

Executive

Performance Management Framework 2012/13 Third Quarter Performance Report

4 March 2013

Report of the Head of Transformation and Corporate Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance for the period 01 October to 31 December 2012 as measured through the Performance Management Framework.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To identify any performance related matters for review or consideration in future reports identified in paragraph 1.4
- (3) To note progress on issues raised in the Quarter two report highlighted in paragraph 1.5

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in the third quarter of 2012/13 measured through the performance management framework. The report covers key areas of performance, these are: performance against the Council's 17 public pledges; financial performance, human resources performance and customer feedback as well as progress against the Corporate Priorities and associated performance measures.

The scorecard also contains performance information surrounding the Corporate Plan, Corporate Equalities Plan, Brighter Futures in Banbury, Major Programmes and Significant Partnerships.

To measure performance we use a 'traffic light' system where Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators and commentary is presented in the appendices to this report.

- 1.2 Although this is primarily a report of corporate performance, the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

1.3 **Proposals**

The Executive is asked to note the significant progress made in delivering the Council's objectives.

Performance Highlights

Particular highlights include:

Cherwell: A District of Opportunity

- 103 affordable homes have been delivered within the district at the end of Quarter three, exceeding the target of 100 homes and supporting opportunities for developing self builds.
- Strengthening the leisure and retail facilities in Banbury and Bicester, Bolton Road is making good progress, a meeting has been held with Aberdeen Properties, and possible design solutions have been taken forward to a meeting with a potential supermarket.

A Cleaner Greener Cherwell

- The Council has been involved in a successful county-wide partnership bid (led by the Health Service) that has secured funding to run the Warm Homes Healthy People scheme again this winter. Extensive promotion is planned.
- Eco Bicester houses are expected to for building to start in early 2013 following discharge of planning conditions and obligations. Building of houses has not started as yet.

A Safe, Healthy and Thriving District

- Oxfordshire County Council has a list of 78 families as part of the Thriving Families group to share with the attendees of the fortnightly Joint Agency and Tasking Coordination Group.
- 75% of grass pitches in South West Bicester Sports Village are constructed (drained and seeded) but work has now been suspended until ground conditions improve in the spring.
- Funding and planning approvals have been given for the new hospital on the existing site. Awaiting financial close and construction is due to start in early

2013.

- Support volunteering across the district – This is now reporting as Green, development through Voluntary Organisations Forum, plus reactive support on one to one basis has been delivered. Volunteering arrangements with Citizens Advice Bureau are now back on track and volunteers have been successfully placed with several organisations.

An Accessible Value for Money Council

- Secure savings of £800,000 to help meet medium term financial deficit has been achieved to date and savings built into the draft 2013/14 budget. (note: by the time of this meeting of the Executive, the budget will have been set).
- Improving our website and access has been furthered by the Webteam and the Customers Services team who meet monthly to review the 'top tasks' features on the homepage to ensure the high demand services are easily accessible online. A re-branding exercise is underway to have the same look and feel across all service pages providing a seamless view for the customer.
- The average speed to answer calls has improved to 1minute 9seconds from 1minute 27seconds, with a decrease of 20.8% calls being abandoned.

1.4 General Overview

The performance management framework allows Councillors to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory, risks to performance are identified or new issues arise. The report also contains direction of travel to highlight areas prior to them becoming an issue. There are a number of such items identified in this report and we recommend officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

Cherwell: A District of Opportunity

- The Brighter Futures in Banbury programme is reporting Amber due to significant changes with the theme leads, this is a potential risk to the programme. Currently the programme is broadly on track with funding support given to the Banbury Street Pastors and also integration with the Thriving Families project supporting some of the most vulnerable families in Banbury.

A Cleaner Greener Cherwell

- The recycling rate is below the 2011/12 outturn due to a growth in landfill tonnage especially since street sweepings can no longer be composted. Landfill tonnage is up 1000 tonnes on last year, half of this is due to a change in policy from the Environment Agency. We continue to strive to increase the recycling rate within the district with a target of above 57% for 2013/2014.

A Safe Healthy and Thriving District

- The roll out of the "best bar none" scheme is reporting as Amber and has done for the last 3 performance reports. A steering group of members and lead assessors (had to be trained) have been identified. This was initially delayed due to assessors requiring training. A meeting held at South

Northants Council has identified a local training course, all assessors will be trained during April 2013. Two day training course has been confirmed in Northampton. Partnership Inspector Storey is currently working on the delivery plan.

- Support the local NHS to retain and develop health services at the Horton General Hospital – This is reporting as Amber. The Community Partnership Network is in transition to examine a range of new roles regarding the health and social care sector reforms. In the meantime Oxford University Hospitals Trust is continuing to respond to a very challenging financial savings target which when coupled with technological improvements in clinical care and continuing national changes and directives to how services are to be delivered means that further service change at the Horton appears inevitable.

An Accessible Value for Money Council

- The number of complaints referred to the Ombudsman for Quarter 3 is 7, an increase of 4 from Quarter two. 6 of these complaints were within Planning and all related to the permission given for two garages. The remainder complaint was regarding business rates.

1.5 Issues raised in the Quarter two performance report with progress for Quarter three. The RAG is included in the below with an indication of whether the issue has been rectified or is on-going.

Issues raised in the Quarter 2 Report	Progress update
Delivering 500 new homes in year is off target with a provisional figure of 121 completions at mid-year	This is still reporting as Red, this is due to an ambitious target, taking into account the current economic climate and has been reported as red all year. However South West Bicester is progressing and Bankside development has been agreed.
Secure implementation of new policy for Developer contributions	This is reporting as Amber this is due to the new policy not yet having been implemented as the focus on the Local Plan has been the priority. It is likely that this target will be red at year end.
Processing of major applications within 13weeks (NI 157a)	This is still reporting as Red, 4 out of 16 applications determined within time. Given the current difficult economic climate and the need to deliver growth, the management approach has been one of ensuring sound planning outcomes (by allowing time to amend applications and negotiate planning obligations) rather than concentrating on the 13 week deadline. With low numbers of major applications the percentage of applications is a volatile measure and this also makes it difficult

	to achieve. Notwithstanding this objective we have reviewed our approach in the light of government proposals and have agreed a set of actions to address performance on majors. Those applications with complex S106 will always be difficult to meet, but the actions should result in improved performance without prejudicing the stated philosophy.
% Planning appeals allowed against refusal decision	This is now reporting Green due to no appeals allowed in Quarter 3

- 1.6 In this report we show that at the third quarter the Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities. The report also highlights a small number of areas which the Council needs to keep under review to ensure targets are met. It also demonstrates the Council's proactive performance of management of issues raised.

Background Information

Progress on issues raised in the last Executive performance review and any change in performance from the last Quarter report.

Quarter three performance report identified areas where targets had not been met or in some areas where emerging issues had been identified. Below are the issues raised and an update on progress.

2.1 Overview of Performance

Paragraphs 2.1 – 2.13 provide a more detailed summary of the Council's performance against its comprehensive performance and risk framework. The detailed performance indicators and commentary against each of these are contained within appendices A to F.

2.2 Corporate Scorecard – Corporate Plan Pledges

The Corporate Scorecard includes the 17 pledges which were included in the 2012/13 Council Tax Leaflet and sent to every household in Cherwell. Of these are 14 Green, 3 Amber and 0 Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

Positive Performance

Resources Directorate

- Improve level of customer satisfaction with our services – Cherwell District Council's new Citizen Panel is in operation, the first Annual Survey has been completed with a satisfaction of 75% achieved.

Community and Environment Directorate

- Deliver 100 affordable homes in the District and support opportunities for self-build and developing self-build skills – Target has been achieved, 103 homes have been delivered at the end of Quarter 3. Homes are now starting to be let in Kingsmere Bicester by Bromford Housing.
- Continue to give Cherwell residents the opportunity to take advantage of low cost discounted insulation under the new Green Deal replaces discount funding - The Green Deal Community Interest Company (CIC) partners have submitted a bid for Dept. for Energy and Climate change (DECC) funding to assist with start-up. A separate start up bid has been made by the council in connection with Eco Bicester (the CIC scheme does not depend on these bids being successful). The Council has been involved in a successful county-wide partnership bid (led by the Health Service) that has secured funding to run the Warm Homes Healthy People scheme again this winter. Extensive promotion is planned.
- Continue working with our partners to provide support to the most vulnerable individuals and families in the District - Oxfordshire County Council now has a list of 78 families to share with Joint Action Tasking and Coordination Group for focussed interviews. This reflects solid partnership working achieved as part of the Brighter Future in Banbury Programme.

Performance Areas of Concern

Resources Directorate

No areas to report

Development Directorate

No Areas to report

Community and Environment Directorate

- Increase the household recycling rate to 60% - Reporting as Amber. Recycling rate is looking to be below 11/12 outturn due to a growth in landfill tonnage especially since street sweepings can no longer be composted. Landfill tonnage is up 1000 tonnes on last year and half this is due to a change in policy from the Environment Agency. Typically Cherwell recycles around 1200tonnes (which equates to 2%) and this is now getting sent to landfill. We are working with County Council to look at other options.
- Reduce the Council's carbon footprint by 4% by further improving the energy efficiency of our buildings and vehicles – Reporting as Amber. There has been a delay in retrieving the data but at mid-year emissions had reduced by 2.8% against the 4% target. There is a risk that the 4% target will not be fully met.

2.4 Corporate Scorecard: Financial Performance

There are two finance targets, relating to predicated variance against revenue and capital budgets. Both are Green. There are no issues of concern at this point.

2.5 Corporate Scorecard: Human Resources

Two Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience. Turnover and sickness are both reporting Green.

2.6 Corporate Scorecard – Customer Feedback

Three key measures are covered: speed of telephone response, customer satisfaction as measured through bi-annual mystery shopping and customer complaints. Speed of response calls is currently reporting Amber as referred to earlier.

2.7 Corporate Programmes

The 'major programmes' template attached as appendix C. This new template reflects the Council's ambitious improvement programme around place based regeneration and development and service transformation to deliver improvement and efficiency.

It should also be noted that the template covers both Cherwell and South Northamptonshire programmes, reflecting the shared nature of the agenda. There is one area reporting as Amber relating to Cherwell detailed below

- ICT Shared Services - While the budget status on this project is green the overall amber status reflects the schedule position with 45% of the work streams currently being at amber with 10%, one work stream being at red. That work stream is the remote access work, the proposed delivery of which is currently not compatible with Windows 8.

2.8 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.

During the last year there have been a number of changes to the legislation and the Council's plans and policies reflect this. As legislation changes Cherwell District Council equalities policies are reviewed. Details in Appendix D – All reporting Green

2.9 Brighter Futures in Banbury

The Brighter Futures in Banbury programme is a long term and strategic priority for the Council and the Cherwell Local Strategic Partnership. It is part of a wider county approach to break the cycle of deprivation and tackle disadvantage. In Banbury the programme aims to address seven key themes:

1. Early Years community learning and young people's attainment
2. Employment support and skills
3. Family support and Not in Education Employment or Training (NEET)
4. Financial Inclusion and Housing
5. Health and wellbeing
6. Safer and stronger communities
7. Performance and Community Engagement

Full Details in Appendix E – Missing data from partners, overall reporting as Amber as detailed above.

2.10 Significant Partnerships

The Council has identified 17 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together. Of these partnerships 7 are county wide (including the County Local Strategic Partnership and its supporting thematic partnerships) the remaining partnerships are specific to the Cherwell district and directly support our strategic priorities. Appendix F – Overall reporting as Green

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 This report presents the Council's performance against its corporate scorecard for the second quarter of 2012/13. It includes an overview of successes, areas for improvement and emerging issues to be considered.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

Option One

- (1) To note the achievements referred to in paragraph 1.3
- (2) To recommend that officers report in the fourth quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To agree the recommendations outlined in paragraph 1.5 and 1.6 identifying areas of improvement and areas of further consideration for review.

Option Two

To identify any additional issues for further consideration or review.

Consultations

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

Implications

Financial:

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

Efficiency Savings – There are none arising directly from this report.

Comments checked by Sarah Best, on behalf of Head of Finance, 0300 0030106

Legal:	There are no legal issues arising from this report. Comments checked by James Doble on behalf of the Monitoring Officer, 0300 0030107
Risk Management:	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 Claire Taylor, Corporate Performance Manager.
Data Quality	Data for performance against all indicators has been collected and calculated using agreed methodologies and in accordance with Performance Indicator Definition Records (PIDRs) drawn up by accountable officers. The council's performance management software has been used to gather and report performance data in line with performance reporting procedures. Comments checked by Louise Tustian, Senior Improvement & Performance Officer.

Wards Affected

All

Corporate Plan Themes

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

Executive Lead Member

Councillor Nicholas Turner
Lead Member for Performance Management and Improvement

Document Information

Appendix No	Title
Appendix A	Performance Summary Scorecard
Appendix B	Corporate Business Plan
Appendix C	Major Programmes
Appendix D	Equalities
Appendix E	Brighter Futures in Banbury
Appendix F	Significant Partnerships
Background Papers	
None	
Report Author	Louise Tustian 2
Contact Information	Tel: 01295 221786 Louise.tustian2@Cherwellandsouthnorthants.gov.uk

CHERWELL DISTRICT COUNCIL

Executive

March 2013

Performance Summary – Corporate Business Plan – Third Quarter 2012

Key to Performance Report

Corporate Priorities		Performance Indicators **	
Green	On track towards outcomes	Green	On or over target
Amber	Making progress	Amber	Up to 10% under target
Red	Not making progress	Red	More than 10% under target

** please note there are monthly, quarterly and annual targets, where appropriate in-year RAG status is adjusted accordingly.

RAG Red Amber Green Status
DOT direction of Travel compared to previous quarter

Contents –
Appendix A – Performance Summary Scorecard
Appendix B – Corporate Business Plan
Appendix C – Major Programmes
Appendix D – Equalities
Appendix E – Brighter Futures in Banbury
Appendix F – Significant Partnerships



Corporate Pledges

A District of Opportunity

Service	Tasks	Q1 RAG	Q2 RAG	Q3 RAG	Latest Commentary
Strategic Planning & the economy	Continue to support skills development, apprenticeships & job clubs in order to reduce the number of young people not in education, employment or training	Green	Green	Green	On track
Strategic Planning & the economy	Complete the local plan as the foundation for economic growth in the district	Green	Green	Green	On track
Regeneration & housing	Deliver 100 affordable homes in the District and support opportunities for self-build and developing self-build skills	Green	Green	Green	103 homes delivered to end of Q3 Target achieved. Homes now starting to be let at Kingsmere Bicester by Bromford Housing.
Regeneration & housing	Continue to strengthen the leisure & retail facilities in Banbury & Bicester Town Centres	Green	Green	Green	Bicester Town Centre redevelopment works are progressing slightly ahead of programme and on target to open in summer 2013 on a date to be advised soon. Recent announcements by Tesco have caused much consternation for all Stakeholders and the site staff are continuing to work to the planned programme Bolton road: Meeting held in December with Aberdeen Properties to discuss ideas and potential occupier interest. Potential design solution is to be taken forward to a meeting with a supermarket operator by Aberdeen Properties architects in January. Spiceball: The Environment Agency have confirmed they are happy with the findings of the environmental works for the Spiceball site which allows working with Scottish Widows architects on potential uses and design.

A Cleaner Greener Cherwell

Environmental Services	Increase the household recycling rate to 60%	Green	Green	Amber	Recycling rate is looking to be below 11/12 outturn due to a growth in landfill tonnage especially since street sweepings can no longer be composted. Landfill tonnage is up 1000 tonnes on last year and half this is due to a change in policy from the Environment Agency
Environmental Services	Improve local residents' satisfaction with street & environmental cleanliness continuing our successful programme of neighbourhood litter blitzes	n/a	Green	Green	The recent Annual Customer Satisfaction Survey placed satisfaction with street and environmental cleanliness at 69%
Environmental Services	Reduce the Council's carbon footprint by 4% by further improving the energy efficiency of our buildings and vehicles	Green	Green	Amber	There has been a delay in retrieving the data but at mid-year emissions had reduced by 2.8% against the 4% target. There is a risk that the 4% target will not be fully met.
Regeneration & housing	Continue to give Cherwell residents the opportunity to take advantage of low cost discounted insulation under the new Green Deal replaces discount funding	Green	Green	Green	Green Deal preparations continue. The Green Deal Community Interest Company (CIC) partners have submitted a bid for Dept. for Energy and Climate change (DECC) funding to assist with start-up. A separate start up bid has been made by the council in connection with Eco Bicester (the CIC scheme does not depend on these bids being successful). Grants to part fund energy efficiency improvements to private rented accommodation (including insulation) continue to be available in the form of Cherwell Energy Efficiency Project (CHEEP) grants. The Council has been involved in a successful county-wide partnership bid (led by the Health Service) that has secured funding to run the Warm Homes Healthy People scheme again this winter. Extensive promotion is planned.

Performance Summary Scorecard

Appendix A

Strategic Planning & the economy	Begin construction of the Eco-Bicester houses	Green	Green	Green	Construction of the houses is expected to begin in early 2013 following the discharge of planning conditions and obligations
A Safe Healthy And Thriving District					
Public protection & Development	Work with local police and licence holders to roll out the "best bar none" scheme which will help make our town centres safer in the evenings	Amber	Amber	Amber	Potential steering group members and lead assessors identified. This was initially delayed due to assessors requiring training. A meeting held at South Northants Council has identified a local training course, all assessors will be trained during April 2013. Two day training course has been confirmed in Northampton. Partnership Inspector Storey is currently working on the delivery plan.
Community Services	Continue working with our partners to provide support to the most vulnerable individuals and families in the District	Green	Green	Green	Oxfordshire County Council now has a list of 78 families to share with Joint Action Tasking and Coordination Group for focussed interviews.
Community Services	Complete the layout of the sports pitches at the South West Bicester Sports Village and finalise plans for the Pavilion	Green	Green	Green	75% of grass pitches are constructed (drained and seeded) but work now suspended until ground conditions improve in the spring. Work to the cycle track is being progressed
Community Services	Inspire young people to take up new sporting opportunities during the Olympic Year	Green	Green	Green	Initiatives delivered with North Oxfordshire School Sports Partnership
Community Services	Support the local health sector in building a new community hospital in Bicester	Green	Green	Green	Funding and planning approvals given for the new hospital on the existing site. Awaiting financial close and construction start in early 2013.
An Accessible Value for Money Council					
Finance & Procurement	Secure savings of at least £800,000 to help meet the medium term financial deficit	Green	Green	Green	Over 100% achieved to date and built in to Draft 13/14 budget.
Transformation	Improve level of customer satisfaction with our services	Amber	Green	Green	CDC's new Citizen Panel is in operation, the first Annual Survey has been completed with a satisfaction of 75% achieved.
IT	Continue to improve our website, the ease of accessing our services & giving feedback online	Green	Green	Green	The Web team and customer services meet monthly to review the top tasks featured on the home page. This ensures high demand services are easily accessible on line. A re-branding exercise is underway to have the same look and feel across all service pages providing a seamless view for the customer.
Financial and Human Resources Performance					
Finance & Procurement	Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Green	Green	Green	-2% at Q3 - refer to Executive Quarter 3 Finance and Procurement Report
Finance & Procurement	Percentage variance on capital budget expenditure against profile (+2%/-5%);	Green	Green	Green	0% at Q3 incl slippage subject to agreement at March Cabinet. Refer to Executive Quarter 3 Finance and Procurement Report.
HR	Staff turnover (voluntary leavers)	Green	Green	Green	There were five voluntary leavers in Q3
HR	Number of days lost through sickness	Green	Green	Green	Average day's sickness per FTE was 4.72 days for April – December which is higher than the same period last year which was 4.06 days. 58% short term absence and 42% long term absence
Customer Services	Speed of response to telephone calls	Red	Red	Amber	Sickness has increased on the same period last year which was 2.7 days per FTE Average speed to answer calls in Q3 was 1 min 9 seconds with 20.8% of calls abandoned

CDC Corporate Priorities 2012-2013

A DISTRICT OF OPPORTUNITY

Work with partners to tackle disadvantage in the district

Tasks	Q1	Q2	Q3	Latest Commentary
Support vulnerable residents through tough times focussing on homelessness prevention and housing advice at current levels of performance	Green	Green	Green	The number of households in temporary accommodation in December was 31. Use of temporary accommodation remains within the target level and so this indicator is on track.
Support local people into work (Job Clubs & apprenticeships) and prepare for the impact of Government reform to welfare and the benefits system	Green	Green	Green	On track
Deliver the Brighter Futures in Banbury programme	Green	Green	Amber	2012/13 programme priorities established. Review of performance indicators and data underway due to extent of changes since Brighter Futures Programme commenced. Funding support given to Banbury Street Pastors. Thriving Families initiative integrated locally within Brighter Futures activities. Whilst the programme is on track the Amber signifies on-going changes with theme leads. There is a risk that reference will suffer due to on-going change.

Balance economic development and housing growth

Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships	Green	Green	Green	
Progress the Community Housing Project with HCA investment partner (31 dwellings)	Green	Green	Green	Good progress being made. First dwellings should be achieved in this financial year.
Deliver 500 new homes including through planned major housing projects.	Red	Red	Red	The Local Plan policies are aimed at achieving economic growth and maintaining housing supply. However market conditions are affecting the level of house building.

Develop a robust and locally determined planning framework

Prepare an Infrastructure Plan for CDC & prepare for introduction of Community Infrastructure Levy	Green	Green	Green	A draft Infrastructure Plan is contained within the Local Plan. Community infrastructure Levy will proceed once the Local Plan is submitted.
Secure implementation of new policy for Developer contributions	Green	Amber	Amber	The new policy has not yet been implemented whilst work has focussed on completing the Local Plan.
Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments	Amber	Green	Green	A number of Conservation Area Appraisals have been completed including the Oxford Canal with SNC. Design guidance is being prepared as part of the pre application forum on all strategic sites in the Local Plan. There are 60 conservation areas in the district and there is a rolling plan to complete 6 per year.

Work to improve the quality and vibrancy of our town centres and urban areas

Progress the commercial development of Bicester Town Centre and consider the plans for development of the community building	Green	Green	Green	Bicester Town Centre progressing well and on target to open as planned summer 2013 The community building is slightly delayed due to the necessary procurement protocol with plans expected to be submitted in March.
Complete a Masterplan for Bicester	Green	Green	Green	The draft Masterplan has been consulted upon and will be completed once the Local Plan is adopted

Tasks	Q1	Q2	Q3	Latest Commentary		
Complete a Masterplan for Banbury	Green	Green	Green	A draft plan is in preparation by White Young Green on behalf of CDC - the concept Masterplan has been adopted by CDC Executive.		
Make progress on the Canal Side Regeneration programme in Banbury	Green	Green	Green	Supplementary Planning Document (SPD) is nearing completion to accompany the preparation of the development programme for the site.		
Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury	Green	Green	Green	The SPD is nearing completion to accompany the preparation of a development programme for the site		
Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
Housing						
Number of households living in temporary accommodation (NI 156)	26	32	33	31	Green ↓	Effective prevention of homelessness continues to ensure minimal use of temporary accommodation
Housing advice: repeat homelessness cases	0	0	1	0	Green →	Effective homelessness prevention continues to ensure zero cases of repeat homelessness
No of affordable homes provided (cumulative)	27	66	100	103	Green ↑	Target achieved
Benefits						
Time taken to process Housing Benefit/Council Tax Benefit new claims and change of circumstances (NI181)	6.06 days	6.88 days	11 days	6.8 days	Green →	Performance slipped back in December due to reduced performance on new claims. However this was compensated by a higher proportion of automatically processed changes. Overall well within target.
Average time taken for new Housing Benefit / C Tax claims	20.38	17.55 days Sept 2012	18 days profiled	17.06 days Dec 2012	Green ↑	Performance remains just within target. However it slipped back significantly compared to the two previous months. This was due to reduced resources available to Capita as staffed used up annual leave entitlement ahead of Capita's leave year ending. This was further compounded by sickness. Moving forward further challenges will be presented by preparation for Year End and significant testing required for the new iworld release. Therefore it is possible that performance in the final quarter will be outside of the target.
Average time taken for Housing Benefit /C tax changes of circumstances	4.97	5.71 days Sept 2012	9 days profiled	5.6 days Dec 2012	Green ↑	A high proportion of automatically processed changes in December mitigated the reduced staff resource at Capita. Consequently performance exceeded the target and is expected to continue.
BV079bi.05 % HB Recovered: Overpayment	87.31 % June 2012	81.56% Sept 2012	78%	83.69% Dec 2012	Green ↑	Consistently above target throughout Q3
BV079bii.05 % HB Recovered: including outstanding	12.76 % June 2012	22.41% Sept 2012	33%	31.91% Dec 2012	Amber ↑	
BV079biii.05 % HB O'Pay: Written Off	0.37% June2 012	1.17% Sept 2012	4%	1.83% Dec 2012	Green ↓	

Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
Development						
Net additional homes provided - NI 154	44	77	500	106	Red ↑	Provisional figures only as all housing must be reconciled officially at the end of a financial year – total so far 227
Processing of major applications within 13 weeks (NI 157a)	50%	16%	60%	25%	Red ↑	4 out of 16 applications determined within time Given the current difficult economic climate and the need to deliver growth, the management approach has been one of ensuring sound planning outcomes (by allowing time to amend applications and negotiate planning obligations) rather than concentrating on the 13 week deadline. With low numbers of major applications the percentage of applications is a volatile measure and this also makes it difficult to achieve. Notwithstanding this objective we have reviewed our approach in the light of government proposals and have agreed a set of actions to address performance on majors. Those applications with complex S106 will always be difficult to meet, but the actions should result in improved performance without prejudicing the stated philosophy.
NI 157b Processing of minor applications within 8 weeks	88%	80%	65%	69%	Green ↓	69 out of 109 applications determined within time in Q3
NI 157c Processing of other applications within 8 weeks	86%	88%	80%	86%	Green ↓	232 out of 270 applications determined in time in Q3
% Planning appeals allowed against refusal decision	0%	77%	30%	0%	Green ↑	No appeals allowed in Q3
Conservation Areas Appraisal target	n/a	4	6	0	Amber	Four conservation area appraisals are nearing completion. The public consultation for Hornton was on 13 December 2012. After a six week consultation period the document will be finalised and submitted in February 2013. Cropredy will be consulted on in January and final document submitted in March 2013. South Newington will be consulted on in February 2013 with final submission in April. North Newington will be consulted on in February 2013 with final document to be submitted in April.
Percentage of Conservation areas with published Management Plans	-	60	100	60	Amber	There are 60 conservation areas and 80 % have character appraisals and 60% have management plans in place
Percentage of houses developed on previously developed land	6	57.1	25	38	Green	The figure is for Q3 only – this is an annual indicator linked with NI 154 net additional homes therefore mid-year figures are only a guide
Supply of ready to develop housing sites – 5 year land supply	62.10 %	n/a	100%	n/a	ANNUAL	At April 2012 there was a 3.1 year land supply for deliverable housing sites which does not meet the government requirement of 5 years plus a buffer.

A SAFE, HEALTHY AND THRIVING DISTRICT

Work with partners to support the development of safe and thriving local communities and neighbourhoods

Tasks	Q1	Q2	Q3	Latest Commentary
Continue to provide wide range of recreational activities/opportunities for young people across district	Green	Green	Green	Recreation Activators continue to provide opportunities across the District
Work with partners to maintain already low levels of crime in the district	Green	Green	Green	All targets on track.
Reduce chronic Anti-Social Behaviour cases	Green	Green	Green	All outstanding Top Ten Anti-Social Behaviour (ASB) cases progressing
Reduce the number of metal theft incidents	Green	Green	Green	Scrap Metal Dealers Act 1963 amended to make the purchase of scrap metal for cash illegal. All scrap metal dealers with premises compliant. Itinerant scrap metal dealers still able to purchase scrap metal from customers if exempt under section 3b of the act. All itinerant dealers on CDC register advised of requirement to seek exemption.
Work with partners and businesses to support public health and safety	Green	Green	Green	Primary Authority Partnership with Sainsbury's still performing well. New Primary Authority Partnership with National Caterers Association (NACSS) being explored.
Support the local community, voluntary and not for profit sectors to play an active role in the district				
Work with the local voluntary sector to provide advisory services for the local community	Green	Green	Green	Quarterly reviews held with Citizens Advice Bureau (CAB) in respect of all aspects of the contract. Full review of contract implementation to be undertaken during Q4.
Support volunteering across the district	Green	Amber	Green	Development through Voluntary Organisations forum plus reactive support on one to one basis as requested. Volunteering arrangements with CAB are now back on track and volunteers have been placed with several organisations.
Provide good quality recreation and leisure opportunities in the district				
Establish the Trust arrangements to secure the long term future of Banbury Museum and maintain access for the community	Green	Green	Green	Project milestones reached. Shadow board have held their first meeting and work streams have been established and progressed as necessary
Support improvement of local health facilities, services and standards across the district				
Work to promote active and independent lifestyles amongst older people	Green	Green	Green	Working with older people groups across the district to help make them more sustainable
Work with partners to deliver 40 active lifestyle sessions monthly for older people	Green	Green	Green	Reduced number of sessions delivered in December due to holidays
Support the local NHS to retain and develop health services at the Horton General Hospital	Amber	Green	Amber	The Community Partnership Network is in transition to examine a range of new roles regarding the health and social care sector reforms. In the meantime Oxford University Hospitals Trust is continuing to respond to a very challenging financial savings target which when coupled with technological improvements in clinical care and continuing national changes and directives to how services are to be delivered means that further service change at the Horton appears inevitable.

Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
Community Safety						
% Residents when asked say they feel safe in town centres	n/a	n/a	54	59	Green ↑	Annual customer survey shows an improvement on previous year
% of nuisance cases dealt with within the prescribed timescale (maximum of 48 hours)	98.78	94.8	96	96	Green ↑	Drop in performance in December due to 2 cases being delayed
% of nuisance cases resolved within 8 weeks	100	99	96	95	Amber ↓	Performance slipped in November but was back on target in December.
Number of anti-social behaviour incidents involving high and medium risk victims	11	8	28	4	Amber ↑	Year to date figure is 23 against a profiled target of 21 No high risk ASB cases received during the quarter. This reflects the early intervention approach taken by the ASB co-ordinator and the team by monitoring repeat callers and responding before the problem becomes chronic.
Reduce all crime incidents reported by 1% (per 1000 Pop)	13.5	14.8	57.2	14	Amber ↓	Profiled target is 43 and mid-year actual is 42.2 Although performance slipped in November overall the district is on a trajectory to make a 1% reduction.
Reduce violence against the person with injury incidents by 5% (per 1000 Population)	0.84	0.9	3.84	0.7	Green ↓	Profiled target is 2.88 and actual is 2.46 Night time economy policing is continuing to impact on levels of violence
Reduce domestic burglary incidents reported by 5% (per 1000 Population)	0.31	0.25	1.44	0.35	Green ↑	123 burglaries from April – Dec (0.9%) Good work at the beginning of the year is keeping the partnership on track although October and November saw a sharp rise in burglary. These spikes occur and are largely due to individuals locally or small teams from out of the area. Police disruption through targeted patrol/interaction with likely suspects and focussed investigation usually recovers the situation.
Leisure						
Increase participation in active recreation by 1% (NI 8)	n/a	n/a	22.4	24.9	Green ↑	Annual figure from Active Survey Dec 2012 - shows increase in sport take up.
Maintain current levels of visits/usage to the modernised district leisure centres, Spiceball, Bicester and Kidlington	309,900	308,409	1,164,756	276,539	Green ↓	SLC and KGLC figures slightly up on December 2011. BLC swimming figures down as a consequence of play "n" teach pool closure. Also to note is Parkwood have upgraded Legend system and have had difficulties pulling off data from the system. Further analysis to be undertaken
Maintain current levels of visits/usage to Woodgreen Leisure, North Oxfordshire Academy and Cooper School	22,018	35,645	88,822	42,145	Green ↑	Sites performing well however some cancellations due to frozen pitches

A Cleaner, Greener District**Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district**

Tasks	Q1	Q2	Q3	Latest Commentary		
Reduce the amount of waste sent to landfill	Green	Amber	Red	Landfill tonnages are almost 1000 tonnes up on last year which is attributed to a change of policy re street sweepings from the Environment Agency		
Maintain the current high levels of customer satisfaction with our recycling and waste collection services	Green	Green	Green	Customer satisfaction levels in the latest satisfaction survey are good. For further information please see associated report		
Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe						
Work with local communities to continue the programme of neighbourhood litter blitzes	Green	Green	Green	Litter blitz programmes on track – next blitz is Glory Farm in January		
Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same						
Work with partners to improve the energy efficiency of homes & enable more residents to achieve affordable energy bills	Green	Green	Green	Continuing to work with United Sustainable Energy Agency (USEA) to improve energy efficiency of homes		
Work with partners to support the development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, to work and spend their leisure time in sustainable ways						
Work with partners to progress the delivery of the vision for Eco-Bicester	Green	Green	Green	The Project Team continues to work with partners to progress the development of Eco Bicester and the delivery of the vision.		
Start work on site for the initial housing development at North West (NW) Bicester	Green	Green	Green	Work expected to start on the housing development at North West Bicester in early 2013		
Ensure continued opportunities for local people to participate in the Eco-Bicester programme	Green	Green	Green	A planning application to extend the use of the Eco Bicester demonstration building was submitted in December. The building will continue to provide opportunities for local people to participate. The project team continues to ensure local people participate for example through press releases, events and websites.		
Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
Environmental						
Percentage of waste recycled or composted	60.1	60	60	58	Amber ↓	Recycling rate is similar to last year but composting is up and dry recyclates is down. Street sweepings are now excluded
Residual household waste per household in kgs per hh	107 kg	109kg	not set		n/a	
Number of fly tips – cumulative figure with annual target	96	210	467	359	Green ↓	
Number of risk based food premises inspections completed	180	341	464 profiled	515	Green ↑	Performance is good and we are ahead of the planned target for this time in the year. January and February however are busy months and this will reduce this early lead.

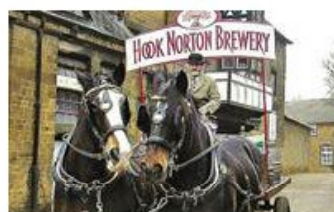
An Accessible, Value for Money Council

Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services

Tasks	Q1	Q2	Q3	Latest Commentary
Develop and implement an effective approach to address the financial impact of Government welfare reform	Green	Green	Green	Local Government Resources Review (LGRR) project is managing requirements and analysis
Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery	Amber	Amber	Amber	Reflected in budget plans
Work with partners to reduce Council costs				
Implement/embed shared back office systems to secure efficiencies	Green	Green	Green	On-going and on track – HR and Legal outstanding
Implement a Shared ICT service	Green	Green	Green	Phase two of the programme of ICT standardisation is currently being undertaken and the November Programme highlight report is reporting Green and on target. An additional temporary ICT desktop resource is in place to help mitigate a 44% increase in service requests.
Explore further opportunities with partners to share or provide services, thereby reducing costs or maximising income	Green	Green	Green	Discussions continue
Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance				
Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity	Green	Green	Green	Performance reports published regularly
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	Green	Green	Green	The new citizen's panel has been consulted with the community and the satisfaction results are positive. See separate Annual Satisfaction report for further details on the results. Overall Satisfaction with services provided has increased from 68% to 75%.
Work to ensure we provide good customer service through the delivery of high quality and accessible services				
Improve levels of satisfaction with and access to information provided by the Council	Green	n/a	Green	The new citizen's panel has been consulted with the community and the satisfaction results are positive. Levels of satisfaction with access to information have increased, Chenwell Link remains the most popular source of information about the Council increased from 57% to 66%.
Improve access to services and advice by increasing online payment and appointment options	Green	Green	Green	Online forms have been developed and are available on our website for Planning, Enforcement and Planning Pre App enquiries. Access to webcasting is now available on mobile and tablet devices. Currently in the process of moving to a hosted online forms package.
Performance Measure	Q1	Q2	Target 12/13	RAG & DOT
Finance				
Percentage of Council Tax collected	29.82	57.93	87 profiled	Amber ↑
Percentage of NNDR collected	32.91	60.04	87.5 profiled	Green ↑

Performance Measure	Q1	Q2	Target 12/13	Q3	RAG & DOT	Progress commentary
Percentage of Invoices paid within 30 days	98.2	98.9	98.3	98	Green ↓	Christmas period resulted in invoices being delayed
Customer Services						
% Telephone calls abandoned	9.9	9.8	10	20.8%	Red ↓	Average length of call waiting is 1 minute 09 seconds
Number of Stage One complaints received	49	48	228	35	Green ↑	
Number of Stage Two complaints received	3	3	8	5	Amber ↓	
Number of Stage Three complaints received	6	1	4	1	Red →	8 received so far this year against a target of 4 for the year
Number of complaints referred to Ombudsman	9	3	19	7	Red ↓	During Q3 7 Ombudsman complaints were received. The six in Planning all related to the permission given for two garages and there was another case regarding business rates.
Car parking revenue	£381,445	£416,820	£1,512,811	£331,302	Green ↓	Drop in income due to festive free parking periods Total income to date £1,129,567 v target of £1,129,313

Business Plan 2012/13



Introduction

Welcome to Cherwell District Council's business plan for 2012/13. This document sets out the Council's aims and objectives for the coming year, taking into account the priorities and aspirations of the communities and people who live and work here. Our business plan is based on a strategic understanding of the challenges and opportunities facing our district and consultation with local businesses and residents to determine local requirements. In 2008 we set out four priorities in our corporate strategy and improvement plan. This business plan represents the final year of that 5 year strategy.

During 2011/12 the Council has continued to deliver high quality services, new projects and innovations. Some highlights include:

- our work to support local people in times of economic hardship through our job clubs and apprenticeship schemes
- the delivery of over 100 affordable new homes in the district
- commencing work on the redevelopment of Bicester Town Centre
- working to support the voluntary sector with a new advisory and volunteering contract established with the Citizen's Advice Bureaux improving access to advice services for residents across the district
- ensuring high rates of recycling, street cleanliness and neighbourhood litter blitzes to improve the quality of our local environment

Looking forward we face many opportunities and challenges and during 2012/13 we are no less ambitious. Our capital programme outlines projects in excess of £18m which will bring direct benefit to the district; these include redevelopment in Banbury and Bicester town centres, investment in both affordable housing and sports provision within the district.

2012/13 is the third year we have frozen council tax. We have been focused in our pursuit of efficiencies, working to make savings in the way we run the Council whilst protecting frontline services. An example of this is our innovative partnership with South Northamptonshire Council where a joint Chief Executive and Senior Management Team will save the Council a total of £686,000 per year whilst maintaining our core and frontline services.

During 2012/13 we are aiming to make further efficiency savings of £800,000 and to maintain existing levels of performance across core services. This business plan outlines our performance pledges for the year, our major projects and key objectives. We remain committed to working effectively with our partners to ensure high quality services are delivered in times of financial constraint. We are also keen to use the new freedoms for local communities and public service providers to provide better and more locally determined services.

We hope you find this business plan useful, and if you have any feedback or would like to discuss the business plan in more detail please get in touch using the contact details on page 13.

Councillor Barry Wood



Leader of Cherwell District Council

Sue Smith



Chief Executive, Cherwell District and South
Northamptonshire Councils

An overview of Cherwell

Cherwell District covers an area of 590 square kilometres (228 square miles) in north Oxfordshire. Named after the River Cherwell which flows through it, the District is located between London and Birmingham, at the most northern point of the South East region, where it meets the West Midlands and East Midlands. Cherwell borders Oxford City, South Oxfordshire, Vale of White Horse, West Oxfordshire, Aylesbury Vale, South Northants and Stratford on Avon Districts. The M40 passes through Cherwell and there are good rail connections to both London and Birmingham.

Approximately 137,600 people live in the district with more than 62 per cent of the population living in the principal centres of Banbury, Bicester and Kidlington; the remainder in more than 70 smaller settlements of between 50 and 3,500 people. The majority of the District (85 per cent) is made up of attractive farmland with 14 per cent lying within the Oxford Green Belt, contributing to making Cherwell the twelfth least densely populated district in the South East.

The District also has a rich built heritage, with approximately 3,000 listed buildings and more than 50 conservation areas. The population of Cherwell increased by almost 12 per cent between 1991 and 2001 and has increased by at least 4.5 per cent since then. Growth predictions of a further 8 per cent by 2016 and a cumulative 15.6 per cent by 2026 are significantly higher than regional and national rates. Most of the recent growth has been in the towns of Banbury and Bicester and this will continue. Bicester's population is projected to grow by 13.8 per cent between 2001 and 2016. The Council is working with its partners to ensure that the levels of housing growth required across the District can be accommodated, while protecting and enhancing the character of our urban centres, villages and landscapes.

Cherwell's population's profile is changing. The 2001 Census showed that 3.9 per cent of the district's population was of non-white ethnic origin. These low numbers were generally highly dispersed, apart from high concentrations in some Banbury wards (such as Grimsbury where 10.9 per cent was of black or minority ethnic origin). 2006 estimates indicate that the non-white population has grown to 5.9 per cent overall. In 2001 7.5 per cent of the population considered themselves to belong to a group other than white British. By 2006 this had grown to 10.7 per cent. Research and experience demonstrates that this growth has come and continues to come from migrant workers from Polish and other Eastern European communities.

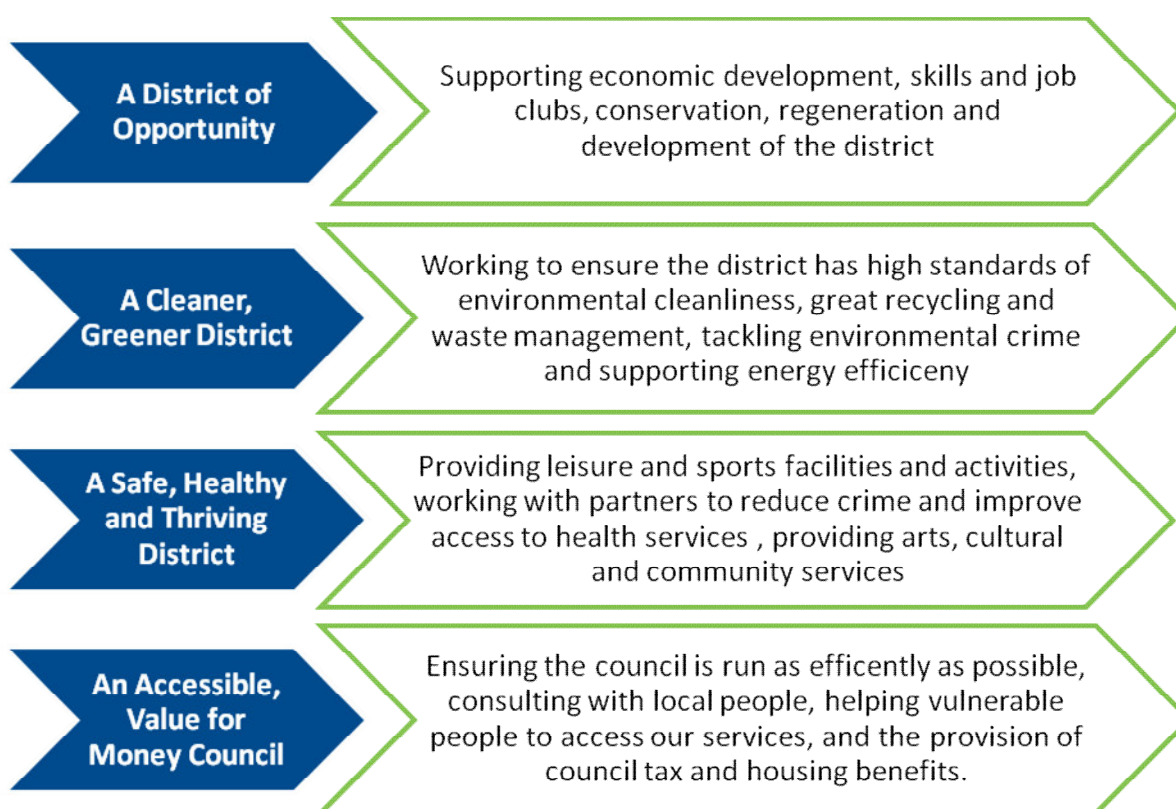
Cherwell now has the highest proportion of 0-15 year olds in Oxfordshire and there is strong demand from parents and their children for affordable activities for young people. By 2031 the population is forecast to age dramatically, with numbers in each of the over 65, over 75, and over 85 bands increasing by at least 23 percentage points above national rates, and by more than 47 percentage points for over 85s. We have to continue anticipating the future services required by our older population, building on our strong track record of ensuring the needs of older residents are met. The Council is focused on ensuring that our services are accessible to all people living in the District.

For more information about the county and district go to <https://data.oxfordshireobservatory.info/IAS/>

Council Priorities and Business Plan 2012/13

Our long term vision for the district is ambitious. Working with our partners in the public, private and voluntary sectors we are aiming to build a district with a diverse economy. We are working to secure opportunities for all, and to help grow vibrant, thriving communities connected by a sense of pride, place and purpose.

To help deliver this vision the Council has four strategic priorities. These priorities shape the work we do, our services, plans and major projects. They are outlined below:



Our business plan for 2012/13 is based around these four strategic priorities, with each having a set of key objectives, actions and targets. These are outlined in more detail on pages 5 to 8. In addition to our strategic priorities we have an ambitious programme of projects which will help to deliver long term benefits to the district. These are:

- ➔ **Eco-Bicester** delivery of the Eco-Bicester development, helping to provide an innovative and sustainable place to live and work
- ➔ **Bicester Town Centre Redevelopment** improving the retail and leisure offer in Bicester town centre
- ➔ **Banbury Brighter Futures** working to address disadvantage and health inequalities in Banbury town

- **Joint Working and Service Transformation** reducing the base cost of back office services to protect frontline and core service delivery

A District of Opportunity

Work with partners to tackle disadvantage in the District.

- Support vulnerable residents through tough times focusing on homelessness prevention and housing advice at current levels of performance
- Work with our partners to reduce the number of young people not in education employment or training across the district
- Support local people into work (job clubs and apprenticeships) and prepare for the impact of the Government reform to welfare and the benefits system
- Deliver the Brighter Futures in Banbury programme

Balance economic development and housing growth.

- Deliver 500 new homes including through planned major housing projects
- Deliver 100 affordable homes in the district
- Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships
- Progress the Community Housing Project with HCA investment partner (31 dwellings)

Develop a robust and locally determined planning framework.

- Complete a draft local development framework and submit for adoption
- Prepare an Infrastructure Plan for Cherwell District and prepare for introduction of Community Infrastructure Levy
- Secure implementation of new policy for Developer contributions
- Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments

Work to improve the quality and vibrancy of our town centres and urban areas.

- Progress the commercial development of Bicester Town Centre and consider the plans for development of the community building
- Complete a Masterplan for Bicester
- Progress Canalside regeneration & redevelopment of the Bolton Road area in Banbury.



A Cleaner, Greener District



Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district.

- Increase the household recycling rate to 60%
- Reduce the amount of waste sent to landfill
- Maintain the current high levels of customer satisfaction with our recycling and waste collection services

Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe.

- Improve levels of residents' satisfaction with street and environmental cleanliness
- Work with local communities to continue the programme of neighbourhood litter blitzes

Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same.

- Reduce the Council's carbon footprint by 4% (includes buildings, fleet mileage etc.)
- Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills

Work with partners to support the development of Eco-Bicester as a national exemplar, creating a vibrant place where people choose to live, to work and spend their leisure time in sustainable ways.

- Work with partners progress the delivery of the vision for Eco-Bicester
- Start work on site for the initial housing development at North West Bicester
- Ensure continued opportunities for local people to participate in the Eco-Bicester programme



A Safe, Healthy and Thriving District

Work with partners to support the development of safe and thriving local communities and neighbourhoods.

- Continue to provide a wide range of recreational activities and opportunities for young people across the district
- Work with partners to maintain already low levels of crime in the district
- Work with partners and businesses to support public health, safety and environmental protection

Support the local community, voluntary and not for profit sectors to play an active role in the district.

- Work with the local voluntary sector to provide advisory services for the local community
- Support volunteering across the district
- Adopt an integrated community development approach to ensure the Council's provides value for money and addresses local need

Provide good quality recreation and leisure opportunities in the district.

- Progress the sports pitches at the South West Bicester sports village
- Maintain current high levels of visits/usage to district leisure centres
- Establish the Trust arrangements to secure the long term future of Banbury Museum and maintaining access for the community

Support improvement of local health facilities, services and standards across the district.

- Work to promote active and independent lifestyles amongst older people
- Support the local NHS to retain and develop health services at the Horton General Hospital
- Continue to support new and improved health services in Bicester and the surrounding area



An Accessible, Value for Money Council

Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services.

- Develop and implement an effective approach to address the financial impact of Government welfare reform
- Understand and plan for the implications of the Local Government Resources Review specifically the changes to localisation of business rates and council tax benefit
- Secure savings of £800,000 taking account of the national changes to Local Government Funding
- Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery.

Work with partners to reduce Council costs.

- Implement/embed shared back office systems and services to secure efficiencies
- Implement a shared ICT service
- Explore further opportunities with partners to share or provide services, thereby reducing costs or maximising income

Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance.

- Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity
- Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities

Work to ensure we provide good customer service through the delivery of high quality and accessible services.

- Improve levels of customer satisfaction with our services
- Improve levels of satisfaction with and access to information provided by the Council
- Improve access to our services and advice by increasing online payment and service options

Performance Pledges 2012/13

Every year from the key objectives and actions detailed across our strategic priorities several are highlighted as performance pledges. They are key activities that reflect local priorities and these pledges demonstrate our commitment to the delivery of important local services and new projects to help make Cherwell a great place to live. Our pledges are included within the council tax leaflet that goes to every household in the district, every quarter the Council's Executive reviews progress and in our annual report, published at the end of each financial year. For 2012/13 our pledges are:

A District of Opportunity

- ➔ Continue to support skills development, apprenticeships and job clubs in order to reduce the number of young people not in education, employment or training.
- ➔ Deliver 100 affordable homes in the district and support opportunities for self build and developing self build skills
- ➔ Continue to strengthen the leisure and retail facilities in Banbury and Bicester town centres.
- ➔ Complete the local plan as the foundation for economic growth in the district.

A Cleaner, Greener District

- ➔ Increase the household recycling rate to 60%
- ➔ Improve local residents' satisfaction with street and environmental cleanliness continuing our successful programme of neighbourhood litter blitzes.
- ➔ Reduce the Council's carbon footprint by 4% by further improving the energy efficiency of our buildings and vehicles.
- ➔ Continue to give Cherwell residents the opportunity to take advantage of low cost, discounted insulation until the new Green Deal replaces discount funding.
- ➔ Begin construction of the Eco-Bicester houses.

A Safe, Healthy and Thriving District

- ➔ Continue working with our partners to provide support to the most vulnerable individuals and families in the district.
- ➔ Support the local health sector in building a new community hospital in Bicester
- ➔ Complete the lay out of the sports pitches at the South West Bicester sports village and finalise plans for the pavilion.
- ➔ Inspire young people to take up new sporting opportunities offered throughout the district during the Olympic year.
- ➔ Work with the local police and licence holders to roll out the 'best bar none' scheme which will help make our town centres safer in the evenings.

An Accessible, Value for Money Council

- ➔ Secure savings of at least £800,000 to help meet the medium term financial deficit

- ➔ Improve levels of customer satisfaction with our services.
- ➔ Continue to improve our website, the ease of accessing our services and giving feedback online

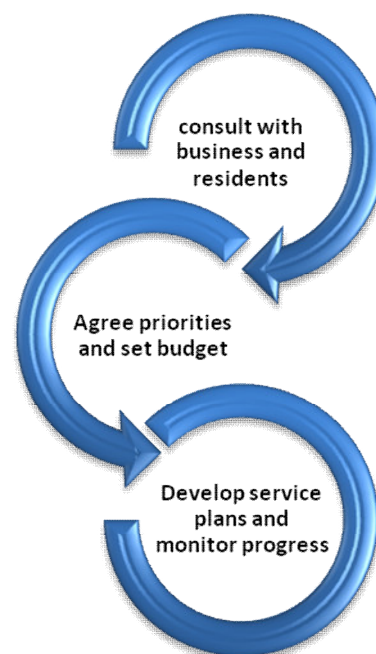
A focus on delivery

Performance, accountability and transparency

As part of our annual business planning process we follow a clear cycle. We consult with business and residents to understand local priorities, we work with our partners to agree priorities and objectives and set a budget to deliver them, finally our services develop plans to ensure we meet our commitments and we monitor and report upon our progress.

During operational service planning every staff member has a performance appraisal and is set targets and objectives to ensure they are working to meet the Council's priorities.

We report our performance on a quarterly basis and it is reviewed by the Executive. This role is undertaken by the lead Executive Member for performance and organisational change. A monthly performance briefing note is also published on our website.



Improvement and Innovation

The Council has robust plans in plans to deliver improvement and increased efficiency given the challenging national economic circumstances currently being faced.

During 2012/13 we have a transformation programme that aims to deliver savings of at least £800,000. We will achieve this through mixture of exploring opportunities for joint working with neighbouring authorities and a good example of this is our plan to develop a shared ICT service during 2012. We will also work with our suppliers to identify procurement savings, reduce our energy costs, increase the amount of our services that can be accessed online and generally improve our business processes.

As well as working to reduce our basic costs we are focused on delivering improvement through innovation. Over the last few years we have developed a number of innovative approaches and for 2012/13 some of our show case projects include development of Eco-Bicester, the Bicester town centre redevelopment and work to regenerate Bolton Road in Banbury. Our Miller Road housing project aims to improve skills for local young people and deliver self-build affordable housing, this work will continue during 2012/13 and has been shortlisted for a national innovation award by the Local Government Chronicle.

Reporting our performance

Every quarter we review our performance. The table below outlines our performance scorecard. As with any business we report on a number of measures which reflect the council's priorities and core activities. These include the performance pledges, customer feedback and resources. We also review our business plan targets, the performance of key council services, major programmes and projects and our work with commercial and voluntary sector partners.

This approach helps to ensure we monitor the performance of our whole organisation. Where we identify issues we report actions to be taken to the Executive.

Details about our performance and expenditure are published on a monthly basis and can be found on the finance and performance pages of our website. www.cherwell.gov.uk



Managing our Resources

As a result of the comprehensive spending review in 2010 it was announced that the Council would receive a 26% reduction in formula grant for the period 2011/12-2014/15. Cherwell District Council has a strong track record of delivering significant efficiency savings and since 2007/08 we have reduced our base budget by 33%. For 2012/13 we have met the challenge of setting a robust budget in line with our priorities. The revenue budget for 2012/13 is outlined below.

Revenue Budget 2012/13

Strategic Priority	2012/13 Budget	Spend per Head of Population	% spend by strategic priority
	£'s Net	£	%
A District of Opportunity.	4,225,073	30.51	32%
A Cleaner Greener Cherwell.	4,130,962	29.83	31%
A safe, healthy and thriving Cherwell.	2,546,326	18.39	19%
An accessible , value for money council	2,340,247	16.90	18%
Total Net Service Expenditure	13,242,608	95.61	
Centrally Controlled Items	1,416,624	10.24	

Total Net Expenditure	14,659,232	105.86
------------------------------	-------------------	---------------

Capital Budget 2012/13

The Council also has an ambitious capital programme and an aspiration to regenerate the two market town towns of Banbury and Bicester whilst not forgetting to invest adequate financial capital resources across the rest of the district for the people who live and work here. We aim to do this by delivering high quality programmes which will significantly boost the economic prosperity of the area and create much needed jobs and investment.

Cherwell District Council has a main Capital Investment Programme for 2012/13 with some schemes going up to 2014/15. The total cost of the strategy is £18.7m of which £13.7m is planned to be spent in 2012/13. The programme is funded through a mixture of grants, capital receipts and other Council resources.

Like all public sector organisations, we face challenging economic conditions. The main schemes into which the capital investment is being focused, will help to achieve better housing conditions, improved vehicles for refuse collection and recycling, and more environmentally friendly facilities for the tax payers of the district to use. The table below shows the schemes approved for the 2012/13 Capital Programme.

Capital Scheme	Profile for 2012/13	New Schemes 12/13	
		Capital Bid Scheme Title	2012/13 £000s
Bicester Town Centre Redevelopment	£5,000,000	Ferriston Roof Repairs	£18,500
South West Bicester Sports Village	£829,000	Thorpe Way Roof Repairs	£10,000
Bicester Pedestrianisation	£250,000	Discretionary Housing Grants	£325,000
Sports Centre Modernisation Programme	£249,000	Mandatory Disabled Facilities Grant	£860,000
Old Bodicote House	£236,000	Cherwell Community Led Housing Programme	£2,333,332
Land Claypits Lane Bicester	£187,000	District of Opportunity	£3,546,832
Purchase of Temp Accommodation Bryant House and Edward St	£132,000	Recycling Bank Replacement Programme	£25,000
Disabled Facilities Grants	£100,000	Environmental Services Vehicle Replacement Programme	£425,000
Bicester Cattle Market Car Park Phase 2	£90,000	Environmental Improvements Grimsbury	£30,000
Dashwood Road Affordable Housing	£66,000	Cleaner and Greener	£480,000
A selection of additional schemes each totalling under £50,000	£310,000	Biomass Heating for Bicester Leisure Centre	£385,000
		Energy Efficiency Projects	£80,000
Total	£ 7,449,000	ICT Infrastructure (Business Case)	£220,000
		Accessible Value for Money	£685,000
Grand Total	£12.2 m	TOTAL	£4,711,832

More details about our budget can be found in the Council's budget book which accompanies this document and is available on the finance pages of our website. www.cherwell.gov.uk

Getting in touch

Throughout the year the Council provides opportunities for local people to have their say. Whether this be through customer satisfaction surveys, budget consultation, consultation on new projects and services, talking to local business organisations or feedback via our link-points or web site we are keen to listen to what people like and what needs to be improved. Our consultations are published on our one-stop consultation portal which can be found at:

<http://consult.cherwell.gov.uk/portal/>

However, if you would like to feedback back about any other matter you can do so using the contact details below.

Click 	Consultation inbox: consultation@cherwell-dc.gov.uk To find and email your ward councillor: http://modgov.cherwell.gov.uk/mgFindCouncillor.aspx
Call 	The Performance and Consultation team: 01295 221575 Customer Services: 01295 227001
Write 	The Performance and Consultation Team Bodicote House Bodicote Banbury Oxfordshire, OX15 4AA

For general enquiries our contact details are via the web site www.cherwell.gov.uk or the customer service team 01295 227001.

Alternative formats

This document is available in alternative formats and languages, please contact 01295 227001:

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać. 01295 227001

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ। 01295 227001

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。01295 227001

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔
01295 227001



Major Programmes 2012/13 : Quarter 3

Programme	Council	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Quarter 3 31/12/2012	Direction of Travel	Comments on Performance
Place Programme						
Eco Town Bicester	Cherwell District Council	A	G	G	⇨	The exemplar planning permission is the first eco-town planning permission to be granted nationally. A business case for the business centre is currently in development.
Bicester Town Centre	Cherwell District Council	G	G	G	⇨	The main structure are in place and external cladding is being applied. The car park decking is almost complete. All slippage has been recovered and the project is back on track.
Banbury Brighter Futures	Cherwell District Council	G	G	G	⇨	2012/13 programme priorities established. Review of performance indicators and data underway due to extent of change since BF Programme commenced. Funding support given to Banbury Street Pastors. Thriving Families Initiative integrated locally with BF activities.
Moat Lane	South Northants Council	G	G	G	⇨	The full application has been made and is being considered by the Planning Department with a planned determination date of February 14 2013. Progression has been made with regards to determining the archaeology mitigation works required by the County archaeologist. These will start in January in conjunction with the demolition works, and will take approximately six weeks.
Silverstone	South Northants Council	G	G	G	⇨	The Silverstone UTC Groundbreaking ceremony took place on Friday 14 December 2012. At the project steering group that day Gresham college confirmed they now have appointed the Principal Designate, Neil Pattinson, previously chief engineer at McLaren Automotive. Planning approval for the Silverstone UTC was granted by SNC Development Control Committee on 1 November 2012 for the construction of a new school within the circuit, catering for up to 576 students between the ages 14 -19. Enabling works and construction commenced on site at the beginning of December and will be the first building as part of Phase 1 of the Silverstone Masterplan.
Sustainable Urban Extensions Brackley	South Northants Council	G	G	A	⇩	The project is moving towards a conclusion with all the work now focussed on issuing a decision notice. Progress is currently delayed due to landowners seeking increased value which could have an impact on the viability of the scheme in the long term.
Sustainable Urban Extensions Towcester	South Northants Council	A	A	G	⇧	The applicant is now working towards requirements of the agreed PPA and has submitted amended plans. Consultation is under way. Work is about to start on design standards and viability testing. Other key issues that still need to be resolved are education provision, the relief road and community infrastructure contributions.
Transformation Programme						
ICT Shared Services	Cherwell District Council & South Northants Council	G	A	A	⇩	While the budget status on this project is green the overall amber status reflects the schedule position with 45% of the workstreams currently being at amber with 10% , one workstream being at red. That workstream is the remote access work, the proposed delivery of which is currently not compatible with Windows 8.
Service Transformation	Cherwell District Council & South Northants Council	G	G	G	⇨	Service Transformation is currently still at the project definition stage but has a green status because planning and definition work on some of the key elements such as SNC relocation and EDM scoping and business case preparation is under way

Corporate Equalities Plan 2012/13 : Quarter 3

	Quarter 1 30/06/2012	Quarter 2 30/09/12	Quarter 3 31/12/2012	Comments on performance
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	G	G	G	Effective consultation events this quarter have included both the Cherwell Disability forum and Faith Forum consulting on the following topics: Stop Hate UK launch in Cherwell, Impact on the Community with regards to the forthcoming Welfare Reform
To improve our services to the older generation within the Cherwell district	G	G	G	No information has been provided this quarter - to be updated Q4
To ensure all our services both internal and external are accessible to all Equality Groups at a high standard	G	G	G	No complaints received this quarter under discrimination
Tackling Inequality and Deprivation				
To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	G	G	2012/13 programme priorities established. Review of performance indicators and data underway due to extent of change since Brighter futures Programme commenced. Funding support given to Banbury Street Pastors. Thriving Families initiative integrated locally with Brighter Futures activities.
Building Strong and Cohesive Communities				
Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement	G	G	G	Good progress made. Music project with young homeless people, Lantern project before Christmas with residents of Ruscombe Ward. Several Taking Part projects with older people improving Quality of Life across a variety of indicators using various artforms. Large scale Community Arts Lantern making project in Bicester.

Corporate Equalities Plan 2012/13 : Quarter 3

	Quarter 1 30/06/2012	Quarter 2 30/09/12	Quarter 3 31/12/2012	Comments on performance
Positive Engagement and Understanding				
Gain better engagement and work with young people within the district	G	G	G	Youth Councils supported in Bicester and Banbury.
Establish links with minority representation/community groups to help improve services	n/a	G	G	The Outreach Team in addition to their 'normal' work attended the following event: Electric Fire Blanket testing; Parish Liaison Meeting; Bicester and Banbury foodbank; Bicester and Banbury Jobclubs; Horsefair doctors surgery; Neithrop Library; CAB project and Age UK
Raise internal awareness of diversity within our community	G	G	G	No "Knowing your Community" events have taken place this quarter. The next event is planned for February 2013 and is themed "offender release into the community" and is being planned in partnership with Bullingdon Prison.
Review and publicise all documentation in line with government framework	G	G	G	All documents are published on Cherwell District council website in line with government legislation
Review CDC performance against Achieving criteria to maintain/improve standards	G	G		Annual Equality Self Assessment is currently being undertaken by the corporate Policy Officer and members of the Corporate Equality Steering Group. Completion due for the beginning of February 2013. An area for improvement document will be created after this.
Ensure staff and services promote and embed equality into their work	G	G		Q3 has seen the majority of Bodicote House staff complete the Fair and Aware training modules. Q4 will see the Depot staff receive their training and a proposal for Member Fair and Aware training.
Maximise output from the Equality & Diversity Steering Group	G	G		The Corporate Equality Steering Group meet during November 2012 but received very low attendance. A potential reason for this could be caused by some key members due to leave the organisation in early 2013. The next meeting is booked for late February 2013 whereby membership and a potential discussion to create a joint steering group between Cherwell and South Northants will be discussed.

Brighter Futures in Banbury Programme 2012/13 : Quarter 3				
	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Quarter 3 31/12/2012	Comments on Performance
Early Years, Community Learning & Young Peoples Attainment : Oxfordshire County Council (OCC)				
Improve educational attainment through better skills in numeracy / maths and more effective family engagement	A	A		Awaiting comments from OCC
Family Learning Programme	A	A		Awaiting comments from OCC
Employment Support & Skills : Cherwell District Council (CDC)				
Support skills development/apprenticeships/job clubs to reduce NEETS (19+)	G	G		Awaiting comments
Job Clubs	G	G		
Business Development	G	G		

Brighter Futures in Banbury Programme 2012/13 : Quarter 3				
	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Quarter 3 31/12/2012	Comments on Performance
Skills	G	G		
Career Ladders : 12 Ladders to be developed with Brightsparks	A	A		This programme has been cancelled and is to be replaced with a 'Talent Match' service which has now been created helping to match and develop skills to provide local sources of employment for people living in Brighter Future in Banbury wards.
Financial Inclusion & Housing : Cherwell District Council				
Increase supply & access to housing	G	G	G	CDC is working with Registered Providers on the 2011-15 affordable homes programme. Excellent progress has been made on future opportunities and the Homes and Communities Agency has praised Cherwell's "Investment Ready" approach. Further investment has been made available through CDC's Investment Partner status with the HCA, the Places for Change programme and the Empty homes funding.
Developing financially & socially sustainable communities	G	G	G	CDC has been establishing customers whose income will reduce as a result of the welfare reforms, - e.g. customers affected have been telephoned and this has been supplemented by a letter where appropriate. This work has resulted in various outcomes such as discretionary housing payments and changed circumstances by the customer. Further work is on-going regarding the implications of the size criteria for social housing and joint work is in place
Housing for our most vulnerable residents	G	G	G	Joint working in place to understand impact of changes to Supporting People funding programme and greater links to health and wellbeing agenda.
Ensuring homes are safe, warm and well managed	G	G	G	The Green Deal was launched in October 2012. CDC is a member of the Community Interest company (CIC) which will implement the Green Deal via the United sustainable energy Agency (USEA). Loft insulation is now free. The change to a loan (from a grant) with no upfront costs will result in the costs being recouped from the customers utility bills.
Preventing Homelessness	G	G	G	A strategic priority for Cherwell District Council. There is a strong continued emphasis on homelessness prevention measures.
Health & Wellbeing : Oxfordshire County Council				
Improve life expectancy with improved overall health and well-being	A	A	A	Although there are some successful programmes in place it will be some while before we can ascertain whether the overall aim of increasing life expectancy in these wards has been achieved
Reducing high rates of teenage pregnancy	A	A	A	Data is reported annually in arrears so no update due until Quarter 4.

Brighter Futures in Banbury Programme 2012/13 : Quarter 3				
	Quarter 1 30/06/2012	Quarter 2 30/09/2012	Quarter 3 31/12/2012	Comments on Performance
Safe & Strong Communities : Thames Valley Police				
Build a safer and more connected community, where residents feel socially included	G	n/a	n/a	
Family Support & NEETS (Under 19) : Oxfordshire County Council /HUB				
Provide support to families and young people not in employment education or training	G	G		
Performance & Community Engagement : Cherwell District Council				
Provide performance reports and Connecting Communities events	G	G	G	A number of community events have taken place over the summer and we have had high visibility within our communities.

Significant Partnerships 2012/2013 : Quarter 3				
	Quarter 1 Performance	Quarter 2 Performance	Quarter 3 Performance	Comments on Performance
Sub-Regional Partnerships				
Oxfordshire Partnership Board	G	G	G	Agendas received and Officer attendance at meetings
Health and Well Being Partnership Board (H&WB)	A	G	G	The shadow Health and Wellbeing partnership structure is in place and well established with a range of county wide priorities set for 2012/13 and beyond. The Oxfordshire Clinical Commissioning Consortium as a key player in this new structure is in place and recently accredited for full operation from April 2013.
Environment and Waste Partnership	G	G	G	Environment and Waste Partnership working well - issue regarding flow of funds within the OWP has now been resolved.
Oxfordshire Safer Community Partnership (OSCP)	G	G	G	Attendance at OSCP Group on-going. Actions on PCC, county Plans, CCTV and strategies progressing.
Oxfordshire Stronger Communities Alliance (OSCA)	G	G	A	Watching brief kept on Oxfordshire Stronger Communities alliance. It doesn't seem to achieve much other than networking opportunities through its meetings.
Local Enterprise Partnerships (LEP) (Oxfordshire)	G	G	G	Both Local Enterprise Partnerships are at an early stage of development. Cherwell District Council is active in both to ensure they support the achievement of local economic priorities
Local Enterprise Partnerships (LEP) (South Midlands)	G	G	G	
Cherwell-specific Partnerships				
Cherwell Local Strategic Partnership (LSP)	G	G	G	LSP has a slimmed down structure and workload to accommodate reduced support resources available. Terms of Reference amended to reflect new arrangements. Board members will be encouraged to take a more proactive role in setting the Board's agenda.
Cherwell Safer Community Partnership (CSCP)	G	G	G	At the last meeting LPA Commander informed the group of outstanding success so far. LPA Commander is now Collin Paine.

Significant Partnerships 2012/2013 : Quarter 3				
	Quarter 1 Performance	Quarter 2 Performance	Quarter 3 Performance	Comments on Performance
Cherwell M40 Investment Partnership (CHIP)	G	G	G	Day to day work through CHIP, providing services to business, continued and statistics are recorded under Business Development and Jobs created
Banbury Town Centre Partnership (BTCP)	G	G	G	Cherwell District Council is active within the BTCP and is working to ensure that the development of the Banbury Masterplan strengthens the Town Centre with a close input from the BTCP. In addition, CDC is working with BTCP on the application of the Portas Review into Town Centres.
Bicester Vision (BV)	G	G	G	Cherwell District Council is an active member of Bicester Vision with the Chief Executive, Treasurer. We have engaged Bicester Vision in advising on the economic dimension of the Bicester Masterplan and the potential to increase employment in the town and the marketing of the town for inward investment
Kidlington Village Centre Management Board	G	G	G	No Management Board meetings held this quarter but work is progressing on the Kidlington Masterplan.
Homelessness Strategy Partnership	G	G	G	On track
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	G	On track
NW Bicester Strategic Delivery Board	G	G		
Banbury Brighter Futures	G	G	G	2012/13 programme priorities established. Review of performance indicators and data underway due to extent of change since Brighter Futures programme commenced. Funding support given to Banbury Street Pastors. Thriving Families initiative integrated locally with BF activities.