is currently being reviewed. The next step will be to circulate the proposed changed to JMT for approval. It is also to be proposed that the commencement of the consultation process be brought forward to April 2017.

5.2 Other consultations that have been undertaken this quarter include, Public Protection Commercial Services Questionnaire, looking at the provision of services and identifying any opportunities for further business development and Tenancy Strategy and ASB Policy consultation. Analysis of the results is currently underway.

## 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	<b>Appendix 1 – Sunburst showing the CDC Business Plan Priorities and Objectives</b>  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.
2	<b>Appendix 2 – Exceptions last quarter and their progression</b>  The table provides an overview of exceptions that were either Red or Amber RAGG* status last quarter and how they are performing this quarter.
3	<b>Appendix 3 – Exceptions</b>  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.
4	<b>Appendix 4 – Full measure and judgment list</b>  All measures are shown in this appendix with commentary provided by the appropriate service area
5	<b>Appendix 5 – Equalities Action Plan Summary</b>  A summary of the key Equalities themes and details of exceptions
<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 - Last quarter's year to date exceptions and their progression

Objective	Measure	Frequency	Period Sep 16	Sep 16 vs Jun 16	YTD	Period Dec 16	Dec 16 vs Sep 16	YTD
CBP1.2 - Complete and implement the Masterplan for Bicester	<b>CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site</b>	Quarterly	●	➡	●	●	➡	●
CBP1.2 - Complete and implement the Masterplan for Bicester	<b>CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site</b>	Quarterly	●	➡	●	★	✔	★
CBP1.2 - Complete and implement the Masterplan for Bicester	<b>CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots</b>	Quarterly	●	➡	●	●	➡	●
CBP1.2 - Complete and implement the Masterplan for Bicester	<b>CBP1.2.4 Engage with the community and stakeholders to deliver Garden Town Bicester</b>	Quarterly	●	➡	●	★	✔	★
CBP1.3 - Complete and implement the Masterplan for Banbury	<b>CBP1.3.3a Secure start on site for Castle Quay 2</b>	Quarterly	●	➡	●	●	➡	●
CBP1.3 - Complete and implement the Masterplan for Banbury	<b>CBP1.3.3b Maximise Council's income from Castle Quay 1</b>	Quarterly	●	➡	●	●	➡	●
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	<b>CBP3.1.1b Deliver 100 self-build housing projects as part of HCA funded grants programme</b>	Monthly	▲	➡	▲	▲	➡	▲
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	<b>CBP3.3.1a Number of households living in Temporary Accommodation (TA)</b>	Monthly	●	✖	●	★	✔	★
CBP3.4 - Work to provide and support health and wellbeing across the district	<b>CBP3.4.1 Support CPN with financial, clinical &amp; technological changes in health &amp; social care sector</b>	Quarterly	▲	✖	▲	▲	➡	▲
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	<b>CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities</b>	Monthly	★	✖	●	★	✖	●
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	<b>CBP3.5.1a Number of visits/usage to District Leisure Centres</b>	Monthly	★	✖	●	★	✖	●
CBP3.6 - Provide Support To The Voluntary & Community Sector	<b>CBP3.6.1 Implement social &amp; community infrastructure for housing developments across the District</b>	Quarterly	●	✖	●	●	➡	●
CBP4.1 - Reduce the cost of providing our services through partnerships	<b>CBP4.1.1 Review key business processes to enhance performance, reduce cost &amp; designed for customers</b>	Quarterly	●	➡	●	●	➡	●
CBP4.1 - Reduce the cost of providing our services through partnerships	<b>CBP4.1.2 Increase the number of services that can be accessed and paid for online.</b>	Quarterly	●	➡	●	●	➡	●
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	<b>CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)</b>	Quarterly	●	✔	●	●	✔	●
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	<b>CBP4.2.1b Social media ratings : Twitter (9000 Hits)</b>	Quarterly	▲	✔	▲	▲	✔	▲
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	<b>CBP4.4.2 Percentage of Council Tax collected</b>	Monthly	●	✔	●	●	✔	●
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	<b>CBP4.4.3 Percentage of business rates collected</b>	Monthly	●	✔	●	★	✔	★

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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>CBP1.1 - 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	Slightly behind schedule	●	↔	Delivering to plan	Slightly behind schedule	●	?
<b>1) What has happened?</b> November 2016 Exec agreed Part 1 Review Options consultation, currently underway. Local Plan part 2 Options deferred to March 2017.										
<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 continues to progress the current applications at NW Bicester and complete legal agreements to enable planning permissions to be issued.										
<b>2) Why has it happened?</b> NW Bicester is a large scale and complex site covered by multiple applications. Build out of the site requires a realigned road and crossing under the railway. Negotiations are on going with Network Rail to secure the rail crossing but this has delayed progress on the issuing of planning decisions.										
<b>3) What actions are we taking?</b> The Council continues to work proactively with developers, the County Council and Network Rail to secure the planning permissions for the site.										
<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	●	→
<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> Temporary location is open at Bodicote and work is on-going to town centre location as we are awaiting quotes to fit out the unit in Franklins House.										
<b>3) What actions are we taking?</b> Procurement underway and project milestones set.										
<b>4) When will we see improvement?</b> The sales unit is due to open in a central Bicester location in Spring 2017.										
<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	●	↔
<b>1) What has happened?</b> Negotiations with Hawkstone proceeding apace. Heads of Terms/Development Agreement almost complete and this will determine start on site date. Archaeology investigations concluded with no adverse comments.										
<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	●	?
<b>1) What has happened?</b> First meeting with Castle Quay FM managers completed and review of financial information undertaken. Adverse trading conditions still impact on CQ1 so intensive management in partnership with the FM provider around better intelligence and financial reporting has been agreed. Closer monitoring is now in place and discussions around options for improving our potential income are underway.										

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>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	43.52	▲	✖	55.00	56.33	★	✖
<b>1) What has happened?</b> We are on track to achieve 55.2% at the end of year, this is dependant on the weather in the last quarter which could effect the amount of garden waste collected.										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1c Number of Enforcement actions</b>	Monthly	18	10	▲	✖	191	186	●	✖
<b>1) What has happened?</b> There has been a drop in the number of fly tips for this month, which show also as a drop in the number of enforcement actions.										
<b>2) Why has it happened?</b> A likely knock on effect of a drop in fly tips has resulted in a drop in enforcement actions										
<b>3) What actions are we taking?</b> We will continue to monitor										
<b>4) When will we see improvement?</b> We will continue to monitor										
<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	4	0	▲	➡	14	0	▲	✖
<b>1) What has happened?</b> Due to be due for completion but this has been delayed due to issues with the building control certificate.										
<b>2) Why has it happened?</b> The building still requires further work to satisfy building control										
<b>3) What actions are we taking?</b> We are working with building control and the contractor to resolve the small outstanding issues										
<b>4) When will we see improvement?</b> Completion should be in January when we will start marketing the property										
<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	No longer relevant	▲	✖	Delivering to plan	No longer relevant	▲	✖
<b>1) What has happened?</b> The original project involved the application for EU funding (ESIF) to support development of the prototypes and the off-site manufacturing factory. The application was submitted in September and reviewed with DCLG on number of occasions following this. They introduced a couple of new requirements meaning we needed to have planning permission by March 2017 and the project was limited to developing affordable rent prototypes which could never make a profit. The decision was made in December to withdraw from the funding and to develop the idea internally with a view of developing a facility to provide shell homes for both CDC and Graven Hill. Development of the project will commence in January 2017.										
<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	17.38	▲	✖	14.00	13.90	★	✖
<b>1) What has happened?</b> Average processing time for Housing Benefit new claims has fallen out of target.										
<b>2) Why has it happened?</b> Capita's Benefits Team has lost staff resources over the past few months and has not been able to replace all of them. Consequently, less work has been processed and the volume of outstanding work has increased.										
<b>3) What actions are we taking?</b> Capita had previously put forward a recovery plan based on securing additional resources. Capita's contract manager has now been asked to provide a new plan. This is particularly										

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	
critical as the volume of work typically increases in February ahead of annual billing.											
<b>4) When will we see improvement?</b> There needs to be an improvement within the next seven weeks as annual billing always prompts an increase in the volume of incoming work.											
<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 Council has engaged clinical specialists to advise on arguments it needs to make to the CCG regarding the two stage consultation process and consultation responses											
<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>CBP3.5 - Provide High Quality &amp; Accessible Leisure Opportunities</b>	<b>CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities</b>	Monthly	99,759	105,103		★	✖	1,123,228	1,121,884	●	✖
<b>1) What has happened?</b> Across all Leisure Facilities the throughputs are marginally down (circa 1,400) against the same period last year. As noted the 3 main leisure centres are showing a decrease against 2015 however the Joint Use Facilities throughput position has helped boost the overall throughput close to it's target											
<b>2) Why has it happened?</b> Due to an increase in throughputs from the Joint Use Facilities any reduction in usage from 3 leisure centres has been offset by this improvement											
<b>3) What actions are we taking?</b> Continued monitoring of throughput information will be key during the next few months as year end approaches. Any adverse weather conditions may affect the Joint Use Facility throughputs which will need to be monitored carefully.											
<b>4) When will we see improvement?</b> With an improved trend in usage figures for the 3 Main Leisure Centres within the District through December and an expected increase in business through January, improvement should be seen, however this needs to be taken in context with what new year business was achieved in 2016											
<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	89,766	94,511		★	✖	1,016,854	1,002,833	●	✖
<b>1) What has happened?</b> All 3 Leisure Centres within the Cherwell District increased their throughput this month (December) compared with the same month in 2015											
<b>2) Why has it happened?</b> Against the same period last year Spiceball Leisure Centre showed an increase of circa 3,000 throughputs (the increase was in the main due to Dryside activities and a marginal increase in Swim and Gym numbers)Bicester Leisure Centre showed an increase of around 400 against the same period due to an increase in Club bookings and Swim throughputs. Kidlington showed an increase of circa 1,300 due an increase in gym and swim throughputs.											
<b>3) What actions are we taking?</b> Whilst overall usage figures for the year are circa 12,000 down against the same 9 month period to date for the 3 main leisure centres, December's figures showed an overall increase of circa 5,000. Should this trend continue through January-March then the overall target figure may still be met.											
<b>4) When will we see improvement?</b> Should the December trend continue then improvement will be seen in the final 1/4 of the year although New Year business at the leisure centres will be crucial to achieving this.											
<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	Slightly behind schedule		●	✖	Delivering to plan	Slightly behind schedule	●	?
<b>1) What has happened?</b> 21.12.16 dry side works completion date not achieved.											
<b>2) Why has it happened?</b> Contractor behind programme and works not signed off by Independent Certifier as acceptable.											

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> Contractor increasing resource levels after Christmas shutdown.										
<b>4) When will we see improvement?</b> Next Independent Certifier inspection week coming 09.01.17.										
<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 centres for Longford Park and SW Bicester (Kingsmere) are behind schedule.										
<b>2) Why has it happened?</b> Developers have failed to keep to delivery schedules set out in s.106 agreements.										
<b>3) What actions are we taking?</b> Development Management officers in dialogue with developers.										
<b>4) When will we see improvement?</b> Unclear										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.1 Continue programme of Conservation Reviews (5pa)</b>	Quarterly	2	1	▲	⬇️	2	1	▲	⬇️
<b>1) What has happened?</b> At this stage of the year we had planned to have completed two of our Conservation Areas - Hethe and Tadmarton. Tadmarton has been completed and is currently being consulted upon. The Conservation Officer has fallen behind on Hethe; while the research has been undertaken and an initial draft has been produced, it requires further work before it can be made available to the public.										
<b>2) Why has it happened?</b> The Conservation Officer responsible has fallen behind in this element of her workload. This is in part due to multiple pressures on her time, especially from live planning applications, but also because she has less experience than other members of the team delivering planning applications.										
<b>3) What actions are we taking?</b> The team leader will provide further support to the Officer to ensure that this and her second conservation area are finalised by the end of the financial year. This will mean that there will be less resource available for planning applications.										
<b>4) When will we see improvement?</b> We are planning to meet our targets for the end of 2016 /2017 council year.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.6 Planning appeals allowed</b>	Monthly	30.00	37.50	▲	⬇️	30.00	27.27	★	⬇️
<b>1) What has happened?</b> Eight appeal decisions were made during December, three of which were allowed.										
<b>2) Why has it happened?</b> Because the measure is volatile, as it is based on low overall appeal numbers, each decision can have a large impact on performance.										
<b>3) What actions are we taking?</b> Whilst the performance for December is 37%. It should be noted that performance is much improved on the previous month.										
<b>4) When will we see improvement?</b> It is likely that the percentage will continue to improve and be within target next month.										
<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> The IT strategy and transformation programme, once approved, will underpin changes required to support improved business processes, performance and enable customer design and reduce costs to deliver.										
The IT strategy is expected to be approved by Feb 2017.										
<b>2) Why has it happened?</b>										



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>Delays have been incurred due to formal approval process.</p> <p><b>3) What actions are we taking?</b> Some improvements have been delivered.</p> <p>Senior Management are prioritising IT strategy sign off.</p> <p><b>4) When will we see improvement?</b> Improvements are being identified and will accelerate throughout 2017.</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	Delivering to plan	Slightly behind schedule		●	➔	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> A new project has been initiated by Ian Davies, with IT support, to implement a new online booking system which will align with the new websites project.</p> <p>Objectives: To offer customers better 24/7 service access To deliver efficiencies in Customer Services by reducing more expensive telephony and face to face customer contact To reduce or eliminate back office staff handling processes To generate income through increased take up of paid for Council services</p>											
<p><b>2) Why has it happened?</b> The slight delay is due to lack of clear ownership in the appropriate business areas. This has been identified and being addressed.</p> <p><b>3) What actions are we taking?</b> Project is being initiated. Aren Curtin is discussing ownership with Ian Davies.</p>											
<p><b>4) When will we see improvement?</b> Online booking system for Leisure by April 2017. Further services later in 2017.</p>											
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.3 Deliver the Information communications Technology Strategy.</b>	Quarterly	Delivering to plan	Slightly behind schedule		●	✖	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> The IT Transition Project Board have been briefed and support the new high-level strategy.</p> <p>Next steps before full approval:</p> <ul style="list-style-type: none"> <li>Executive strategy approval 05/01/17</li> <li>Cabinet strategy approval 12/01/17</li> <li>Both councils approve strategy 31/01/17</li> </ul>											
<p><b>2) Why has it happened?</b> There have been some delays but efforts are being made to expedite progress.</p>											
<p><b>3) What actions are we taking?</b> Whilst waiting for full approval, interim underpinning work has been initiated including:</p> <ol style="list-style-type: none"> <li>Technical design document which will underpin required changes.</li> <li>Systems and infrastructure processes health check e.g. management of recovery passwords.</li> <li>Investigate move to data centre and progress as far as possible (e.g. what do they provide, are we looking for replication?)</li> <li>Detailed LAN, WAN review to progress improvements including MPLS assessment.</li> </ol>											

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	
5. Define and progress staff preparation for commercialisation of IT service.											
<b>4) When will we see improvement?</b> Improvements are already being delivered and this will accelerate throughout 2017.											
<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	10,050	9,073				10,050	9,073		
<b>1) What has happened?</b> Communications with residents via various channels, press release, website, social media, and council publications continues to increase. Social media activity for a variety of campaigns planned and executive.											
<b>2) Why has it happened?</b> The number of messages communicated to residents over the winter autumn/period traditionally increases as there are disruptions to deliveries for bins over the festive period, an increase in enquiries regarding what can and cannot be recycled and the season keep fit campaigns etc.											
<b>3) What actions are we taking?</b> A number of campaigns have been developed and will be delivered over the autumn/winter months to ensure that residents are aware of the wide range of activities and initiatives available to them.											
<b>4) When will we see improvement?</b> Communication activity has shown an increase over the past quarter with an increase in both inbound enquiries and proactive press releases. A number of social media campaigns are also planned, making use of video content, which is a new product in our portfolio, following the recruitment of a digital content editor.											
<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	8,000	6,555				8,000	6,555		
<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>	<b>CBP4.4.2 Percentage of Council Tax collected</b>	Monthly	86.50	85.89				86.50	85.89		
<b>1) What has happened?</b> below target on collection for Council Tax.											
<b>2) Why has it happened?</b> there are more 12 monthly payers in 2016 then 2015 which affects cash collection.											
<b>3) What actions are we taking?</b> Chasing all debts by issuing reminders, finals and summons and obtaining liability orders. The debts at liability order stage are being chased more regularly now and collection rates will increase in the next 2 months.											
<b>4) When will we see improvement?</b> March 2017 when all 12 monthly payers have paid their instalments. DD collection dates are 1st, 9th, 18th and 25th, however continuous monitoring of outstanding balances will still take place in order to achieve collection targets.											

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> Both Masterplans were adopted as SPDs at Dec 2016 Executive meeting. Both are now completed.										
<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	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	?
<b>1) What has happened?</b> November 2016 Exec agreed Part 1 Review Options consultation, currently underway. Local Plan part 2 Options deferred to March 2017.										
<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 continues to progress the current applications at NW Bicester and complete legal agreements to enable planning permissions to be issued.										
<b>2) Why has it happened?</b> NW Bicester is a large scale and complex site covered by multiple applications. Build out of the site requires a realigned road and crossing under the railway. Negotiations are on going with Network Rail to secure the rail crossing but this has delayed progress on the issuing of planning decisions.										
<b>3) What actions are we taking?</b> The Council continues to work proactively with developers, the County Council and Network Rail to secure the planning permissions for the site.										
<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>1) What has happened?</b> N/A stage 2 design nearing completion. RIBA stage 3 design underway with review of the cost plan. BREEAM assessment underway and showing the building can achieve the target of excellent.										
<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	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	➡
<b>1) What has happened?</b> Monthly board meetings measure delivery against plans. 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 on-going 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 and are up to roof level. A further 6 plots will begin on site in early 2017. We have had a withdrawal from the project and are currently considering options on the reserve list.										
Phase 1A Update: 35 Golden Brick plots have been released to date, of which 24 plots have been reserved. First phase landscaping and road construction is complete.										
<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	●	➡
<b>1) What has happened?</b>										

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
<p>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> Temporary location is open at Bodicote and work is on-going to town centre location as we are awaiting quotes to fit out the unit in Franklins House.</p> <p><b>3) What actions are we taking?</b> Procurement underway and project milestones set.</p> <p><b>4) When will we see improvement?</b> The sales unit is due to open in a central Bicester location in Spring 2017.</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	Delivering to plan	★	👍	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> The revised Masterplan for Bicester is progressing and will now be the subject of consultation with the Local Plan part 2 in Q4 2016/17. A stakeholder meeting has been held to engage on the work to support the delivery of the Garden Town.</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> Discussions with planning policy around amending the local development plan for this regeneration area now needs to take place following the completion of the demolition of the old car park facility. Such discussions will take place in the new year and the Banbury Project Board will continue to monitor progress.</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> Banbury Masterplan adopted as SPD at December 2016 Executive meeting.</p>										
<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> Negotiations with Hawkstone proceeding apace. Heads of Terms/Development Agreement almost complete and this will determine start on site date. Archaeology investigations concluded with no adverse comments.</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>1) What has happened?</b> First meeting with Castle Quay FM managers completed and review of financial information undertaken. Adverse trading conditions still impact on CQ1 so intensive management in partnership with the FM provider around better intelligence and financial reporting has been agreed. Closer monitoring is now in place and discussions around options for improving our potential income are underway.</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	★	➡
<p><b>1) What has happened?</b> Good progress made by The Mill Trust board. New business plan, successful small scale fundraising and staff restructure to position themselves for the next phase in their development</p>										
<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>										

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
<p>The relocation and expansion of two of Banbury's longest established major employers has come to fruition this quarter. Norbar Ltd has moved to remodelled premises on Wildmere Rd (safeguarding 260 staff with 36 new recruits including 10 apprentices). Nearby, Karcher Ltd has moved into new purpose built premises adjacent to junction 11 of the M40 (safeguarding around 300 jobs with 11 new).</p> <p>The relocation of both businesses is the culmination of many years of partnership working with the Council, including support provided with site search, recruitment, planning guidance and other practical matters.</p> <p>The former units of both employers are being refurbished and the Economic Growth Service is providing on-going information, advice and guidance to assist further job creation at those sites.</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	★	➡
<b>CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.</b>	<b>CBP1.4.3 Produce marketing material to promote commercial and industrial business sites to the area</b>	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<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	★	➡
<p><b>1) What has happened?</b>                      The Regulators Forum continues to develop a whole Council approach to regulatory services. Work has included developing a training programme to establish baseline competence for all of our professional regulatory officers; developing work on a regulator/customer service standard so that our staff truly own complaints from our customers and work with other services that service is seamless; a recent review and update of our corporate enforcement policy. The final Organisational Awareness Day will now take place in February and will include work on commercial awareness for staff.</p>										
<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	★	➡

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	43.52	▲	✖	55.00	56.33	★	✖
<p><b>1) What has happened?</b>                      We are on track to achieve 55.2% at the end of year, this is dependant on the weather in the last quarter which could effect the amount of garden waste collected.</p>										
<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>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	★	✖
<p><b>1) What has happened?</b>                      Street Cleansing have received numerous compliments from councillors and members of the public alike with regard to the high level of cleansing that is being delivered both in the urban centres and on the open spaces contract with Banbury Town Council.</p> <p><b>5) Excellent Performance</b>                      We will continue as planned.</p>										

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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
<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	1	3	★	★	3	6	★	★
<b>1) What has happened?</b> The blitz events have proved to be very popular with residents and it is noticeable that there are more bulky household waste requests being prebooked during these events. Town Councils are actively supporting these events. <b>5) Excellent Performance</b> We will continue as planned. <b>Blitz events scheduled this quarter</b> Hardwick, Banbury 24th to 28th October 2016										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1b Number of flytips</b>	Monthly	39	35	★	➡	418	395	★	★
<b>1) What has happened?</b> A drop in the number of fly tips for this month when compared with the same period last year <b>5) Excellent Performance</b> Happy with progress to date										
<b>CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime</b>	<b>CBP2.2.1c Number of Enforcement actions</b>	Monthly	18	10	▲	✖	191	186	●	✖
<b>1) What has happened?</b> There has been a drop in the number of fly tips for this month, which show also as a drop in the number of enforcement actions. <b>Why has it happened?</b> The likely knock on effect of a drop in fly tips has resulted in a drop in enforcement actions <b>3) What actions are we taking?</b> We will continue to monitor <b>4) When will we see improvement?</b> We will continue to monitor										
<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	★	➡
<b>1) What has happened?</b> Thames Valley Police have shelved the single room concept for the County, for the foreseeable future the system will continue as it stands. A new operator has been recruited and the supervisor, works from Oxford city part time. There are plans to integrate the Bodicote and Thorpe lane CCTV systems in to the existing system.										
<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	★	➡
<b>1) What has happened?</b> Council officers and police are conducting frequent licensing checks and two departure zone exercise were conducted over two weekends in December. These were to ensure that revellers were enabled to get home safely after enjoying a night out on the town.										
<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> Satisfactory half-year reports from biodiversity delivery partners.										
<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	★	★

**Performance Note:**

The greenhouse gas reports are always a quarter in arrears due to the level of detail that needs to be gathered and the complexity of evaluation required.

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 comments from the Q2 report are summarised as follows:                      Overall, GHG emissions for the second quarter of year 2016-17 have decreased by 10% compared to last year Q2 2015/16, not including carbon offset. Carbon offset this quarter is lower than last year and with no green tariff contract, the overall GHG emissions for Cherwell stands at 1.3% higher than last year quarter 2.                      Green tariffs are not in place because this would be more expensive.</p>										

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	5	15	★	✖	152	250	★	✔

**1) What has happened?**  
 The past quarter has seen a higher than projected delivery rate of affordable homes in the district, this is as a result of the successful relationship that the Investment and Growth Team has fostered with developers, planners and Registered Providers in order to ensure that the districts affordable housing needs are met. As a result of this work the annual target of 190 new homes has been achieved by the end of the third quarter.

<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	4	0	▲	➡	14	0	▲	✖
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**1) What has happened?**  
 One due for completion but this has been delayed due to issues with the building control certificate.

**2) Why has it happened?**  
 The building still requires further work to satisfy building control

**3) What actions are we taking?**  
 We are working with building control and the contractor to resolve the small outstanding issues

**When will we see improvement?**  
 Completion should be in January when we will start marketing the property

<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	No longer relevant	▲	✖	Delivering to plan	No longer relevant	▲	✖
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**1) What has happened?**  
 The original project involved the application for EU funding (ESIF) to support development of the prototypes and the off-site manufacturing factory. The application was submitted in September and reviewed with DCLG on number of occasions following this. They introduced a couple of new requirements meaning we needed to have planning permission by March 2017 and the project was limited to developing affordable rent prototypes which could never make a profit. The decision was made in December to withdraw from the funding and to develop the idea internally with a view of developing a facility to provide shell homes for both CDC and Graven Hill. Development of the project will commence in January 2017.

**9) Data availability**  
 To be reviewed in February 2017

<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	★	➡
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**1) What has happened?**  
 1. CHEEP energy-efficiency grants: 1 private-rented property was improved through CHEEP grant contributions during the third quarter (making 4 so far this year), although work at a further 9 flats (in the same block) is understood to be complete and awaits only final inspection before grants can be paid.

2. Landlord Home Improvement Grants provide an effective route to securing access to good quality private sector accommodation. One grant was completed in the quarter (making 2 for the year so far) with works underway at another and 2 further grants approved in the quarter. Uptake of these grants has been considerably lower than in previous years and a number of cases have failed to progress as expected, including 3 grants towards the conversion of a town centre property above a shop. Further proposals for the renovation of 3 flats in one building and 6 in another remain under discussion but it is not certain their owners will proceed with grants. We continue to look for opportunities to engage with owners and landlords.

3. Work undertaken by our Empty Property Officer has resulted in the first application and subsequent approval of the first Empty Homes Loan, which will see a 3-bed house in Banbury refurbished.

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
4. As a consequence of recording more information about telephone and email enquiries we were able to report last quarter on the number of landlords to whom we provide advice about housing standards. We provided help to 18 landlords and prospective landlords in quarter 3 (compared with 10 in quarter 2).										
<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> The Council's Housing Team are continuing to work proactively with Oxfordshire County Council as well as developers and Registered Providers in order to secure the delivery of extra care or 'retirement living' options across the district. Bromford Housing have begun work on the latest extra care/retirement living flats in Banbury which will provide 78 new homes by September 2018. There are also 60 new extra care units to be delivered on the first phase of Graven Hill in the next couple of years as well as a large 250+ extra care village at North West Bicester. We are seeking to ensure that a wide range of older person housing is made available in the district to ensure that we provide enough housing options for this group of 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 existing contract for Debt and Money advice is due to expire at the end of March 2017 having run its full term.  A tendering exercise has been undertaken by the Housing Needs team throughout the autumn and a preferred service supplier identified. A report was presented to Executive on 5th December where members approved the award of a new contract to Citizens Advice North Oxon and South Northants to deliver Debt and Money advice across the Cherwell District for two years with an option for Cherwell to extend for an additional year. The contract will ensure that all residents have access to advice services for Debt and Money via face to face, telephone, email and online advice. The contract will also ensuring continued promotion of Credit Union services available within the district including access to affordable loans and savings opportunities and to deliver the Personal Budgeting Support (PBS) requirement for Cherwell District as part of the Governments roll out of Universal Credit within the district.  The contract is current being finalised by legal for signature and will start 1 April 2017.										
<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	17.38	▲	✖	14.00	13.90	★	✖
<b>1) What has happened?</b> Average processing time for Housing Benefit new claims has fallen out of target. <b>2) Why has it happened?</b> Capita's Benefits Team has lost staff resources over the past few months and has not been able to replace all of them. Consequently, less work has been processed and the volume of outstanding work has increased. <b>3) What actions are we taking?</b> Capita had previously put forward a recovery plan based on securing additional resources. Capita's contract manager has now been asked to provide a new plan. This is particularly critical as the volume of work typically increases in February ahead of annual billing. <b>4) When will we see improvement?</b> There needs to be an improvement within the next seven weeks as annual billing always prompts an increase in the volume of incoming work.										
<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	8.14	★	✖	12.00	4.42	★	✖
<b>1) What has happened?</b> Almost half of the changes of circumstances are automated as a result of ATLAS. This significantly improves average processing times. <b>5) Excellent Performance</b> Although performance remains well within target this is solely due to the large proportion of changes that are processed automatically. If these are excluded then processing would be outside of 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>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	8.91	★*	✖	12.00	4.97	★*	✔
<b>1) What has happened?</b> Due to the larger volume of changes of circumstances compared to new claims the positive performance on changes more than compensates for the poor performances on new claims.										
<b>5) Excellent Performance</b> The high proportion of changes processed automatically makes a major contribution to the overall outcome.										
<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> There were no covert surveillances requested during the quarter.										
<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>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 Homeless Action plan contains 31 actions for how the Council aims to support the prevention of homelessness. This is reviewed by a steering group with representation from a range of sectors including health, the voluntary sector and cross council representation and is anticipated to be delivered in full by the end of the financial year.										
Officers have also continued to work in partnership with all Oxfordshire District/City councils, Oxfordshire County Council and the Oxfordshire Clinical Commissioning Group to re-configure the Single Homeless Pathway in Oxfordshire for people at risk of/currently sleeping rough with a connection to the County as part of the County Councils reduction in funding. Members met in September to enter into a joint funding arrangement with the other partners involved and to make a financial contribution of £62,700 per year for three years from April 2017 to ensure that Cherwell residents have access to support and services if required. Officers are also involved in overseeing a plan to reduce the number of beds available within the pathway as a result of the new funding mechanism and to ensure residents with a Cherwell Connection are supported to move on from supported accommodation when ready into their own accommodation.										
<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	38	★	✔	41	38	★	✖
<b>1) What has happened?</b> There are 38 people in TA at the end of December - this is within our target and demonstrates a continued commitment to focus on homeless prevention and our efforts to ensure those who do have to be placed remain in temporary accommodation for the minimum period of time. Despite increasing pressures on housing services, which has seen numbers in TA rise for a period during the year, we are now please the figure has come down.										
<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	0	★	➡
<b>1) What has happened?</b> We have had no repeat homeless cases in this period which continues to demonstrate that CDC provide sustainable solutions for those who approach us in crisis										
<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										

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
wife led unit is influenced by recruitment difficulties.										
<b>3) What actions are we taking?</b>										
The Council has engaged clinical specialists to advise on arguments it needs to make to the CCG regarding the two stage consultation process and consultation responses										
<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>1) What has happened?</b>										
Positive discussions have taken place with the current contract provider and draft plans are in place to shift the funding model from April 2017 when the current contract has ceased.										
<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>1) What has happened?</b>										
Further Brighter Futures work is underway via issue based workshops. The last was related to child poverty and the next (January 2017) addresses educational attainment. The recent report of the Oxfordshire Health Inequalities Commission supports the place and multi agency approach adopted by the Brighter Futures programme										
<b>5) Excellent Performance</b>										
This is a long term programme where different aspects have differing timescales for measurement of improvement. Therefore, whilst some matters can see short term improvement such as employment and community safety, other matters such as health improvement and education attainment take longer,										
<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	99,759	105,103	★	✖	1,123,228	1,121,884	●	✖
<b>What has happened?</b>										
Across all Leisure Facilities the throughputs are marginally down (circa 1,400) against the same period last year. As noted the 3 main leisure centres are showing a decrease against 2015 however the Joint Use Facilities throughput position has helped boost the overall throughput close to it's target										
<b>2) Why has it happened?</b>										
Due to an increase in throughputs from the Joint Use Facilities any reduction in usage from 3 leisure centres has been offset by this improvement										
<b>3) What actions are we taking?</b>										
Continued monitoring of throughput information will be key during the next few months as year end approaches. Any adverse weather conditions may affect the Joint Use Facility throughputs which will need to be monitored carefully.										
<b>4) When will we see improvement?</b>										
With an improved trend in usage figures for the 3 Main Leisure Centres within the District through December and an expected increase in business through January, improvement should be seen, however this needs to be taken in context with what new year business was achieved in 2016										
<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	89,766	94,511	★	✖	1,016,854	1,002,833	●	✖
<b>1) What has happened?</b>										
All 3 Leisure Centres within the Cherwell District increased their throughput this month (December) compared with the same month in 2015										
<b>2) Why has it happened?</b>										
Against the same period last year Spiceball Leisure Centre showed an increase of circa 3,000 throughputs (the increase was in the main due to Dryside activities and a marginal increase in Swim and Gym numbers)Bicester Leisure Centre showed an increase of around 400 against the same period due to an increase in Club bookings and Swim throughputs. Kidlington showed an increase of circa 1,300 due an increase in gym and swim throughputs.										
<b>3) What actions are we taking?</b>										
Whilst overall usage figures for the year are circa 12,000 down against the same 9 month period to date for the 3 main leisure centres, December's figures showed an overall increase of circa 5,000. Should this trend continue through January-March then the overall target figure may still be met.										
<b>4) When will we see improvement?</b>										
Should the December trend continue then improvement will be seen in the final 1/4 of the year although New Year business at the leisure centres will be crucial to achieving this.										
<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	9,993	10,592	★	✖	106,374	119,051	★	✔

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
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.2 Complete Phase 2 pavilion works for SW Bicester Sports Village	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.3 Increase access to leisure & recreation opportunities through development & outreach work	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.4 Commence the improvement of Woodgreen Leisure Centre and a long term operating contract	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> 21.12.16 dry side works completion date not achieved.</p> <p><b>2) Why has it happened?</b> Contractor behind programme and works not signed off by Independent Certifier as acceptable.</p> <p><b>3) What actions are we taking?</b> Contractor increasing resource levels after Christmas shutdown.</p> <p><b>4) When will we see improvement?</b> Next Independent Certifier inspection week coming 09.01.17.</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.5 Deliver with the aid of external funding the redevelopment of The Hill in Banbury	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p><b>1) What has happened?</b> Secured A grant of £350,000 from Sport England to complete the revenue total required to trigger the regeneration team undertaking detailed design work.</p> <p><b>5) Excellent Performance</b> Really good joint working with regeneration, Sanctuary housing and BCC</p>										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.6 Establish new management arrangements for Stratfield Brake Sports Ground for Kidlington PC	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.1 Implement social & community infrastructure for housing developments across the District	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> Delivery of community centres for Longford Park and SW Bicester (Kingsmere) are behind schedule.</p> <p><b>2) Why has it happened?</b> Developers have failed to keep to delivery schedules set out in s.106 agreements.</p> <p><b>3) What actions are we taking?</b> Development Management officers in dialogue with developers.</p> <p><b>4) When will we see improvement?</b> Unclear</p>										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.2 Support the voluntary sector and community groups	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	✓
<p><b>1) What has happened?</b> Meetings continue to be held with voluntary and community groups to progress development plans.</p>										

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>1) What has happened?</b> Meetings continue to be held with residents associations to develop their plans for the build and use of new Community spaces.										
<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>1) What has happened?</b> Residents associations on Kingsmere and Longford Park estates continue to meet and plans are developing for the build and use of new community spaces.										
<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>1) What has happened?</b> Current monitoring shows that the number of opportunities being offered is in line with expectation. Current contract for this work will cease in March 2017 and discussions are underway to adopt a new model of operation and funding										
<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 set revised priorities & made recommendations to CDC Executive.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.1 Continue programme of Conservation Reviews (5pa)</b>	Quarterly	2	1	▲	🟢	2	1	▲	✖
<b>1) What has happened?</b> At this stage of the year we had planned to have completed two of our Conservation Areas - Hethe and Tadmarton. Tadmarton has been completed and is currently being consulted upon. The Conservation Officer has fallen behind on Hethe; while the research has been undertaken and an initial draft has been produced, it requires further work before it can be made available to the public.										
<b>Why has it happened?</b> The Conservation Officer responsible has fallen behind in this element of her workload. This is in part due to multiple pressures on her time, especially from live planning applications, but also because she is has less experience than other members of the team delivering planning applications.										
<b>3) What actions are we taking?</b> The team leader will provide further support to the Officer to ensure that this and her second conservation area are finalised by the end of the financial year. This will mean that there will be less resource available for planning applications.										
<b>4) When will we see improvement?</b> We are planning to meet our targets for the end of 2016 /2017 council year.										
<b>8) Data delay</b> One conservation area (Tadmarton) has been completed in the last quarter, though two other conservation area appraisals will be completed in early 2017. One of these is Banbury CA, one of the largest conservation areas in the District and it was always planned that this would take a year to research and write up. Hethe CA is currently behind schedule, but I am working with the conservation officer to ensure this is completed shortly.										
<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	★	?
<b>1) What has happened?</b> The team leader provides design and masterplanning advice on major and strategic development schemes. Workload is particularly high at the moment and in order to provide input on the majority applications, a greater proportion of cases are relying on informal verbal advice to the case officer. Critical schemes such as strategic Town Centre Schemes and Masterplanning issues for strategic sites are being prioritised and given greater input.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.3 Processing of major applications within 13 weeks</b>	Monthly	60.00	100.00	★*	➡	60.00	92.54	★*	✖
<b>1) What has happened?</b> A performance figure of 100% was achieved in December.										
<b>5) Excellent Performance</b> 100% far 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.										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.4 Processing of minor applications within 8 weeks</b>	Monthly	65.00	90.20	★*	🟢	65.00	90.15	★*	🟢

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>1) What has happened?</b> Performance in December was 90%. <b>5) Excellent Performance</b> Performance for December is much improved on the previous month and remains significantly above the national target of 65%.</p>										
<b>CBP3.7 - Protect Our Built Heritage</b>	<b>CBP3.7.5 Processing of other applications within 8 weeks</b>	Monthly	80.00	90.24	★*	✖	80.00	95.05	★*	✔
<p><b>1) What has happened?</b> Performance in December was 90%. <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	37.50	▲	✔	30.00	27.27	★	✔
<p><b>1) What has happened?</b> Eight appeal decisions were made during December, three of which were allowed. <b>2) Why has it happened?</b> Because the measure is volatile, as it is based on low overall appeal numbers, each decision can have a large impact on performance. <b>3) What actions are we taking?</b> Whilst the performance for December is 37%. It should be noted that performance is much improved on the previous month. <b>4) When will we see improvement?</b> It is likely that the percentage will continue to improve and be within target next month.</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	★	➡

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> The IT strategy and transformation programme, once approved, will underpin changes required to support improved business processes, performance and enable customer design and reduce costs to deliver.  The IT strategy is expected to be approved by Feb 2017. <b>2) Why has it happened?</b> Delays have been incurred due to formal approval process. <b>3) What actions are we taking?</b> Some improvements have been delivered.  Senior Management are prioritising IT strategy sign off. <b>4) When will we see improvement?</b> Improvements are being identified and will accelerate throughout 2017. <b>8) Data delay</b> The IT strategy has been discussed with the IT Transition Board which includes members.  Next steps:</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
<ul style="list-style-type: none"> <li>Executive strategy approval 05/01/17</li> <li>Cabinet strategy approval 12/01/17</li> <li>Both councils approve strategy 31/01/17</li> </ul> <p>Full approval 1/2/17</p> <p>Once approved the Transformation programme can be fully initiated. In the interim preparatory work is being undertaken which will underpin required activities.</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	Delivering to plan	Slightly behind schedule		● →	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> A new project has been initiated by Ian Davies, with IT support, to implement a new online booking system which will align with the new websites project.</p> <p>Objectives: To offer customers better 24/7 service access To deliver efficiencies in Customer Services by reducing more expensive telephony and face to face customer contact To reduce or eliminate back office staff handling processes To generate income through increased take up of paid for Council services</p> <p><b>2) Why has it happened?</b> The slight delay is due to lack of clear ownership in the appropriate business areas. This has been identified and being addressed.</p> <p><b>3) What actions are we taking?</b> Project is being initiated. Karen Curtin is discussing ownership with Ian Davies.</p> <p><b>4) When will we see improvement?</b> Online booking system for Leisure by April 2017.</p> <p>Further services later in 2017.</p>										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.3 Deliver the Information communications Technology Strategy.</b>	Quarterly	Delivering to plan	Slightly behind schedule		● ✖	Delivering to plan	Slightly behind schedule	●	?
<p><b>1) What has happened?</b> The IT Transition Project Board have been briefed and support the new high-level strategy.</p> <p>Next steps before full approval:</p> <ul style="list-style-type: none"> <li>Executive strategy approval 05/01/17</li> <li>Cabinet strategy approval 12/01/17</li> <li>Both councils approve strategy 31/01/17</li> </ul> <p><b>2) Why has it happened?</b> There have been some delays but efforts are being made to expedite progress.</p> <p><b>3) What actions are we taking?</b> Whilst waiting for full approval, interim underpinning work has been initiated including:</p> <ol style="list-style-type: none"> <li>1. Technical design document which will underpin required changes.</li> <li>2. Systems and infrastructure processes health check e.g. management of recovery passwords.</li> <li>3. Investigate move to data centre and progress as far as possible (e.g. what do they provide, are we looking for replication?)</li> <li>4. Detailed LAN, WAN review to progress improvements including MPLS assessment.</li> <li>5. Define and progress staff preparation for commercialisation of IT service.</li> </ol>										

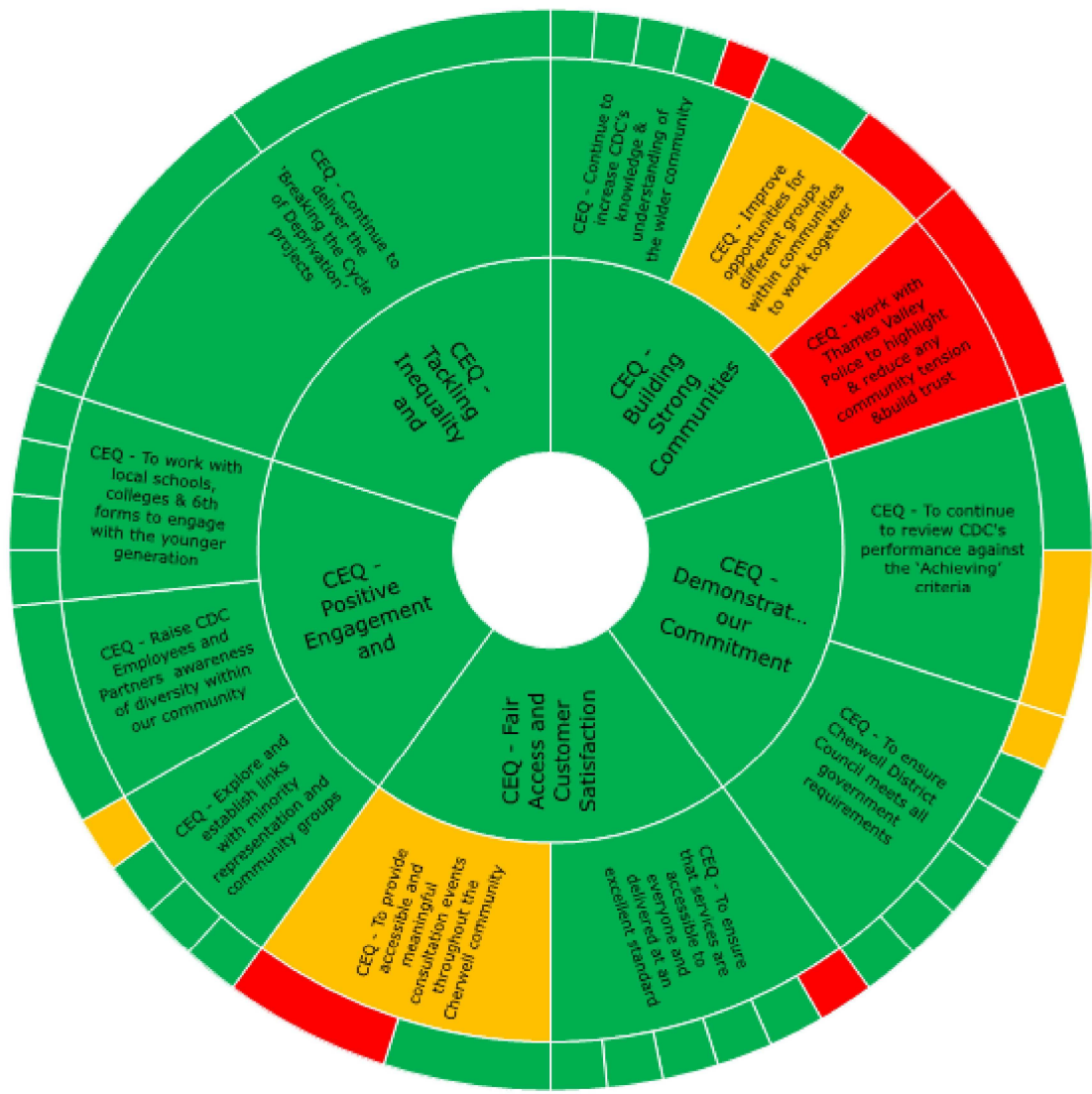
Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
<b>4) When will we see improvement?</b> Improvements are already being delivered and this will accelerate throughout 2017.										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.4 Maximise income coming into the authority to include NHB/NNDR/CTax/ external funding.</b>	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
<b>1) What has happened?</b> Work is on-going to maximise all income coming in to the authority. A further 205 new properties have become subject to council tax this quarter which means additional income from council tax as well as New Homes Bonus. We are continuing to implement and deliver strategies for NNDR. The Rateable Value for the Council has been fairly constant this quarter, this is a variable we have little control over although we seek to mitigate this by having efficient processes in place to identify and monitor growth.										
<b>CBP4.1 - Reduce the cost of providing our services through partnerships</b>	<b>CBP4.1.5 Establish appropriate commercial arrangements.</b>	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	➔
<b>1) What has happened?</b> On track. Key work area is the delivery of the council owned company to provide Revenues and Benefits services. On track for implementation in the first half of 2017.										
<b>CBP4.2 - Continue To Communicate Effectively With Local Residents &amp; Businesses</b>	<b>CBP4.2.1 Continue to increase 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> Social media continues to be a key channel of engagement with residents. Engagement fluctuates depending on message and timing. CDC is able to display the Facebook 'active responder' icon - demonstrating it is a highly responsive site - both during and outside of standard office hours.										
<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	10,050	9,073	●	✔	10,050	9,073	●	✔
<b>1) What has happened?</b> Communications with residents via various channels, press release, website, social media, and council publications continues to increase. Social media activity for a variety of campaigns planned and executive.										
<b>2) Why has it happened?</b> The number of messages communicated to residents over the winter autumn/period traditionally increases as there are disruptions to deliveries for bins over the festive period, an increase in enquiries regarding what can and cannot be recycled and the season keep fit campaigns etc.										
<b>3) What actions are we taking?</b> A number of campaigns have been developed and will be delivered over the autumn/winter months to ensure that residents are aware of the wide range of activities and initiatives available to them.										
<b>4) When will we see improvement?</b> Communication activity has shown an increase over the past quarter with an increase in both inbound enquiries and proactive press releases. A number of social media campaigns are also planned, making use of video content, which is a new product in our portfolio, following the recruitment of a digital content editor.										
<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	8,000	6,555	▲	✔	8,000	6,555	▲	✔
<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> We continue working with colleagues in economic development and environmental health 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.										

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>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 Council Tax.</b>	<b>CBP4.4.1 CDC Council Tax element frozen for 16/17</b>	Quarterly	Delivering to plan	Delivering to plan	★	➔	Delivering to plan	Delivering to plan	★	?
<b>1) What has happened?</b> This is an Annual Measure										
<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	86.50	85.89	●	✔	86.50	85.89	●	✘
<b>1) What has happened?</b> below target on collection for Council Tax. <b>2) Why has it happened?</b> There are more 12 monthly payers in 2016 than 2015 which affects cash collection. <b>3) What actions are we taking?</b> Chasing all debts by issuing reminders, finals and summons and obtaining liability orders. The debts at liability order stage are being chased more regularly now and collection rates will increase in the next 2 months. <b>4) When will we see improvement?</b> March 2017 when all 12 monthly payers have paid their instalments. DD collection dates are 1st, 9th, 18th and 25th, however continuous monitoring of outstanding balances will still take place in order to achieve collection targets.										
<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	86.00	86.48	★	✔	86.00	86.48	★	✔
<b>1) What has happened?</b> ahead of target however continuing monitoring of accounts is still taking place										





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## Cherwell District Council

### Overview and Scrutiny Committee

21 February 2017

<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 approve the draft scoping document relating to the Youth Engagement 2017 Scrutiny Review (Appendix 2)
- 1.3 To consider the draft scoping document relating to the Mobile Signal Scrutiny Review (Appendix 3)
- 1.4 To identify any items from the Executive Work Programme to form part of the Overview and Scrutiny Committee Work Programme for 2016/17.
- 1.5 To 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 At the last meeting of the Committee in November 2016, it was agreed that the membership of the working group be amended to Councillors Anderson, McHugh, Prestidge, Slaymaker and Rhodes from the Committee, and also Councillor Sean Woodcock as a co-opted member.
- 3.3 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.

#### A361 Traffic review

- 3.4 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.
- 3.5 A scoping document was approved at the November 2016 meeting of the Committee.
- 3.6 The Working Group have met and started work on the review, allocating tasks amongst the group. A further verbal update will be provided at the meeting.

#### Mobile phone signal review

- 3.7 Following concerns regarding the quality of mobile phone signal across the district, the Committee agreed to set up a working group comprising of Councillors Anderson, Brown, Lis, Prestidge and Williams.
- 3.8 The Working Group have met and drafted a scoping document. Since the meeting of the Working Group, it has come to light that the British Infrastructure Group has written a report 'Mobile Coverage: A good call for Britain?' and a Digital Economy Bill – Reforming the Electronic Communications Code is currently going through parliament to force Mobile Phone companies to comply with an agreement to spend £5bn on improving Mobile Coverage before the end of 2017.  
<http://britishinfrastructuregroup.uk/reports-and-briefings/mobile-coverage/>
- 3.9 The Committee are asked to consider the scoping document (Appendix 3), and consider if work on the review should start or if the work should be postponed until the outcome of the work of the British Infrastructure Group is known.

#### Executive Work Programme

- 3.10 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.

- 3.11 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.
- 3.12 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.
- 3.13 At the time of writing this report, the current version of the Executive Work Programme is March to June 2017 and can be found on the following page of the website: [Cherwell Forward Plan](#)

#### **Future meetings Schedule**

- 3.14 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 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:

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 implications arising directly from this report. The report of the individual scrutiny reviews will address any specific financial issues.

Comments checked by:

Kevin Head, Head of Law and Governance 0300 003 0107

[kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:kevin.lane@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Wards Affected

Each scrutiny review will identify the wards affected.

### Links to Corporate Plan and Policy Framework

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

### Lead Councillor

None

### Document Information

Appendix No	Title
1	Work Programme for 2016-17
2	Youth Engagement 2017 Scoping Document
3	Mobile Signal Scoping Document
<b>Background Papers</b>	
None	
<b>Report Author</b>	Emma Faulkner, Democratic and Elections Officer
<b>Contact Information</b>	Tel: 01327 322043 <a href="mailto:emma.faulkner@cherwellandsouthnorthants.gov.uk">emma.faulkner@cherwellandsouthnorthants.gov.uk</a>

## Overview and Scrutiny Committee Draft Work Programme - 2016/2017

Item	Description	Reason for Consideration	Contact 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>			
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

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DISTRICT COUNCIL  
NORTH OXFORDSHIRE

### Youth Engagement 2017

<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>	<p>To encourage young people to get involved in democracy, via an as yet to be determined event</p>
<p><b>Indicators of Success</b> What factors/outcomes will demonstrate that this Scrutiny Review has been a success?</p>	<p>Young people getting more involved in democracy, and engaging with the Council</p>
<p><b>Methodology/ Approach</b> What types of enquiry will be used to gather evidence?</p>	<p>Working with Community Development team at CDC and Oxford Youth Arts Partnership Trust to utilise existing working relationships with target age groups, to find out what sort of activities young people would be likely to engage with. Once evidence is gathered, an event to be decided on and launched</p>
<p><b>Target body for Recommendations</b> Executive, Lead Member, Council, Other/Partners</p>	<p>Executive</p>
<p><b>Key dates</b> Identify key meeting dates and any deadlines for reports or decisions</p>	<p>Initial research to be concluded by the end of the current Municipal year (end April 2017); continuation into new year assuming the Committee agrees to retain it on the work programme for 2017/18</p>
<p><b>Risks</b> Identify any weaknesses and barriers to success</p>	<p>Difficulty gathering evidence; people reluctant to respond</p>
<p><b>Witnesses/ Experts/ Site Visits</b> Who, why and when</p>	<p>Community Development Team of Cherwell District Council Oxford Youth Arts Partnership Trust – both already have well established connections with youth groups and working relationships with Councillors that can be utilised.</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>Administrative support from Democratic and Elections team in the first instance; possibility of a small financial commitment in relation to launching an event.</p>

Appendix 2

**Completed by: Councillors David Anderson, Andrew McHugh, Neil Prestidge and Jason Slaymaker**      **Date:**

**Approved by Overview & Scrutiny Committee**      **Date:**



DISTRICT COUNCIL  
NORTH OXFORDSHIRE

### Mobile Phone Signal

<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 identify Mobile Phone Signal black spots in the Cherwell District.</li> <li>To suggest solutions to improving local Mobile phone signals</li> </ul>
<p><b>Indicators of Success</b> What factors/outcomes will demonstrate that this Scrutiny Review has been a success?</p>	<ul style="list-style-type: none"> <li>Better Mobile Phone coverage in the Cherwell District</li> <li>An understanding of the limitations of Mobile phone signals</li> </ul>
<p><b>Methodology/ Approach</b> What types of enquiry will be used to gather evidence?</p>	<ul style="list-style-type: none"> <li>Complete a stakeholder analysis diagram to identify all relevant parties</li> <li>Contact all stakeholders to understand the extent of the issue</li> <li>Research planning history to understand difficulties, if any, in erecting masts.</li> <li>To find out if Broadband and Mobile Signal issues linked.</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 the relevant government department.</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 February 2017 with research starting straight away; a review of progress being undertaken in April/May 2017, at the end of Municipal Year. Continuation into new year assuming the Committee agrees to retain it on the work programme for 2017/18</p>
<p><b>Risks</b> Identify any weaknesses and barriers to success</p>	<p>Difficulty gathering evidence; people reluctant to respond</p>
<p><b>Witnesses/ Experts/ Site Visits</b> Who, why and when</p>	<p>Suggestions include (but not limited to):</p> <ul style="list-style-type: none"> <li>District Councillors</li> <li>Parish Councils</li> <li>Planning department of CDC</li> <li>Ofcom</li> <li>Victoria Prentis MP</li> <li>Mobile phone service providers</li> </ul>
<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: TBC</li> <li>Spokesperson for Scrutiny Review: TBC</li> </ul>

### Appendix 3

<b>Resources &amp; Budget</b> <ul style="list-style-type: none"><li>• specialist staff / external support</li><li>• consultation</li><li>• research</li></ul>	No specialist resources or support anticipated, but officer support from Democratic and Elections (admin function), Performance team for online consultation set-up, and Communications Team as and when required. In the event that expenditure is required, discussions to be had at appropriate time with Democratic and Elections.
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<b>Completed by: Cllr. Brown, Cllr. Lis, Cllr Prestidge, Cllr Williams</b>	<b>Date:</b>
<b>Approved by Overview &amp; Scrutiny Committee</b>	<b>Date:</b>