

### Appendix 3 - This Quarter's Exceptions

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

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

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

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

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

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