

Public Document Pack



Committee: Executive
Date: Tuesday 6 June 2017
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor John Donaldson
Councillor Tony Ilott	Councillor Mike Kerford-Byrnes
Councillor Kieron Mallon	Councillor Richard Mould
Councillor D M Pickford	Councillor Lynn Pratt

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Urgent Business

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

5. Minutes (Pages 1 - 12)

To confirm as a correct record the Minutes of the meeting held on 3 April 2017.

6. Chairman's Announcements

To receive communications from the Chairman.

7. Annual Equalities Report 2016/2017 (Pages 13 - 44)

6.35pm

Report of Assistant Director – Commercial Development & Innovation

Purpose of report

To review the performance of the Equalities Annual Work Programme and to agree the planned work programme following the Achieving Standard under the Equality Framework for Local Government.

Recommendations

The meeting is recommended:

- 1.1 To consider the evidence and information contained within this report.
- 1.2 To agree the equalities action plan for 2017/18 noting the areas of good practice upon which it builds and the areas for development that it addresses.
- 1.3 To agree the 3 year rolling plan of Equality Impact Assessments.

8. Performance Report 2016-2017 End of Year (Pages 45 - 82)

6.40pm

Report of Director – Strategy and Commissioning

Purpose of report

To provide information relating to Performance for the period 1 January - 31 March 2017. The report also reflects end of year outturns as measured through the performance management framework.

Recommendations

The meeting is recommended to:

- 1.1 Note that despite a challenging economic environment, and on-going policy and organisational change, Cherwell District Council has met or made satisfactory progress on 77% of all the performance targets outlined in its performance management framework as detailed in paragraph 3.1, in delivering the Corporate Priorities of the Council.
- 1.2 Note that any feedback on performance issues from Overview & Scrutiny Committee at its meeting on 25 May 2017 which will be provided directly to the Lead Member for Performance Management.

9. **Banbury Country Park** (Pages 83 - 106)

6.45pm

Report of Head of Environmental Services

Purpose of report

To consider the creation of a new country park in Banbury

Recommendations

The meeting is recommended:

- 1.1 To approve the creation of a new open space, Banbury Country Park.
- 1.2 To support the approach of working with stakeholders to develop an inviting country park which provides a wide range of leisure activities for Cherwell residents & visitors as well as creating a diverse habitat for wildlife.
- 1.3 To note that the running costs of a new Country Park can be delivered within existing revenue budgets.
- 1.4 To agree to seek planning approval for change of use.

10. **Final Business Case - Joint Development Management**
(Pages 107 - 114)

6.50pm

Report of Head of Development Management

Purpose of report

This report presents the final business case for joint working in Development Management across Cherwell District and South Northamptonshire Councils (hereafter Cherwell or CDC and South Northamptonshire or SNC respectively).

The report recommends the formation of a Joint Development Management Service and in doing so seeks the Executive's agreement for the non-staffing elements of the business cases.

The proposal is part of the wider transformation programme across the two Councils.

Recommendations

The meeting is recommended:

- 1.1 To consider the attached final business case and the consultation responses in relation to non-staffing matters as outlined in section 5.1.
- 1.2 To note that the business case will be considered by the Joint Commissioning Committee with regard to staffing matters on 20 June 2017. This will include consideration of the consultation responses from affected staff and trade union representatives.

- 1.3 To approve the non-staffing aspects of the final business case to create a Joint Development Management Service between CDC and SNC, subject to similar consideration and approval by SNC Cabinet on 12 June 2017 and approval of the staffing implications by the Joint Commissioning Committee.
- 1.4 To delegate to the Head of Development Management in consultation with the Leader of the Council any non-significant amendment that may be required to the business case following the decision by SNC Cabinet and/or the Joint Commissioning Committee.

11. Exclusion of the Press and Public

The following report contains exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

1 – Information relating to any individual

2 – Information which is likely to reveal the identity of an individual

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

4 – Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

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

No representations have been received from the public requesting that this item be considered in public.

Should Members decide not to make a decision in public, they are recommended to pass the following recommendation:

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2, 3 and 4 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

12. Final Business Case - Joint Development Management - Exempt Appendix (Pages 115 - 146)

6.55pm

13. **Markets** (Pages 147 - 154) **7.00pm**
Exempt report of Head of Environmental Services
14. **Whitelands Farm Sports Ground - Notification of an Urgent Decision Taken to Award an Operator Contract and Enter Into a Funding Agreement** (Pages 155 - 174) **7.10pm**
Exempt report of Interim Chief Executive
15. **Build! Programme Update** (Pages 175 - 196) **7.15pm**
** Please note that exempt Appendix C to this report will follow as it is currently being reviewed and finalised **
Exempt report of Commercial Director and Chief Finance Officer
16. **Strategic Property Acquisition in Banbury** (Pages 197 - 202) **7.25pm**
Exempt report of Chief Finance Officer

(Meeting scheduled to close at 7.35pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to natasha.clark@cherwellandsouthnorthants.gov.uk or 01295 221589 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.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

Evacuation Procedure

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Mobile Phones

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

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Ian Davies
Interim Head of Paid Service

Published on Friday 26 May 2017

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 3 April 2017 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy Leader of the Council

Councillor Ken Atack, Lead Member for Financial Management
Councillor Colin Clarke, Lead Member for Planning
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Public Protection
Councillor Mike Kerford-Byrnes, Lead Member for Change Management, Joint Working and ICT
Councillor Kieron Mallon, Lead Member for Banbury Futures
Councillor D M Pickford, Lead Member for Housing
Councillor Lynn Pratt, Lead Member for Estates and the Economy

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Barry Richards

Officers: Ian Davies, Interim Head of Paid Service
Scott Barnes, Director of Strategy and Commissioning
Karen Curtin, Commercial Director
Kevin Lane, Head of Law and Governance / Monitoring Officer
Paul Sutton, Chief Finance Officer / Section 151 Officer
Claire Taylor, Assistant Director - Commercial and Innovation
Sean Gregory, Environmental Protection Officer, for agenda item 7
Natasha Clark, Interim Democratic and Elections Manager

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Declarations of Interest

10. Update: Construction Apprenticeships and Skills.

Councillor Barry Wood, Non Statutory Interest, as a Board Member of the Apprenticeship Training Agency (ATA).

Councillor John Donaldson, Non Statutory Interest, as a Board Member of the Apprenticeship Training Agency (ATA).

17. Asset Disposal - Southam Road Cemetery Depot, Banbury.

Councillor Barry Richards, Non Statutory Interest, as a member of Banbury Town Council which had been involved in discussions on the matter.

Councillor Colin Clarke, Non Statutory Interest, as a member of Banbury Town Council which had been involved in discussions on the matter.

Councillor John Donaldson, Non Statutory Interest, as a member of Banbury Town Council which had been involved in discussions on the matter.

Councillor Kieron Mallon, Non Statutory Interest, as a member of Banbury Town Council which had been involved in discussions on the matter.

Councillor Sean Woodcock, Non Statutory Interest, as a member of Banbury Town Council which had been involved in discussions on the matter.

Councillor Tony Ilott, Non Statutory Interest, as a member of Banbury Town Council which had been involved in discussions on the matter.

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

There were no petitions or requests to address the meeting.

152 **Urgent Business**

There were no items of urgent business.

153 **Minutes**

The minutes of the meeting held on 6 March 2017 were agreed as a correct record and signed by the Chairman.

154 **Chairman's Announcements**

There were no Chairman's announcements.

155 **Air Quality Action Plan**

The Public Protection Manager submitted a report to approve the Air Quality Action Plan for Banbury, Bicester and Kidlington.

Resolved

- (1) That the Air Quality Action Plan (annex to the Minutes as set out in the Minute Book) be approved.
- (2) That the feedback from the Overview and Scrutiny Committee be noted.

Reasons

The production of an Air Quality Action Plan (AQAP) is mandatory once an order to declare an Air Quality Management Area (AQMA) has been issued. The Council has issued an order for each of the four AQMAs declared.

Alternative options

Option 1: The Council could choose not to adopt an AQAP. However once an AQMA has been declared the Council is required to produce an AQAP and so for this reason this is not an alternative option.

156

Local Development Scheme

The Head of Strategic Planning and the Economy submitted a report to seek approval of an updated Local Development Scheme (LDS) for the production of the Council's planning policy documents.

Resolved

- (1) That the updated Local Development Scheme (LDS) (annex to the Minutes as set out in the Minute Book) be approved.

Reasons

An updated Local Development Scheme (LDS) has been prepared. It provides a programme for the preparation of the Council's key planning policy documents that will be relevant to future planning decisions and, where applicable, the public examination of those documents. The Council has a statutory responsibility to prepare and maintain an LDS. The LDS will be used by officers, the public, partners, developers and other stakeholders to monitor the production of documents to plan for associated consultations. Approval of the LDS is needed to assist project management and ensure that the Council meets its statutory responsibilities for plan-making.

Alternative options

Option 1: Not to approve the LDS

The Council has a statutory responsibility to maintain an LDS. Not to approve the LDS could undermine the confidence of the public and stakeholders about the Council's plan-making programme. The LDS would need to be re-presented to the Executive at a future meeting or to the Lead Member for Planning.

Option 2: To reconsider the content of the LDS

The LDS has been prepared having regard to the Council's statutory responsibilities and current resources. It is considered by officers to be appropriate for the present and foreseeable circumstances.

157 **Empty Homes Project Update**

The Commercial Director submitted a report to provide Members with an update on the first 12 months work of the Empty Homes Project, based within the Private Sector Housing Team.

Resolved

- (1) That the progress of owner engagement with the project be noted.
- (2) That the proposals for use of enforcement powers to bring empty properties back into use be noted.
- (3) That the added value of addressing vacant properties to the Council be noted.

Reasons

The Empty Homes Project has successfully engaged with owners of the longest term void properties. Whilst it should be noted that these properties will take time to come back into use, owners do now have plans and are positively pursuing their options.

It is hoped that through regular engagement with owners of homes that are just 6 months properties will not become stuck, falling into disrepair and causing concern for neighbours and wider amenity issues.

The estimated income from the first year of the Empty Homes Project is in the region of £75,960 from New Homes Bonus over the 6 year payment period. This is as a result of tackling the longest-term void properties and supporting owners where there has been no activity at the property for a long period.

Alternative options

None

158 **Update: Construction Apprenticeships and Skills**

The Commercial Director and Head of Strategic Planning and the Economy submitted a report to provide an update on the progress being made to secure construction apprenticeships arising from the planned growth across the District. It is a year since the Executive approved guidance which was intended to operate informally to secure construction apprenticeships and skills through the processing of planning applications by the Council and was therefore timely to review how the initiative has been progressing.

Resolved

- (1) That the report be noted.

Reasons

Increasing the number of new apprenticeships in England is a high profile Government objective. Cherwell District Council supports this aspiration. The amount of new development taking place in the District over the next 20 years or so, coupled with the evidenced shortage of construction skills provides both an incentive and opportunity to secure the provision of new construction related apprenticeships through the land use planning system.

The Cherwell District Council Local Plan Part 1 as well as CDC's Economic Strategy contains strategic aspirations relating to the need to support an increase in skills and training within the District. The Interim Position Statement has usefully provided detail for developers and colleagues in CDC's Development Management on how this overarching strategic aim can be achieved through the land use planning process, prior to having statutory planning policy in place.

The signals from informal discussions with developers to date are that they generally support the approach CDC is promoting, as a helpful initiative designed both to increase the number of local skilled construction operatives available to support the building industry, as well as promoting the construction trades generally as a valuable future career path for young people.

The setting up and operating of The Apprenticeship and Training Company to manage apprenticeships on behalf of developers and their contractors is a key element of delivering the apprenticeships. This is because it will make the whole process easier for developers by managing all the elements that go towards supporting an individual towards the successful completion of an apprenticeship. Given that CDC is the accountable body for the OXLEP grant, as well as its strategic commitment to support skills and training, it is appropriate that there is CDC representation on the Board.

Alternative options

This report is submitted for information only.

159

Final Business Case: Joint Housing Services

The Commercial Director submitted a report which presented the final business case for a joint working in Housing Services across Cherwell District and South Northamptonshire Councils which was part of the wider transformation programme across the two Councils.

The report recommended the formation of a Joint Private Sector Housing Service and a Joint Housing Service and in doing so sought the Executive's agreement for the non-staffing elements of the business cases. The staffing elements of the business case had been agreed by the Joint Commissioning Committee at their meeting of 30 March 2017

Resolved

- (1) That, having given due consideration, the final business case for Joint Housing Services and the consultation responses in relation to non-staffing matters be noted.
- (2) That it be noted that the business case was considered and approved by the Joint Commissioning Committee with regard to staffing matters at its meeting of 30 March 2017 and that this included consideration of the consultation responses from affected staff and trade union representatives.
- (3) That the proposed final business case to create a Joint Private Sector Housing Service and a Joint Housing Service between Cherwell District Council and South Northamptonshire Council (SNC), subject to similar consideration and approval by SNC Cabinet on 10 April 2017 and following approval of the staffing implications by the Joint Commissioning Committee be approved for implementation.
- (4) That authority be delegated to the Commercial Director in consultation with the Leader of the Council to make any non-significant amendment that may be required to the business case following the decision by SNC Cabinet.
- (5) That it be noted that the savings realised from this proposal will be held in reserve and earmarked for Housing to provide additional resources that may be required to cope with any increased demand resulting from recent legislative changes.

Reasons

The business case sets out the rationale for establishing the Joint Private Sector Housing Team and a Joint Housing Service across CDC and SNC.

Alternative options

The approach in the recommendations is believed to be the best way forward. The proposal is to establish a Joint Private Sector Housing Service and a Joint Housing Service.

160

Improvements to the Council's Car Parking Service

The Director of Operational Delivery submitted a report to consider the approach taken to improve the Council's car parking service and to consider the effect where known of the Council's free parking offers.

Resolved

- (1) That the nature of the proposed new service and the focus on improvements for customers be supported.

- (2) That the outcomes of the review of the 2016/17 free parking promotions be noted.
- (3) That the continued use of free parking promotions for Small Business Saturday in December and Free After three as a means of supporting Bicester and Banbury Town Centre traders be supported.
- (4) That a tariff review be undertaken in 2018 to be informed by the data gathered over the previous 12 months arising from the new car parking service should a decision be taken to award a contract under the exempt agenda item 14.

Reasons

The Council has approached the procurement process in a way which delivers an improved car parking service, the nature of which has been influenced by customer and trader feedback. Therefore, the new service has been procured with the requirement for the Council's ageing equipment to be replaced with modern technology which permits a greater number of payment options and more flexible payment options for customers so that they can pay on exit if they wish or even after they have left the car park for some car parks.

Both the Council's free parking offers in 2016 and 2017 for different reasons have supported the better use of town centres and have therefore been included in the Council's new service requirements over the term of this contract.

Given the position of very limited data regarding car parks' utilisation levels, it is proposed that a review of the tariffs be undertaken in 2018 when the Council will be much better informed by data from the new technology to be installed in 2017. This will also provide the new operator with the opportunity to consider against utilisation levels the current tariff structure and levels and any suggestions for change. This broad timescale would also fit with a potential area of change arising from the emerging Banbury Business Improvement District (BID) proposal.

Alternative options

The procurement and technology proposals are outlined in the report. The only other alternative to this approach is to retain the service in house. This is not proposed as it is expected that the Council will achieve better value from an external operator and it does not have the technical expertise associated with the modern car parking technology.

161 Exclusion of the Press and Public

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that

exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2, 3 and 4 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

162 **Final Business Case: Joint Housing Services - Exempt Appendix**

Resolved

- (1) That the exempt appendix be noted.

163 **Improvements to the Council's Car Parking Service - Evaluation of Tenders and Contract Award**

The Director of Operational Delivery submitted an exempt report to consider the outcome of the tender evaluation process and as a consequence of that, an award of contract.

Resolved

- (1) That, having given due consideration, the outcome of the tender evaluation process be noted.
- (2) That a five year management contract to operate the Council's car parks as outlined in exempt annex to the Minutes (as set out in the Minute Book) be approved and the replacement and modernisation of all relevant equipment be included in this contract.
- (3) That it be agreed to fund the majority the new equipment and associated works and the release of up to £500,000 capital expenditure for this purpose be approved.

Reasons

At the conclusion of a thorough competitive dialogue based procurement process, there is a clear recommendation of contract award which can deliver to the Council the customer focussed service improvements it is seeking along with some financial advantage to the Council after one off costs. It does require capital investment but that would be required in any event due to the age and need for replacement of the current equipment.

Alternative options

The Council can choose not to accept the winning tender and to then consider an alternative approach to delivering the service. This is not recommended as the winning tender is a compliant bid and delivers what the Council has been seeking.

164 **ICT Strategy 2017-2020**

The Commercial Director submitted a report which presented the joint Cherwell District and South Northamptonshire Councils' IT strategy for the period 2017-2020. The strategy set out the vision and direction for the development of an IT service that would ensure the councils were able to meet their strategic priorities, address customer needs and deliver their transformation objectives.

Resolved

- (1) That, following consideration of the strategy by the Member led IT Transition Board, review and endorsement of the strategy by the Joint Commissioning Committee, the draft strategy (exempt annex to the Minutes as set out in Minute Book) be agreed as the framework and plan for future development of the IT service.
- (2) That the investments required to deliver the strategy (as set out in the exempt annex to the Minutes as set out in the Minute Book, and agreed by the Chief Finance Officer) and the expected return on investment being realised within 2018/19 be noted.
- (3) That the high level forward plan (exempt annex to the Minutes as set out in the Minute Book) which would form the basis of the delivery plan for the period of the strategy be noted.

Reasons

Following review, research, staff and customer engagement an IT strategy has been developed that will deliver for both internal and external customers. The strategy sets out a long term vision for the service and a high level work plan by which to deliver the strategy's objectives. The strategy also sets out investment requirements and an expected return on this investment.

Alternative options

Alternative options: Reject the strategy and continue as is. This is not recommended, as detailed in the strategy, significant investment will be required to maintain the status quo with on-going revenue implications.

165 **Asset Disposal - Southam Road Cemetery Depot, Banbury**

The Commercial Director submitted an exempt report relating to an asset disposal, Southam Road Cemetery Depot, Banbury.

Resolved

- (1) That the transfer of the Property to Banbury Town Council, subject to the payment of a commuted sum, on the terms referred in the exempt annex to the Minutes (as set out in the Minute Book) be noted and support confirmed.

Reasons

As set out in the exempt minutes

Alternative options

As set out in the exempt minutes

The meeting ended at 7.45 pm

Chairman:

Date:

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

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Cherwell District Council

Executive

Annual Equalities Report 2016/2017

Report of Assistant Director – Commercial Development & Innovation

6 June 2016

This report is public

Purpose of report

To review the performance of the Equalities Annual Work Programme and to agree the planned work programme following the Achieving Standard under the Equality Framework for Local Government.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the evidence and information contained within this report.
- 1.2 To agree the equalities action plan for 2017/18 noting the areas of good practice upon which it builds and the areas for development that it addresses.
- 1.3 To agree the 3 year rolling plan of Equality Impact Assessments.

2.0 Introduction

- 2.1 This report presents Cherwell District Council's equalities annual performance, refreshed Action Plan and three year rolling Equality Impact Assessment Plan.
- 2.2 The Equality Scorecard performance report sets out the organisation's strengths and areas for development which forms part of the Council's approach to equalities, which seeks to ensure excellent customer service, fair access to local services and support to vulnerable people is part of all we do.
- 2.3 The Executive first reviewed an equalities assessment during 2010/2011 and took the decision not to go for an external peer assessment. However, the Council remains committed to equalities and reports its performance on a quarterly basis against its equality plan, via equality impact assessments and annual reporting to Executive.

3.0 Report Details

- 3.1 The Equality Performance Scorecards are prepared by the Business Transformation Project Officer.
- 3.2 Executive is asked to ensure that the general approach taken to equalities is relevant and meets the Council's wider objectives.
- 3.2 A summary of equalities strengths and areas for development is included in the table below:

Equalities and Customer Access	
Performance Strengths	Areas for Development
<p>Brighter Futures</p> <p>During 2016/17 Brighter Futures held workshop events related to the programmes core priorities established around child poverty, and employability.</p> <p>The workshops focused on issues such as child poverty, educational attainment and readiness for the workplace.</p> <p>The recent report of the Oxfordshire Health Inequalities Commission supports the place and multi-agency approach adopted by the Brighter Future programme.</p>	<p>Joint Corporate Translation Policy</p> <p>During 2016/2017 the Council received a handful of discrimination related corporate complaints linked to receiving documentation from the council in an accessible format which upon investigation were deemed valid complaints.</p> <p>The Council operates a translation documents which provides guidance to all employees when needing to provide documentation in an alternative format.</p> <p>Although requests are few and far between this has been raised as a potential area for development whereby the Business Transformation Project Officer and members of the Equality E-Steering with review current practices and create an updated translation support document for both Cherwell and South North ant's employees.</p>
<p>Building Strong Communities</p> <p>This year there has been a variety of projects undertaken with an emphasis to 'wellbeing' across all age groups.</p> <p>These have included 'Singing for Health'; 'Social Prescribing' which is specifically aimed at older isolated residents has resulted in an average 20% reduction in GP visits during its pilot.</p>	<p>Fair & Aware Training-</p> <p>Historically Fair and Aware Training was seen as strength for Cherwell District Council, but the internal modular training approach is no longer delivered.</p> <p>New employees continue to have access to the e-learning website equality module (which is more of an introduction). This module must be completed during their probationary period.</p>

<p>2017/2018 will see the potential for 'Social Prescribing' scheme to be rolled out to more local practices.</p>	<p>Three years ago when the decision was made to cease the modular training all staff underwent ½ day equality training. The Business Transformation Project Officer will engage with the Learning & Development Business Partner to evaluate and ensure all new staff since 2015 has undergone equality training.</p>
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- 3.3 The Council aims to ensure its approach to equalities is meaningful and locally relevant. Its work draws on the findings of the quarterly Equality Scorecards (please note, due to system improvements being built within the Councils Performance Matters during Quarter 1 2016/2017, there is no Q1 Equality Scorecard) and is pulled together into a single action plan.

The refreshed action plan for 2017/18 is attached as appendix 1. It is grounded in a clear understanding of the district and the corporate equality plan is based on five objectives, each supported by a number of local priorities.

1. Fair Access and Customer Satisfaction

- To ensure Cherwell District Council and our Partners treat the public fairly regardless of their background or way of life
- To improve our services to the older generation within the Cherwell district
- To ensure all our services both internal and external are accessible to all Equality Groups at a high standard

2. Tackling Inequality and Deprivation

- To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)

3. Building Strong and Cohesive Communities

- Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement

4. Positive Engagement and Understanding

- To continue to increase engagement and work with young people within the district
- Increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services
- Raise internal awareness of diversity within our community

5. Demonstrating Our Commitment to Equality

- Review and publicise all documentation in line with the government framework
- Review achieving standard to research and develop the improvement programme
- Ensure staff and services promote and embed equality into their work
- All EIAs and Equality documents to be reviewed by the Corporate Equality and Diversity Steering Group

- 3.4 In addition to the annual report and the equalities action plan the Council has a rolling plan of equality impact assessments. These assessments are undertaken when policies or services are subject to change that may have an impact on one or more groups of service users. The Council is keen to ensure it understands the impact of any changes and that no specific groups are disadvantaged.

To support the process of impact assessment the Council consults with stakeholders including the voluntary sector.

- 3.5 No critical impacts were raised as a result of EIAs in 2016/17.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Cherwell District Council has made significant progress delivering against the equalities agenda in recent years and has continued to maintain this during 2016/2017 whilst continuing to adopt a locally relevant approach to equality performance with meaningful and relevant Corporate Action Plans to support this work.

- 4.2 The updated action plan demonstrates how the Council will continue to deliver its equalities objectives over the coming year. Progress will be reported via the performance management framework on a quarterly basis.

- 4.3 The three year impact assessment rolling plan also provides assurance that the Council is mindful of policy change and seeks to understand and address the impacts of service and policy change where appropriate.

5.0 Consultation

- 5.1 No specific consultation on this report is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To note the report

Option 2: To request additional information on items within this report

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications

Comments checked by: Paul Sutton, Chief Finance Officer, 01295 221551
paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The Council is legally obliged to comply with the public sector equality duty under the Equality Act 2010 legislation.

Comments checked by: Kevin Lane, Head of Law and Governance – 0300 0030107
kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 'Failure to comply with equalities legislation' is classified as a corporate risk and is therefore reported regularly as part of the Council's risk management framework. Controls in place and recent activity are assessed as part of this process.

Comments checked by: Louise Tustian, Performance Team Leader, 01295 221605
Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Corporate Plan and Equality Framework for local Government

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information

Appendix No	Title
Appendix 1	Corporate Equality Action Plan 2015 - 2018
Appendix 2	Equality Impact Assessment 3 Year Rolling Plan
Appendix 3	Equality Scorecard Reports
Background Papers	
None	
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Cherwell District Council Corporate Equality Action Plan 2016 -2019

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The Corporate Equality Action Plan sets out the Council's programme of work for three years, using the following themes:

- Fair Access and Customer Service
- Tackling Inequality and Deprivation
- Building Strong Communities
- Positive Engagement and Commitment
- Demonstrating Our Commitment

Performance against the Corporate Equality Action Plan will be monitored and reported on a quarterly basis via Performance Matters. This document will be refreshed on an annual basis. An Equality Report, Self-Assessment and an Improvements paper will be produced on an annual basis.

Fair Access and Customer Satisfaction

3 Year Corporate Objective	2015/2016 Corporate Targets	2016/2017 Corporate Targets	2017/2018 Corporate Targets	People/Resources
To provide accessible and meaningful consultation events throughout the Cherwell community	<ul style="list-style-type: none"> Quarterly Equality & Access Panels 2 Faith Forums 2 Disability Forums Quarterly Connecting the Community Consultation Wall Events 	<ul style="list-style-type: none"> 2 Connecting Communities events developed in line with needs of that community but one with a direct link to Interfaith week. Joint working with agencies to share engagement events including the use of the 'Consultation Wall' 	<ul style="list-style-type: none"> To continue to carry out accessible, relevant and meaningful consultation events throughout the Cherwell community Collaborative working with external agencies to share consultation information /feedback To further develop the service specific timetable of consultations. The analysis of results to contribute to the Corporate Business Planning & Service Planning process. Link consultation results to the EFQM/Operational Excellence strategy 	<p>Louise Tustian</p> <p>Louise Tustian</p> <p>Louise Tustian</p> <p>Louise Tustian</p>
To ensure that the Councils services are accessible to everyone and delivered at an excellent standard.	<ul style="list-style-type: none"> To continue to monitor the amount and nature of complaints received via the Corporate Complaints Procedure To create a joint Community Consultation and Engagement Strategy To conduct, review and action outcomes from the leisure centres Mystery Visitor feedback. To engage with the Rural Member Champion to ensure 'Rural Impact' is taken into consideration during policy reviews. Undertake a range of Housing Customer Service Satisfaction measures 	<ul style="list-style-type: none"> To continue to monitor the amount and nature of complaints received via the Corporate Complaints Procedure Provide a joint Community Consultation and Engagement Strategy with annual action plan To conduct, review and action outcomes from the leisure centres Mystery Visitor feedback. Undertake user surveys relating to the directly managed Joint Use Leisure Facilities To continue to engage with the Rural Member Champions to ensure 'Rural Impact' is taken into consideration during policy reviews. 	<ul style="list-style-type: none"> To continue to monitor the amount and nature of complaints received via the Corporate Complaints Procedure To conduct, review and action outcomes from the leisure centres Mystery Visitor feedback. Undertake user surveys relating to the directly managed Joint Use Leisure Facilities To review the joint consultation & engagement strategy. Review corporate complaints annual review in line with service specific consultation results and link these to the EFQM/Operational Excellence strategy Undertake a range of Housing Customer Service Satisfaction measures 	<p>Caroline French</p> <p>Sharon Bolton</p> <p>Sharon Bolton</p> <p>Louise Tustian</p> <p>Louise Tustian</p> <p>Marianne North</p>

		<ul style="list-style-type: none"> Undertake a range of Housing Customer Service Satisfaction measures 		
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Tackling Inequality and Deprivation

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3 Year Corporate Objective	2015/2016 Corporate Targets	2016/2017 Corporate Targets	2017/2018 Corporate Targets	People/Resources
Continue to deliver the 'Breaking the Cycle of Deprivation' projects	<ul style="list-style-type: none"> Continue the delivery of the Brighter Futures Programme: To Improve Employment Support and Skills Early Years, Community Learning and Young People's Attainment Financial Inclusion and Housing Health and Wellbeing Safe and Strong Communities Family Support and NEETS Performance Community Engagement Promote and support volunteering opportunities across the district. 	<ul style="list-style-type: none"> To continue to deliver the 'Breaking the Cycle of Deprivation' projects: <p>Theme 1: Early year, Community Learning and Young People's Attainment</p> <p>Theme 2: Employment Support and Skills</p> <p>Theme 3: Family Support and Young People not in Employment, Education or Training</p> <p>Theme 4: Financial Inclusion and Housing</p> <p>Theme 5: Health & Well-being</p> <p>Theme 6: Safer and Stronger Communities</p> <ul style="list-style-type: none"> Promote and support volunteering opportunities across the district. 	<ul style="list-style-type: none"> To continue to deliver the 'Breaking the Cycle of Deprivation' projects: <p>Theme 1: Building Communities</p> <p>Theme 2: Employment Support and Skills</p> <p>Theme 3: Educational Attainment and Parental Engagement</p> <p>Theme 4: Financial Inclusion and Housing</p> <p>Theme 5: Health & Well-being</p> <ul style="list-style-type: none"> Promote and support volunteering opportunities across the district. 	<p>Nicola Riley</p> <p>Kevin Larner</p>

Building Strong Communities

3 Year Corporate Objective	2015/16 Corporate Targets	2016/2017 Corporate Targets	2017/2018 Corporate Targets	People/Resources
<p>Improve opportunities for different groups within communities to work together and build strong community relations</p> <p>Joint working with Thames Valley Police to highlight and reduce any community tension and build trust in local services.</p> <p>Continue to increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services</p>	<ul style="list-style-type: none"> To Complete quarterly themed 'Connecting Community' events To continue to attend TVP Advisory Panel to improve consultation and community relations In partnership deliver 80% of actions from the CSCP Plan Enable communities to access wellbeing through high quality arts opportunities in both rural and urban areas. Raise the profile of safeguarding within the authority so employees are aware of policies and procedures in relation to the safety of children young people and vulnerable adults New Communities: Produce an evidence-based study to determine appropriate community facilities and pump-priming community assistance for new housing developments. Enabling residents to build strong, cohesive new communities. 	<ul style="list-style-type: none"> 2 Connecting Communities events developed in line with needs of that community but one with a direct link to Inter-faith week. Joint working with agencies to share engagement events including the use of the 'Consultation Wall' Attend TVP Independent Advisory Groups (Banbury & Bicester) Publish and assist planning the locations and information of the Village Network community Bus. Raise the profile of safeguarding within the authority so employees are aware of policies and procedures in relation to the safety of children young people and vulnerable adults Enable communities to access wellbeing through high quality arts opportunities in both rural and urban areas To deliver the priorities of the CSP Action Plan New Communities: Using the Cherwell Community Spaces & Development Study (CCSDS), secure appropriate indoor community indoor space facilities for new housing developments. Develop and deliver programmes of pump priming community development activity, to enable residents to build strong, cohesive new communities. 	<ul style="list-style-type: none"> 2 Connecting Communities events developed in line with needs of that community Hold 3 senior forums across the district to improve communication and opportunities for our senior residents in the district New Communities: Using the Cherwell Community Spaces & Development Study (CCSDS), secure appropriate indoor community indoor space facilities for new housing developments. To deliver the priorities of the CSP Action Plan Raise the profile of safeguarding within the authority so employees are trained and aware of policies and procedures in relation to the safety of children young people and vulnerable adults Enable communities to access wellbeing through high quality arts opportunities in both rural and urban areas Develop a Local Cultural Education Partnership; enable it's development Monitor the impact of partners actions in relation to social care and health 	<p>Jon Wild</p> <p>Jon Wild</p> <p>Nicola Riley</p> <p>Mike Grant</p> <p>Nicola Riley</p> <p>Nicola Riley</p> <p>Nicola Riley</p> <p>Nicola Riley</p>

Positive Engagement and Understanding

3 Year Corporate Objective	2015/16 Corporate Targets	2016/2017 Corporate Targets	2017/18 Corporate Targets	People/Resources
<p>To work with local schools, colleges and sixth forms to engage with the districts younger generation.</p>	<ul style="list-style-type: none"> To use the Cherwell Youth Website effectively to engage with young people in the district Continue OCC lead Oxfordshire Youth Parliament Local Democracy Week Implement OCC's Children and Young People's Action Plan To allocate a Member to each of our Secondary schools to improve links to Young People, giving them a stronger voice and promoting local democracy 	<ul style="list-style-type: none"> To use the Cherwell Youth Website effectively to engage with young people in the district Local Democracy Week Implement OCC's Children and Young People's Action Plan Chair quarterly Children Young People & wellbeing partnership meetings to strengthen work with voluntary youth partners and organisations to deliver positive opportunities in the district 	<ul style="list-style-type: none"> Local Democracy Week – Encourage schools to take part in Local Democracy activities and events to promote young people having a voice in their district. Implement OCC's Children and Young People's Action Plan Chair quarterly Children Young People & wellbeing partnership meetings to strengthen work with voluntary youth partners and organisations to deliver positive opportunities in the district Encourage schools to host volunteer fairs to increase the number of young people volunteering in the district To work with partners to deliver the Youth Activators project and provide activities for young people throughout the district 	<p>Jon Wild</p> <p>Jon Wild</p> <p>Jon Wild</p> <p>Jon Wild</p> <p>Tom Gubbins</p>
<p>Explore and establish links with minority representation and community groups to help us improve our services.</p>	<ul style="list-style-type: none"> To work with the Community Engagement and Consultation Officer to establish a 'Hard to Reach' consultative forum Increase provision of disabled sport by continuing to implement the Disability Sport Development Plan. This will enhance communication and visibility of existing opportunities in Cherwell along with establishing new opportunities for adults and young people Customer Service Specialist Officers to continue to take our services out to community groups and events 	<ul style="list-style-type: none"> To work with the Community Engagement and Consultation Officer to establish a 'Hard to Reach' consultative forum To continue the provision of disabled sport through the Disability Sport Development Plan. This will enhance communication and visibility of existing opportunities in Cherwell along with establishing new opportunities for adults and young people Customer Service Specialist Officers to continue to take our services out to community groups and events 	<ul style="list-style-type: none"> To continue the provision of disabled sport through the Disability Sport Development Plan. This will enhance communication and visibility of existing opportunities in Cherwell along with establishing new opportunities for adults and young people Review how the role of a Customer Service Specialist interacts and raises awareness of Council services throughout the community. To continue to promote and provide a third party reporting system to support the increase of hate crime reporting within Cherwell District. 	<p>Tom Gubbins</p> <p>Natasha Barnes</p> <p>Caroline French</p>

3 Year Corporate Objective	2015/16 Corporate Targets	2016/2017 Corporate Targets	2017/18 Corporate Targets	People/Resources
	<ul style="list-style-type: none"> To continue to provide a third party reporting system to support the increase of hate crime reporting within Cherwell District. 	<ul style="list-style-type: none"> To continue to promote and provide a third party reporting system to support the increase of hate crime reporting within Cherwell District. 		

Demonstrating Our Commitment to Equality

3 Year Corporate Objective	2015/2016 Corporate Targets	2016/2017 Corporate Targets	2017/2018 Corporate Targets	People/Resources
To ensure Cherwell District Council meets all government requirements	<ul style="list-style-type: none"> To publish Cherwell District Council's workforce profile Monitor, report and publish results from the Equality Scorecard Review EIA Rolling Plan and Equality Action Plan To continue to publish externally all completed EIA's To implement Cherwell District Council Member Training To Monitor lettings outcomes under the Allocations Scheme and ensure this information is made regularly and publicly available 	<ul style="list-style-type: none"> To publish Cherwell District Council's workforce profile Monitor, report and publish results from the Equality Scorecard Review EIA Rolling Plan and Equality Action Plan To continue to publish externally all completed EIAs Council Member training on the Equalities Act 2010 to be delivered in line with the 4 year Joint Member Training programme To continue to monitoring lettings outcomes under the allocations scheme and ensure information is made regularly and publicly available. 	<ul style="list-style-type: none"> To publish Cherwell District Council's workforce profile Monitor, report and publish results from the Equality Scorecard Review EIA Rolling Plan and Equality Action Plan To continue to publish externally all completed EIAs Council Member training on the Equalities Act 2010 to be delivered in line with the 4 year Joint Member Training programme To continue to monitoring lettings outcomes under the allocations scheme and ensure information is made regularly and publicly available. To gather data in preparation for Cherwell District Council's gender pay gap report. 	<p>Paula Goodwin</p> <p>Caroline French</p> <p>Caroline French</p> <p>Caroline French</p> <p>Natasha Clark</p> <p>Marianne North</p> <p>Paula Goodwin</p>

3 Year Corporate Objective	2015/2016 Corporate Targets	2016/2017 Corporate Targets	2017/2018 Corporate Targets	People/Resources
To continue to review Cherwell District Council's performance against the 'Achieving' criteria to maintain and improve standards	<ul style="list-style-type: none"> Annual Equality Self-Assessment and development of improvement programme To activate E-Equality Steering Group to support performance and legislation requirements 	<ul style="list-style-type: none"> Annual Equality Self-Assessment and development of improvement programme To activate E-Equality Steering Group to support performance and legislation requirements 	<ul style="list-style-type: none"> Annual Equality Self-Assessment Report and development of improvement programme To utilise the E-Equality Steering Group to support performance and legislation requirements 	<p>Caroline French</p> <p>Caroline French</p>

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Cherwell and South Northamptonshire District Council 3 Year EIA Rolling Plan 2015 - 2018

2015/2016				2016/2017				2017/2018			
EIA	Joint	CDC	SNC	EIA	Joint	CDC	SNC	EIA	Joint	CDC	SNC
	tick as appropriate				tick as appropriate				tick as appropriate		
Corporate Consultation and Engagement Strategy	x			Corporate Consultation and Engagement Strategy	x			Business Plan and Budget		x	x
Organisational Development Strategy	x			Business Plan and Budget		x	x	Council Tax Reduction Scheme		x	x
Business Plan and Budget		x	x	Programme & Project Management		x	x	DHP Policy Review	X		
Council Tax Reduction Scheme		x		Safeguarding	x			New Leisure Buildings			X
Cherwell Local Plan Part One			x	Taxi Policy Rating Scheme		x		Workplace Wellbeing Charter	X		
Three way Democratic & Elections Team	x			Anti-Social Behaviour Policy		x		Consultation & Engagement Strategy	X		
Customer Services Review	x			Taxi Policy Rating Scheme			x	Council Website	X		
Harmonisation of staff terms and conditions	x			Anti-Social Behaviour Policy			x	HR Policy Reviews	X		
Channel Shift	x			Health & Wellbeing – Project			x	Parking Procurement		X	
Brighter Futures		x		Parking Services		x		Housing Management Policies	X		
Car Parking		x	x	Housing Strategy 2012-2015 Review		x		Homeless Strategy	X		

Cherwell and South Northamptonshire District Council 3 Year EIA Rolling Plan 2015 - 2018

EIA	Joint	CDC	SNC	EIA	Joint	CDC	SNC	EIA	Joint	CDC	SNC
				Tenancy Strategy 2012-2015 Review		x		Housing Strategy	X		
				Older Persons Strategy			x	Tenancy Strategy	X		
				Allocations Policy			x	Allocations Strategy	X		
				Private Sector Housing Policy/Strategy			x	Commercial Projects (where necessary)	X		
				Local Plan – Part 2			x	Benefits Realisation Reviews	X		
				One Stop Shops/Link Points	x			Community Development	X		
				Data Quality Policy	x			Health and Wellbeing Blueprint			X
				Council Tax Reduction Scheme		x	x				
				Development Management-Consulting with Parish Councils		x					
				Development Management – Paper Light		x					

CDC Equalities - Themes

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

CDC Equalities - Themes

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



CDC Equalities - Exceptions

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








Cherwell Equalities All Measures

CDC Equalities - All Milestones				
	Objective	Measure	Actual (pd)	
• CEQ - Tackling Inequality and Deprivation	CEQ - Continue to deliver the 'Breaking the Cycle of Deprivation' projects	Continue to deliver the 'Breaking the Cycle of Deprivation' projects in Banbury (aligns to CBP3.4.3)	Delivering to plan	★
<p>Comments 1) What has happened? 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</p> <p>5) Excellent Performance 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,</p>				
• CEQ - Tackling Inequality and Deprivation	CEQ - Continue to deliver the 'Breaking the Cycle of Deprivation' projects	Promote and support volunteering opportunities across the district.	Delivering to plan	★
<p>Comments 1) What has happened? Contract with Citizens Advice for 'Volunteer Connect' service continues to be delivered.</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Enable communities to access wellbeing through arts opportunities in both rural and urban areas	Delivering to plan	★
<p>Comments 1) What has happened? A variety of projects with a wellbeing emphasis have been undertaken. Singing for Health, Social prescribing and several aimed specifically at older isolated residents. Positive feedback from participants</p> <p>3) What actions are we taking? Continuing to feed evaluation and evidence into wider monitoring frameworks to continuously improve delivery and efficiency</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Publish and assist planning the locations and information of the Village Network community Bus	Delivering to plan	★
<p>Comments 1) What has happened? The SNVB bus has a well established route and given the changes in consultation roles within the Council we no longer make specific requests or promote locations.</p> <p>3) What actions are we taking? No further action being taken</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Raise the profile of safeguarding at CDC so employees are aware of policies and procedures	Delivering to plan	★
<p>Comments 1) What has happened? Articles in the all Staff in house newsletter and a survey to assess the knowledge of front line staff has been undertaken to inform the training matrix for 2017</p> <p>3) What actions are we taking? Regular Safeguarding Leads meetings with a rolling agenda to improve information sharing and sustain impetus.</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	To deliver the priorities of the CSP Action Plan	Delivering to plan	★
<p>Comments 3) What actions are we taking? The partnership is delivering the priorities of the action plan and is due to refresh the plan in March 2017</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Use the CCSDS to secure appropriate indoor community facilities for new housing developments	Very behind schedule	▲
<p>Comments 1) What has happened? Restructuring of Community Services has drawn officer time away from CCSDS development, risking lack of input to the Developer contributions SPD</p>				






CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
3) What actions are we taking? Working to brief consultants in the hope of upgrading evidence, so CCSDS standards can be used in Developer contributions SPD.				
• CEQ - Positive Engagement and Understanding	CEQ - Explore and establish links with minority representation and community groups	Customer Service Specialist Officers to take our services out to community groups and events	Delivering to plan	★
Comments				
• CEQ - Positive Engagement and Understanding	CEQ - Explore and establish links with minority representation and community groups	Promote and provide a third party hate crime reporting system to support increased reporting	Delivering to plan	★
Comments 1) What has happened? Third part reporting mechanism in place, MK Equality Council. No reports received this quarter.				
• CEQ - Positive Engagement and Understanding	CEQ - Explore and establish links with minority representation and community groups	To continue the provision of disabled sport through the Disability Sport Development Plan	Delivering to plan	★
Comments				
• CEQ - Positive Engagement and Understanding	CEQ - Explore and establish links with minority representation and community groups	Work with Community Engagement Officer to establish a 'Hard to Reach' consultative forum	Slightly behind schedule	●
Comments 1) What has happened? Community Engagement aspect of work for the Consultation and Engagement Officer has split for the next 4 months due to the post holders departure. This work is now split between teams with a temporary member of staff completing corporate consultation and the engagement aspect of work has been taken over by the Communities team.				
3) What actions are we taking? Business Transformation Project Officer to link with both line managers to discuss further engagement with hard to reach groups.				
• CEQ - Building Strong Communities	CEQ - Improve opportunities for different groups within communities to work together	2 Connecting Comms events developed in line with community needs - 1 linking to Interfaith week	Delivering to plan	★
Comments 1) What has happened? Event held in Bicester. Well received by participants but low footfall				
3) What actions are we taking? Reviewing the role and function of Connecting Communities events in the light of reduced resource and the focus of the Casey Report. Nothing further planned for Q4				
• CEQ - Building Strong Communities	CEQ - Improve opportunities for different groups within communities to work together	Joint working with agencies to share engagement events including the use of the 'Consultation Wall'	No longer relevant	▲
Comments 1) What has happened? New staff structures and a refocusing of the role of consultation within the Council has made this measure redundant in its current form				
3) What actions are we taking? Performance and insight team are developing a new plan for 2017/18				
• CEQ - Positive Engagement and Understanding	CEQ - Raise CDC Employees and Partners awareness of diversity within our community	To hold two Knowing Our Community events a year	Delivering to plan	★
Comments 1) What has happened? Event on Mental health held and planned event around radicalisation postponed until the New Year				
3) What actions are we taking? Programme of events for 2017 being planned with Safeguarding Leads group				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To continue to review CDC's performance against the 'Achieving' criteria	Annual Equality Self-Assessment and development of improvement programme	Delivering to plan	★
Comments 1) What has happened?				

CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
Review has taken place for 15/16 with areas of improvement highlighted and built into Action Plan for 2016/2017.				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To continue to review CDC's performance against the 'Achieving' criteria	To activate E-Equality Steering Group to support performance and legislation requirements	Slightly behind schedule	
<p>Comments 1) What has happened? The contact group for this steering group needs to be reviewed so when duties change there are key contacts in the organisation to support change. Low Priority</p> <p>3) What actions are we taking? Review current champions to take into account recent restructures/joint working.</p>				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	CDC Council Member training on the Equalities Act 2010 to be delivered	Slightly behind schedule	
<p>Comments 1) What has happened? Discussions underway regarding the best means of providing the training</p> <p>3) What actions are we taking? Reviewing the best way to provide the training</p>				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	Monitor lettings outcomes & ensure info is regularly & publicly available	Delivering to plan	
<p>Comments 1) What has happened? The current Housing Allocations Scheme was introduced in Cherwell in September 2015. The changes to the scheme have allowed us to have greater flexibility to let a wider group of people join the Housing Register and be considered for social housing locally.</p> <p>We will publish details for all properties allocated through the councils Allocations Scheme on the Choice Based Lettings website which provides information about the type, size and location of each property and the priority awarded to the successful nominated applicant and the length of time they have been waiting on the housing register.</p> <p>Further information will be included on the council's new website to provide customers with more information regarding all social housing property lettings including the availability and allocations of affordable homes and also the profile those successful in gaining allocations against the diversity and needs of applicants to the Housing Register.</p>				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	Monitor, report and publish results from the Equality Scorecard	Delivering to plan	
<p>Comments 1) What has happened? All Equality actions monitored through Performance Matters and published as part of quarterly reporting.</p>				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	Review EIA Rolling Plan and Equality Action Plan	Delivering to plan	
<p>Comments 1) What has happened? Action Plan and EIA rolling plan reviewed and signed off by Executive for 2016/2017. Action complete for this year.</p>				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	To continue to publish externally all completed EIAs	Delivering to plan	
<p>Comments 1) What has happened? EIAs published on the councils website when complete.</p>				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	To publish Cherwell District Council's workforce profile	Delivering to plan	
<p>Comments 1) What has happened? Information has been collated should this be required.</p> <p>1) What has happened?</p>				

CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
This information is only published annually and so will not be published now until Q1 in 2017				
1) What has happened?				
This information is only published annually and so will not be published now until Q1 in 2017				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Engage with the Rural Member Champions to ensure 'Rural Impact' is taken into consideration	Very behind schedule	
<p>Comments 1) What has happened? Due to limited staff resource and other workload, developing Rural Impact assessment has not been a priority.</p> <p>3) What actions are we taking? Rural member Champion is regularly briefed on issues affecting rural communities. Parish Liaison meetings held twice per year to invite feedback from representatives of rural communities. However, we have yet to develop a mechanism to ensure that all services are systematically considered for rural impact. This is unlikely to happen in 2016/17.</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Ensure that the CDC's services are accessible to everyone and delivered at an excellent standard	Delivering to plan	
Comments				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Provide a joint Community Consultation and Engagement Strategy with annual action plan	Delivering to plan	
<p>Comments 1) What has happened? Strategy was agreed by Executive in September and is being used to help define consultations being planned for the new year.</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	To conduct, review and action outcomes from the leisure centres Mystery Visitor feedback	Delivering to plan	
<p>Comments 1) What has happened? 21 mystery visit reports were recorded at the 3 Leisure Centres at Spiceball, Bicester and Kidlington for the period October to December 2016. A wide range of comments and issues were reported. Whilst there was no absolute trend to the comments one of the common themes was the parking at Spiceball Leisure Centre. MV's noted that often there were cars parked in the blue badge holder bays not displaying badges and cars frequently not parked in bay blocking other users cars in. All MV reports are shared with the Contract Manager and Centre Managers - these are then summarised in the monthly client meetings.</p> <p>3) What actions are we taking? As of January 2017 it is the intention that new mystery visitors be recruited to ensure a freshness to the reporting. In addition Mystery Visits will also take place at Woodgreen Leisure Centre once the facility is fully open</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Undertake a range of Housing Customer Service Satisfaction measures	Delivering to plan	
<p>Comments 1) What has happened? The Housing Needs Team maintains a database for all enquiries and complaints received by the department including details for enquiries received by service users, Councillors and the local MP, Victoria Prentis.</p> <p>In the last quarter the council received a total of 26 MP/Cllr Enquiries and 4 complaints about the services provided by the Housing Needs Team. All enquiries have been responded too in the appropriate timeframes. This information continues to be monitored and reviewed to gain insight into current customer satisfaction levels of the services provided by the department.</p> <p>The Housing department has not received any Ombudsman enquiries about the quality of the services offered to local residents.</p> <p>To gain further insight into the departments performance we have also been looking at other ways to gain insight into the overall satisfaction of services provided by the department including an online customer satisfaction survey and will continue to progress this to be introduced in line with the new IT website review for the Housing Website</p>				
	CEQ - To ensure that services are	Undertake user surveys relating to		

Cherwell Equalities All Measures

CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
• CEQ - Fair Access and Customer Satisfaction	accessible to everyone and delivered at an excellent standard	the directly managed Joint Use Leisure Facilities	Delivering to plan	★
<p>Comments 1) What has happened? A 'user' survey has been circulated to all clubs/hirers of the Joint Use Facilities at the Cooper Sports Facility, Bicester and North Oxfordshire Academy, Banbury. The survey is broadly based on the National Benchmarking Surveys carried out by the main leisure centres within the District but focused on the Council's own specific facilities. The survey is to run from early December until the 31st December.</p> <p>3) What actions are we taking? Once the survey end date has been reached the data will be analysed and an action plan formulated to identify improvements required particularly around the satisfaction elements. Survey results will be displayed in both facilities for a minimum of 14 days after 1st January 2017</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To provide accessible and meaningful consultation events throughout the Cherwell community	2 Connecting Comms events developed in line with community needs - 1 linking to Interfaith week	Delivering to plan	★
<p>Comments 1) What has happened? Event held in Bicester. Well received by participants but low footfall</p> <p>3) What actions are we taking? Review of need and direction being undertaken now this area of work sits within Community Services rather than Consultation and Insight</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To provide accessible and meaningful consultation events throughout the Cherwell community	Joint working with agencies to share engagement events including the use of the 'Consultation Wall'	No longer relevant	▲
<p>Comments 1) What has happened? New staff structures and a refocusing of the role of consultation within the Council has made this measure redundant in its current form</p> <p>3) What actions are we taking? Performance and insight team are developing a new plan for 2017/18</p>				
• CEQ - Positive Engagement and Understanding	CEQ - To work with local schools, colleges & 6th forms to engage with the younger generation	Chair quarterly Children Young People & wellbeing partnership meetings	Delivering to plan	★
<p>Comments 1) What has happened? cypw meetings held - Working as a partnership to submit transition funding bids to OCC inline with changes to Children's Centres / Hubs.</p>				
• CEQ - Positive Engagement and Understanding	CEQ - To work with local schools, colleges & 6th forms to engage with the younger generation	Implement OCC's Children and Young People's Action Plan	Delivering to plan	★
<p>Comments 1) What has happened? Action Plan delivered in partnership with Cherwell Youth partners and stakeholders</p>				
• CEQ - Positive Engagement and Understanding	CEQ - To work with local schools, colleges & 6th forms to engage with the younger generation	Local Democracy Week	Delivering to plan	★
<p>Comments 1) What has happened? Held in October (Local Democracy week celebrations) Youth Action Teams from Banbury & Bicester will be visiting Westminster in Feb 2017</p>				
• CEQ - Positive Engagement and Understanding	CEQ - To work with local schools, colleges & 6th forms to engage with the younger generation	To use the Cherwell Youth Website effectively to engage with young people in the district	Delivering to plan	★
<p>Comments 1) What has happened? On going - youth website kept updated with the latest news and opportunities for young people and families in the district.</p>				
• CEQ - Building Strong Communities	CEQ - Work with Thames Valley Police to highlight & reduce any community tension & build trust	Attend TVP Independent Advisory Groups (Banbury & Bicester)	No longer relevant	▲
<p>Comments Community Services already have good connections with Thames Valley Police and do not currently have capacity to join the Independent Advisory group (IAG). It is recommended this position is reviewed in the new financial year to ensure that any community based insight provided by the IAG is not lost.</p>				

CDC Equalities - All Milestones				
	Objective	Measure	Actual (pd)	
• CEQ - Tackling Inequality and Deprivation	CEQ - Continue to deliver the 'Breaking the Cycle of Deprivation' projects	Continue to deliver the 'Breaking the Cycle of Deprivation' projects in Banbury (aligns to CBP3.4.3)	Delivering to plan	★
<p>Comments 1) What has happened? Ongoing multi agency activity. Workshop events held to add focus to key issues eg child poverty, educational attainment and readiness for the workplace.</p> <p>3) What actions are we taking? Multi agency meetings supported by email reminders. Annual report process to collate previous activity and to provide focus for future activity.</p>				
• CEQ - Tackling Inequality and Deprivation	CEQ - Continue to deliver the 'Breaking the Cycle of Deprivation' projects	Promote and support volunteering opportunities across the district.	Delivering to plan	★
<p>Comments 1) What has happened? New infrastructure arrangements with local umbrella organisations to promote volunteering have been shaped following sector debate.</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Enable communities to access wellbeing through arts opportunities in both rural and urban areas	Delivering to plan	★
<p>Comments 1) What has happened? Evaluation of the social prescribing pilot shows that despite low referral rates (around 60% target of referrals) it has been very successful, with an average 20% reduction in GP visits</p> <p>3) What actions are we taking? Working with local GP's through NOLG to assess appetite for a roll out of the scheme to more practices</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Publish and assist planning the locations and information of the Village Network community Bus	Delivering to plan	★
<p>Comments 1) What has happened? Good relationship with SNVB has resulted in joint working and good use of the bus</p> <p>3) What actions are we taking? No further action</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Raise the profile of safeguarding at CDC so employees are aware of policies and procedures	Delivering to plan	★
<p>Comments 1) What has happened? New safeguarding officer in post, procedures under review and promotion of safeguarding training stepped up through Safeguarding leads group. PWC audit actions to be completed in Q1 2017/18</p> <p>3) What actions are we taking? PWC audit recommendations being taken on board</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	To deliver the priorities of the CSP Action Plan	Delivering to plan	★
<p>Comments 3) What actions are we taking? The partnership has delivered the actions within the plan, further work is to be commenced on refreshing the plan along with the strategic objectives of the Police and Crime Commissioner in 2017</p>				
• CEQ - Building Strong Communities	CEQ - Continue to increase CDC's knowledge & understanding of the wider community	Use the CCSDS to secure appropriate indoor community facilities for new housing developments	Slightly behind schedule	●
<p>Comments 1) What has happened? The study is available as a tool to be used as necessary.</p> <p>3) What actions are we taking?</p>				

CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
Implementation now tied into the successful delivery of LP2				
• CEQ - Positive Engagement and Understanding	CEQ - Explore and establish links with minority representation and community groups	Customer Service Specialist Officers to take our services out to community groups and events	Delivering to plan	★
Comments 1) What has happened? Customer Service officers have continued to attend community events, food bank and job fairs to deliver services to those who are vulnerable and hard to reach.				
• CEQ - Positive Engagement and Understanding	CEQ - Explore and establish links with minority representation and community groups	Promote and provide a third party hate crime reporting system to support increased reporting	Delivering to plan	★
Comments 1) What has happened? Third party reporting mechanism in place, MK Equality Council. No reports received this quarter.				
• CEQ - Positive Engagement and Understanding	CEQ - Explore and establish links with minority representation and community groups	To continue the provision of disabled sport through the Disability Sport Development Plan	Delivering to plan	★
Comments 1) What has happened? Disability Sport Development Plan targets have been updated for 2017/ 18. A number of Programmes currently being delivered. Buddy Scheme where volunteers work as a buddy with people who have been referred from Oxfordshire Mind in partnership with Legacy Leisure at Spiceball leisure centre. So far 63 have gone through programme. Bardwell and Frank Wise Sportivate programme currently running where young people get the opportunity to access different sporting opportunities for a period of 10 weeks. Specific Cricket programme being delivered with Oxfordshire Cricket Board at Bardwell School Link again into Legacy Leisure with opportunity for reduced link card membership. Multi Sport Disability Club being developed in Banbury to replicate DISC in Towcester. Working in partnership with Sanctuary Housing.				
• CEQ - Positive Engagement and Understanding	CEQ - Explore and establish links with minority representation and community groups	Work with Community Engagement Officer to establish a 'Hard to Reach' consultative forum	Slightly behind schedule	●
Comments 1) What has happened? Community Engagement aspect of work for the Consultation and Engagement Officer has split for the next 4 months due to the post holders departure. This work is now split between teams with a temporary member of staff completing corporate consultation and the engagement aspect of work has been taken over by the Communities team. 3) What actions are we taking? The current Performance & Insight Business case will resolve this and should be in place by Q1 next year.				
• CEQ - Building Strong Communities	CEQ - Improve opportunities for different groups within communities to work together	2 Connecting Comms events developed in line with community needs - 1 linking to Interfaith week	Delivering to plan	★
Comments 1) What has happened? Interfaith week Connecting The Communities event delivered. 3) What actions are we taking? Events will take on a more focused approach over the next 12 months				
• CEQ - Building Strong Communities	CEQ - Improve opportunities for different groups within communities to work together	Joint working with agencies to share engagement events including the use of the 'Consultation Wall'	No longer relevant	▲
Comments				
• CEQ - Positive Engagement and Understanding	CEQ - Raise CDC Employees and Partners awareness of diversity within our community	To hold two Knowing Our Community events a year	Delivering to plan	★
Comments 1) What has happened?				

CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
Events have been held. Moderately successful.				
3) What actions are we taking?				
Future events will need to be more focused and outcome driven.				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To continue to review CDC's performance against the 'Achieving' criteria	Annual Equality Self-Assessment and development of improvement programme	Delivering to plan	★
Comments 1) What has happened?				
Review has taken place for 15/16 with areas of improvement highlighted and built into Action Plan for 2016/2017.				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To continue to review CDC's performance against the 'Achieving' criteria	To activate E-Equality Steering Group to support performance and legislation requirements	Delivering to plan	★
Comments 1) What has happened?				
Steering group membership and been renewed with offices from key departments included and from both CDC and SNC.				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	CDC Council Member training on the Equalities Act 2010 to be delivered	Delivering to plan	★
Comments 1) What has happened?				
This will be delivered as part of the Member training programme after the May 2017 elections.				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	Monitor lettings outcomes & ensure info is regularly & publicly available	Delivering to plan	★
Comments 1) What has happened?				
Allocations of social housing are published on the Choice Based Lettings site following each advertising cycle (every week) to provide information about the successful applicant and the reasons for their nomination including their priority for social housing and the amount of time they have been on the housing register. This allows us to provide transparency about the Allocations Scheme and why people have been successful for particular properties.				
We intend to provide further information about outcomes from the Housing Register once the new CDC website is launched later this year to provide customers with further information about nominations for social housing and will include information such as the profile of successful applications and ethnicity of applicants being housed.				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	Monitor, report and publish results from the Equality Scorecard	Delivering to plan	★
Comments 1) What has happened?				
All Equality actions monitored through Performance Matters and published as part of quarterly reporting.				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	Review EIA Rolling Plan and Equality Action Plan	Delivering to plan	★
Comments 1) What has happened?				
Action Plan and EIA rolling plan reviewed and signed off by Executive for 2016/2017. Action complete for this year.				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	To continue to publish externally all completed EIAs	Delivering to plan	★
Comments 1) What has happened?				
All EIA's published				
• CEQ - Demonstrating our Commitment to Equality	CEQ - To ensure Cherwell District Council meets all government requirements	To publish Cherwell District Council's workforce profile	Delivering to plan	★
Comments 1) What has happened?				
Information has been collated should this be required.				

CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
<p>1) What has happened? This information is only published annually and so will not be published now until Q1 in 2017</p>				
<p>1) What has happened? This information is only published annually and so will not be published now until Q1 in 2017</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Engage with the Rural Member Champions to ensure 'Rural Impact' is taken into consideration	Delivering to plan	★
<p>Comments 1) What has happened? Regular meetings with Rural champion have taken place to consider impact and possible amelioration measures</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Ensure that the CDC's services are accessible to everyone and delivered at an excellent standard	Delivering to plan	★
<p>Comments 1) What has happened? Universal Credit has been introduced in the South Northants area for single people only. Support includes working with Credit Union, digital support, working with partners such as housing providers. 1) What has happened? Universal Credit has been introduced in South Northants for single claimants only. Full support has been given including working with Northampton Credit Union to help with setting up of bank accounts, digital support for completion of on-line forms and working with partners such as housing providers.</p> <p>The Consultation & Engagement strategies were successfully published following the democratic process in September. Following proposed team re-structures this strategy will be reviewed in Quarter 1 of 2017/18 along with action plans to reflect changes around the consultation timetable and also the engagement plan.</p> <p>This year we have held a number of internal Knowing our Community events, briefing sessions for partners and employees to broaden awareness of our communities/customers. The following topics have been available for employees and partners to attend, Money Wellbeing and PREVENT. These sessions were well attended, positive feedback was received from both. Consultations/feedback has followed many of the engagement events held this year, Commercial Waste & Recycling, Youth Activators Volunteer & Participator survey, Housing Options & Tenancy Support Customer satisfaction survey. The results of these surveys are fed back to the relevant services, data is used as base line date and are built in to service plans where relevant.</p> <p>2017/18 will see a structured approach to regular consultation with our customers, this timetable will be led by services and conducted in a variety of ways, making the best use of technology/resource etc.</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Provide a joint Community Consultation and Engagement Strategy with annual action plan	Delivering to plan	★
<p>Comments 1) What has happened? The Consultation & Engagement strategies were successfully published following the democratic process in September. Following proposed team re-structures this strategy will be reviewed in Quarter 1 of 2017/18 along with action plans to reflect changes around the consultation timetable and also the engagement plan.</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	To conduct, review and action outcomes from the leisure centres Mystery Visitor feedback	Delivering to plan	★
<p>Comments 1) What has happened? At the end of December the decision was taken to recruit 'new' mystery visitors to the scheme from January. Expressions of interest were sent out to Council employees and initially 8 were recruited (2 to each of Spiceball, Bicester, Kidlington and Woodgreen Leisure Centres. During the period 1st Jan - 31st March a total of 37 visits were conducted. In addition during March the format of the surveys were changed to make them more user friendly (via survey monkey).</p> <p>3) What actions are we taking? Details of the mystery visit reports are shared with the Contract Manager and Centre Managers to enable them to them to improve service delivery. The reports are used as a tool by Council Officers to identify any shortfall in service or items that the leisure operator should be making the client aware of.</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are	Undertake a range of Housing	Delivering	

CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
Satisfaction	accessible to everyone and delivered at an excellent standard	Customer Service Satisfaction measures	to plan	★
<p>Comments 1) What has happened? The Housing Needs Team maintains a database for all enquiries and complaints received by the department including details for enquiries received by service users, Councillors and the local MP.</p> <p>In the last quarter the council received a total of 19 MP/Cllr Enquiries (7 MP & 12 Cllr) and 4 complaints about the services provided by the Housing Needs Team. All enquiries have been responded too in the appropriate timeframes. This information continues to be monitored and reviewed to gain insight into current customer satisfaction levels of the services provided by the department.</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To ensure that services are accessible to everyone and delivered at an excellent standard	Undertake user surveys relating to the directly managed Joint Use Leisure Facilities	Delivering to plan	★
<p>Comments 1) What has happened? A customer satisfaction survey was undertaken across the Joint Use Leisure Facilities at North Oxfordshire Academy and Cooper Sports Facilities from 1st December 2016 to 31st December 2016. Unfortunately due to the very low responses it is difficult to provide a robust understanding of satisfaction amongst users (10 responses for Cooper and 0 for North Oxfordshire Academy)</p> <p>In terms of the comments received these will be used to improve service delivery (any primary concerns related to the condition of goal nets and dividing nets) and address any concerns</p> <p>3) What actions are we taking? Staff regularly check the condition of the facility to ensure that the pitches are suitable for use. Some goal nets at Cooper were replaced earlier in the year however a full replacement of goal nets and/or dividing nets will take place in the 'off season' spring/summer as part of the ATP replacement programme.</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To provide accessible and meaningful consultation events throughout the Cherwell community	2 Connecting Comms events developed in line with community needs - 1 linking to Interfaith week	Delivering to plan	★
<p>Comments 1) What has happened? Interfaith Connecting The Communities event delivered.</p> <p>3) What actions are we taking? Community engagement plan for 2017/18 being developed in consultation with Performance and Comms. team</p>				
• CEQ - Fair Access and Customer Satisfaction	CEQ - To provide accessible and meaningful consultation events throughout the Cherwell community	Joint working with agencies to share engagement events including the use of the 'Consultation Wall'	No longer relevant	▲
<p>Comments</p>				
• CEQ - Positive Engagement and Understanding	CEQ - To work with local schools, colleges & 6th forms to engage with the younger generation	Chair quarterly Children Young People & wellbeing partnership meetings	Delivering to plan	★
<p>Comments 1) What has happened? All quarterly meetings chaired and attendee membership increased from March 2016 - March 2017</p>				
• CEQ - Positive Engagement and Understanding	CEQ - To work with local schools, colleges & 6th forms to engage with the younger generation	Implement OCC's Children and Young People's Action Plan	Delivering to plan	★
<p>Comments 1) What has happened? Plan fully delivered across Cherwell</p>				
• CEQ - Positive Engagement and Understanding	CEQ - To work with local schools, colleges & 6th forms to engage with the younger generation	Local Democracy Week	Delivering to plan	★
<p>Comments 1) What has happened?</p>				

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CDC Equalities - All Milestones

	Objective	Measure	Actual (pd)	
Local Democracy events delivered with celebrations in Oct and on - going to schools to give young people a voice through school council opportunities and the Bicester & Banbury Youth Action teams.				
• CEQ - Positive Engagement and Understanding	CEQ - To work with local schools, colleges & 6th forms to engage with the younger generation	To use the Cherwell Youth Website effectively to engage with young people in the district	Delivering to plan	★
Comments 1) What has happened? Website updated to hold all key information for young people and families to sign post them to positive activities and health & wellbeing information.				
• CEQ - Building Strong Communities	CEQ - Work with Thames Valley Police to highlight & reduce any community tension & build trust	Attend TVP Independent Advisory Groups (Banbury & Bicester)	No longer relevant	▲
Comments				

Cherwell District Council

Executive

6 June 2017

<p>Performance Report 2016-2017 End of Year</p>

Report of Director – Strategy & Commissioning

This report is public

Purpose of report

To provide information relating to Performance for the period 1 January - 31 March 2017. The report also reflects end of year outturns as measured through the performance management framework.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note that despite a challenging economic environment, and on-going policy and organisational change, Cherwell District Council has met or made satisfactory progress on 77% of all the performance targets outlined in its performance management framework as detailed in paragraph 3.1, in delivering the Corporate Priorities of the Council.
- 1.2 Note that any feedback on performance issues from Overview & Scrutiny Committee at its meeting on 25 May 2017 which will be provided directly to The Lead Member for Performance Management.

2.0 Introduction

- 2.1 This is a report of the Council's annual performance of 2016/17 measured through the performance management framework. The report covers key areas of performance against the Council's public pledges and the 2016/17 business plan.
- 2.2 The report also contains performance information around the Corporate Equalities Plan and Significant Partnerships.

- 2.3 To measure performance we use a ‘traffic light’ system where Green* is exceeding the target, Green is 100% of the target met, Amber 90% and above, and Red below 90%. Detailed performance indicators with commentary are presented in the appendices to this report.
- 2.4 Although this is primarily a report of corporate performance, the Council’s performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.
- 2.5 The Executive is asked to note the significant progress made in delivering the Council’s four strategic objectives:-
- District of Opportunity
 - Safe, Clean, Green
 - A Thriving Community
 - Sound Budgets and Customer focused Council

3.0 Report Details

- 3.1 In 2016/17 the Council continued to set itself challenging performance targets and we are delighted to report that the Council has met, or made satisfactory progress on 77% of all the performance targets set out in the Corporate Performance Management Framework including Equalities, Programmes and Partnership plans.

A general summary of our performance at year end, against each of our scorecards is outlined in the table below:-

Table 1

END OF YEAR 2016/17 Summary Outturn					
No. of measures	Green *	Green	Amber	Red	Total 81
District of Opportunity	0	11	6	0	17 (21%)
Safe, Clean, Green	2	7	2	0	11 (13%)
A Thriving Community	8	25	3	1	37 (46%)
Sound budgets & Customer focussed Council	0	10	4	2	16 (20%)
Corporate Business Plan Total	12%	65%	19%	4%	100%

3.2 Whilst appendices 1- 4 provide a more comprehensive analysis of our performance, it is worth highlighting some examples of where we have performed particularly well during this year and some of the measures which have rolled into 2017/18.

Table 2 - Areas of strong performance relating to each of the 4 strategic priorities:-

District of Opportunity	
Implement The Cherwell Local Plan as the framework for sustainable housing	
✓	The Banbury and Kidlington masterplans have been successfully adopted as the supplementary planning documents.
Complete and implement the Masterplan for Bicester	
✓	<p>Work continues to develop the design and cost plan for the Eco Business centre. A planning application has been submitted and is due to be considered by the planning committee in June 2017.</p> <p>Delivery of the demonstration project on the Graven Hill site is continuing, 3 of the self build homes are at roof level and the remaining 7 are at foundation stage. Occupations on site from summer 2017. Positive engagement with residents in Bicester in respect to the growth and also with the production company with programme due to air spring 2018 at the end of the final self build.</p>
Complete and implement the Masterplan for Banbury	
✓	<p>Development steps in creating a Masterplan for Canalside in Banbury Town Centre redevelopment is progressing with the draft site assessment now completed.</p> <p>The Mill has successfully developed a 5 year business plan and is positioning itself for some redevelopment in the longer term. The County Council have renewed their lease of The Mill building for a further year and will continue to support the Trust through this next phase. The OCC revenue grant has now ceased as per their agreement.</p> <p>The Mill Arts Centre Trust has been funded by CDC with a special grant to purchase a new seating rake which is a critical element of their future development plans and should see increased repeat attendance.</p>
Promote Inward Investment And Support Business Growth Within The District.	
✓	<p>Throughout 2016-17, the results of the 'development pipeline' actively supported by CDC were seen to have created many hundreds of jobs on business parks, notably in Banbury.</p> <p>The Council's Banbury Town Centre Vitality programme completed its third year, contributing to a reduction of the number of vacant retail units from 54 to 35. In Bicester, 15 small retail businesses received expert mentoring and training over 6 months to develop their products and services, with advice also being provided to establish an independent traders association.</p>

	<p>Following a request from businesses, CDC's economic growth service commissioned a study to examine the feasibility of creating a Business Improvement District (BID) in central Banbury. 74% of businesses supported this which in February 2017 led CDC to commission the preparation of a business plan to be consulted upon during the spring/summer 2017, leading to a ballot in October. Meanwhile, a Shadow BID Board has been created and public meetings held to enable all town centre businesses to get involved.</p> <p>The tourism or 'visitor economy' sector in Cherwell is worth over £378m per annum and supports over 6,700 jobs. CDC has become an ambassador member of Experience Oxfordshire to ensure that local businesses have access to expert advice and opportunities to develop their businesses. CDC also invests in the visitor information centres in Banbury and Bicester with the aim of spreading the benefits of tourism throughout the district.</p>
Deliver High Quality Regulatory Services	
✓	<p>Our unique Regulators Forum brings together all regulatory service managers and provides an opportunity for services to work together, share learning and improve our services. Approximately 75% of our regulatory staff and legal representatives have now undertaken a bespoke regulatory skills qualification which will support our Operational Excellence Strategy and establish baseline competency.</p> <p>The final Organisational Awareness Day took place in February and feedback indicates that staff knowledge of business services was increased as a result of attending the event. Just under 70% of attendees felt that it made them think about how we could operate in a more commercial way. Over 300 staff have attended the events.</p> <p>Our Regulatory Services teams ran a single point of contact project which demonstrated the benefits of working with businesses and providing signposting to businesses.</p> <p>We continue as members of the SEMLEP Better Business for All programmes and are currently developing a website through SEMLEP providing and signposting to regulatory advice for businesses.</p> <p>The new shared Public Protection Team will be implemented in 17-18 and the new structure has been developed to maximize support and advice to businesses and to add value to business interactions.</p>
Complete and implement the Masterplan for Bicester	
➤	<p>The application 14/02121/OUT has now been considered by the planning committee and it has a resolution to grant planning permission. In total there are now 5200 homes with resolutions to grant planning permission and work continues on the completion of legal agreements.</p>
Safe, Green, Clean	
Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	
✓	<p>The number of flytips has decreased by 75 this year, the team have been working to prevent people fly tipping and working with colleagues in identifying fly tips and prosecuting when possible. The team will continue to investigate fly tips and take appropriate action where the evidence supports it.</p>

Work With Partners To Help Ensure The District Remains A Low Crime Area	
✓	<p>Working with local police and licence holders to ensure town centres remain safe has included the Public Space Protection Order (PSPO). Working in partnership with Thames Valley Police to remove the anti-social begging, rough sleeping and street drinkers from the town centre environment.</p> <p>This has been positively received by traders and residents with many commenting how much safer the town centre feels.</p>
Reduce our carbon footprint and protect the natural environment	
✓	<p>Satisfactory year-end reports on the work of all biodiversity delivery partners as part of the Biodiversity Action Plan.</p> <p>The results from 2016/17 of the implementation of a new carbon management plan will be available from June 17 when the end of year greenhouse gas report is complete by NEF. Previous reports this year indicate we are on track.</p>
Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	
➤	<p>Whilst there has been a small increase in the number of fly tips, there has not been the evidence to support some form of enforcement/formal action to be taken. We will continue to visit as many fly tips as possible and glean as much evidence as possible.</p>
A Thriving District	
Deliver Affordable Housing & Work With Private Sector Landlords	
✓	<p>The delivery of affordable units annual figure has exceeded the target of 190 affordable homes with 297 new affordable homes delivered in Cherwell at the end of March 2017.</p> <p>This has been through positive working with Registered Providers, delivery by the Build programme and negotiating successfully with developers to secure the Council's policy requirements. This work will be continuing in the next financial year, increasing investment into the district as well as providing affordable housing to meet the needs of those on Cherwell's Housing Register.</p>
Work with partners to support financial inclusion	
✓	<p>A new Debt and Money contract has successfully been procured this year and is due to start on 1st of April for two years. Cherwell has an option to extend the contract for an additional year at the end of the initial term if it wishes to continue with this new arrangement.</p> <p>The contract has been awarded to Citizens Advice North Oxfordshire and South Northants and includes additional service requirements on top of those provided in the previous contract and includes providing Personal Budgeting support for claimants of Universal Credit and promotion of Credit Union affordable loans and savings opportunities.</p> <p>Cherwell District will be going live with a full service for all new claims to Universal</p>

	<p>Credit from October 2017. To prepare residents and stakeholders for this change a project team has been established working very closely with DWP Job Centre Plus team. Work streams including digital inclusion and budgeting advice and there are plans to offer forums to customers and stakeholders.</p> <p>Performance is good and the project for Universal Credit is on track for successful implementation.</p> <p>Now in their 8th year, Cherwell Job Clubs and Fairs have proven themselves to be extremely popular with job seekers and employers alike. During 2016-17, 1,089 local residents attended the events alongside approximately 100 employers and their agents.</p> <p>The Banbury Job Fair on 2 March 2017 alone attracted 165 people seeking work or a change of career and feedback has been excellent. For the first time, Cherwell has a stand at the Milton Keynes Job Fair, drawing interest for Cherwell's employers from 202 job seekers over the weekend event in January.</p> <p>For Manor F1, proactive assistance was provided to management and to employees facing redundancy.</p> <p>Information on the new Apprenticeship Levy was provided to local employers in the Council's e-newsletter to businesses, with referrals being made to Oxfordshire Apprenticeships service.</p> <p>Work has commenced with SEMLEP on a survey of Cherwell's businesses which is expected to reveal any skills gaps and assistance required by local enterprises, along with other practical matters that the economic growth team can address.</p>
Provide High Quality & Accessible Leisure Opportunities	
✓	<p>Number of visits at Woodgreen Leisure Centre, North Oxfordshire Academy and Cooper Sports Facility has increased significantly this year and has contributed to the overall position of leisure facilities. The re-development of Woodgreen is also starting to take a positive step in terms of throughput.</p>
Work To Ensure Rural Areas Are Connected To Local Services	
✓	<p>As part of the work with BT/BDUK & Oxfordshire County Council to extend Superfast Broadband District wide so far (March 2016 to Dec 2016) 25 additional cabinets in Cherwell district were connected. This has meant that 1,932 business and residential premises have been enabled to receive superfast broadband speeds (Over 24mbps). This number is expected to reach 3,069 by Dec 2017. CDC is investing £545,000 to support OCC in phase two of the programme, bringing significant match-funding from BDUK, BT and SEMLEP.</p> <p>Meanwhile, the BDUK Better Basic Broadband Scheme continues to assist those premises that have less than 2mbs download speed and no prospect of being included within the BDUK or other provider schemes. In Cherwell, 25 applications have been approved (up to 6 April 2017).</p> <p>The Oxfordshire programme is benefitting from 'Gainshare' as a result of considerable take-up of Superfast Broadband where it is available. This investment is allowing the roll-out programme to be re-drawn and extended. Options for the final 3-5% of premises are being sought.</p>
Provide High Quality Housing Options Advice & Support To Prevent Homelessness	
➤	<p>We have exceeded the target of 41 households in Temporary Accommodation by 2 units at the end of the month. The current total is 43.</p> <p>Due to increasing demand we have now 44 commissioned units of temporary</p>

	<p>housing to try to ensure that the costs for Temporary accommodation are kept within reasonable levels. The rise in local house prices coupled with the changes in income for those claiming welfare benefits are an increasing pressure on low income households to maintain accommodation. We are therefore seeing a rise in the number of cases approaching in emergency situations that are previously unknown to us and are in situations which are becoming increasingly harder to prevent. This is resulting in higher numbers needing to be placed in TA. We also rely very much on new developments of affordable housing across the District to enable accepted cases to move on to settled accommodation and as the comments show in March 2017 there was less delivery although throughout the year the affordable housing target has been achieved. In view of the changing environment and also because of the new Homeless reduction Bill duties the Council may face there will be a full review of existing service delivery to inform a new Homelessness Strategy to be developed during 2017.</p>
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Sound Budgets and Customer Focussed Council
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Reduce the cost of providing our services through partnerships

✓	<p>Increasing the number of services that can be accessed and paid for online has made good progress, the website project is on track for the new sites to go live in September 2017.</p> <p>The new online bookings system project has also made good progress.</p> <p>2017/18 Quarter 1 Launch new online bookings system</p> <p>2017/18 Quarter 1 Launch Online Bookings for Banbury market stallholders.</p> <p>Maximising income coming into the authority to include NHB/NNDR/CTax/external funding has involved working to maximise all income coming into the authority. A further 1296 new properties have become subject to council tax in 2016-2017 which means additional income from council tax as well as New Homes Bonus.</p> <p>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. We are still waiting for four significant assessments to come into the Rating List, but we have achieved our 'target' for retained business rates.</p> <p>With regard to external funding we have trialled the Grantfinder application, but have had limited success in departments securing funding which is becoming more scarce due to the economic climate.</p>
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Continue To Communicate Effectively With Local Residents & Businesses
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✓	<p>Social media continues to develop with all releases and messages being included. Continued development throughout 2017/18</p> <p>Developing business relationships e.g. with Graven Hill partners, and continue to promote council services, both to businesses and residents.</p> <p>We are expecting this to develop and continue further in 2017/18.</p>
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Deliver below inflation increases to the CDC element of Council Tax.

✓	<p>Council Tax was frozen for 2016/17 and has now been frozen for 2017/18.</p> <p>The percentage of Council tax collection rates are 0.10% above target of 98.25%.</p> <p>Business collection rates have also exceeded target again this year.</p>
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Reduce the cost of providing our services through partnerships

➤	Delivery of the Information communications Technology Strategy has been progressed where possible in parallel with other processes. We now have a plan to deliver significant elements of the transformation programme by January 2018.
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3.3 Corporate Equalities Plan

The corporate equalities plan is a cross-council plan that aims to improve customer access, tackle inequality and disadvantage, build strong communities and improve community engagement. It also ensures that the Council is compliant with all equalities legislation. As legislation changes Cherwell District Council equalities policies are reviewed. Equalities sunburst can be found in Appendix 5.

3.4 Annual Report

The 2016/17 Corporate Pledges and 4 strategic priorities successes will be summarised within a document for citizens of Cherwell District Council following approval of the recommendations within this report.

4.0 Conclusion and Reasons for Recommendations

4.1 In this annual report we show that the Council has made strong progress towards delivering its ambitions to improve the services delivered to residents and businesses. It also demonstrates the Council's proactive performance management of issues raised and the inclusive role of Overview and Scrutiny in supporting performance review.

4.2 Section 3 of this report provides a summary of the Council's performance against its comprehensive performance framework and corporate scorecard for 2016/17. The detailed performance indicators and commentary against each of these are contained within appendices 1 to 5 including the annual report.

4.3 With a 77% delivery rate against the key strategic priorities the report clearly demonstrates that the council is delivering services fit for purpose, and that together we are making a significant and positive difference to the District, our residents, businesses and other key stakeholders.

There can be no other recommendations to make, other than to commend everyone who has contributed to such excellent performance, of which we should all be proud.

5.0 Consultation

As part of the Council's engaging and comprehensive approach to performance management, the Overview and Scrutiny Committee is invited to review the Council's performance on a quarterly basis and to provide any feedback to the Executive. Because of the timing of the two meetings, any feedback from the meeting of the Overview and Scrutiny Committee on 25 May will be provided directly to the Leader following the meeting.

It should also be noted that several indicators are based on public consultation or customer feedback.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To request additional information on items and/or add to the work Programme for review and/or refer to Overview and Scrutiny.

7.0 Implications

Financial and Resource Implications

7.1 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

Legal Implications

7.2 There are no legal issues arising from this report.

Comments checked by:

Kevin Lane - Head of Law and Governance, 0300 0030107

Kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

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

Comments checked by:

Julie Miles – Performance Information Officer, 01295 221553

Julie.miles@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:

Julie Miles – Performance Information Officer, 01295 221553

Julie.miles@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

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 Richard Mould, Lead Member for Performance Management

Document Information

Appendix No	Title
1	Business Plan Sunburst
2	Last Quarter's Exceptions
3	Quarter 4 Exceptions
4	All Measures
5	Equalities Sunburst
Background Papers	
None	
Report Author	Louise Tustian – Team Leader, Strategic Intelligence & Insight Team
Contact Information	01295 221786 Louise.tustian@cherwellandsouthnorthants.gov.uk



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Appendix 2 - Last Quarter Exceptions and progress

Appendix 2 - Last quarter's year to date exceptions and their progression								
Objective	Measure	Frequency	Period Various	Various vs Various	YTD	Period Mar 17	Mar 17 vs Various	YTD
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site	Quarterly	●	➡	●	●	➡	●
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site	Quarterly	●	➡	●	●	✖	●
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots	Quarterly	●	➡	●	●	➡	●
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.4 Engage with the community and stakeholders to deliver Garden Town Bicester	Quarterly	●	➡	●	★	➡	★
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3a Secure start on site for Castle Quay 2	Quarterly	●	➡	●	●	➡	●
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3b Maximise Council's income from Castle Quay 1	Quarterly	●	➡	●	●	➡	●
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.4 Maintain Customer satisfaction with recycling and waste service (= >80%)	Annual	●	✖	●	★	✖	★
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.1b Deliver 100 self-build housing projects as part of HCA funded grants programme	Monthly	▲	➡	▲	◀◀	◀◀	◀◀
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1a Number of households living in Temporary Accommodation (TA)	Monthly	●	✖	●	●	✖	●
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.1 Support CPN with financial, clinical & technological changes in health & social care sector	Quarterly	▲	✖	▲	★	✔	★
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities	Monthly	★	✖	●	✖	✔	★
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1a Number of visits/usage to District Leisure Centres	Monthly	★	✖	●	★	✔	●
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.1 Implement social & community infrastructure for housing developments across the District	Quarterly	●	✖	●	★	✔	★
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.1 Review key business processes to enhance performance, reduce cost & designed for customers	Quarterly	●	➡	●	●	➡	●
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.2 Increase the number of services that can be accessed and paid for online.	Quarterly	●	➡	●	★	✔	★
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)	Quarterly	●	✔	●	▲	✔	▲
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1b Social media ratings : Twitter (9000 Hits)	Quarterly	▲	✔	▲	▲	✔	▲
CBP4.3 - Deliver the five year business strategy	CBP4.3.1a Budget variance on capital within 2%	Annual	●	?	●	●	➡	●
CBP4.3 - Deliver the five year business strategy	CBP4.3.1b Budget variance on revenue within 2%	Annual	●	?	●	●	➡	●
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.2 Percentage of Council Tax collected	Monthly	●	✔	●	★	✔	★
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.3 Percentage of business rates collected	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
CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing	CBP1.1.2 Prepare draft Local Plan Part 2 and review of Local Plan Part 1	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? New LDS has been agreed at Executive on 3rd April 2017. Partial Review Draft Plan (reg 19) has been delayed to Executive on 22 May 2017										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? The application 14/02121/OUT has now been considered by the planning committee and it has a resolution to grant planning permission. In total there is now 5200 homes with resolutions to grant planning permission and work continues on the completion of legal agreements.										
3) What actions are we taking? Regular meetings are underway to progress the completion of legal agreements to enable planning permissions to be issued.										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	➡
1) What has happened? WORK CONTINUES, 3 OF THE SELF BUILD HOMES ARE AT ROOF LEVEL AND THE REMAINING 7 ARE AT FOUNDATION STAGE. OCCUPATIONS ON SITE FROM SUMMER 2017. POSITIVE ENGAGEMENT WITH PRODUCTION COMPANY WITH PROGRAMME DUE TO AIR SPRING 2018 AT THE END OF THE FINAL SELF BUILD.										
2) Why has it happened? Progressing in line with project timelines										
3) What actions are we taking? Continuing negotiations and communications										
4) When will we see improvement? On track within project timelines										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡
1) What has happened? SITE SECURED IN PIONEER SQUARE AND IS CURRENTLY BEING FITTED OUT FOR COMPLETION W/C 2ND MAY.										
2) Why has it happened? Premises secured and fit out in progress										
3) What actions are we taking? Plan to open W/C 2nd May										
4) When will we see improvement? W/c 2nd May 2017										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3a Secure start on site for Castle Quay 2	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? Continuing work on finalising Development Agreement with Hawkstone in consultation with Montagu Evans, Freeths (CDC Legal Counsel) and CMS (Aberdeen Asset Management Legal Counsel).										
2) Why has it happened?										

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
Complicated negotiation process has required in-depth consultation in the latter stages of the Agreement.										
3) What actions are we taking?										
Meeting took place between CDC, Hawkstone, Montagu Evans, Freeths and CMS on Tuesday 21 March. Final read through of Development Agreement was undertaken and all parties are now in agreement. Legal counsels finalising.										
4) When will we see improvement?										
Within the next quarter, but things are moving positively in the right direction.										
CBP1.3 - Complete and implement the Masterplan for Banbury	CBP1.3.3b Maximise Council's income from Castle Quay 1	Quarterly	?	Slightly behind schedule	●	➡	?	Slightly behind schedule	●	?
1) What has happened?										
Liaison with FM Managers and Aberdeen Asset Management continues. Trading environment remains challenging with low occupier demand due to economic conditions. Aberdeen Asset Management continue to offer competitive and flexible terms for both lease renewals and to new tenants and are hopeful that the promotion of CQ2 will have a positive impact on demand.										
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.1 Achieve 55% recycling rate	Monthly	55.00	54.02	●	✔	55.00	54.93	●	✘
1) What has happened?										
Final figure to be confirmed by DEFRA in May 2017 but expecting to be slightly above target based on the years performance										
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1c Number of Enforcement actions	Monthly	11	8	▲	✘	244	222	●	✘
1) What has happened?										
Whilst there has been a small increase in the number of fly tips, there has not been the evidence to support some form of enforcement/formal action to be taken.										
2) Why has it happened?										
Lack of evidence contained within the fly tips.										
3) What actions are we taking?										
We will continue to visit as many fly tips as possible										
4) When will we see improvement?										
It is difficult to predict any improvement because if the evidence is not there we are not able to take any actions.										
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.1 Deliver at least 190 units of affordable housing	Monthly	23	20	▲	✔	190	297	★	✘
1) What has happened?										
The delivery of affordable units annual figure has exceeded the target of 190 affordable homes with 297 new affordable homes delivered in Cherwell at the end of March 2017. This has been through positive working with Registered Providers, delivery by the Build programme and negotiating successfully with developers to secure the Council's policy requirements. This work will be continuing in the next financial year, increasing investment into the district as well as providing affordable housing to meet the needs of those on Cherwell's Housing Register.										
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.2 Promote the establishment of an off-site construction factory in Bicester	Quarterly	Delivering to plan	No longer relevant	▲	➡	Delivering to plan	No longer relevant	▲	✘

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
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1a Number of households living in Temporary Accommodation (TA)	Monthly	41	43			41	43		
1) What has happened? We have exceeded the target of 41 households in TA by 2 units at the end of the month. The current total is 43										
2) Why has it happened? There has been an increase in demand for TA at the same time as options to assist people to move on quickly to settled accommodation are also becoming less available due to the increasingly challenging housing environment in the District which is reducing the amount of truly affordable housing options available to them.										
3) What actions are we taking? Due to increasing demand we have now 44 commissioned units of temporary housing to try to ensure that the costs for Temporary accommodation are kept within reasonable levels. The rise in local house prices coupled with the changes in income for those claiming welfare benefits are increasing pressure on low income households to maintain accommodation. We are therefore seeing a rise in the number of cases approaching in emergency situations that are previously unknown to us and are in situations which are becoming increasingly harder to prevent. This is resulting in higher numbers needing to be placed in TA. We also rely very much on new developments of affordable housing across the District to enable accepted cases to move on to settled accommodation and as the comments show in March 2017 there was less delivery although throughout the year the affordable housing target has been achieved. In view of the changing environment and also because of the new Homeless reduction Bill duties the Council may face there will be a full review of existing service delivery to inform a new Homelessness Strategy to be developed during 2017.										
4) When will we see improvement? Staff will continue to work very hard to prevent homelessness whenever possible but there are range of factors they rely on to maintain performance - early identification of cases, continued delivery of new affordable housing, alternative housing options for those with complex housing histories etc. to meet the needs and income levels of the families that require accommodation options. Placements in temporary accommodation remain a statutory function of the Council which must be provided when a duty arises and can therefore be unpredictable. Cherwell officers will continue to monitor the situation closely.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1a Number of visits/usage to District Leisure Centres	Monthly	121,811	131,758			1,391,964	1,388,764		
1) What has happened? All 3 Leisure Centres within the District demonstrated an improvement on throughput against the same period last year. Spiceball up circa 2,000, Bicester up circa 5,000 and Kidlington up circa 4,000. The overall year end figure showed an overall deficit on last year by only 3,000 however the encouraging figures for March 2017 suggest an improved position could be achieved for 2017/18										
2) Why has it happened? Through the year there have been some minor peaks and troughs in throughput however there hasn't been anything of a concerning nature that would require urgent remedials										
3) What actions are we taking? No further action at this stage as the deficit in throughput on the previous year is marginal.										
4) When will we see improvement? Based on the improved performance of March 2017 against previous March 2016 there is a suggestion that improvement is already taking place and that this is positive in terms of any 2017/18 target										
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	Slightly behind schedule			Delivering to plan	Slightly behind schedule		
1) What has happened? Start delayed due to planning condition late sign off. Very wet ground conditions delayed progress during the winter months.										
2) Why has it happened? Poor drainage over whole site due to muddy ground conditions.										
3) What actions are we taking? Build contractor alter works phasing to bring some works elements forward and created a temporary drainage solution.										
4) When will we see improvement?										

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	
Works programme currently 4 weeks behind but this is now being caught up with on site progress good.											
CBP3.7 - Protect Our Built Heritage	CBP3.7.6 Planning appeals allowed	Monthly	30.00	33.33			30.00	28.26			
1) What has happened? Six appeal decisions were made during March, two of which were allowed.											
2) Why has it happened? This measure is volatile due to the small number of appeals and because of this we have slightly exceeded the 30% target. The year to date figure is within target at 28%											
3) What actions are we taking? N/A											
4) When will we see improvement? We expect performance to be within target again next month.											
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.1 Review key business processes to enhance performance, reduce cost & designed for customers	Quarterly	Delivering to plan	Slightly behind schedule				Delivering to plan	Slightly behind schedule		
1) What has happened? A number of savings have been made as identified in the reports to senior managers, JCC and the IT Transition Board.											
Further work is required to improve underlying processes.											
2) Why has it happened? The delay in achieving strategy sign off has had an impact on related work.											
3) What actions are we taking? A number of improvements have been made to incident management, business liaison and project management.											
4) When will we see improvement? Further improvements are being identified and will accelerate throughout 2017.											
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.3 Deliver the Information communications Technology Strategy.	Quarterly	Delivering to plan	Slightly behind schedule				Delivering to plan	Slightly behind schedule		
1) What has happened? The IT strategy is expected to complete the full democratic process and signed off in early April 2017. This is 6 months behind schedule.											
2) Why has it happened? The delay has been due to the democratic process taking longer than expected.											
3) What actions are we taking? Will complete process early in April.											
Work has been progressed where possible in parallel with this process.											
4) When will we see improvement? We now have a plan to deliver significant elements of the transformation programme by January 2018.											
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)	Quarterly	12,000	9,263			12,000	9,263			
1) What has happened? 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 ongoing.											
2) Why has it happened? Campaigns such as LGR plus regular planning notices/news have increased traffic through website and social media.											
3) What actions are we taking? Continue to ensure that all the campaigns and news releases are made available via our social media/website to increase residents' awareness.											
4) When will we see improvement?											

Appendix 3 - Quarter 4 Exceptions

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
Due to the recruitment of the digital content editor, there has been a noticeable improvement in engagements of social media by the public. Inbound enquiries and proactive press releases continue to increase. We expect to see an increase in activity in 2017/18. The original target was not based on any previous data; now that we have the data, targets will be reviewed in April.										
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1b Social media ratings : Twitter (9000 Hits)	Quarterly	9,000	6,669		▲	9,000	6,669	▲	✔
1) What has happened? We are continuing to promote our social media presence and put out messages three times per day. Organic growth, although growing, has slowed and we are therefore more reliant on paid for posts to increase engagement.										
2) Why has it happened? Organic growth of twitter has decreased										
3) What actions are we taking? No action is required as measures to mitigate would involve cost and a decision was made not to do this but reduce figure downwards in next financial year										
4) When will we see improvement? The figure will be re-profiled in next financial year. The original target was not based on any previous data; now that we have the data, targets will be reviewed in April.										
CBP4.3 - Deliver the five year business strategy	CBP4.3.1a Budget variance on capital within 2%	Annual	Delivering to plan	Delivering to plan		●	Delivering to plan	Delivering to plan	●	➡
1) What has happened? Budget variance on Capital was within 2% at Period 11, the outturn position for the year should be finalised shortly.										
CBP4.3 - Deliver the five year business strategy	CBP4.3.1b Budget variance on revenue within 2%	Annual	Delivering to plan	Delivering to plan		●	Delivering to plan	Delivering to plan	●	➡
1) What has happened? Budget variance on Revenue was within 2% at Period 11, the outturn position for the year should be finalised shortly.										

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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
CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing	CBP1.1.1 Banbury and Kidlington Masterplans adopted as Supplementary Planning Documents	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? Complete										
CBP1.1 - Implement The Cherwell Local Plan As The Framework For Sustainable Housing	CBP1.1.2 Prepare draft Local Plan Part 2 and review of Local Plan Part 1	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? New LDS has been agreed at Executive on 3rd April 2017. Partial Review Draft Plan (reg 19) has been delayed to Executive on 22 May 2017										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.1 Northwest Bicester continue to facilitate the planning applications for the site	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	✖
1) What has happened? The application 14/02121/OUT has now been considered by the planning committee and it has a resolution to grant planning permission. In total there is now 5200 homes with resolutions to grant planning permission and work continues on the completion of legal agreements.										
3) What actions are we taking? Regular meetings are underway to progress the completion of legal agreements to enable planning permissions to be issued.										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.2 Northwest Bicester: Delivery of the Eco - Bicester business centre	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? Work continues to develop the design and cost plan for the eco business centre. A planning application has been submitted and is due to be considered by the planning committee in June 2017										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3a Graven Hill: Deliver the demonstration project on the Graven Hill site	Quarterly	Delivering to plan	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	➡
1) What has happened? WORK CONTINUES, 3 OF THE SELF BUILD HOMES ARE AT ROOF LEVEL AND THE REMAINING 7 ARE AT FOUNDATION STAGE. OCCUPATIONS ON SITE FROM SUMMER 2017. POSITIVE ENGAGEMENT WITH PRODUCTION COMPANY WITH PROGRAMME DUE TO AIR SPRING 2018 AT THE END OF THE FINAL SELF BUILD.										
2) Why has it happened? Progressing in line with project timelines										
3) What actions are we taking? Continuing negotiations and communications										
4) When will we see improvement? On track within project timelines										
CBP1.2 - Complete and implement the Masterplan for Bicester	CBP1.2.3b Graven Hill: Set up a sales and marketing suite to promote the plots	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	➡
1) What has happened? SITE SECURED IN PIONEER SQUARE AND IS CURRENTLY BEING FITTED OUT FOR COMPLETION W/C 2ND MAY.										
2) Why has it happened? Premises secured and fit out in progress										
3) What actions are we taking? Plan to open W/C 2nd May										
4) When will we see improvement?										

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
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.	growth, skills & employment in local companies & visitor economy	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>Throughout 2016-17, the results of the 'development pipeline' actively supported by CDC were seen to have created many hundreds of jobs on business parks, notably in Banbury.</p> <p>The Council's Banbury Town Centre Vitality programme completed its third year, contributing to a reduction of the number of vacant retail units from 54 to 35. In Bicester, 15 small retail businesses received expert mentoring and training over 6 months to develop their products and services, with advice also being provided to establish an independent traders association.</p> <p>Following a request from businesses, CDC's economic growth service commissioned a study to examine the feasibility of creating a Business Improvement District (BID) in central Banbury. 74% of businesses supported this which in February 2017 led CDC to commission the preparation of a business plan to be consulted upon during the spring/summer 2017, leading to a ballot in October. Meanwhile, a Shadow BID Board has been created and public meetings held to enable all town centre businesses to get involved.</p> <p>The tourism or 'visitor economy' sector in Cherwell is worth over £378m per annum and supports over 6,700 jobs. CDC has become an ambassador member of Experience Oxfordshire to ensure that local businesses have access to expert advice and opportunities to develop their businesses. CDC also invests in the visitor information centres in Banbury and Bicester with the aim of spreading the benefits of tourism throughout the district.</p>										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.	CBP1.4.2 Continue to use the Cherwell Investment Partnership as a hub for inward investment	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>Around 240 detailed business enquiries have been responded to during 2016-17, along with other assistance being provided such as referrals, information, advice, guidance and contacts.</p> <p>Leadership and daily support and liaison provided through the Cherwell Investment Partnership has ensured that business enquiries from existing businesses and inward investors have been effectively handled in partnership with commercial estate agents and other partners supporting local business growth.</p>										
CBP1.4 - Promote Inward Investment And Support Business Growth Within The District.	CBP1.4.3 Produce marketing material to promote commercial and industrial business sites to the area	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>Strategic Sites Guide published to promote the largest commercial sites across the district.</p> <p>www.cherwell-m40.co.uk website maintained to ensure investing businesses have access to research and data necessary to develop their business plans. On-line property search tool provides a portal to link to commercial agents.</p> <p>Finalisation of the Cherwell Guide and Business Directory provides a significant opportunity for 2017-18.</p> <p>1) What has happened?</p> <p>Strategic Sites Guide published to promote the largest commercial sites across the district.</p> <p>www.cherwell-m40.co.uk website maintained to ensure investing businesses have access to research and data necessary to develop their business plans. On-line property search tool provides a portal to link to commercial agents.</p> <p>Finalisation of the Cherwell Guide and Business Directory provides a significant opportunity for 2017-18.</p>										
CBP1.5 - Deliver High Quality Regulatory Services	CBP1.5.1 Develop a whole council approach to supporting businesses	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened?</p> <p>Our unique Regulators Forum brings together all regulatory service managers and provides an opportunity for services to work together; share learning and improve our</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
services.Approximately 75% of our regulatory staff and legal representatives have now undertaken a bespoke regulatory skills qualification which will support our Operational Excellence Strategy and establish baseline competency; The final Organisational Awareness Day took place in February and feedback indicates that staff knowledge of business services was increased as a result of attending the event; just under 70% of attendees felt that it made them think about how we could operate in a more commercial way. Over 300 staff have attended the events. Our Regulatory Services teams ran a single point of contact project which demonstrated the benefits of working with businesses and providing signposting to businesses. We continue as members of the SEMLEP Better Business for All programme and are currently developing a website through SEMLEP providing and signposting to regulatory advice for businesses. The new shared Public Protection Team was implemented in 17-18 and the new structure has been developed to maximize support and advice to businesses and to add value to business interactions.										
CBP1.5 - Deliver High Quality Regulatory Services	CBP1.5.2 Work proactively with developers to aid delivery of new commercial projects	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? A Development Management team approach continues to be adopted to facilitate the delivery of new commercial development. The use of Planning Performance Agreements (PPAs) has provided certainty to the developer in terms of the provision of pre-application advice and the timely consideration of future planning applications. The use of PPAs also allows the Council to generate additional income to deliver against the agreed timeframe. Agent and Developer Forums are being progressed to further development the relationship between Development Management and agents to ensure that the service delivery meets their expectations. A programme of Business Process Re-engineering (BPR) is continuing and is helping to ensure that Development Management is working efficiently and effectively, ensuring the delivery of timely decisions.										

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
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.1 Achieve 55% recycling rate	Monthly	55.00	54.02	●	✔	55.00	54.93	●	✘
1) What has happened? Final figure to be confirmed by DEFRA in May 2017 but expecting to be slightly above target based on the years performance										
CBP2.1 - Provide High Quality Recycling & Waste Services, Helping Residents Recycle	CBP2.1.4 Maintain Customer satisfaction with recycling and waste service (=>80%)	Annual	80.00	82.00	★	✘	80.00	82.00	★	✘
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1 Maintain customer satisfaction with street cleansing	Annual	?	Delivering to plan	★	➡	?	Delivering to plan	★	➡
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1a Undertake 6 neighbourhood blitzes with community involvement	Quarterly	3	6	★	✔	6	12	★	✔
Blitz Events scheduled this quarter Southwold, Bicester 23th to 27th January 2017 Calthorpe & Easington 20th to 24th February 2017 Langford Village, Bicester 20th to 24th March 2017										
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1b Number of flytips	Monthly	61	55	★	✘	563	539	★	✔
1) What has happened? A drop of 75 fly tips for 16/17										

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
5) Excellent Performance										
We will continue to investigate the fly tips and take appropriate action where the evidence supports it.										
CBP2.2 - Provide High Quality Street Cleansing Services, And Tackle Environmental Crime	CBP2.2.1c Number of Enforcement actions	Monthly	11	8	▲	✖	244	222	●	✖
1) What has happened?										
Whilst there has been a small increase in the number of fly tips, there has not been the evidence to support some form of enforcement/formal action to be taken.										
2) Why has it happened?										
Lack of evidence contained within the fly tips.										
3) What actions are we taking?										
We will continue to visit as many fly tips as possible										
4) When will we see improvement?										
It is difficult to predict any improvement because if the evidence is not there we are not able to take any actions.										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.1 To develop an alternative CCTV operational system for our Urban centres	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened?										
Thorpe Lane and Bodicote House CCTV systems have been upgraded this quarter.										
CBP2.3 - Work With Partners To Help Ensure The District Remains A Low Crime Area	CBP2.3.1a Continue working with local police & licence holders to ensure town centres remain safe	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened?										
Public Space Protection Order (PSPO) working in partnership, with Thames Valley Police to remove the anti social begging, rough sleeping and street drinkers from the town centre environment. This has been positively received by traders and residents with many commenting how much safer the town centre feels.										
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.1 Deliver the Council's Biodiversity Action Plan	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened?										
Satisfactory year-end reports on the work of all biodiversity delivery partners.										
CBP2.4 - Reduce our carbon footprint and protect the natural environment	CBP2.4.2 Implement a new carbon management plan from 2015-2020	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	✔
1) What has happened?										
Results from 2016/17 will not be available until June 17 when the end of year greenhouse gas report is complete by NEF. Previous quarters are on track.										

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
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.1 Deliver at least 190 units of affordable housing	Monthly	23	20	▲	✔	190	297	★	✖
1) What has happened?										
The delivery of affordable units annual figure has exceeded the target of 190 affordable homes with 297 new affordable homes delivered in Cherwell at the end of March 2017. This has been through positive working with Registered Providers, delivery by the Build programme and negotiating successfully with developers to secure the Council's policy requirements. This work will be continuing in the next financial year, increasing investment into the district as well as providing affordable housing to meet the needs of those on Cherwell's Housing Register.										
CBP3.1 - Deliver Affordable Housing & Work With Private	CBP3.1.1b Deliver 100 self-build housing projects as part of HCA	Monthly			◀◀	◀◀			◀◀	◀◀

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	
Sector Landlords	funded grants programme										
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.2 Promote the establishment of an off-site construction factory in Bicester	Quarterly	Delivering to plan	No longer relevant		▲	→	Delivering to plan	No longer relevant	▲	✘
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.3 Encourage private sector landlords to improve their stock through grants action & advice	Quarterly	Delivering to plan	Delivering to plan		★	→	Delivering to plan	Delivering to plan	★	→
1) What has happened?											
<p>1. 8 private rented homes were improved by means of CHEEP (energy-efficiency grants) during Quarter 4, making a total of 12 for the year as a whole. Interest in these grants has declined in recent years although we received a number of enquiries about them in the last quarter and expect more applications in the coming year prior the introduction of minimum energy-performance for private-rented accommodation in April 2018. The continued availability of CHEEP grants demonstrates our preparedness to help and support landlords and it is particularly valuable to be able to show that in cases where we ultimately have to enforce.</p> <p>2. 3 private-rented properties were renovated by means of Landlord Home Improvement Grants in Quarter 4, making a total of 5 for the whole year, at a total cost to the Council of £34k. LHIGs are provided in return for nomination-rights and rents set at affordable levels. Fewer landlords have shown interest in these grants than in previous years, which is almost certainly a reflection of the growing difference between market rents and Local Housing Allowance rent levels. We have however approved a further 4 grants that we expect to conclude in the next quarter.</p> <p>3. We have provided advice and information on a range of property and tenancy issues to 27 landlords, 10 Agents and 4 prospective landlords in Quarter 4. An increasing trend is for landlords and agents to contact us about the requirements associated with the setting-up of new houses in multiple-occupation.</p>											
CBP3.1 - Deliver Affordable Housing & Work With Private Sector Landlords	CBP3.1.4 Ensure the provision of extra care housing	Quarterly	Delivering to plan	Delivering to plan		★	→	Delivering to plan	Delivering to plan	★	?
1) What has happened?											
<p>Over the past quarter there has not been any additional affordable extra care housing delivered, however negotiations and discussions have been progressed on schemes that will add to the pipeline of new older persons housing being delivered over the next few years, including a scheme on the new Bloor site west of Bretch Hill and retirement living units at South West Bicester.</p> <p>Bromford are continuing to develop their extra care scheme in the centre of Banbury, which is scheduled to be complete in Autumn 2018 providing 78 new apartments for rent, shared ownership and sale, while the Council is continuing to negotiate on a number of different sites across the district to secure additional extra care housing as well as retirement living accommodation including several schemes in Bicester which will deliver affordable housing as well as offering private accommodation. There is also a retirement living scheme in the west of Banbury which will be started in the summer delivering 51 apartments for those over 55 years old with Sanctuary Housing being the provider. There are currently a healthy programme of over 200 new extra care or retirement living units in the pipeline over the next 5 years.</p>											
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.1 Commissioning of high quality financial and debt advice for vulnerable residents	Quarterly	Delivering to plan	Delivering to plan		★	→	Delivering to plan	Delivering to plan	★	?
1) What has happened?											
<p>A new Debt and Money contract has successfully been procured this year and is due to start on 1st of April for two years. Cherwell has an option to extend the contract for an additional year at the end of the initial term if it wishes to continue with this new arrangement.</p> <p>The contract has been awarded to Citizens Advice North Oxfordshire and South Northants and includes additional service requirements on top of those provided in the previous contract and includes providing Personal Budgeting support for claimants of Universal Credit and promotion of Credit Union affordable loans and savings opportunities.</p>											
CBP3.2 - Work with partners to	CBP3.2.2 Effective implementation of welfare		Delivering	Delivering				Delivering	Delivering		

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
support financial inclusion	reform and administration of benefits	Quarterly	to plan	to plan	★	➡	to plan	to plan	★	➡
1) What has happened? Cherwell District will be going live with a full service for all new claims to Universal Credit from October 2017. To prepare residents and stakeholders for this change a project team has been established working very closely with DWP Job Centre Plus team. Work streams including digital inclusion and budgeting advice and there are plans to offer forums to customers and stakeholders.										
5) Excellent Performance Performance is good and the project for Universal Credit is on track for successful implementation										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2a Average time taken to process new Housing Benefit claims	Monthly	14.00	12.12	★ [#]	✔	14.00	13.80	★	✖
1) What has happened? New claims have been processed on average in 12.12 days in March. Over the year, new claims have been processed on average in 13.8 days against a target of 14 days.										
5) Excellent Performance The team continue to process new claims quickly, providing a good service to our customers.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2b Average time taken to process change in circumstances	Monthly	12.00	2.62	★ [#]	✔	12.00	4.18	★ [#]	✖
1) What has happened? The average time to process changes in circumstances in March was 2.62 days, which is excellent. The year to date average was 4.18 days against a target of 12 days.										
5) Excellent Performance The team continue to process change in circumstances quickly, providing a good service to our customers.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.2c Average time taken to process new claims and changes for HB	Monthly	12.00	2.83	★ [#]	✔	12.00	4.68	★ [#]	✔
1) What has happened? The average time taken to process new claims and changes remains excellent at 2.83 days in March and 4.68 days against a target of 12 days for the year.										
5) Excellent Performance The team work hard to process new claims and changes in a timely manner and continue to provide a good service to our customers.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.3 Number of covert surveillance exercises that have been applied for	Quarterly	0	0	★	➡	0	0	★	?
1) What has happened? There were no covert surveillances requested during the quarter.										
CBP3.2 - Work with partners to support financial inclusion	CBP3.2.4 Support skills development/apprenticeships/job clubs to keep unemployment at low level	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? Now in their 8th year, Cherwell Job Clubs and Fairs have proven themselves to be extremely popular with job seekers and employers alike. During 2016-17, 1,089 local residents attended the events alongside approximately 100 employers and their agents.										
The Banbury Job Fair on 2 March 2017 alone attracted 165 people seeking work or a change of career and feedback has been excellent. For the first time, Cherwell has a stand at the Milton Keynes Job Fair, drawing interest for Cherwell's employers from 202 job seekers over the weekend event in January.										
For Manor F1, proactive assistance was provided to management and to employees facing redundancy.										
Information on the new Apprenticeship Levy was provided to local employers in the Council's e-newsletter to businesses, with referrals being made to Oxfordshire Apprenticeships service.										

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
Work has commenced with SEMLEP on a survey of Cherwell's businesses which is expected to reveal any skills gaps and assistance required by local enterprises, along with other practical matters that the economic growth team can address.										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1 Deliver the actions identified within the revised Homelessness prevention strategy	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? The Homeless Action plan identified 31 actions to be delivered throughout the year. 26 of these are green and have been delivered or being delivered on target. 5 actions are currently amber but have had restrictions in being able to be delivered due to external forces and changes to priorities that have taken place across the year. Officers have been heavily involved in designing the new Oxfordshire Homeless Pathway as a result of Oxfordshire County Council withdrawing funding for Hostel beds across the county. A plan has been agreed for the next three years which includes a final contribution from Oxfordshire County Council and new financial contributions by the district councils. Cherwell's financial contribution is approved and will ensure that Cherwell residents will have access to 11 complex needs beds providing 24 hour support based in Oxford and 13 lower support beds based within the Cherwell District to provide progression and move-on beds. This is a total of 24 beds across Oxford and Cherwell to assist us meet the new duties we will be facing to meet needs of single homeless clients. This is excellent progress as previously there were no beds for this group based in Cherwell.										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1a Number of households living in Temporary Accommodation (TA)	Monthly	41	43	●	✖	41	43	●	✖
1) What has happened? We have exceeded the target of 41 households in TA by 2 units at the end of the month. The current total is 43 2) Why has it happened? There has been an increase in demand for TA at the same time as options to assist people to move on quickly to settled accommodation are also becoming less available due to the increasingly challenging housing environment in the District which is reducing the amount of truly affordable housing options available to them. 3) What actions are we taking? Due to increasing demand we have now 44 commissioned units of temporary housing to try to ensure that the costs for Temporary accommodation are kept within reasonable levels. The rise in local house prices coupled with the changes in income for those claiming welfare benefits are increasing pressure on low income households to maintain accommodation. We are therefore seeing a rise in the number of cases approaching in emergency situations that are previously unknown to us and are in situations which are becoming increasingly harder to prevent. This is resulting in higher numbers needing to be placed in TA. We also rely very much on new developments of affordable housing across the District to enable accepted cases to move on to settled accommodation and as the comments show in March 2017 there was less delivery although throughout the year the affordable housing target has been achieved. In view of the changing environment and also because of the new Homeless reduction Bill duties the Council may face there will be a full review of existing service delivery to inform a new Homelessness Strategy to be developed during 2017. 4) When will we see improvement? Staff will continue to work very hard to prevent homelessness whenever possible but there are range of factors they rely on to maintain performance - early identification of cases, continued delivery of new affordable housing, alternative housing options for those with complex housing histories etc. to meet the needs and income levels of the families that require accommodation options. Placements in temporary accommodation remain a statutory function of the Council which must be provided when a duty arises and can therefore be unpredictable. Cherwell officers will continue to monitor the situation closely.										
CBP3.3 - Provide High Quality Housing Options Advice & Support To Prevent Homelessness	CBP3.3.1b Housing Advice: repeat homelessness cases	Quarterly	0	0	★	➡	0	0	★	➡
1) What has happened? We have had no repeat homeless cases as defined by DCLG P1E reporting guidance. This reflects the dedicated work of the Housing Needs Team to ensure offers made to clients resolve their housing issues in the long term.										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.1 Support CPN with financial, clinical & technological changes in health & social care sector	Quarterly	Delivering to plan	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	➡
1) What has happened? The Council continues to support the CPN in its consideration of local changes in the health and social care sector. This is particularly relevant since January when the OCCG commenced a										

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
formal consultation to change and downgrade many services at the Horton General Hospital. Due to significant public concerns, the Council has submitted a robust response to the consultation process and has filed for a judicial review of its flawed and inadequate nature.										
5) Excellent Performance A good outcome from the process would be for a single rather than split consultation process to be undertaken and proper consideration to be given to alternative service models to agree a viable alternative Horton General Hospital obstetric model as proposed by the Council as part of a new and positive vision for the hospital.										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.2 Enable the development of volunteer transport schemes to support vulnerable residents	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? A new grant aid arrangement has been entered into with Citizens Advice that promotes the development of the volunteer driver market and allows smaller schemes to receive some financial aid. This sustains the services to older and vulnerable residents.										
CBP3.4 - Work to provide and support health and wellbeing across the district.	CBP3.4.3 With partners help improve lives of most vulnerable from Brighter Futures initiative	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? Ongoing multi agency activity. Workshop events held to add focus to key issues eg child poverty, educational attainment and readiness for the workplace.										
3) What actions are we taking? Multi agency meetings supported by email reminders. Annual report process to collate previous activity and to provide focus for future activity.										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1 Maintain a minimum usage level of visits to leisure facilities	Monthly	135,347	149,621	★	📈	1,539,121	1,557,970	★	📈
1) What has happened? Usage figures for the 3 main leisure centres have reduced very slightly against last year however only by a total of 3,000. This has been more than made up for as visitors to Cooper Sports Facility, North Oxfordshire Academy and Woodgreen Leisure Centre have increased by circa 22,000 against the previous year (this gives an overall increase of circa 19,000)										
5) Excellent Performance No further comments at this stage										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1a Number of visits/usage to District Leisure Centres	Monthly	121,811	131,758	★	📈	1,391,964	1,388,764	🟡	📉
1) What has happened? All 3 Leisure Centres within the District demonstrated an improvement on throughput against the same period last year. Spiceball up circa 2,000, Bicester up circa 5,000 and Kidlington up circa 4,000. The overall year end figure showed an overall deficit on last year by only 3,000 however the encouraging figures for March 2017 suggest an improved position could be achieved for 2017/18										
2) Why has it happened? Through the year there have been some minor peaks and troughs in throughput however there hasn't been anything of a concerning nature that would require urgent remedials										
3) What actions are we taking? No further action at this stage as the deficit in throughput on the previous year is marginal.										
4) When will we see improvement? Based on the improved performance of March 2017 against previous March 2016 there is a suggestion that improvement is already taking place and that this is positive in terms of any 2017/18 target										
CBP3.5 - Provide High Quality & Accessible Leisure Opportunities	CBP3.5.1b Number of visits/usage to WGLC, NOA and Cooper	Monthly	13,536	17,863	★	📈	147,157	169,206	★	📈
1) What has happened? Number of visits at WGLC, NOA and Cooper Sports Facility have increased significantly this year and has contributed to the overall position of leisure facilities. The re-development of Woodgreen is also starting to take a positive step in terms of throughput										
5) Excellent Performance										

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
No further comments at this stage										
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	Slightly behind schedule	●	✖	Delivering to plan	Slightly behind schedule	●	?
<p>1) What has happened? Start delayed due to planning condition late sign off. Very wet ground conditions delayed progress during the winter months.</p> <p>2) Why has it happened? Poor drainage over whole site due to muddy ground conditions.</p> <p>3) What actions are we taking? Build contractor alter works phasing to bring some works elements forward and created a temporary drainage solution.</p> <p>4) When will we see improvement? Works programme currently 4 weeks behind but this is now being caught up with on site progress good.</p>										
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	★	?
<p>1) What has happened? Significant project work I has been undertaken through a pilot social prescribing scheme, a singing for health project and taking pArt; a participative and creative programme designed to encourage and enable groups to take up more interesting and creative arts led projects. Older residents have been able to participate in a dance group and a rusty musicians project, an intergenerational project to build community cohesion in Banbury. In Bicester the programme 'Towards tomorrows vision' developed with Oxfordshire Youth arts Partnership has provided opportunities for young people to develop their own practice as well as socially sustainability</p>										
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	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	?
<p>1) What has happened? Operator Contract Award September 2016 start date. New dry side facilities Service Availability Date delayed but facility opened 4 February 2017.</p> <p>5) Excellent Performance Operator contract working very well and new facilities seeing an increase in membership levels immediately.</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>1) What has happened? The funding targets set by the project board have been met. £450k has been raised in addition to the CDC contribution agreed by members.</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	★	?
<p>1) What has happened? Tender documents issued, 3 bids received, currently in evaluation period.</p>										
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	Delivering to plan	★	✔	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened?</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
Buildings still not started, but relevant consents now in place. New community development worker will improve community cohesion.										
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	★	➡
1) What has happened? Significant support given to community associations in running their buildings and ad hoc advice and support to community associations on a variety of topics from fundraising, safeguarding and business planning.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.3 Support the growth & development of neighbourhood community associations	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? Development work has been taking place to develop nascent community associations at Kingsmere in Bicester and Longford Park in Banbury. A new Community Development Partner post, funded through S106 monies, has been recruited to and the post holder will begin their part-time role in April 2017.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.4 Increase and promote volunteering opportunities throughout the District.	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
1) What has happened? A new grant aid arrangement has been entered into with Citizens Advice to develop volunteering opportunities. the focus in the last quarter has been on encouraging volunteer drivers and return to work opportunities.										
CBP3.6 - Provide Support To The Voluntary & Community Sector	CBP3.6.5 Support the Local Strategic Partnership in addressing the key issues in the District	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? LSP Board continues to meet four times per year. January meeting considered health inequalities and the STP consultation.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.1 Continue programme of Conservation Reviews (5pa)	Quarterly	3	5	★*	📈	5	6	★*	📈
1) What has happened? Conservation Areas completed in line with agreed timetable										
CBP3.7 - Protect Our Built Heritage	CBP3.7.2 Provide design guidance on major developments	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? Design and masterplanning advice on major and strategic development schemes has been provided to Development Management colleagues. Critical schemes such as Town Centre schemes and masterplans continue to be given priority.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.3 Processing of major applications within 13 weeks	Monthly	60.00	85.71	★*	📈	60.00	91.76	★*	📈
1) What has happened? A performance figure of 86% was achieved in March. 5) Excellent Performance Performance on Major applications remains consistently high and 86% far exceeds the target for major applications. This is assisted by the pro-active use of Planning Performance Agreements and negotiating extensions of time limits.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.4 Processing of minor applications within 8 weeks	Monthly	65.00	92.00	★*	📈	65.00	89.39	★*	📈
1) What has happened? Performance in March was 92%. 5) Excellent Performance Performance for March shows improvement on the previous month and is significantly above the national target of 65%.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.5 Processing of other applications within 8 weeks	Monthly	80.00	90.10	★*	📈	80.00	94.43	★*	📈

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
1) What has happened? Performance in March was 90%. 5) Excellent Performance Performance on Other applications remains high and continues to far exceed the 80% target.										
CBP3.7 - Protect Our Built Heritage	CBP3.7.6 Planning appeals allowed	Monthly	30.00	33.33	▲	✖	30.00	28.26	★	✔
1) What has happened? Six appeal decisions were made during March, two of which were allowed. 2) Why has it happened? This measure is volatile due to the small number of appeals and because of this we have slightly exceeded the 30% target. The year to date figure is within target at 28% 3) What actions are we taking? N/A 4) When will we see improvement? We expect performance to be within target again next month.										
CBP3.8 - Work To Ensure Rural Areas Are Connected To Local Services.	CBP3.8.1 Work with BT/BDUK & Oxfordshire County Council to extend Superfast Broadband District wide	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
From March 2016 to Dec 2016, 25 additional cabinets in Cherwell district were connected. This has meant that 1,932 business and residential premises have been enabled to receive superfast broadband speeds (Over 24mbps). This number is expected to reach 3,069 by Dec 2017. CDC is investing £545,000 to support OCC in phase two of the programme, bringing significant match-funding from BDUK, BT and SEMLEP. Meanwhile, the BDUK Better Basic Broadband Scheme continues to assist those premises that have less than 2mbs download speed and no prospect of being included within the BDUK or other provider schemes. In Cherwell, 25 applications have been approved (up to 6 April 2017). The Oxfordshire programme is benefitting from 'Gainshare' as a result of considerable take-up of Superfast Broadband where it is available. This investment is allowing the roll-out programme to be re-drawn and extended. Options for the final 3-5% of premises are being sought.										
2) Why has it happened? .										

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
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.1 Review key business processes to enhance performance, reduce cost & designed for customers	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
1) What has happened? A number of savings have been made as identified in the reports to senior managers, JCC and the IT Transition Board. Further work is required to improve underlying processes.										
2) Why has it happened? The delay in achieving strategy sign off has had an impact on related work.										
3) What actions are we taking? A number of improvements have been made to incident management, business liaison and project management.										
4) When will we see improvement? Further improvements are being identified and will accelerate throughout 2017.										
CBP4.1 - Reduce the cost of providing our services through	CBP4.1.2 Increase the number of services that can be accessed	Quarterly	Delivering	Delivering	★	✔	Delivering	Delivering	★	?

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

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
partnerships	and paid for online.		to plan	to plan			to plan	to plan		
<p>1) What has happened? The websites project has made good progress and is on track for new sites to go live in September 2017.</p> <p>The new online bookings system project has also made good progress.</p> <p>2017/18 Quarter 1 Launch new online bookings system 2017/18 Quarter 1 Launch Online Bookings for Banbury market stallholders</p>										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.3 Deliver the Information communications Technology Strategy.	Quarterly	Delivering to plan	Slightly behind schedule	●	➡	Delivering to plan	Slightly behind schedule	●	?
<p>1) What has happened? The IT strategy is expected to complete the full democratic process and signed off in early April 2017. This is 6 months behind schedule.</p> <p>2) Why has it happened? The delay has been due to the democratic process taking longer than expected.</p> <p>3) What actions are we taking? Will complete process early in April.</p> <p>Work has been progressed where possible in parallel with this process.</p> <p>4) When will we see improvement? We now have a plan to deliver significant elements of the transformation programme by January 2018.</p>										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.4 Maximise income coming into the authority to include NHB/NNDR/CTax/ external funding.	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? Work is on-going to maximise all income coming in to the authority. A further 1296 new properties have become subject to council tax in 2016-2017 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. We are still waiting for four significant assessments to come into the Rating List, but we have achieved our 'target' for retained business rates.</p> <p>With regard to external funding we have trialled the Grantfinder application, but have had limited success in departments securing funding which is becoming more scarce due to the economic climate.</p>										
CBP4.1 - Reduce the cost of providing our services through partnerships	CBP4.1.5 Establish appropriate commercial arrangements.	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	?
<p>1) What has happened? Commercial arrangements for the delivery of the TECKAL and the sister trading company are advancing to plan. Recruitment to the new service is underway with a go-live date planned for April 2017.</p> <p>5) Excellent Performance The Procurement Team has been successful in attracting additional external funding to undertake a review of procurement and develop e new more commercial procurement strategy.</p>										
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1 Continue to increase use of social media to communicate with residents & local businesses	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? Social media continues to develop with all releases and messages being included.</p>										

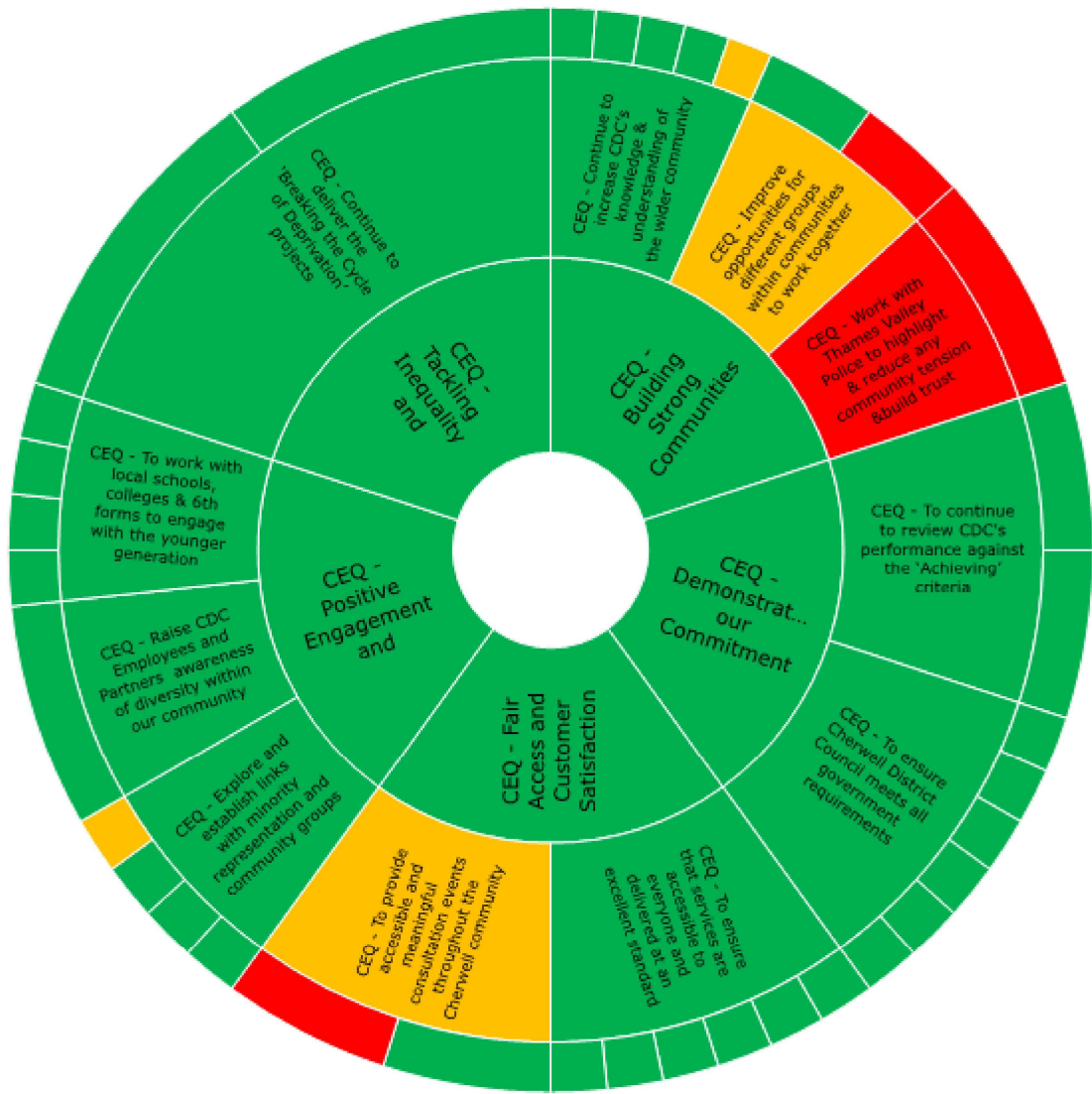
Appendix 4 - All Measures: Sound budgets and customer focussed council

Objective	Measure	Frequency	Target (pd)	Actual (pd)	Period	vs last period	Target (YTD)	Actual (YTD)	YTD	vs last Year
Continued development throughout 2017/18										
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1a Social media ratings : Facebook (Target 12000 likes)	Quarterly	12,000	9,263		▲	12,000	9,263	▲	▼
<p>1) What has happened? 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 ongoing.</p> <p>2) Why has it happened? Campaigns such as LGR plus regular planning notices/news have increased traffic through website and social media.</p> <p>3) What actions are we taking? Continue to ensure that all the campaigns and news releases are made available via our social media/website to increase residents' awareness.</p> <p>4) When will we see improvement? Due to the recruitment of the digital content editor, there has been a noticeable improvement in engagements of social media by the public. Inbound enquiries and proactive press releases continue to increase. We expect to see an increase in activity in 2017/18. The original target was not based on any previous data; now that we have the data, targets will be reviewed in April.</p>										
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.1b Social media ratings : Twitter (9000 Hits)	Quarterly	9,000	6,669		▲	9,000	6,669	▲	▼
<p>1) What has happened? We are continuing to promote our social media presence and put out messages three times per day. Organic growth, although growing, has slowed and we are therefore more reliant on paid for posts to increase engagement.</p> <p>2) Why has it happened? Organic growth of twitter has decreased</p> <p>3) What actions are we taking? No action is required as measures to mitigate would involve cost and a decision was made not to do this but reduce figure downwards in next financial year</p> <p>4) When will we see improvement? The figure will be re-profiled in next financial year. The original target was not based on any previous data; now that we have the data, targets will be reviewed in April.</p>										
CBP4.2 - Continue To Communicate Effectively With Local Residents & Businesses	CBP4.2.3 Continue to develop our business focused communications	Quarterly	Delivering to plan	Delivering to plan		★	Delivering to plan	Delivering to plan	★	➡
<p>1) What has happened? Developing business relationships e.g. with Graven Hill partners, and continue to promote council services, both to businesses and residents. Expect this to develop and continue further in 2017/18.</p>										
CBP4.3 - Deliver the five year business strategy	CBP4.3.1 Deliver annual balanced budget setting out 5 year financial plan (MTFS)	Annual	Delivering to plan	Delivering to plan		★	Delivering to plan	Delivering to plan	★	➡
CBP4.3 - Deliver the five year business strategy	CBP4.3.1a Budget variance on capital within 2%	Annual	Delivering to plan	Delivering to plan		●	Delivering to plan	Delivering to plan	●	➡
<p>1) What has happened? Budget variance on Capital was within 2% at Period 11, the outturn position for the year should be finalised shortly.</p>										
CBP4.3 - Deliver the five year business strategy	CBP4.3.1b Budget variance on revenue within 2%	Annual	Delivering to plan	Delivering to plan		●	Delivering to plan	Delivering to plan	●	➡
<p>1) What has happened? Budget variance on Revenue was within 2% at Period 11, the outturn position for the year should be finalised shortly.</p>										
CBP4.3 - Deliver the five year business strategy	CBP4.3.2 Deliver the savings targets £500k within the agreed	Annual	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
	timescales									
1) What has happened? Annual staffing savings identified from the implementation of Joint Working Business cases are running at £468,250 for CDC , additionally procurement savings in excess of £700,000 have been shared between CDC and SNC (as at Q3 2016/17).										
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.1 CDC Council Tax element frozen for 16/17	Quarterly	Delivering to plan	Delivering to plan	★	➡	Delivering to plan	Delivering to plan	★	➡
1) What has happened? Council Tax was frozen for 2016/17 and has now been frozen for 2017/18										
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.2 Percentage of Council Tax collected	Monthly	98.25	98.35	★	👍	98.25	98.35	★	👎
1) What has happened? Collection rates are 0.10% above target of 98.25%.										
5) Excellent Performance excellent performance considering the changes the team have been through in 216/17										
CBP4.4 - Deliver below inflation increases to the CDC element of Council Tax.	CBP4.4.3 Percentage of business rates collected	Monthly	98.50	98.89	★	👍	98.50	98.89	★	👎
1) What has happened? Collection rates have exceeded target again this year.										
5) Excellent Performance excellent performance for the team taking into account the changes to the team in 2016/17										

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Cherwell District Council

Executive

6 June 2017

Banbury Country Park

Report of Head of Environmental Service

This report is public

Purpose of report

To consider the creation of a new country park in Banbury

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the creation of a new open space, Banbury Country Park.
- 1.2 To support the approach of working with stakeholders to develop an inviting country park which provides a wide range of leisure activities for Cherwell residents & visitors as well as creating a diverse habitat for wildlife.
- 1.3 To note that the running costs of a new Country Park can be delivered within existing revenue budgets.
- 1.4 To agree to seek planning approval for change of use.

2.0 Introduction

- 2.1 Over recent years, the Council has acquired a number of adjoining pieces of land just to the north of Banbury. These pieces of land have been either historically owned by the Council, been passed to the Council in Section 106 planning agreements or purchased at low agricultural cost.
- 2.2 In addition two pieces of land have been recently purchased from the Environment Agency. This land largely consists of two fields which were acquired through a compulsory purchase order by the Environment Agency to facilitate the building of flood defences.
- 2.3 In total the land will cover a considerable area over 30 hectares. An opportunity exists to create a country park which will be a unique feature not only for the use of residents of Banbury & surrounding villages but also as a visitor attraction. A

country park can provide a wide range of activities including walking, cycling, bird watching, children's play & educational opportunities.

- 2.4 The site will be accessible from the west off Southam Road, the canal towpath and from footpaths around the Banbury reservoir, south from the Gateway retail development, eventually from the east off the A361 and north from the Canal.
- 2.5 The site will be a mixture of woodland areas, meadow areas and park land. The proposed layout includes six distinct areas and includes a small lake. The details of each area is set out in Appendix 1.
- 2.6 The development of the country park has involved a large number of stakeholders including Oxfordshire County Council, Environment Agency, Canal & Rivers Trust, Banbury Town Council, Woodland Trust, the RSPB and Banbury Ornithological Society who have contributed to the planning of the park.
- 2.7 A number of revenue reserves, S106 contributions and small capital schemes mean that there is sufficient funding to put in place the infrastructure so the land can be developed for use as a country park and open for 2018/19.
- 2.8 The intention, subject to Executive approval, is to commence work during 2017 so that the country park can open in April 2018.

3.0 Report Details

- 3.1 Cherwell District Council has been responsible for a piece of green open space to the north of Wildmere Estate for a number of years. However there has been no public access route to this woodland area.
- 3.2 A few years ago the adjoining field became available and was acquired for the Council at a modest cost. This field would give access to the existing woodland area once a wooden bridge had been built to cross the river.
- 3.3 The Environment Agency acquired some fields, through a compulsory purchase order, adjacent to the M40 to build the Banbury flood defence barrier. The Banbury flood defences were completed in 2012 and the fields were not required once the work was completed. Unfortunately, although the Environment Agency has been supportive in the development of a country park, the negotiations regarding possible sale or transfer of land to the Council has taken some time. This is for a number of reasons including the agreement of public access rights along the top of the flood barrier. Agreement of all terms have been agreed and the transfer of the land for £35k is imminent.
- 3.4 Finally another adjoining field, Hardwick Fields, has been passed through to the Council by Bellway Homes as part of a S106 agreement.
- 3.5 These five pieces of land along with the flood defence barrier creates a substantial area of land with has created an opportunity to develop a country park.
- 3.6 A substantial number of stakeholders have become involved and contributed to the development of the facility. This has largely been through two workshops on the design of the Country Park.

- 3.7 Appendix 1 sets out the Banbury Country Park Masterplan highlighting the background, the proposals and how to proceed with the development.
- 3.8 The objectives of the country park include to:
- be a fun safe place to visit and also provide quiet relaxation for its users
 - encourage as many different users into the country park
 - be as accessible as possible for users with different mobility levels
 - promote linkages between the different areas for recreation and traffic free commuting
 - retain existing areas of ecological interest and create new habitat wildlife
 - improve biodiversity along the river and canal corridors creating continuous green space linking Spiceball Park in the south to open countryside in the north towards Little Bourton
 - be straight forward and cost efficient to manage & maintain
 - continue to be developed and managed with the aid of national and local partner organisations.
- 3.9 There are a number of access points to the proposed facility including from the Gateway shopping development, the Oxford Canal towpath, a proposed footpath off Southam Road and a link from Daventry Road.
- 3.10 The development of the country park will require a planning application for change of use and will need to be submitted in the coming months.
- 3.11 The aim is to open the country park to the public from April 2018. Once the park receives planning approval, tenders will be let for the construction of footpaths and bridges. Installation of benches and sign posting, planting of trees and shrubs will be carried out by existing contractors.
- 3.12 It is expected that this initial work will be completed in Q3/Q4 2017/18 with the park open from April 2018.
- 3.13 It is likely that there will be further development of the park for a number of years after opening. Improvements will be achieved through a mixture of the use of volunteers and contributions from other stakeholders. In addition applications for grant funding for further facilities will be made as and when opportunities and funding streams become available.
- 3.14 The revenue costs for the country park will be low. The facility will be low maintenance due to its rural nature and location. Grass cutting will be largely confined to mowing strips either side of footpaths and litter picking and bin emptying will be carried out with the existing street cleansing team. Grazing for biodiversity will be utilised for the meadow areas, and volunteers/community groups will help with habitat improvement works and annual planting initiatives.
- 3.15 A number of existing approved capital projects and reserves exist to a value of £240k. These funds will allow the installation of the footpath infrastructure, litter bins and dog bins, appropriate signage and bridges to link the land parcels across watercourses.
- 3.16 The new facility will offer a number of opportunities for enhancing residents' health and wellbeing. Other benefits will be increased bio-diversity through the range of land types which include wetland meadows, woodland and a lake area. It is also

hoped that a cycleway linking the Southam Road developments with the Gateway Shopping Centre can be achieved.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The development of a new country park with strong stakeholder support will provide leisure and healthy life style benefits as well as becoming a visitor attraction.
- 4.2 Sufficient capital resources exist to open the facility. Running costs are expected to be minimal and no additional revenue budget is required.

5.0 Consultation

Stakeholders including:
Oxfordshire County Council
Banbury Town Council
Environment Agency
RSPB
Banbury Ornithological Society
BBOWT
Canal and Rivers
Trust Woodland Trust
OPFA

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 support the proposed development of a Country Park

Option 2: To reject the proposed development of a Country Park

Option 3: To ask officers to consider other uses for the land acquired

7.0 Implications

Financial and Resource Implications

- 7.1 £240k exists for the installation of the infrastructure for the Country Park through a mixture of allocated capital reserves and Section 106 funds. The revenue impacts are low with the daily running of the facility being run from existing resources.

Comments checked by:
Kelly Wheeler Principal Accountant, 01327 32230,
kelly.wheeler@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications arising from this report. As is made clear above planning permission for change of use will be required.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

kevin.lane@southnorthants.gov.uk –

Risk

- 7.3 There are no risk implications. Any risks arising will be managed as part of the services operational risk register and escalated to the Corporate Risk Register as and when necessary.

Comments checked by:

Louise Tustian, Team Leader, 01295 221786,

Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Cherwell: Safe, Clean and Green

Lead Councillor

Councillor Debbie Pickford, Lead Member for Clean and Green

Document Information

Appendix No	Title
1	Banbury Country Park Masterplan
Background Papers	
None	
Report Author	Ed Potter, Head of Environmental Services
Contact Information	0300 003 0105, ed.potter@cherwellandsouthnorthants.gov.uk

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Banbury Country Park Masterplan

Masterplan Summary Report

Cherwell District Council

Prepared by Ryder Landscape Consultants

May 2017

Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

RYDER
LANDSCAPE CONSULTANTS



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Further information

Considerable information has been collated during the development of these proposals. It is contained in Appendices and other documents held on disc by Cherwell District Council, the list of documents is set below:

1. 234-RYD-XX-XX-DR-L-0001 Parish Regions & Listed Buildings General Arrangement;
2. 234-RYD-XX-XX-DR-L-0002 Waterways and Surface Water General Arrangement;
3. 234-RYD-XX-XX-DR-L-0003 Access and Circulation General Arrangement;
4. 234-RYD-XX-XX-DR-L-0004 Agricultural Land and Woodland General Arrangement;
5. 234-RYD-XX-XX-DR-L-0005 Flood Warnings, General Arrangement;
6. 234-RYD-XX-XX-DR-L-0006 Land Assemblies General Arrangement;
7. 234-RYD-XX-XX-DR-L-0007 Country Parks General Arrangement;
8. 234-RYD-XX-XX-DR-L-0008 Parks and Gardens General Arrangement;
9. 234-RYD-XX-XX-DR-L-2000 Banbury Country Park Masterplan
10. Design Workshop 17th December - presentation;
11. Design Workshop 28th January - presentation; and
12. Costings - Provisional Estimate

Introduction

This report has been prepared as part of the Banbury Country Park Masterplan proposals. Its function is to explain:

- The process undertaken to develop proposals for the country park to the north of Banbury;
- The proposals;
- Estimated costs; and
- How to proceed to deliver the country park.

Process to arrive at these proposals

A unique set of circumstances has come to pass to allow Cherwell District Council to assemble land of sufficient scale, public accessibility and connectivity to form a large enough area for a country park to be formed. The different blocks of land have included:

- **Gateway Meadow**
Strategic purchase by Cherwell District Council.
- **Land to the north of the M40**
Negotiated sale of land by the Environment Agency after construction of the Banbury Flood Alleviation Scheme.
- **Hardwick Fields**
Section 106 negotiation with housing developers Bellway Homes.

The design process to define the preliminary proposals for the park has been a collaborative process led by Cherwell District Council with 18 partner organisations working together to:

- Define what is important about the area at the moment;
- Suggest proposals that could be included in the Country Park Masterplan; and
- Identify ways the Country Park could be funded and managed.

Two design workshops were held on 17th December 2015 and 28th January 2016 facilitated by Ryder Landscape Consultants who were commissioned to develop the masterplan proposals.

The first workshop considered the character and benefits of the assembled site. As a result a SWOT analysis was prepared. The second workshop a preliminary Masterplan and Access and Movement Strategy has been prepared to provide an overview to more detailed proposals.

Further sheets have been produced to develop proposals for the 6 individual character areas. These outline short, medium and long-term proposals.

A cost estimate has been prepared to indicate likely costings for the short, medium and long term development of the country park.

Overall Objectives

The following have been defined as the overall objectives for the Banbury Country Park;

- Be a fun, safe place to visit and also provide quiet relaxation for its users;
- Encourage as many different users into the Country Park;
- Be as accessible as possible for users with different mobility levels;
- Promote linkages between the different areas for recreation and traffic free commuting;
- Retain existing areas of ecological interest and create new habitat;
- Be straight-forward and cost efficient to manage and maintain; and
- Continue to be developed and managed with the aid of national and local partner organisations.



A place for exercise and fun



A place for all levels of accessibility



A place that respects existing wildlife



A place that forms new habitats

Preliminary Masterplan

The preliminary masterplan shows six different character areas that reflect existing site qualities. They are entered from current and proposed access points and are connected by mixture of existing routes such as the Oxford Canal Towpath and new links such a footbridge crossing from Banbury Gateway.

Six Character Areas

The character areas have been given the following working names;

- Area 1 – **Wildmere Woodland**
- Area 2 – **Gateway Meadow**
- Area 3 – **Hardwick Meadow**
- Area 4 – **Embankment Park**
- Area 5 – **Roman Meadow**
- Area 6 – **Railway Arboretum**

Pages 7 -12 explain a little about each area and the preliminary proposals for them.



Footnote
*1 - Planning application - 15/00066/50

Overall Access and Movement Strategy

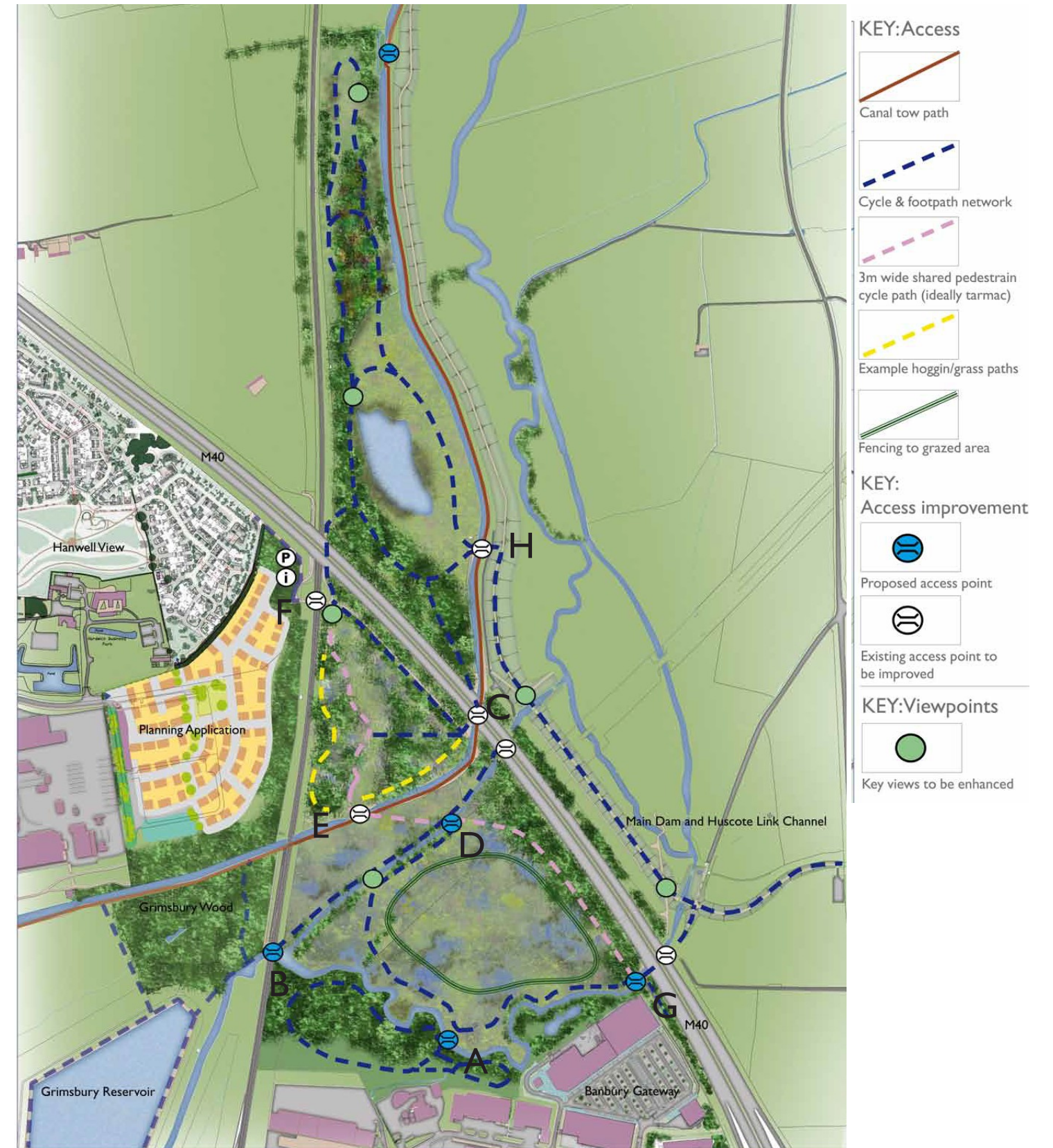
Following the preliminary masterplan an access and movement strategy was developed for the country park. This illustrates the main footpath network to allow movement through the site, alongside key access points. In addition it illustrates connection points to adjacent housing area, the Banbury Gateway Retail Park and parking provision.

Pathways and access points will form a large part of the cost of developing the park but an incremental approach with a hierarchy of paths is proposed.

For example;

Only invest in metalled or bound paths (e.g. Tarmac) where high demand can be anticipated e.g. Hanwell View to the Banbury Gateway Retail Park.

Where moderate demand can be foreseen unbound stone (hoggin) paths could be formed. If these routes become more popular and budgets allow they can be upgraded to a bound path. Where light or season demand is expected mown grass paths are considered appropriate. This is a country park and informal paths and desire lines (as long as they are safe to use) should be utilised.



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Tarmac Path



Bound Gravel Path



Mown Grass Path

Character Area I Wildmere Woodland

Overall Character

Established wet woodland.

Access points

Currently no public access. Requires a new bridge from Gateway Meadow (A). Long-term aspiration to link to Grimsbury Wood but requires further feasibility study to investigate access under or over the railway.(B)

Circulation

Bound stone path already in existence.

Recreation

Passive recreation walking around mature woodland.

Ecology

Diversification of woodland to include a greater variety of native woodland ground flora and tree species.

Features

None proposed other than bridge into site.

Negatives

Short lived nature of poplars that make up most of the wood.

Interpretation

The ecology of a wet woodland.

Management

Ongoing woodland management and planting other wetland trees in the future.

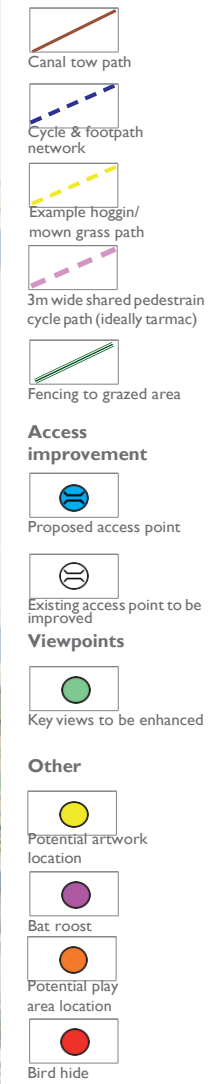
Phasing

Short term -
New Footbridge with car loading
Link to existing path

Medium term -
Enhanced planting and diversification of woodland

Long term -
Link to Grimbury Wood

Page 95



Diversifying ground flora.



School and volunteer opportunities.

Site photos



Enhanced tree planting.



Creation of access into the wood.



Achieving ready access into wood.

Character Area 2 Gateway Meadow

Overall character

Wet meadow.

Access points

Existing but complicated access from Area 4 (Embankment Park) or from the Oxford Canal Towpath. Improved ready access from Banbury Gateway proposed via a new footbridge. (C)

Circulation

A tarmac shared cycle/ pedestrian route connecting Hanwell View and Banbury Gateway is priority, with a further grass circular path round the meadow (as shown in yellow).

Recreation

Walking through meadow, dogs to be kept on leads with grazed management of meadow by sheep or beef cattle kept at low numbers. Bird watching in quiet areas.

Ecology

Improvement as a wet meadow for ground nesting birds and meadow flora and fauna. Use of further native woodland to screen greater part of M40 embankment.

Features

Circular path around drier part of the meadow and possible creation of framed views from the M40 and artwork to act as a positive marker for Banbury.

Negative

Screen out views to M40 if possible.

Interpretation

Wet meadow and its fauna and flora and historic rail route to Daventry.

Management

Primarily managed by low intensity grazing. Manage existing planting to turn it into a thriving woodland to help screen M40. Management access to M40 to be retained.

Phasing

Short term -

Footpath network and access points

Tarmac path (Oxfordshire County Council)

Fencing to protect wet meadow area and keep stock in.

New bridge at C and D

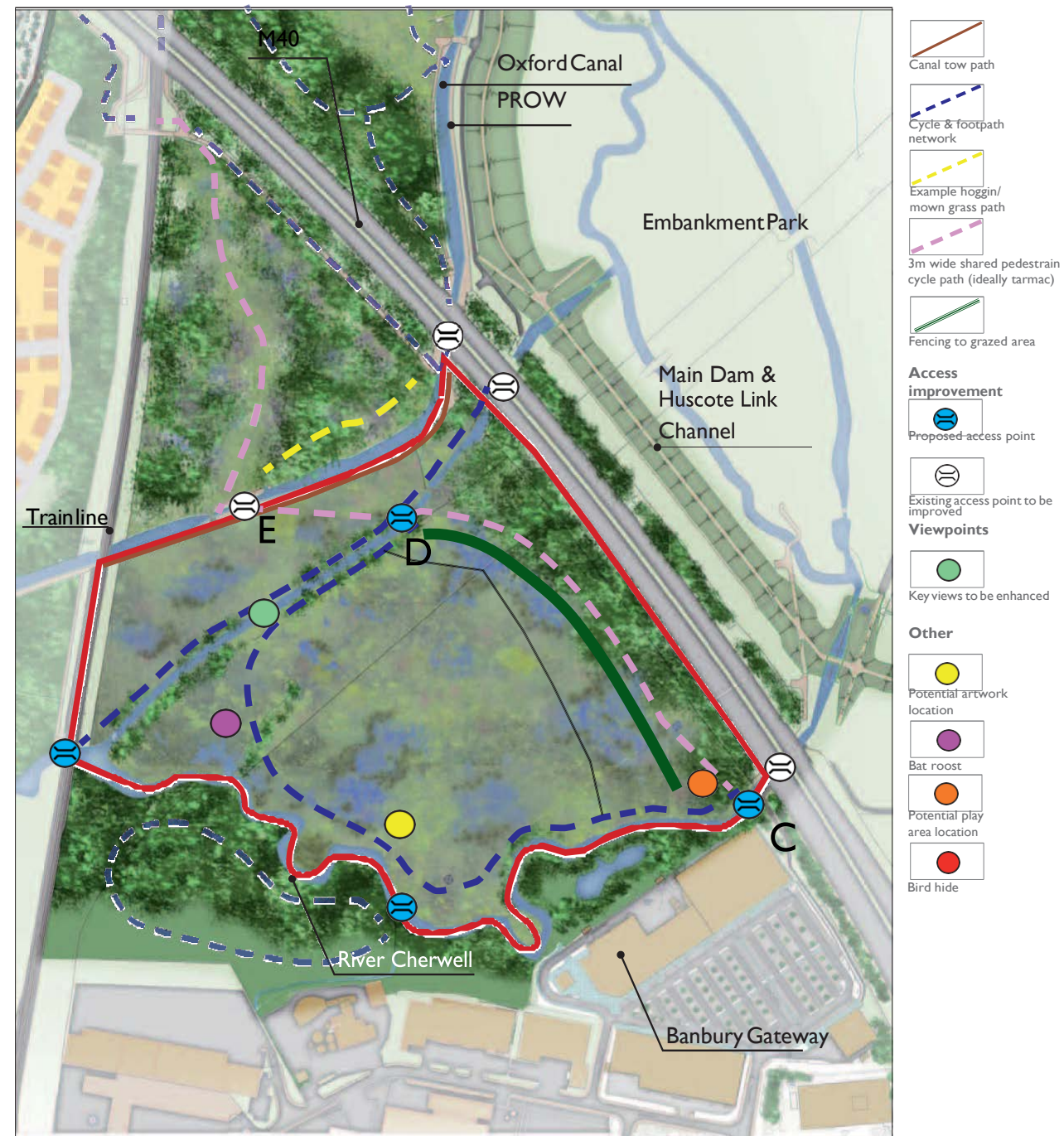
Medium term -

Bat roost

Enhanced Planting

Long term -

Play area and artwork



Site photos



Screen less attractive buildings & M40.



Diversifying of grass sward.



Appropriate grazing for wet meadow required.



Habitats for grazing and wetland species e.g Snipe.



Allow localised flooding on site.

Character Area 3 Hardwick New Wood

Overall character
New woodland with glades

Access points
Existing ones over Oxford Canal (E) to south and over railway bridge (F) to the north west leading from new houses at Hanwell View. Also existing access under the M40 from embankment parking (G).

Parking
A small parking area will be provided by the developer in the Hanwell View development.

Circulation
Flow of people to and from Hanwell View new housing area and around the proposed woodland. A route parallel to the M40 would provide a good traffic-free link to Banbury Gateway helping to reduce congestion on Southam Road.

Recreation
Walking, particularly dog walking near major new residential area. Woodland games when the wood has established. Planting of 'incredible-edible' trail and possible formation of an adventure play area or trail.

Ecology
Native woodland species but also concentrating on seasonal ground flora e.g. aconites, ransomes and bluebells.

Features
No major features proposed but incidental artwork could be promoted on establishment.

Negative
Screening of views to the railway and M40 embankment would enhance the experience within the new wood.

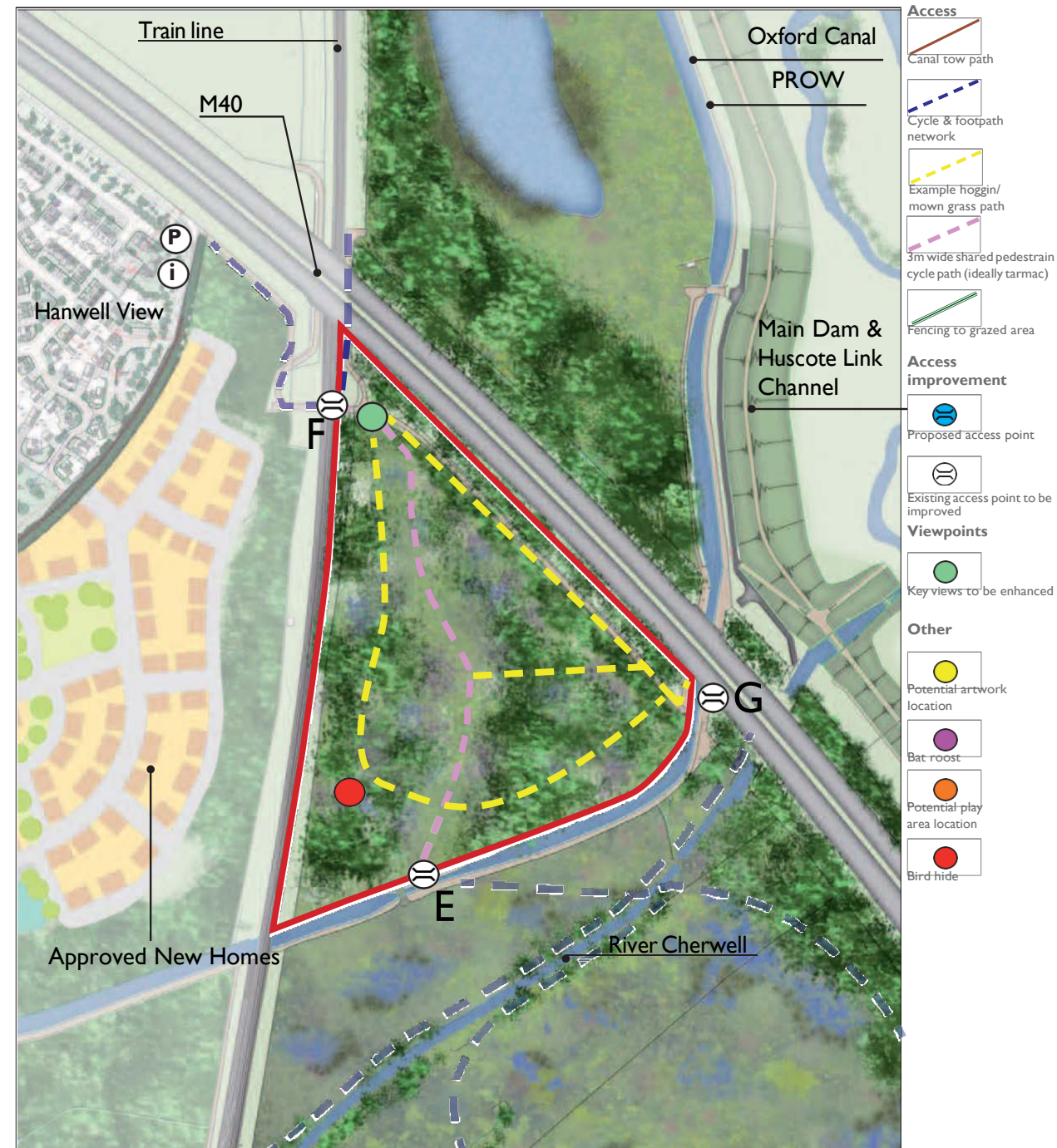
Interpretation
Developing woodland and Oxford Canal's history and engineering.

Management
Establishment management of planting to turn it into a thriving woodland. Dogs off leads is recommended. Management access to M40 to be retained.

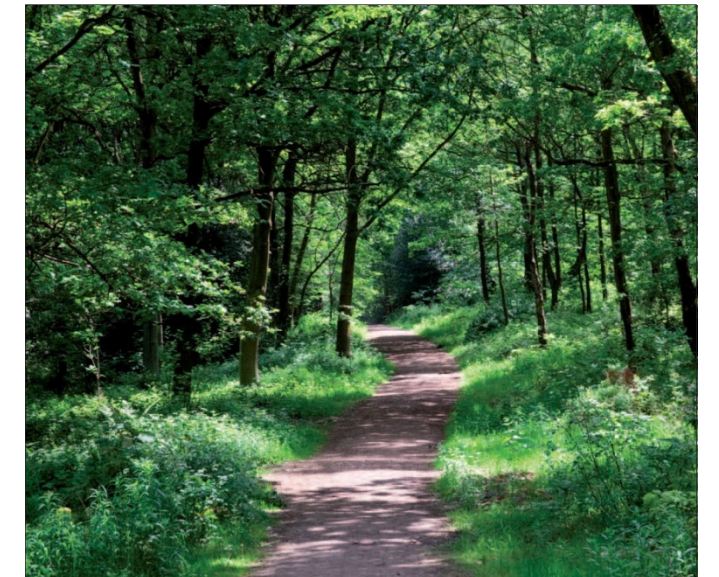
Phasing
Short term -
Footpath network and access points
Tarmac path
Grass mown path

Medium term -
Bird hide (funded by Banbury Ornithological Society)
Enhanced planting and diversification of woodland

Long term -
None proposed



Approved translocation of species.



Woodland walks.



Family access.

Site photos



Oxford Canal to south side.



Current view across Hardwick Meadow.

Character Area 4 Embankment Park

Overall character

Grass embankment affording views across the Cherwell Valley.

Access points

Off the A361, from the Oxford Canal Towpath and from the cycle way to Chacombe.

Circulation

Linear, transition route to link to the rest of the Country Park.

Recreation

Walking, cycling and dog walking.

Ecology

Limited along the grass embankment but ecological interest along Cherwell river corridor is visible from the embankment.

Features

No new features proposed but existing flow control structures of the flood alleviation scheme provide some interest.

Negative

Proximity, noise and visibility of M40.

Interpretation

Flood alleviation scheme control structures, reformation of Huscote Link Channel and Huscote Water Mill.

Management

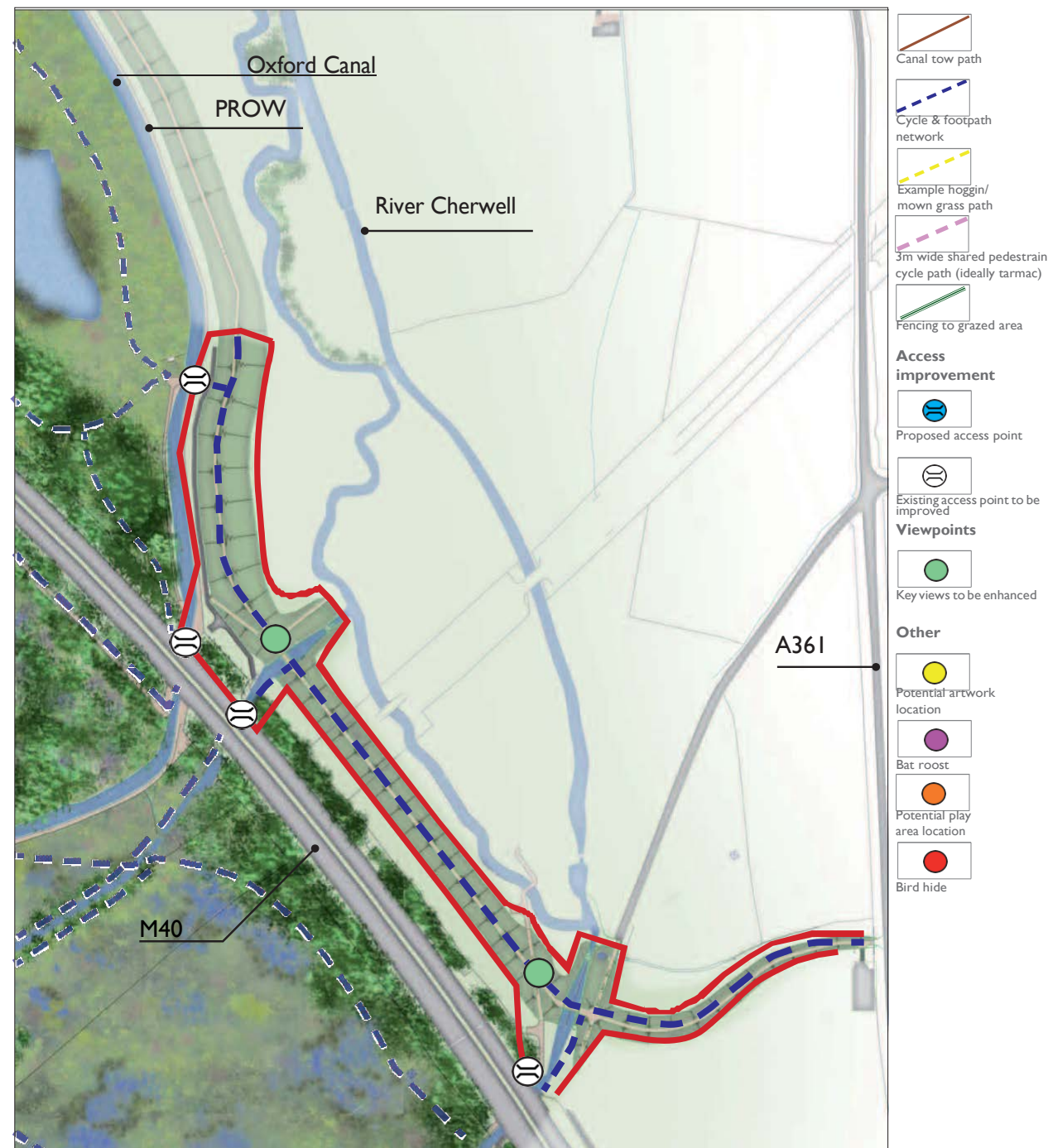
The embankment to remain the responsibility of the Environment Agency as a functioning flood defence.

Phasing (with potential funding sources)

Short term -
Footpath network and access points (Already provided)

Medium term -
Vegetation management (introduced through changed maintenance programme)
Interpretation of flood alleviation scheme
Improved access under M40

Long term -
None proposed



Rural car park with tarmac surface.



Mix of habitats.



Improving routes under M40.

Site photos



Maximise new link to Oxford Canal towpath.

Character Area 5 Roman Meadow

Overall character

Grassland area around a large lake.

Access points

There is a direct link from the new housing at Hanwell View (F). An access is over Canal Bridge 159 (H) and from Area 6 (Railway Arboretum) to the north.

Circulation

Circular route around lake with two linkage points into Area 6 (Railway Arboretum) to the north.

Recreation

Walking and potentially fishing on the lake or kayaking and paddle boarding as more active pursuits.

Ecology

Primary interest is the lake margins which may lead to conflict with a potential fishing use. Soil is nutrient depleted after excavation so could host diverse ground flora profile.

Features

Maximising the existing lake and views across it.

Negative

Presence of M40 to south but this is being screened out by developing woodland planting on the motorway embankment.

Interpretation

Roman archaeology found in the field during its excavation for the flood alleviation scheme.

Management

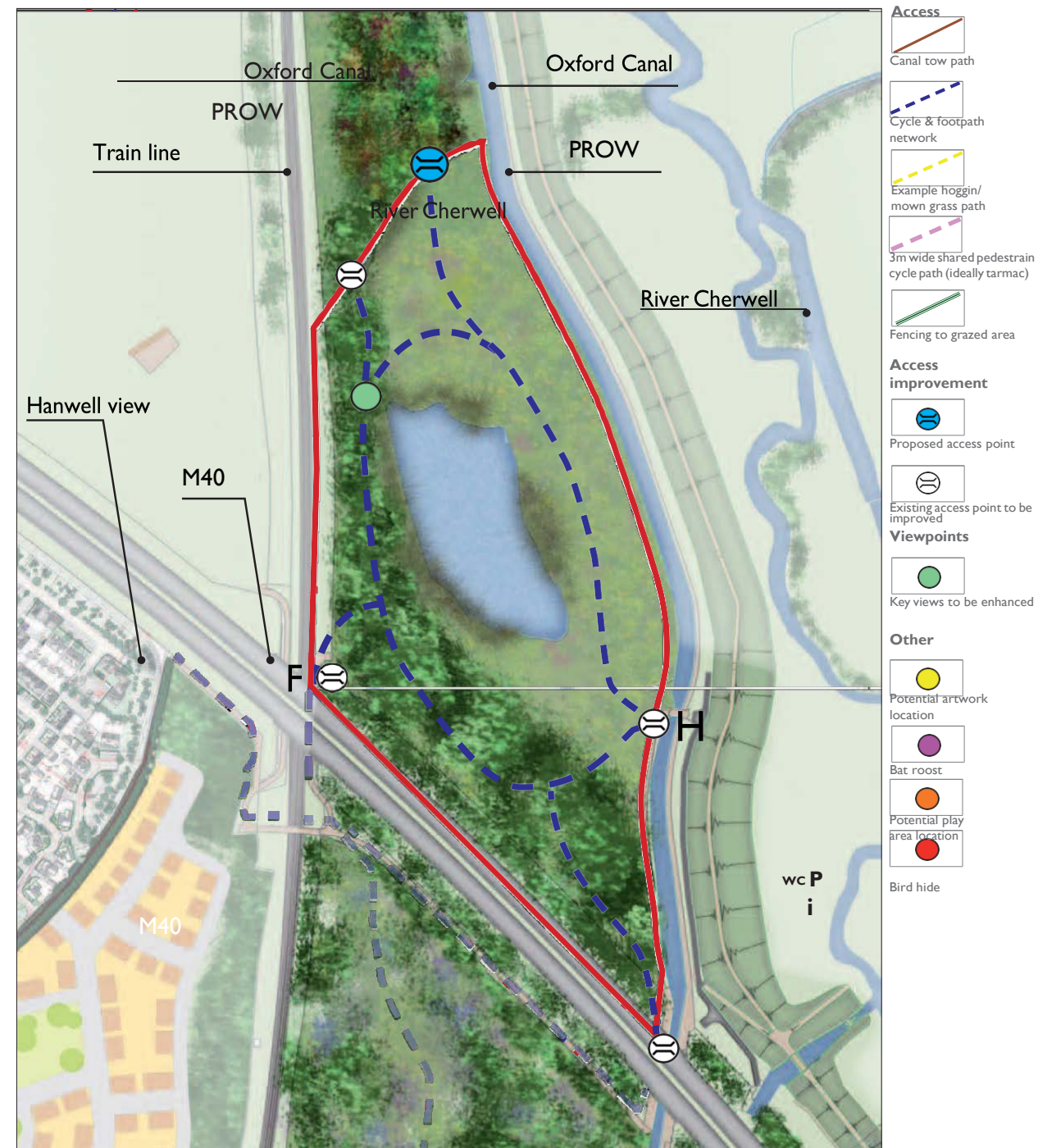
Continue establishment maintenance of the Environment Agency planted woodland and diversification of grassland sward around lake.

Phasing

Short term -
Footpath network and access points

Medium term -
Fishing pegs
Interpretation of Roman archaeology
Secondary access to railway arboretum
Enhanced planting and diversification of woodland

Long term -
Potential improvement to rail bridge



Site photos





Kayak usage of the lake may be appropriate.

Fishing club management of the lake is a possibility.

Triathlon club usage is another potential active pursuit.



Character Area 6 Railway Arboretum

Overall character

Proposed arboretum with a mix of attractive native and non-native trees.

Access points

From Area 5 (Roman Meadow) and via an improved crossing of the Oxford Canal at Bourton Lock.

Circulation

Circular route on mown grass paths to take in the length of this north to south orientated narrow field.

Recreation

Walking and appreciation of trees through tree trail.

Ecology

Likely quieter part of site as it is the furthest from accesses. Possibly of greatest interest to songbirds. Summer flower meadow also a habitat possibility.

Features

Trees themselves will be the greatest features and chosen to provide all-year round seasonal interest. Trees will be of UK provenance. Frame key views into the arboretum to help mark entrance to Banbury for rail users.

Negative

View to the railway.

Interpretation

Tree species and their origins from around the world.

Management

Low key with occasional grass mowing of summer meadows and cutting of verges by side of grass paths.

Phasing

Short term -

Mown grass paths (introduced through changed maintenance programme)

Tree planting or sponsorship

Medium term -

Access point near Bourton Lock

Interpretation of Arboretum

Long term -

Ongoing management



Site photos



Maximise presence of existing trees on site.



Screen neighbouring railway.



Arboretum in autumn.



Arboretum in spring.



Trees with aesthetic value all year around.

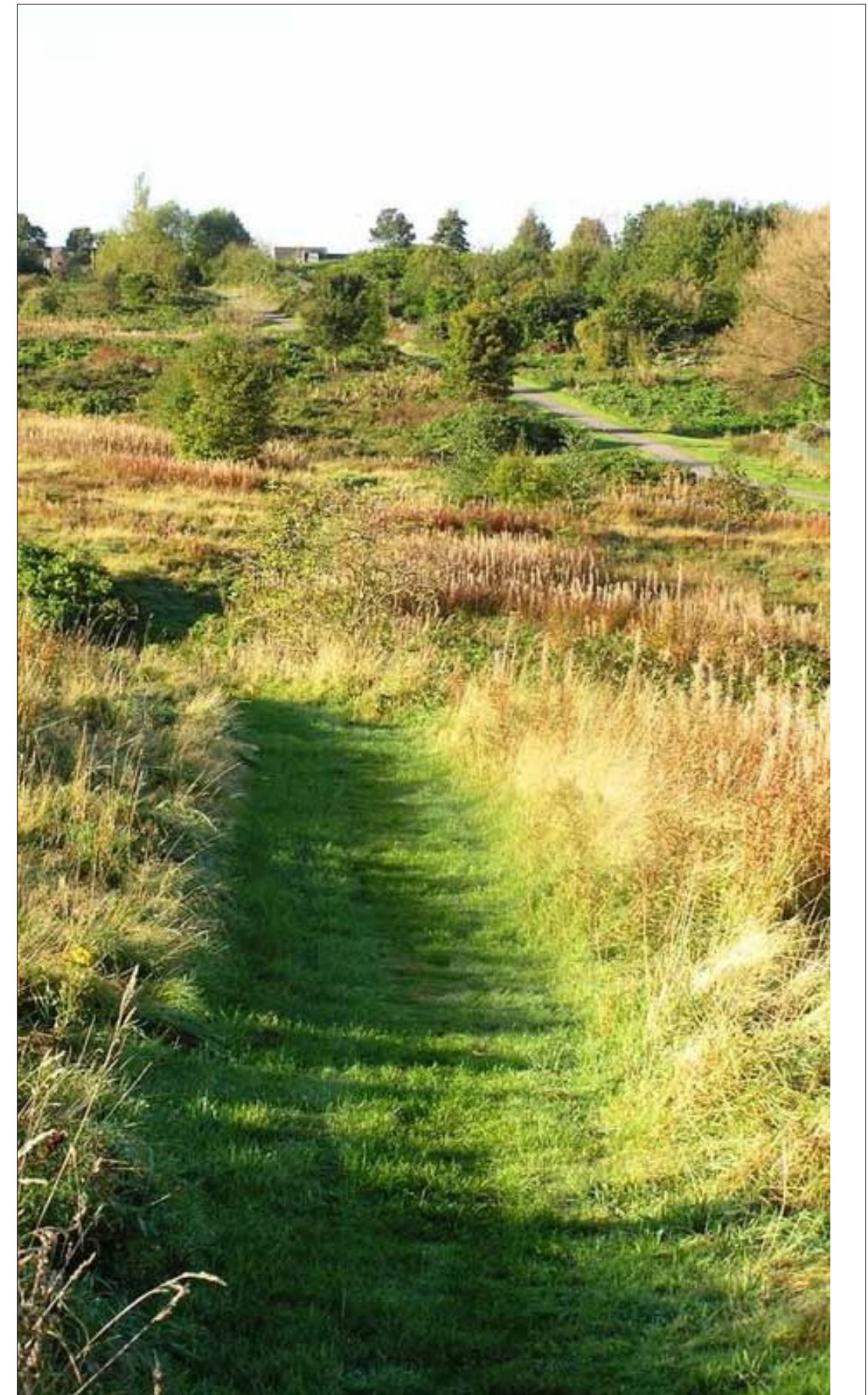
Action Plan, Cost Estimate & Funding

PHASE 1 - SHORT TERM (YEAR 1)	Cost	Funding Method	Organisation
Complete land purchase	£35,000	Capital Reserve	CDC
Structural Surveys on Bridges	£10,000	Revenue	CDC
Bridge supply and construction	£45,000	Capital Reserve	CDC
Stock Proof Fencing	£8,500	Revenue	CDC
Signage/Interpretation Supply and installation	£20,000	Capital Reserve	CDC
Footpath construction works	£95,000	S106	CDC
Park Furniture Supply and installation	£15,500	Revenue	CDC
Fishing platforms installation	£11,000	Revenue	CDC
Total	£240,000		

PHASE 2 - MEDIUM TERM (YEARS 2-3)	Cost	Potential Funding	Organisation
Woodland Planting	£60,000	Woodland Grant	Forestry Commision
Bird Hide	£15,000	Partner	RSPB
Bat Roost	£5,000	Volunteers	BOS
River corridor habitat and water improvements	£12,000	Volunteers	EA/BBOWT
Car Park Construction - West of the Park	£50,000	S106	Developer
Cycle way link Southam Road to the Gateway Retail Outlet	£75,000	Partner	OCC
Total	£217,000		

PHASE 3 - LONG TERM (YEARS 3-10)	Cost	Potential Funding	Organisation
Childrens Play Area	£60,000	CIL/S106	CDC
Public Art	£20,000	CIL/S106	CDC
Improved access into the park from the canal	£20,000	Partner	Canal & River Trust
Improved access into the park from Grimsbury Wood	£5,000	Revenue	CDC/BOS
Habitat improvement works	Time	Volunteers	BBOWT
Community Planting initiatives	Time	Volunteers	CDC/Quadron
Car Park Construction - East of the Park	£70,000	S106	Developer
Total	£175,000		

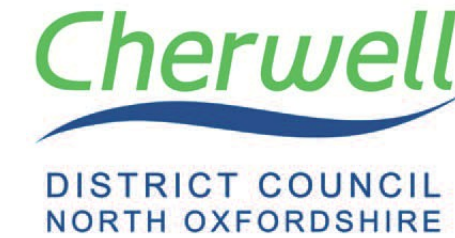
LANDSCAPE MAINTENANCE	Cost	Funding	Organisation
Mowing along side footpaths	£3,008	Revenue	CDC
Weed treatment of paths	£317	Revenue	CDC
Meadow Grazing	£2,000	Revenue	CDC
Bin Emptying	£1,320	Revenue	CDC
Litter Picking	£1,053	Revenue	CDC
Plant Material	£5,000	Revenue	CDC
Furniture Maintenance	£2,500	Revenue	CDC
Total	£15,198		



Funding

There is no single funding stream that will provide sufficient funds to develop the country park in totality as an individual project. However there are a number of smaller individual funds that could be targeted to support different elements of the project. The table below is an initial suggestion of potential funding sources.

Potential funder	Area of interest	Focus of funding
Oxfordshire County Council	Cycle path from Hanwell View to Wildmere Industrial Estate.	Safer, traffic free routes for pedestrians and cyclists.
WREN Landfill Tax Credit Award	Broad ranging community, bio-diversity and heritage projects.	Habitat creation, community linkage to site.
Section 106 Monies	Directed to projects of community benefit.	Footpaths and linkages such as bridge connections.
Cherwell District Council capital budget	All of country park.	Professional support and part adoption.
Heritage Lottery Fund	Matters of heritage interest.	Interpretation and training, Huscote Water Mill.
Thames Water Environmental Investment Fund	Environmental improvement on or near to their facilities.	Grimsbury Wood and improvement to reservoir.
Corporate sponsorship	Banbury benefits from large corporate businesses who may be willing to sponsor items.	Individual projects such as bridges down to smaller elements such as signs.
Environment Agency	Riparian habitats and flood risk management.	Ecological and landscape improvements near river.
Woodland Trust	Woodland creation	Planting of new wood such as Hardwick New Wood
Individual sponsorship	Something close to their individuals area of interest	Park furniture and arboretum trees.
Banbury Ornithological Trust	Birds and their habitat.	Screen hides and interpretation
Oxfordshire Wildlife Trust	All environmental aspects.	Management & maintenance support e.g. grazing flock.
RSPB	Birds and their habitat.	Habitat creation and interpretation.



Berkshire
Buckinghamshire
Oxfordshire



What next?

Now that land acquisitions have been assembled and funding is in place for Phase 1, the following is an outline of the journey ahead to develop a new country park for Banbury:

- Complete transfer of land from Environmental Agency
- Share the proposals with project partners
- Make planning application for change of use
- Raise public awareness of new country park
- Complete Phase 1 works by 31st March 2018
- Firm up commitments/funding bids with partners for Phase 2 works
- Build a friends of group - to assist with the parks management decisions, volunteering and fund raising that public bodies cannot access
- Start to celebrate success, park opening, good news stories – Partner and community involvement
- Implement low key maintenance of the site
- Work with partners to deliver Phase 2 Medium Term
- Submit bids for funding when opportunities arise to find funding for Phase 3 delivery

Country Parks are similar to town parks in that they will change over time and adapt to reflect the interests and needs of their users. The park must remain adaptable and work with the river valley in which it sits instead of against it to be truly sustainable.

All the strands of a wonderful community asset are ready to be pulled together to create a place of real value where people can enjoy themselves surprisingly close to home.



Project Partners

The following groups have supported the development of a Country Park to the north of Banbury and its design process to date. We thank them all and plan to continue to work together so the park has the best chance of establishment and long term sustainability.



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Cherwell District Council

Executive

6 June 2017

<p>Final Business Case: Joint Development Management Service</p>

Report of Head of Development Management

This report is public

The appendices are exempt from publication by virtue of paragraphs 1, 2, 3 and 4 of part 1 of Schedule 12A of Local Government Act 1972

Purpose of report

This report presents the final business case for joint working in Development Management across Cherwell District and South Northamptonshire Councils (hereafter Cherwell or CDC and South Northamptonshire or SNC respectively).

The report recommends the formation of a Joint Development Management Service and in doing so seeks the Executive's agreement for the non-staffing elements of the business cases.

The proposal is part of the wider transformation programme across the two Councils.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the attached final business case and the consultation responses in relation to non-staffing matters as outlined in section 5.1.
- 1.2 To note that the business case will be considered by the Joint Commissioning Committee with regard to staffing matters on 20 June 2017. This will include consideration of the consultation responses from affected staff and trade union representatives.
- 1.3 To approve the non-staffing aspects of the final business case to create a Joint Development Management Service between CDC and SNC, subject to similar consideration and approval by SNC Cabinet on 12 June 2017 and approval of the staffing implications by the Joint Commissioning Committee.

- 1.4 To delegate to the Head of Development Management in consultation with the Leader of the Council any non-significant amendment that may be required to the business case following the decision by SNC Cabinet and/or the Joint Commissioning Committee.

2.0 Background

- 2.1 In December 2015, TJWG considered a report that set out for Members the current context and major reforms underway to the Planning system that need to be considered as part of the service reviews. The report also considered what is common and what is different about the existing services and identified initial options for further consideration.
- 2.2 Following the report to TJWG, business cases were developed for a Joint Design and Conservation Team and a Joint Planning Policy and Growth Strategy Team. These business cases have been consulted on with staff, approved by SNC Cabinet, CDC Executive and JCC and have been implemented.
- 2.3 This business case relates to the Development Management functions of each Council. The draft business case was considered and endorsed by TJWG in February 2017 and by JCC in March 2017. Staff consultation took place between 5 April and 3 May 2017 and a number of changes have been made to the business case as a result of the feedback from staff.

3.0 Report Details

- 3.1 The proposal as set out in the final business case (Appendix 1) is to create a Joint Development Management Service. The draft business case sets out a phased and measured approach to the delivery of shared working and transformation within the service:

Phase 1

Phase one would see the delivery of a shared staffing structure, realising savings of approximately £26,000 each year at management level while protecting overall front-line resource levels and performance in a demand led, income generating service subject to national scrutiny.

Phase 2

Phase two would focus on making better use of existing resources and the benefits of joint working to increase income, particularly from pre-application fees and to reduce other budget overheads (e.g. consultancy support, supplies and services). Phase two would see additional income and efficiency savings totalling £55,000 per year.

Phase 3

Phase three would see the harmonisation of the ICT systems and processes to enable more efficient working particularly from a technical support perspective but across the whole service which would improve performance, customer service and provide some additional capacity to pursue other income generating ideas or deliver further savings. However, it is not possible at this stage to quantify these savings.

3.2 Although the proposal does not meet the full 5% savings target through phase one and phase two and we cannot be certain on the value of phase three savings (Land and Property ICT harmonisation), it is anticipated that the full target of £150,000 will be achieved across the three phases through income generation and cost reduction.

4.0 Conclusion and Reasons for Recommendations

4.1 The recommendation is to establish a Joint Development Management Service between CDC and SNC.

4.2 The draft business case sets out the rationale for establishing the Joint Development Management Service across CDC and SNC.

5.0 Consultation

Group	Summary
All staff in-scope of the business cases.	<p>Staff have engaged positively with the consultation and a significant number of questions were received.</p> <p>A number of comments and suggestions were received relating to the capacity at senior level within the proposed Joint Development Management Service. As a result, this has been reconsidered and the proposed structure has been revised to include Managers and Team Leaders within the Householder and Enforcement teams as well as the Majors and Minor teams.</p> <p>Alternative structures were also put forward including the option of area based teams. These suggestions have been considered and rejected due to the potential impact on performance.</p> <p>A number of comments were also received in relation to the different terms and conditions in place at both Councils.</p> <p>The consultation log will be considered by the Joint Commissioning Committee on 20 June 2017.</p>
Unison Representatives from each Council.	Consultation has been positively received.
Joint Commissioning Committee (JCC)	Endorsed business case for staff consultation.

Transformation Joint Working Group	Endorsed business case for consideration by JCC.
Lead Member for Planning (CDC) and Portfolio Holder for Planning and Environment (SNC)	Endorsed business case and changes made post consultation.
Planning Committees (CDC and SNC)	Engagement sessions with Members of both Planning Committees have been arranged for 30 th and 31 st May. A verbal update on any comments received will be provided at the meeting.

5.1 Consultation with all employees in scope of the proposal and the Unison representatives commenced on Wednesday 5 April and ran for a period of four weeks until 3 May 2017 in line with the Councils' Joint Organisational Change policy.

The consultation period included a joint initial meeting with employees of both teams along with Unison representatives and subsequent meetings with individuals as requested.

All responses received during the consultation period were recorded on a consultation log along with the answers provided.

In total, 76 questions/responses were received to the consultation, which included a number of lengthy submissions.

The majority of questions/comments fell into the following categories:

Comment Category	Response/Action taken
HR and process related questions	A number of questions relating to the ring-fence and assimilation process were responded to.
Management capacity with Householder and Enforcement teams.	The proposed structure has been revised to include a Manager and Team Leader in the Householder and Enforcement teams as well as the Major and Minor teams.
Alternative structure proposals (e.g. area based teams)	These suggestions have been considered and rejected in favour of the proposed model which has had a positive impact on performance at both Councils.
Operational comments and questions.	Operational comments and questions regarding how the team would work across two Councils have been responded to.

We would like to thank the staff who volunteered this information during the consultation process and those who helpfully enabled us to update the business cases.

The consultation logs of comments made by the affected staff and/or their trade union representatives, and the response of management will be considered by JCC on 20 June.

6.0 Alternative Options and Reasons for Rejection

6.1 The following alternative options have been identified and rejected as part of the development of the business case:

Status Quo (No Change)

Retaining the status quo is an option; however this would not deliver the benefits set out in this business case or provide the additional resilience and shared expertise that a joint team could provide at a time of planning reform and following Brexit pressure to support additional growth.

Alternative Joint Staffing Structures

A number of alternative joint staffing structures have been considered, however the proposal set out in the business case is believed to be the most appropriate in terms of maximising the benefits of joint working and delivering savings, whilst maintaining performance.

Outsource Service

Outsourcing is a potential option, and it is understood that companies such as Capita do offer an outsourced service for Development Management. However, given that the majority of duties carried out by the Development Management team are statutory responsibilities, it is not considered appropriate to outsource the service, as it could compromise the planning role of each District Council.

6.2 The approach in the recommendations is believed to be the best way forward. The proposal is to establish a Joint Development Management Service.

7.0 Implications

Financial and Resource Implications

7.1 The proposals as set out in this business case are based on the resource levels currently required at each Council and would deliver an annual staffing saving of £26,000.

Savings*		
CDC	SNC	TOTAL
£13,250	£12,750	(26,000)

* Figures rounded to the nearest £250.

7.2 The level of savings delivered is below the 5% staffing target for joint working business cases and the business case sets out the rationale for only delivering this level of staffing saving. This is primarily because this service area is considered very important in delivering growth and is generating direct income via planning application fees, pre-application charges and indirect income in the shape of

Business Rates, Council Tax and New Homes Bonus. In addition (and since the previous report was written) Government has now decided that Local Planning Authorities can increase fees by 20% if they agree to use the extra income within the planning service. Both Councils have agreed to this approach and will therefore be able to increase fees from July 2017. This will add further income of around £500,000 per year across the two authorities.

- 7.3 Although the proposal does not meet the full 5% savings target through phase one and phase two and we cannot be certain on the value of phase three savings (Land and Property ICT harmonisation), it is anticipated that the full target of £150,000 will be achieved across the three phases through income generation and cost reduction.
- 7.4 There is one potential redundancy resulting from this proposal. During consultation a small number of employees requested to be considered for voluntary redundancy.
- 7.5 Of the employees who have requested voluntary redundancy, one is from an employee who has been ring-fenced to a post and could be at risk of redundancy through the implementation process. It is felt that this voluntary redundancy would be in the best interests of the service and it is therefore recommended to Joint Commissioning Committee that it is accepted. The other voluntary redundancy requests are from employees who are not at risk of redundancy at this stage and are not recommended to be accepted by Joint Commissioning Committee. The redundancy costs are included within the implementation costs as outlined in section 14.5 of the business case and should be split equally between the two Councils, with the costs being funded through earmarked reserves.
- 7.6 Implementation costs of £50,000 are estimated, primarily to cover potential pay protection and redundancy costs, potential ICT costs and to provide a contingency fund.
- 7.7 Based on the estimated implementation costs outlined above and the staffing savings delivered through phase 1, the payback period would be approximately 24 months. This does not include the delivery of further savings and efficiencies from phase two and phase three.

Comments checked by:

Paul Sutton, Chief Finance Officer, 01295 221634

paul.sutton@cherwellandsouthnorthants.gov.uk

HR Implications

- 7.8 It is the traditional approach of CDC and SNC to consult staff and the trade unions on a detailed staffing structure arising from any business case for change, prior to consideration by members. This has the effect of enabling members to consider the views and any representations of the staff and trade unions before making their final decision on any such proposals, and ultimately ensures that the Councils meet their statutory obligations to undertake a meaningful process of consultation prior to a decision being made.
- 7.9 This model has the advantage of allowing staff to identify whether their existing jobs will be deleted, to consider the detailed job descriptions of any proposed new roles

and to identify whether there are any opportunities for promotion or other career aims to be met. They can see whether their hours of work might alter, whether their salaries will change (up or down), or whether their work location will change. They are able to comment upon the proposals in the knowledge that members will give due regard to their comments before making a decision.

- 7.10 The expectation is that existing staff would continue to be employed by their current, respective authority under the pay and terms and conditions of that employing organisation. New and revised job descriptions have been devised to standardise responsibilities across the two organisations. The new job descriptions have been through the job evaluation process at each organisation.
- 7.11 The implementation process will be in accordance with the joint Organisational Change policy. The proposal represents a slight reduction in capacity and as a result the implementation process could result in one redundancy.

Comments checked by:

Mandy Targett, HR Business Partner, 01295 22 1520
mandy.targett@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.12 As with all two way shared services this proposal, if implemented, will be covered by the section 113 agreement (as varied) entered into between the two Councils.
- 7.13 Following the decision of CDC and SNC Councils in February 2015 to approve the final business case for developing the approach to joint working and the delivery of local authority services, all services at both Councils are now included on the policy framework for the consideration of shared working. This means that the decision making process has been streamlined and the approval of draft and final business cases for two-way shared working can be taken by the Joint Commissioning Committee and Cabinet/Executive without the prior need of a decision of full Council.
- 7.14 A decision making timetable is included in Section 17 of the draft business case.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107
kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.15 Section 16 of the draft business case sets out the risk implications of each proposal and how they will be mitigated.

Comments checked by:

Hedd Vaughan-Evans, Business Transformation Project Manager, 01295 227978
Hedd.vaughanevans@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Cherwell: A district of opportunity
Sound budgets and customer focused council

South Northamptonshire: Protect the district
Grow the district

Lead Councillors

Councillor Roger Clarke, Portfolio Holder for Planning and Environment;
Councillor Colin Clarke, Lead Member for Planning.

Document Information

Appendix No	Title
1 - EXEMPT	Joint Development Management Service - Final Business Case
Background Papers	
n/a	
Report Author	Andy Preston, Head of Development Management
Contact Information	0300 003 0109 Andy.preston@cherwellandsouthnorthants.gov.uk

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