

Date: 23 February 2006

TO: All Members of the Executive
FOR ATTENDANCE

TO: All Other Members of the Council
FOR INFORMATION

Dear Sir/Madam

Your attendance is requested at a meeting of the **EXECUTIVE** to be held in the **GUILDHALL, ABINGDON** on **Friday, 3rd March, 2006** at **2.30 pm.**

Yours faithfully

Terry Stock
Chief Executive

Members are reminded of the provisions contained in Part 2 of the Local Code of Conduct, and Standing Order 34 regarding the declaration of Personal and Prejudicial Interests.

A G E N D A

Open to the Public including the Press

A large print version of this agenda is available. Any background papers referred to may be inspected by prior arrangement. Contact Steve Culliford, Democratic Services Officer on telephone number (01235) 540307.

Map and Vision

(Page 8)

A map showing the location of the venue for this meeting, together with a copy the Council Vision are attached.

STANDING ITEMS

1. Apologies for Absence

To receive apologies for absence.

2. Minutes

To adopt and sign as a correct record the public minutes of the meeting of the Executive held on 23 February 2006, (previously circulated).

3. Declarations of Interest

To receive any declarations of Personal or Personal and Prejudicial Interests in respect of items on the agenda for this meeting.

In accordance with Part 2 of the Local Code of Conduct and the provisions of Standing Order 34, any Member with a personal interest must disclose the existence and nature of that interest to the meeting prior to the matter being debated. Where that personal interest is also a prejudicial interest, then the Member must withdraw from the room in which the meeting is being held and not seek improperly to influence any decision about the matter unless he/she has obtained a dispensation from the Standards Committee.

4. Urgent Business and Chair's Announcements

To receive notification of any matters which the Chair determines should be considered as urgent business and the special circumstances which have made the matters urgent, and to receive any announcements from the Chair.

5. Statements and Petitions from the Public Under Standing Order 32

Any statements and/or petitions from the public under Standing Order 32 will be made or presented at the meeting.

6. Questions from the Public Under Standing Order 32

Any questions from members of the public under Standing Order 32 will be asked at the meeting.

7. Referral under the Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules

8. Referrals from the Overview and Scrutiny Committees and Other Committees

9. Items Deferred from the Previous Meeting

10. Financial Monitoring

(Pages 9 - 10)

Members are requested to consider any significant budget variances and any requests for virement or permanent budget adjustment.

KEY DECISIONS

11. Forward Plan

(Pages 11 - 14)

To receive the Forward Plan containing Executive decisions to be taken from March to June 2006.

Recommendation

that the Forward Plan be received.

OTHER MATTERS

12. Corporate Governance 3rd Quarter 2005/06

(Pages 15 - 66)

To receive and consider report 239/05 of the Directors' Group.

Introduction and Report Summary

To receive the Corporate Governance Report for the third quarter of 2005/06.

The Contact Officer for this report is Tim Sadler, Strategic Director (01235) 540360.

Recommendation

The Executive is recommended to note the Directors' Group Corporate Governance Report for the third quarter 2005/06.

13. Proposed Strategic Internal Audit Plan

(Pages 67 - 75)

To receive and consider report 240/05 of the Strategic Director.

Introduction and Report Summary

This report proposes a new five year Strategic Internal Audit Plan. Historically the Monitoring & Audit Committee had responsibility for approving and monitoring the Internal Audit Plan on behalf of the Council. Under the current arrangements, the Executive, the Scrutiny Committee and the Responsible Finance Officer have an interest in the issues to be included within the Audit Plan. The Scrutiny Committee and the Responsible Finance Officer are content with the proposed five year Strategic Internal Audit Plan.

The Contact Officer for this report is Sam Turner, Assistant Director (Audit), Tel: 01235 547615.

Recommendation

That Members approve the five year Strategic Internal Audit Plan for 2005/10.

14. Treasury Management and Investment Strategy 2006/07

(Pages 76 - 81)

To receive and consider report 241/05 of the Head of Asset Management.

Introduction and Report Summary

The Treasury Management Policy, agreed by Council December 2001 requires the approval of

an annual Treasury Management Strategy for the next financial year. This is in line with the CIPFA Code of Practice on Treasury Management.

In March 2004 the ODPM issued guidance under Section 15 of the Local Government Act 2003 on Local Government cash investments which requires approval of an Annual Investment Strategy by the Council. The guidance does acknowledge that it might be convenient to produce a single document that meets the requirements of the CIPFA code and the Secretary of State's guidance.

This report puts forward an Annual Strategy for this authority for 2006/07 which, as last year, complies with the CIPFA code and the ODPM guidance. This strategy restricts itself to non-property investments. For property investment, Members should refer to the Investment Policy last agreed by the Council on 24 March 2004

The Contact Officer for this report is Steve Lawrence, Head of Asset Management 01235 540321.

Recommendation

Members are asked to recommend to Council:

the approval of the Annual Treasury Management & Investment Strategy for 2006/07 (set out at Appendix A), and the limits and guidelines specified in it.

15. Waste Strategy: Shortlisting of Disposal and Collection Options

To receive an update at the meeting.

16. Non Housing Revenue Account Housing Private Finance Initiative

Members of the Executive have previously been provided with a briefing note on the potential for a Private Finance Initiative (PFI) bid to fund affordable housing in Oxfordshire. It is your officers' view that whilst recognising the risks and uncertainties of such a PFI scheme the opportunity and limited risk of this very early stage persuade us that this authority should submit an expression of interest for the next round and encourage the other local housing authorities in Oxfordshire to join with us.

17. Apportionment of the Community Grants Budget for 2006/07

(Pages 82 - 83)

To receive and consider report 242/05 of the Strategic Director.

Introduction and Report Summary

The purpose of this report is to provide information on two possible options for the apportionment of the 2006/07 community grants budget of £113,400 and to request that members determine which option is the most appropriate.

The contact officer for this report is Toby Warren, Head of Innovation & Enterprise (Tel: 01235 547695).

Recommendations

Members are requested to determine which of the two options (detailed in paragraphs 5.1 and 6.1) should be used for the apportionment of the 2006/07 community grants budget of £ 113,400.

Members are requested to approve that the Executive and area committees are able to carry forward any community grants budget from 2005/06, which remains unallocated at the end of 2005/06.

18. Draft Vale Youth Development Strategy for 2006-2009

(Pages 84 - 115)

To receive and consider report 243/05 of the Strategic Director.

Introduction and Report Summary

The purpose of this report is to provide information about the proposed draft Vale Youth Development Strategy and seek approval to delegate the authority to finalise the consultation draft.

The contact officer for this report is Toby Warren, Head of Innovation & Enterprise (Tel: 01235 547695).

Recommendation

Members are requested to delegate the authority to finalise the consultation draft of Vale Youth Development Strategy 2006-2009 to the Chair, Portfolio-holder for Youth Strategy and the Strategic Director.

19. Best Value Performance Indicators

(Pages 116 - 120)

To receive and consider report 244/05 of the Strategic Director.

Introduction and Report Summary

This report compares the Council's performance against that of the national top and bottom quartile data for 2004-05 which was published by the Audit Commission in mid- January 2006.

The Contact Officer for this report is Robert Woodside, Principal Performance Management Officer (01235 520202 ext 499).

Recommendation

That Members note the Council's performance against the national top and bottom quartile results for 2004-05 and that active management of Best Value Performance Indicators is undertaken through the Corporate Governance Reporting process.

20. Best Value Review Programme 2006 - 07

(Pages 121 - 122)

To receive and consider report 245/05 of the Strategic Director.

21. Decriminalised Parking

(Pages 123 - 129)

To receive and consider report 246/05 of the Strategic Director.

Introduction and Report Summary

Oxfordshire County Council have resolved to introduce Decriminalised Parking Enforcement

(DPE) in all Oxfordshire Districts, including the Vale. It is the stated objective of the Department for Transport (DfT) that DPE should bring together the control and enforcement of both on-street and off-street parking in the interest of public understanding. This Council is responsible for the provision and enforcement of public off-street parking, and derives a revenue income from this service; therefore, the introduction of DPE in the Vale will clearly have an impact on the Vale's parking activity.

The purpose of this report is to provide Members with an introduction to DPE, set out the County Councils initial proposals on how they see DPE being implemented, and consider the effect that this may have on the Vale's parking service. It is not intended at this stage that Members should take a formal decision on detailed matters, but that the Executive should give an initial reaction to some principal issues, to enable Officers to commence detailed discussions with the County Council.

The Contact Officer for this report is Gordon Willcox, Section Head (Transportation) telephone 01235 540390.

Recommendations

That the Executive:

Advise Oxfordshire County Council that:

- a) this Council supports, in principle, the implementation of Decriminalised Parking Enforcement throughout the Vale, subject to agreement on all financial, operational and administrative details;*
- b) this Council is willing, in principle, to assume responsibility for the management of both on-street and off-street parking enforcement, subject to reaching agreement with the County Council on the way that these operations will be funded, and how surpluses will be apportioned;*
- c) this Council has an objection, in principle, to the centralisation of the administration of DPE by the County Council, subject to further discussions and clarification of the relevant issues;*
- d) this Council is willing, in principle, to provide the facilities for the payment of parking fines, subject to agreement on the way that this operation will be funded;*

Request that the Assistant Director (Planning) advise the County Council of its decisions in relation to recommendations 2.1a), b), c), and d); and authorise Officers to commence detailed discussions with the County Council on the future management of DPE, including investigating opportunities for partnership working with both the County and the other Oxfordshire District Councils, and report subsequent progress to the Executive as soon as practicable.

22. Exclusion of the Public, including the Press

The Chair to move that in accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press, be excluded from the remainder of the meeting to prevent the disclosure to them of exempt information, as defined in Section 100(I) and Part 1 of Schedule 12A to the Act when the following items are considered:

- Item 23 **Minutes**
(Category 7 - Information relating to the financial or business affairs of any particular person (other than the authority).

- Item 24 Property Matters
(Category 8 - The amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services).

EXEMPT INFORMATION UNDER SECTION 100A(4) OF THE LOCAL GOVERNMENT ACT 1972

STANDING ITEMS

23. Minutes

To adopt and sign as a correct record the Exempt minutes of the meeting of the Executive held on 23 February 2006, (previously circulated).

OTHER MATTERS

24. Property Matters

(Pages 130 - 132)

To consider any property matters.

- (a) To receive and consider report 247/05 of the Strategic Director.



OUR VISION AND AIMS

Our Vision is to build and safeguard a fair, open and compassionate community

The Vale of White Horse District Council aims to:

Strengthen local democracy and public involvement through access to information, consultation, and devolution of power so that everyone can take part in our community and contribute to the decisions which affect our lives

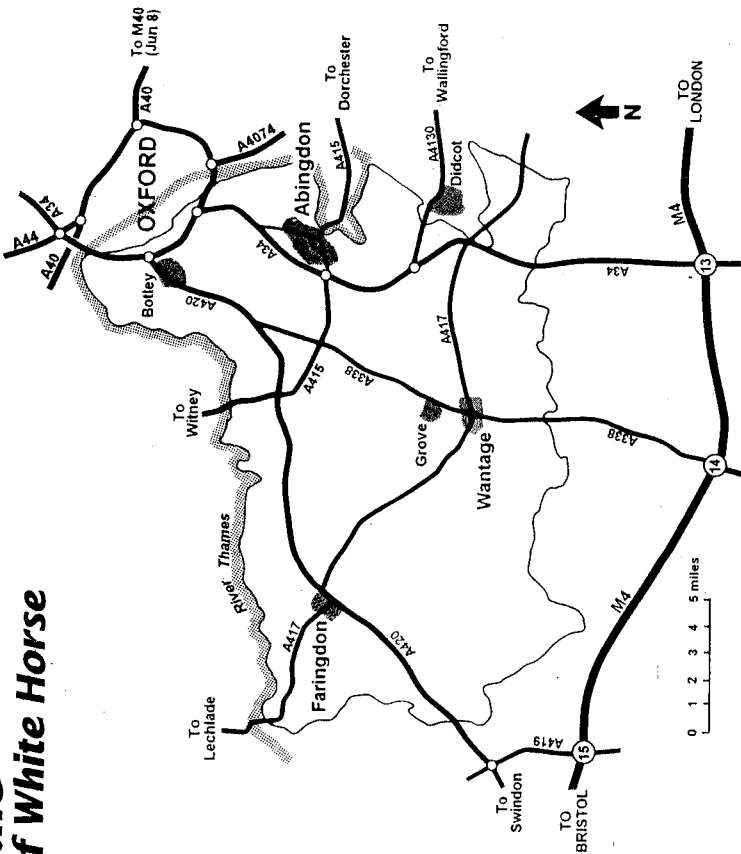
Create a safer community and improve the quality of life among Vale residents

Encourage a strong and sustainable economy which benefits all who live in, work in or visit the Vale

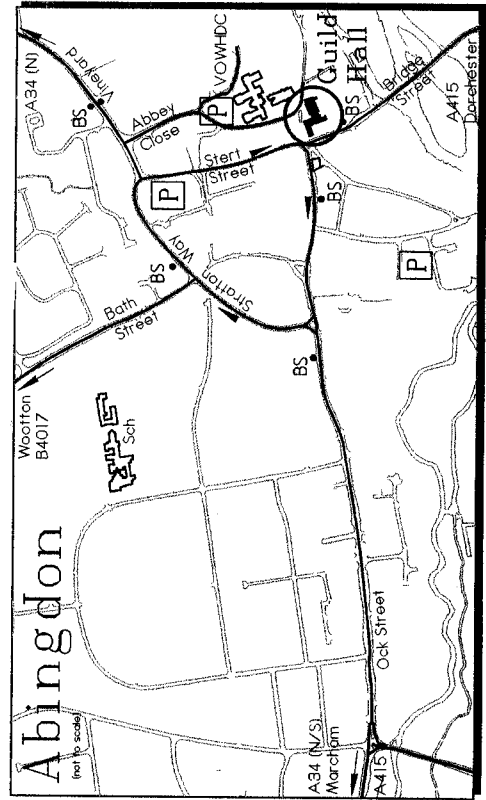
Help disadvantaged groups and individuals within the Vale to realise their full potential

Provide and support high quality public services which are effective, efficient and responsive to the needs of people within the Vale

Protect and improve our built and natural environment



Abingdon, Guildhall



KEY : BS = Bus Stop

LOCATION MAP



Key to Type

- 1 Within a subjective within a cost centre
- 2 Within a Cost Centre but across subjective headings
- 3 Within the cost centres of a service area
- 4 Across service areas
- 5 Over £10,000

Permanent Budget Adjustments requests received at 20 February 2006

No.	Date received	Account From	Code Centre	Cost Centre Name	Account to	Cost Centre	Cost Centre Name	Adjustment total £	Reason	Type
1	24/01/2006	415	K10	Training & Development	437	K10	Training & Development	1,000	Move from photocopying to printing via PCs	1
2	26/01/2006	134	P70	Sports Development	498	N80	Contingency	6,220	Further saving to meet 2005/06 SPP target	4
2	26/01/2006	306	P70	Sports Development	498	N80	Contingency	860	Further saving to meet 2005/06 SPP target	4
2	26/01/2006	414	P70	Sports Development	498	N80	Contingency	30	Further saving to meet 2005/06 SPP target	4
								8,110		
Summary										
								1,000		
								-		
								-		
								7,110		
								-		
								8,110		

Note to Executive

Supplementary estimates approved by Strategic Director in consultation with the Leader of the Council

No.	Date received	Account From	Cost Centre Code	Cost Centre Name	Account To	Cost Centre Code	Cost Centre Name	Supplementary Estimate Total £	Description
1	24/01/2006	498	N80	Contingency	505	T28	Recycling	9,500	Expansion of brown bin scheme in 2005/06 - additional 1000 bins
1	24/01/2006	498	N80	Contingency	921	T28	Recycling	-29,000	Expansion of brown bin scheme in 2005/06 - additional 1000 bins
1	24/01/2006	498	N80	Contingency	948	T28	Recycling	-500	Expansion of brown bin scheme in 2005/06 - additional 1000 bins
2	30/01/2006	424	M90	Development Policy	498	N80	Contingency	-110,000	Final cost of Local Plan Inspector's Report less than anticipated
Total Supplementary Estimates								-130,000	

VALE OF WHITE HORSE DISTRICT COUNCIL

FORWARD PLAN

CONTAINING EXECUTIVE KEY DECISIONS TO BE TAKEN FROM 1 MARCH 2006 - 30 JUNE 2006

This Forward Plan sets out a schedule of Key Decisions likely to be taken over the four-month period shown above. It is a rolling plan, subject to change monthly. A Key Decision is a decision of the Executive which is likely to result in: the Council incurring significant expenditure or making significant savings; a high proportion of the community being affected; or an impact on two or more agendas or services. Executive decisions can be taken by the Executive as a whole, a committee of the Executive, an individual Member of the Executive, an Officer of the Council, an Area Committee, through joint arrangements with other bodies, or another Council.

Where the decision is to be taken by the Executive, this comprises the Leader of the Council, Councillor Jerry Patterson, and the following elected Members: Councillors Mary de Vere, Tony de Vere, Richard Farrell, Joyce Hutchinson, Roz Smith and Tessa Ward.

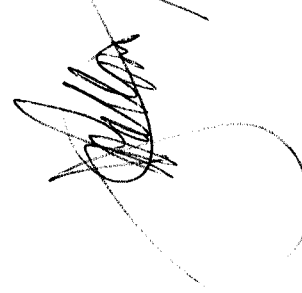
Representations can be made on any of the following issues before a decision is taken. Representations must be made to the relevant contact officer shown below by 5pm on the working day preceding the date of the decision.

Decision	Key decision?	Decision maker	Date first published	Consultees	Consultation method	Contact Officer	Documents used
Financial Monitoring		Executive 3rd Mar 2006	This item will appear on the Executive agendas each month	Executive Portfolio Holders	Consultation with budget holders	Steve Bishop, Strategic Director and Section 151 Officer Tel. (01235) 540332 steve.bishop@whitehorsedc.gov.uk	2005/06 Budget
Corporate Governance 3rd Quarter 2005/06		Executive 3rd Mar 2006	March 2006	Executive Members	Strategic Management Group	Tim Sadler, Strategic Director Tel. 01235 540360 e-mail: tim.sadler@whitehorsedc.gov.uk	Monitoring data
Five Year Audit Plan		Executive 3rd Mar 2006	December 2005	Councillor Roz Smith	Scrutiny Committee	Sam Turner Tel. 01235 547615 e-mail: sam.turner@whitehorsedc.gov.uk	Previous Audit Plan

Decision	Key decision?	Decision maker	Date first published	Consultees	Consultation method	Contact	Documents used
Waste Strategy: Shortlisting of Disposal and Collection Options		Executive 3rd Mar 2006	January 2006	Councillor Tony de Vere	Consult Oxfordshire Waste Partnership	David Stevens Tel. 01235 540378 E-mail: david.stevens@whitehorsedc.gov.uk	None.
Youth Strategy		Executive 3rd Mar 2006	March 2006	Councillor Joyce Hutchinson	Voluntary and community sector and the Council's Youth Forum	Tim Sadler, Strategic Director Tel. 01235 540360 E-mail: tim.sadler@whitehorsedc.gov.uk	None.
Best Value Performance Indicators		Executive 3rd Mar 2006	March 2006	Councillor Roz Smith	Not applicable	Robert Woodside Tel. 01235 520202 ext 499 e-mail: robert.woodside@whitehorsedc.gov.uk	Previous indicator results
Decriminalise d Parking		Executive 3rd Mar 2006	March 2006	Councillor Roz Smith	Not applicable	Gordon Willcox Tel. 01235 540390 e-mail: gordon.willcox@whitehorsedc.gov.uk	None.
North East Area Community Grants		North East Area Committee 7th Mar 2006	March 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. (01235) 540695 toby.warren@whitehorsedc.gov.uk	Grant applications and grants criteria
Vale of White Horse Local Plan to 2011	KEY	Executive 20th Mar 2006	March 2006	Councillor Tony de Vere Strategic and Local Planning Advisory Group	To consider the Local Plan Inquiry Inspector's report and his recommendations to modify the Local Plan	Rodger Hood Tel. 01235 540340 e-mail: rodger.hood@whitehorsedc.gov.uk	Local Plan Inquiry Inspector's Report

Decision	Key decision?	Decision maker	Date first published	Consultees	Consultation method	Contact	Documents used
South East Area Community Grants		South East Area Committee 14th Mar 2006	March 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. (01235) 540695 toby.warren@whitehor sedc.gov.uk	Grant applications and grants criteria
West Area Community Grants		West Area Committee 23rd Mar 2006	March 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. (01235) 540695 toby.warren@whitehor sedc.gov.uk	Grant applications and grants criteria
Abingdon Area Community Grants		Abingdon Area Committee 28th Mar 2006	March 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. (01235) 540695 toby.warren@whitehor sedc.gov.uk	Grant applications and grants criteria
Tree Strategy		Executive 7th Apr 2006	March 2006	Councillor Joyce Hutchinson	Not applicable	Tim Sadler, Strategic Director Tel. 01235 540360 E-mail: tim.sadler@whitehorse dc.gov.uk	None.
Waste Strategy: Endorse Final Agreed Waste Collection and Disposal Scenario(s) for Oxfordshire 2010 to 2035		Executive 7th Apr 2006	April 2006	Councillor Tony de Vere	Consult Oxfordshire Waste Partnership	David Stevens Tel. 0235 540378 E-mail: david.stevens@whiteh orsedc.gov.uk	None.
Community Grants		Executive 21st Apr 2006	April 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. 01235 540695 E-mail: toby.warren@whitehor sedc.gov.uk	Grant applications and grants criteria

Decision	Key decision?	Decision maker	Date first published	Consultees	Consultation method	Contact	Documents used
Tugwell Field, Wantage		Executive 5th May 2006	February 2006	Councillor Joyce Hutchinson	Consultation with Oxfordshire County Council, Wantage Silver Band and Wantage Concorde Football Club	Tim Sadler, Strategic Director Tel. 01235 540360 E-mail: tim.sadler@whitehorse.dc.gov.uk	None.
Election of Vice-Chair, Appointment of Meetings and Representatives to Outside Bodies, Delegation to Executive Members		Executive at 17th May 2006 Annual Council Meeting	May 2006	Leader of the Council	Executive Members		None.

 / 13 February 2006

REPORT OF THE DIRECTORS
TO THE EXECUTIVE
3RD MARCH 2006

Corporate Governance Report Third Quarter (Oct, Nov, Dec) 2005/06

1.0 **Introduction and Report Summary**

1.1 To receive the Corporate Governance Report for the third quarter of 2005/06.

1.2 The Contact Officer for this report is Tim Sadler, Strategic Director (01235) 540360.

2.0 **Recommendations**

The Executive is recommended to:

(a) *Note the Directors' Group Corporate Governance Report for the third quarter 2005/06.*

3.0 **Relationship with the Council's Vision, Strategies and Policies**

This report

- (a) relates primarily to Vision Statement.
- (b) relates to the Best Value Performance Plan, and
- (c) Complies with Corporate Planning Timetable.

4.0 **Background and Supporting Information**

4.1 The Directors' "Corporate Governance Report" for the third quarter looks at the key areas of:-

- Key issues
- CPA Improvement Action Plan monitoring
 - Corporate
 - Housing
 - Open Spaces
 - Implementing Electronic Government (IEG)
- Best Value Performance Indicators
- Local Performance Indicators linked to priorities for improvement
- Financial Information
- Key staffing data

4.2 **Key Issues**

These have been reviewed and updated

4.3 CPA Improvement Action Plans

These have been reviewed and updated.

4.4 Best Value Performance Indicators

This report contains the updated 2004/05 top and bottom quartile data which was published by the Audit Commission in January 2006 (see also agenda item 19 – Best Value Performance Indicators – Performance against Top and Bottom Quartile 2004/05 report)

Of particular note are:

BVPI 8: following the improved performance reported for the second quarter, performance declined during the third quarter

BVPI 183a: performance improved during the third quarter

BVPI 183b: performance was worse during the third quarter but is expected to improve during the final quarter

BVPI 82a: performance is expected to improve during the final quarter

BVPI 109a: performance improved during the third quarter. An improvement plan for major applications is being prepared.

BVPI 109b and c. performance continued to improve during the third quarter

4.5 Local Performance Indicators

A number of LPIs have been included in respect of two of the Council's Corporate Aims. Further indicators are being developed and will be included in 2006/7 Service Plans and the Best Value Performance Plan 2006/09

4.6 Financial Issues

See commentary attached

4.7 Staffing Issues

Turnover has reduced this quarter on average compared with last quarter, with an average of 3 people leaving per month compared to just over 4 in the last quarter.

Compared to quarter 2 average sickness has increased by 305. However, average sickness for quarter 2 was particularly low. This is probably due to the time of year as generally sickness is lower during the summer months. The following areas have more sickness per fte on average this quarter compared to last quarter. Benefits, Democratic Services, Housing and Community Safety, Leisure, Planning and Property & Estates. Service areas that have reduced their average sickness include: Contact Services, Environmental Health and Human Resources.

DIRECTORS GROUP

Background Papers: Corporate Governance Report of the Directors Group

CORPORATE GOVERNANCE – KEY ISSUES AND PROJECTS REPORT

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
1. HELP FACILITATE THE PROVISION OF AFFORDABLE HOUSING	TDV	TS/PS	Improve the data held and its collation by the Council to support planning policies and negotiation of affordable housing at new developments	<p>Housing needs survey refreshed for Local Plan Enquiry. Agreed in principle to joint Housing Needs Assessment for Oxon. Monthly housing market analysis now in place. Council agreed to take part in Thames Valley Survey of gypsy and traveller housing needs. Project Team formed. Specification completed and tendered. Oxfordshire nominated as pathfinder area for HMA Project team formed</p>	Housing Market Assessment starts Summer 2006
2.	TDV	TS/RH	Complete Supplementary Planning Guidance on the provision of affordable housing	Inspector's Report Jan 06	Consider SPG in light of inspectors report and propose revised draft April 06.

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
3.	MDV	TS/PS	Introduce local performance indicators to track the performance in respect of housing provision Provide an outline business case to re-model hostel accommodation in time for budget process 2006/07	First publication 3 rd quarter 2005/06. Director/Portfolio holder briefed. Included in Capital Programme	Targets to be set for 2006/07 – March 06 Outcome of feasibility study Oct.06
4.	MDV	TS/PS	Review Hostel allocation policy Sept 05	Approved by executive	Review of policy – Spring 06
5.	MDV	TS/PS	Implement an action plan agreed with the Government Office for the South East (GOSE) for housing delivery	On target	Next review meeting with GOSE May 06
6.	TDV	TS/RH	Achieve Recycling Rate of 25% from existing green box and bring schemes	Rate is up on 2004/05 but waste arising up too. Cleanaway capacity constraint (now resolved) led to target revision to 24%. Latest quarter below target by 2%	Recycling Plan 2005 – 07 to be produced in April 06
7. CREATE A CLEANER, SAFER AND HEALTHIER COMMUNITY & ENVIRONMENT	TDV	SB/DS	Improve the Recycling Rate by an additional 2% from the introduction of a pilot composting scheme	Scheme collections commenced August 05. Delay led to target revision to 1% 4K customers achieved by	Recycling Plan to be produced in April 06
8.	TDV	SB/DS			Scheme expansion (interim) Feb 06; further expansion April 06; Recycling Plan to be produced in April 06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
				January 06 ahead of target. Latest quarter above target by 0.59%	
9.	TDV	TS/RH	Achieve the milestones in the Local Development Scheme 2005-08	Clear milestones and tracking to be delivered by SLAG & Executive	CLOSE
10.	TDV	TS/RH	Improve planning performance against national Best Value Performance Indicators and ensure all are out of bottom ¼ and on target	Minor and other BVPI's improving	Improvement Plan drafted Feb.06 Draft Plan to be considered by the Portfolio Holder, Development Control Committee, Scrutiny Committee & Executive March 06
11.	MDV	TS/PS	Introduce a twice a year update on Community Safety for staff/members/partners on community safety issues	First edition October 05	CLOSE
12.	JH	TS/NG	Improve Leisure, Culture and Recreational Facilities by the conclusion of agreements in respect of the future use of: <ul style="list-style-type: none"> • Tugwell Fields • Stockham Park • Mably Way 	Tugwell Field – Exec. Report November meeting. Board to submit planning position. Stockham Park – Under 12's play area is being designed and Town Council is to be approached to identify how they are to take forward development of land adjacent to allotments.	Commence schemes Tugwell Field - subject to final plans being submitted by Wantage Silver Band and an agreement from Wantage Concorde FC being in place. Subject to these pre-cursors a start cannot be considered until the Autumn of 2006 at the earliest. Stockham Park – The funding for the scheme

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
13.	TDV	SB/DS	Improve our waste management services following the recent Best Value Review – implementation of Action Plan	<p>Mably Way – Exec. Agreed</p> <p>BVR Improvement Plan being drafted. Scrutiny Committee consulted and confirmed by November 05 Executive. Progress as follows: 1.3 Waste & Recycling Strategy- OWP developments being incorporated; 1.4 Service Standards – delay by 2 months 1.5 Consultation- VVP5 survey completed 1.7 Contract Monitoring – scrutiny comments implemented 1.8 LPI Review – Bulky waste PI amended to reflect Scrutiny advice 1.10 Enforcement (see Key</p>	<p>needs to be confirmed March 06</p> <p>Mably Way – subject to decision about access to the Grove housing site. The existing scheme will start in Spring 06 or a new scheme will be developed which will start as soon as plans can be finalised with the planning authority and developers.</p> <p>1.3 Report to March 06 Exec. 1.4 Due March 06 1.5 Results due March 06 1.7 Completed 1.8 LPI review due March 06</p>

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
				<p>Issue 18)</p> <p>1.11 awareness of Assisted Collection scheme – VVP5 results awaited</p> <p>1.12 Environment Strand of Community Strategy – Action plan in draft</p> <p>1.16 WM Team management capacity – Interim contracted to end March.</p>	<p>1.11 Results due in March 06</p> <p>1.12 Expected June 06</p> <p>1.16 Review March 06</p>
14.	JP	TS/RH	<p>Provide an effective contribution which protects the interests of the Vale in the development of the regional spatial strategies for the South East and South West</p> <p>As above</p>	<p>Vale to comment on the emerging South East Plan documents:</p>	<p>Provide a response to the draft South East Plan in accordance with the prescribed consultation timetable.</p>
15.	JP	TS/RH	<p>As above</p>	<p>Vale to comment on the emerging spatial strategy for the South West.</p>	<p>Respond to formal consultation on draft Regional Spatial Strategy in accordance with the prescribed consultation timetable.</p>
16.	JH	TS/NG	<p>Carry out review to enable Council as planning authority to optimise contributions from new developments towards leisure, culture and recreation</p> <p>Develop a Parks and Open Spaces Strategy which</p>	<p>Consultancy project commenced.</p>	<p>Consultancy draft report Summer 06.</p>

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
			includes playground provision		
17.	TDV	SB/DS	Street Cleansing - Investigate ways which will incentivise our contractors to higher performance	Raised at Scrutiny presentation in July. Further recommendations in Oct and Nov. All implemented including revision to performance indicator for bulky waste	Contractor street Cleanser Improvement Plan implementation in Feb 06; Environmental Cleanliness Action Plan due April 06
18.	TW	SB/DS	Publish an enforcement policy and implement associated procedures for "environmental crime"	Adoption of policy of presumption towards prosecution for fly tipping offences. Fixed Penalty Powers adopted in December 05.	Enforcement Implementation Plan due March 06
19.	JH	TS/AM	Provide a Skate Park in Abingdon.	Site Agreed	WREN determination of grant application. July 2006
20.	JH	TAS/DQ	Adopt a Child Protection Policy	Approved by Executive and Council Dec. 05	Training of Officers needs to be organised to implement the Policy across the Council and an Officer appointed to complete this work following the departure of DMQ – March 06
21.	JH	TS/NG	Carry out review of children's and young people's services and integrate with Children's and Young Peoples Plan		The Youth Strategy is going to Executive in March 06.
22.	TDV	SB	Future use of Old Gaol	Receive feasibility report	Options being assessed. Report to Executive 06/07

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
23. IMPROVE AND MODERNISE ACCESS TO SERVICES	RS	TS/HB	Complete the integration of Environmental Health back office processes into the local services points and customer contact centre	Environmental Health/Waste processes transferred. Customer Contact strategy approved by Executive.	Roll out plan for rest of organisation. Decide what role Capita may have in implementation May 06
24.	MDV	SB	Investigate the improvement of revenues and benefits services by integrating business process re-engineering, workflow and customer contact centre (now incorporated into Vale-South Oxon District Council financial Shared Service project)	Funding in budget Submit bid Procurement decision	Nov 05 Feb 06
25.	RS	TS/HB	Implement a programme to develop Customer Focus	Customer Contact Strategy to Executive Feb. 06	Implementation Plan May 06
26.	RS	TS/HB	Continue roll out of call centre approach to services with high volume telephone contacts		Linked to Customer Contact Strategy - in 23 above - DELETE
27.	RS	TS/HB	Introduce Service Standards progressively across all service areas	Environmental Health ready to publish	Linked to Customer Contact Strategy – in 23 above - DELETE
28.	RS	TS/HB	Complete and implement a Customer Contact Strategy	In draft form, discussion taking place with Directors and Leader	Council February 22 nd 06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
				To be considered by Executive on 3 rd February 06	
29.	RS	TS/HB	Investigate the potential for sharing Customer Contact Centre with other authorities	Initial talks with County Council & adjoining authorities Access to Services workshop completed November 05 Second workshop set up for a more focussed exploration around specific high priority customer segments in relation to information provisioning opportunities, process improvements and benefits from sharing best practice. Further actions and priorities to then be identified.	Next workshop scheduled within next 8 weeks February 10 th 2006
30.	TDV	TS/RH	Implement public access to planning applications and link to planning portal to enable planning applications to be made on-line via the national portal	System selected. Connection to Planning Portal made. Beginning to receive applications on line. Public able to view current planning applications on the website following implementation of public access module.	Programme item completed. CLOSED

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
31.	JH	TS	View of residents on ease of access – views of marginalised groups	Awaiting support from newly appointed Communications Officer	Implementation Plan – meeting with Nikki Malin to prioritise an overall plan – March 06
32.	TDV	TS	IEG – 2004-05 programme including: E-Planning, Applications Procurement/e-procurement	see separate IEG report	CLOSE
33. BUILD OUR CAPACITY THROUGH MANAGERIAL & ORGANISATIONAL DEVELOPMENT	JP	BMcA	Design and implement an organisational development programme	Following extensive consultation a new structure and selection process has been proposed and is set for discussion at the November meeting of Council. Individual development plan	Team building exercises – February 06. These events await the formal appointment of the Deputy Directors. Some preparatory work will be carried out in February but the events are likely to start in March. A precise timetable is now under discussion with existing Assistant Directors for decision in the Directors Groups. The Leaders will be consulted where Members are involved.
34.	RF	TB	Publish and implement our Pay and Workforce Strategy	Working Group established to develop People Strategy and Pay & Workforce Strategy	Prepare draft Tim Barnett to complete People Strategy and draft high level PWS approved by the Personnel and

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
					Regulatory Appeals Committee and recommended to Council meeting on 22 nd Feb 06. Final version of PWS action plan will then follow
35.	MDV	SB	Streamline accounting processes to reduce workload whilst providing necessary information and controls (now incorporated into Vale-South Oxon District Council financial Shared Service project)	Work up Shared Service proposition incl. new Accountancy unit structure, working arrangements & Vale-SODC agreement	Feb 06
36.	JP	TS	Re-confirm role and resources available to the "Corporate Core" to support our improvement programme	Budget proposition includes re-allocated posts to form Corporate Core Budget approved Feb.06	Establishment issues to Executive April 06
37.	RS	TS/ST	Draw up action plan from the Procurement Health Check carried out in 2004 and implement new Procurement Strategy	Have engaged IDEA to work up action plan with us. Action Plan adopted Oct. 05	New Procurement Strategy to be approved by Council in May 06.
38.	RS	TS/ST	Review, integrate and implement our risk and project management and procurement processes	Preliminary work commenced June 05	Pending re-structure & procurement & contracting post – May 06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
39.	RS	TS/ST	Improve performance management by rolling out performance review meetings to all service areas	Audit in Nov. 05 Report to SMG on effectiveness etc. Feb.06	To review terms of reference in light of review – April 06
40.	RS	TS/ST	Publish a guide for staff and members to Performance Management in the Vale	Being printed February 06	Distribute with Team Brief March 06.
41.	RS	TS/ST	Update our Information and Communications Technology Strategy to support themes and priorities of the Council		Finalise brief March 06
42.	JP	DQ	Review our Standing Orders and Financial Regulations in light of Procurement Strategy	Initial work underway. Consultation with other neighbouring Councils complete	Work now being taken forward by Ann Sadler and Tim Sadler with IDEA support. Will follow as part of Strategy May 06
43.	TDV	SB	Meet the earlier statutory timetable for accounts to close down 2004/05 by 31.7.05 and make preparations to ensure close down of 2005/06 by 30.6.06 (31.7.05 target achieved)	2005-06 closedown	30.6.06
44.	RF	TAS/TB	Complete the Investors in People Re-assessment in the autumn of 2005	Investors in People (iIP) Planning meeting completed. Agree revised standard.	iIP assessment February 06
45.	RF	TAS/TB	Implement our Human	Gateway review being	Report from TAS November

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
			Resources computer system to improve workflow	planned.	06 Gateway review completed and implementation commenced. Phase 1 (installation and testing) to be completed by 31 Mar 06
46.	RF	TAS/TB	Resolve Pay and Grading competency bars	Discussion around principles commenced. Working group established	Group to meet November 05 Group now meeting 20 Feb 06
47.	RF	TAS/TB	Review our appraisal scheme to contribute to improvements in performance management	Review completed by sub-group and being confirmed as basis for consultation.	New scheme proposed. Consultation by end December 05. New scheme in place March 06
48.	RS	TS/ST	Devise a 5-year Audit Plan to meet current needs of the Council		Report to Scrutiny Feb.06 Report to Executive Mar 06
49. DELIVER THE MEDIUM TERM FINANCIAL PLAN	TDV	SB	Co-ordinate & report on the delivery of the Service Prioritisation Plans approved in the budget	Formal reporting of SPP achievements & transfer of saved budgets to Contingency	Quarterly Report
50.	JH	TS/NG	Re-align Community & Partnership Grants	COMPLETED	The additional saving of £46,000 in 2006/07 has been negotiated and agreed. Accountancy are entering the agreed savings into the original budgets for 2006/07. CLOSED CLOSE
51.	JH	TS/NG	Replace Abingdon Open Air Pool with water feature	Agreed pool will remain open	
52.	JH	TS/NG	Replace grant to Tourism Information Centres with	COMPLETED	the tourist information centres have been closed

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
			Tourist Information points		and all legacy costs have been dealt with in the 2005/06 budget. The improved 2006 Vale Visitor Guide will be published in March 06 and the new visitor website will also be available in March. CLOSED
53.	JH	TS/NG	Transfer Halls managed by Council to Non Profit Distributing Organisation	Tendering failed to provide required savings	Decide whether to abort or re-start April 06
54.	TDV	TS/RH	Increase Car Park income by redistributing staff parking	Monitoring impact	CLOSE
55.	MDV	TS/PS	Reduce expenditure on discretionary housing grants	Policy procedure in place following report to SRC. Ratified by Council	CLOSE
56.	RS	SB/BF	Ensure the Direct Services Organisation reduces its deficit	Undergoing investigation and realignment of organisation and financial management – initial report on viability due in Aug 05	Review position at year-end and produce business plan. (Half year review resulted in £50k annual budget saving). April 06
57.	JP	TAS	Reduce staff travel costs	Council decision 16 th November 2005	CLOSE
58.	TDV	SB	Reduce support costs	Notify Assistant Directors of service saving targets in 2006 Budget-setting process	CLOSE (Support service savings achieved in the Budget approved in Feb 06)
59.	JH	TS/NG	Reduce subsidy grant paid to SOLL (Vale) through	Terms being negotiated with SOLL (Vale)	Decide whether to proceed March 06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
			development of gym and fitness extension at Tilsley Park		
60.	MDV	SB	Implement Action Plan from Best Value Review of Revenues and Benefits Services (now incorporated into Vale-South Oxon District Council Financial Shared Service project)	Implement Action Plan after procurement decision	Feb 06
61.	MDV	SB	Achieve additional benefit fraud income to at least match all costs arising from additional fraud officer	Monitor financial performance to ensure cost neutral appointment	Further year-end cost benefit review due in May 06 (December review indicated additional income exceeds costs)
62.	JM	SB/AM	Continue to seek to increase investment income through sound commercial property investment	Canterbury & Hatfield completed. Will continue to monitor market for golden opportunities	None until golden opportunities arise
63. IMPROVE BOTH INTERNAL AND EXTERNAL COMMUNICATION	TW	TAS	Review both internal and external communication strategies	Officer in post 24 th October 05	As work is still ongoing to identify what levels of support communications will get work is still ongoing to agree a work programme
64.	TW	TAS	Develop and implement action plans	To follow agreement to work programme.	January 2006 onwards

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT February 2006
1.1	JP / TAS	Refine and simplify vision, aims, and objectives	Review vision	Nov 04	Completed. New Vision adopted Nov 2005.
			Identify Community Strategy themes for Council to lead on.	Nov 04	Agreed by VSP Sep 2004. Completed.
			Produce a Corporate Plan linked to priorities(TS)	Feb 05	Completed. Corporate Plan Issued Dec 2005.
			Link priorities into the Integrated Service and Financial Planning process	Feb 05	Completed. Reflected in 05/06 budget – influencing service planning and will underpin budget 06/07. Specific links to priorities are identified in individual Service Plans.
			Identify Management Values		Management Values approved by PRAC March 2005. Completed.
			Build understanding & commitment	Oct 05	To be linked into development programme *
1.2	JP / TS	Identify resources to support and facilitate the remaining strands in the Community Strategy led by other partners	Other partners volunteer		Completed
			Partners propose structure and work programme		Some evidence of leads being taken. We are providing support and guidance to support leads. We are examining future role of VSP in light of Local Area Agreements. *
			ISFP Process	Feb 05	Will feed into ISFP 06/07.
1.3	JP / TAS	Implementation of Communication Strategy	Ensure approved Consultation and Communication Strategies, in which feedback requirements are explicit, are delivered.	From Nov 04	New communications officer started 24/10/05. Review of communications function and vacant posts underway *

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT February 2006
			Structure and Staffing of Communications & Consultations posts needs to be determined.	Nov 04	Taken into account in new structure proposals approved in Nov 2005.
			Appointment of Communications officer(s).	Nov 04	Completed.
2.1	TAS	Improve internal leadership through alignment of Portfolios and service areas and the working of Executive and Directors	Portfolios linked to service areas.	Completed May 04	Completed.*
			SMG created to provide focus on medium to long term issues.	Completed May 04	Completed *
			Re-consider management structure post leisure trust	Completed Oct 04	Interim Structure in place. New structure approved Nov 2005. Implementation anticipated March 06.*
2.2		Review working of & resourcing the Policy Overview and Scrutiny Committees	Review of constitution and decision making arrangements	Completed Apr 04	Completed.
			Introduction of Strategic Review Committee (SRC)	Sep 04	Completed
			Review working of SRC/Scrutiny	Sep 05	Reviewed by Audit Commission Nov 2004. Final Report rec'd Feb 2005. Scrutiny Cttee explicitly identify packages of work & resources which includes time & skills of Scrutiny Cttee members.
			Need to conclude Audit Commission report Action Plan	Oct 05	Recommendations and responses were reported to Council July 05. Outstanding actions remain e.g. * amendments to the constitution.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT February 2006
			Resourcing of SRC and Scrutiny Committees to be addressed through ISFP.	Feb 05	SRC model is less well developed. Will be exploring how work of this committee can more explicitly support the agenda of the council and what support it in turn requires. Development programme – review role of Liberal Democrat group. *
2.3		Priorities for planned service improvements need to be clear	Executive to assign priority order to planned service improvements.	Feb 05	Reviewed in detail at SMG. Reflected in BVPP & Service Plans. Reflected in Corporate Plan.
			Cut off on priorities needs to be realistic to allow time both to develop skills and to address strategic issues	Feb 05	Reflected in Service Plans signed off by AD, Director and Portfolio Holder. Reviewed at monthly service review meetings.
3.1	TS	An effective change management process needs to be embedded	Ensure an appropriate level of Project Management is utilised for all projects.	Sep 05	Expected timescale Apr 06. Project Manager posts made permanent November 05 Exec. During 2005/06 we are working on clarifying links between project management and service planning. Not completed due to resource constraints.
			Ensure Risk Management methodology is fully applied.	Sep 05	Risk Registers complete. Review of most risk registers completed in May/June 05. Risk Registers reviewed as part of service and budget planning. Strategic Risks reviewed 6 monthly at SMG.
			National Procurement Strategy adopted and implemented.		In Progress. E.g. SPPO (strategic procurement partnership for Oxfordshire); Joint stationery tender; alternative service provision being actively explored ("Appendix F").
			IDEA procurement Healthcheck action plan approved	Oct 05	IDEA Healthcheck complete. Procurement strategy being drafted.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT February 2006
3.2	BMcA	Sharing lessons learnt	Tie internal and external lessons learnt into performance management.	Feb 05	Expected timescale Feb 06. Council has engaged Interim Director to assist in development of this & other issues. Proposals for whole organisation now development now emerging. Commence March 06 *
4.1	TAS	Ensure sufficient and appropriate staffing resources are available to deliver agreed priorities	Pay and Grading completed	Nov 04	Expected timescale Nov 05. "main" P&G completed. Consequential actions incl. competency criteria are scheduled until Oct 05. Turnover being monitored through corp gov reporting. 2002/03 19.07% 2003/04 15.99% 2004/05 15.41% New Structure approved by Council November 2005.
4.2	BMcA	Management skills not developed	Restructuring report.	Oct 04	
4.3	BMcA	Capacity of key staff needs to be appropriate	Management training being planned, programme established	Feb 05	Interim Director in place. Mgt Devt programme to follow. Assessment of senior managers complete March 06 *
5.1	TS	Performance Management Culture needs to be embedded	Capacity planning to be linked to ISFP and identified priorities CEO, Directors & Executive Members to take greater leadership in performance management through Corporate Governance process at SMG and Executive	Feb 05 Implemented	This is expected to be addressed through the new structure and whole organisation development programme. SMG quarterly review of corporate governance reports embedded. Guide to PM due February 06. Review of appraisals has commenced. Monthly Service Review meetings implemented. Contribution to SOLACE/ODPM performance workshops pilot has commenced.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT February 2006
5.2	Directors Group.	Use management information to manage	Cascade use of Corporate Governance information throughout the management of the Council.	Dec 04	Completed. Regular monitoring in place. Format agreed for Exec Member involvement in regular performance reviews. Commenced June 05. Performance Management IT Project – standard format for presenting data completed. Implemented in Corp Gov report 4th Qtr 2004/05. Evidence of data driving decisions. Improving BVPIs.
5.3	TS/ST/RW pending restructure	Best Value 4Cs need to be more consistently applied	Review approach to Best Value.	Dec 04	Report to Jan Exec approved review programme & approach. BVR of waste mgmt completed. Action Planning commenced. BVR of Revenues and Benefits. Joint review. Reported to Exec June 05. BVR of LSP commenced July 05 as part of Revenues and Benefits Review.

HOUSING IMPROVEMENT ACTION PLAN 2005 - 06

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
1. Paul Staines	Gaps in the Council's Data on some groups such as elderly, black, minority & elderly (BME)	Updated HNS	Resources approved Brief drafted Providers sought Provider chosen Start Completion	Dec 04 Dec 04 Dec 04 Jan 05 Jan 05 Mar 05	Bid completed Draft produced. Commissioned refreshed version of 2000 survey Vale is part of a County bid to be a pathfinder for carrying out Housing Market assessments in the central Oxon area. In addition, Vale has been acting as consultant for Fordham Associates working up a viable BHM framework in Oxon. Refreshed assessment completed March 05 House Condition Survey (HCS) – Completed draft March 05
2. Paul Staines	Outdated housing needs and private sector stock condition surveys	Update House Condition Survey Consider revising frequency surveys carried out	Starts Completed Review policy, objectives and targets Cost benefit analysis on more up-to-date data.	Oct 04 Jan 05 Feb 05 Dec 04	No clear advice from Government Office of the South East (GOSE) or Housing Inspectorate on 'correct' frequency. Will be picked up as part of work to develop a new

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
3. Paul Staines	Affordable housing is not an explicit aim	Update Council priorities against community strategy - Affordable Housing becomes explicit priority	Consider at Executive Reflect affordable housing as a priority in ISFP Reflected in budget	June 05	approach to housing market assessment. Affordable Housing now a Corporate Aim.
4. Rodger Hood	Slow development of the Local Plan	Ensure sufficient resources to prevent slippage of local plan timetable Consider refocusing and increasing resources in development policy teams to give greater priority to the local plan/development plan. Improved project management	<ul style="list-style-type: none"> Inquiry date for current local plan to 2011 fixed for May 2005 Bid to Executive (November 2004) to use Planning Delivery Grant to provide additional resources for local plan inquiry 	May 05 Nov. 04	<p>Inquiry completed Sept 05</p> <p>Portfolio holder agreed to retention of £50K of Planning Delivery Grant award as contingency sum to ensure sufficient resources available for the Local Plan inquiry. Consultants used during inquiry session dealing with affordable housing to help present the Council's case.</p> <p>Inspector's report received. Target for adoption of Local Plan July 2006</p> <p>Local Development Scheme (LDS) submitted to GOSE end of Feb 2005 and now agreed by GOSE.</p> <p>Work on LDF documents</p>
			<ul style="list-style-type: none"> Adopt Local Plan to 2011 Prepare Local Development Scheme (LDS) for submission to Secretary of State by 31st March 2005 LDS will specify Local Development Framework 	July 06	

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RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
5. Rodger Hood		Ensure that service planning adequately reflects the desired compromise between timescales, quality and resources	<p>(LDF) for preparation of future planning policy documents and will allocate resources, set out project management methods and timescales.</p> <ul style="list-style-type: none"> Update Service Plan to reflect the Local Plan and LDS requirements 	April 05	<p>in progress in accordance with the LDS milestones</p> <p>Initial stages of new Local Development Framework (as set out in the LDS) included as core service objective in the 2005/06 service plan with resource implications for 2005/06 spelt out.</p> <p>Service Plan agreed by Portfolio Holder, and Executive.</p> <p>Work on LDS programme in progress</p>
6. Rodger Hood		Consider reduction in scope of consultation to reduce pressure on staff resources and decision making processes to enable speedier progress	<ul style="list-style-type: none"> Consultation on LDF to be determined through preparation of the Statement of Community Involvement (SCI) required by latest Planning Regulations - consultation on level of 	Dec 05	<p>Need to bear in mind the balance of pressure of work versus quality of Local Development Framework as it progresses</p>

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
			<ul style="list-style-type: none"> Community Involvement Executive considered revision to the SCI in the light of consultation responses 3.2.06 Annual Monitoring Report published December 05. 		
7. Katie Barrett	No Supplementary Planning Guidance (SPG) on affordable housing	Draft published for consultation Consider responses – publish revised draft, then final version when Local Plan to 2011 adopted	<ul style="list-style-type: none"> Revised draft to be published after inspector's report received 	May/June 2006	Action not required until May/June 2006
8. Rodger Hood	Currently behind Structure Plan 2003 targets for the delivery of affordable housing	Apply new District affordable housing targets following receipt of Local Plan Inspector's report Implement affordable housing SPG and linkage to Social Housing Grant.	<ul style="list-style-type: none"> In the interim seek maximum possible affordable housing provision through development control process using draft Local Plan Policy and draft SPG and, following receipt of the Inspector's report, apply the new targets and thresholds he has recommended Local performance indicators for achievement of affordable housing 	Oct. 04 onwards Jan 06	Ongoing. Dev. Control staff negotiating with Developers as appropriate. Joint liaison meetings between housing officers to optimise performance and broaden understanding of key issues. Final targets and indicators to be set following receipt of Inspector's report on Local Plan Inquiry which will determine affordable
Rodger Hood/ Katie Barrett		More Explicit monitoring against current targets. From Local PI to incorporate in service delivery statement and			

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RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
Rodger Hood/Katie Barrett		corporate governance report.			housing percentage target and development site size thresholds. Interim local indicators implemented for 2 nd quarter 2005/06.
9. Tim Sadler		Strengthen Housing Services input into the development control team approach to advise on the amount and type of affordable housing needed (see review below)	Report to Executive This to be developed following the joint training	Dec 04 Nov 05	Monitor performance with new Local Performance Indicators
10. Tim Sadler/ Paul Staines	No strategic response to loss of Local Authority Social Housing Grant (LASHG)	Strategic response to loss of LASHG in place - Report to Executive stating our position in time to feed into integrated service and financial plan	Identified three strands to strategic approach 1. Capital funding 2. Appropriate local plan policies	Nov. 05 April 06	Capital fund approved in budget. Reviewing potential of PFI. Draft SPG on affordable housing presented to SLAG. Will now be

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
11. Tim Sadler/ Paul Staines	Limited mechanisms in place to maintain information base	Review enabling role as part of report to Executive on loss of LASHG.- Enabling role re-focused to provide relevant and up-to-date information to support bids, planning and negotiations on individual sites Implement existing Service Development Plans for BVPI's for 62, 64, 183a (Vale Value Proposition (VVP) Re-consider position in respect of 183b	3. high level of joint working between housing and planning officers Report to Executive	Nov/Dec 05 Dec 04	reviewed in light of Inspector's report and other developments. Following joint training, monitoring performance through LPIs. Staff resources found from existing to develop comprehensive database. Project and SDP to be developed for 2006/07.
12. Tim Sadler/ Paul Staines	Worst quarter performance on Best Value Performance Indicators (BVPI's)		BVPI's monitored monthly Improve understanding of calculation and what indicator sensitive to. Review targets etc for BVPI 62 following HCS in Feb 05 Report to Executive on managing BV 183b	Done Feb 05 June 05	BV64- out of bottom quartile BV62- improvement takes us out of bottom quartile BV 183a out of bottom quartile. Report to Executive on managing BV 183b out of bottom quartile July 2005. Second quarter performance (YTD) out of bottom quartile. Third quartile in bottom quarter due to raising of

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
13. Katie Barrett	Failing to deliver against the targets set in Structure Plan	Implement action plan for housing delivery and monitoring framework agreed with GOSE	<ul style="list-style-type: none"> • Action Plan first revision to be completed by November 2004 • Review revised action plan with Government Office for South East, as required 	Nov 05	Action plan agreed with GOSE January 05. Monitoring in progress. Monitoring meeting with GOSE held Nov.05. Action plan & housing trajectory revised.
14. Rodger Hood/Katie Barrett					bottom quartile nationally and one case involving arrears of service charge which we intend to discount from our figures.

PUBLIC SPACES DIAGNOSTIC ACTION PLAN 2005 - 06

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
Rodger Hood	Slow to finalise Local Plan	Consider adjusting priorities or allocating more resources	Strengthen Local Plans team and speed up Local Plan See Housing Diagnostic Action Plan	March 2005	CLOSED
1. David Stevens	Service Standards not well developed or communicated	Develop and publish service standards for key environmental services	Standards published	March 2005 Sept 05	<ul style="list-style-type: none"> Environmental Health (EH) Services all described on website EH Standards table under development, due Dec. 05 Delayed, new estimate Feb.06
2. Steve Bishop	Little focus on wider sustainability issues	Consider the wider sustainability role sustainability should play in environmental issues	Resolve its future role	March 2005	Preliminary work commenced, currently under discussion with Councillor Ward/S Bishop
3. David Stevens	Street cleaning an area of dissatisfaction	Work with new contractors to direct resources at key areas	Improved satisfaction	March 2005	<ul style="list-style-type: none"> Continued progress in Fast Roads Service (A34) Contractor performance improved. Satisfaction to be tested Jan 06 Results expected Feb. 06
4.	Longer term	Develop and agree plans for	Clearer plans and better services	June 2005	<ul style="list-style-type: none"> Continued

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
David Stevens	plans for refuse collection unclear	refuse collection			<ul style="list-style-type: none"> participation in County-wide strategy through Member and other groups Adoption of joint service provision research as a service priority for 05/06 Contractor recommendations discussed by Scrutiny Committee Recycling Plan 2005/06 confirmed by Nov. Executive
5. David Stevens	New (Waste Management) contract does not provide incentives for improvements	Negotiate and agree incentives with contractor	Improved performance through clear incentives	June 2005	<ul style="list-style-type: none"> Some improvement identified through negotiation Bulky Waste PI amended to improve customer satisfaction Liaison with Leisure Services on contract improvements
6. David Stevens	No focus on enforcement	Develop and publish enforcement strategy for key areas	Reduced complaints through more effective enforcement	March 2005	<ul style="list-style-type: none"> Environment Warden post created Principle Environmental Health Officer (EHO) transferred to Environmental

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
7. Paul Staines	Community safety not embedded	The Council will consider the relative priority of community safety as part of its reflection on the actions contained within the Vale Community Strategy and the implications for service areas and action plans	New Community Safety Strategy drafted. New Strategy communicated internally	March 2005	<ul style="list-style-type: none"> Protection team EH Public Spaces Programme constructed and in progress Prosecution presumption for fly tipping adopted by Council FPN powers under Clean Neighbourhoods & Environment Act delegated. Implementation action plan expected Feb. 06
8. Chris Webb	No needs analysis undertaken and no strategy for	Carry out needs analysis and develop and publish a youth strategy	Better awareness of and provision for the needs of youth	April 2005	<ul style="list-style-type: none"> Strategy adopted by Executive May 05. S17 Crime & Disorder Act seminar held for Members and Senior Officers June 05 First twice-yearly community safety briefing produced <p>With the advent of the need for a County-wide Children and Young People's Plan a revised</p>

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 3
	youth provision				timescale has yet to be determined due to the County work. A draft Children and Young People's Plan has been produced. This will allow revised timescale to be determined.
9. Chris Webb	No playground strategy	Develop and publish a playground strategy	Improved playground provision and use through production of strategy	Sept. 2005	To be incorporated into Parks and Open Spaces Strategy work identified for the 2005/06 Service Plan. Timescale needs to be revised to marry with the Service Plan, April 2006. Brief has been drawn up and initial proposal received. Following analysis of this proposal appointment of consultant is hoped to be able to be made.
10. David Quayle	No overall child protection policy	Develop and publish a child protection policy	Policy approved	March 2005	Training and embedding required

Pay & Workforce Strategy High Level Actions

Note: a new People Strategy has been developed and the table of actions will be revised to reflect this once it has been approved by Council.

PWS Priorities

- a) **Developing Leadership Capacity** –among both officers and members, including attracting effective leaders into local government from outside the sector.
- b) **Developing the skills and capacity of the workforce** – across the corporate centre of authorities, specific services, management and the frontline workforce.
- c) **Developing the organisation** – to achieve excellence in people and performance management, partnership working, equality and diversity and the efficient delivery of services.
- d) **Resourcing local government** – ensuring that authorities recruit, train and retain the staff they need.
- e) **Pay and Rewards** – Having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery.

Actions	Milestones	Target date	Owner	CPA Ref	CPA Action
PWS Implementation	<ul style="list-style-type: none"> • All authorities should have assessed the implications of the Strategy for their future workforce development and have plans in place to address priority issues. • Strategy agreed - post restructuring • Strategy has necessary resources for its preparation and delivery 	<ul style="list-style-type: none"> • Completed • Completed - January 2006 • Budget 	<ul style="list-style-type: none"> • Exec/PRAC • Exec/PRAC • Exec 		

Pay & Workforce Strategy High Level Actions

Actions	Milestones	Target date	Owner	CPA Ref	CPA Action
<p>Developing the skills and capacity of the workforce</p>	<ul style="list-style-type: none"> • Expanded In-House Training Programme based on performance appraisals • LSP2 • Establishment of e-skills training programme • Production of 3-year Workforce Development Plans - post restructuring and embracing new VWHDC Management values • Conduct a skills audit to include skills for financial management, performance management, project management, procurement, partnership working, strategic thinking and change management • Improve workforce planning information • Introduce succession planning and have systems to identify and bring on 'high fliers' for future leadership positions • Define any further career grades • Develop Competency-bar criteria • Adopt agreed framework of leadership skills and competencies for officers. • Review and relaunch of Performance Appraisal Scheme to include fair but robust arrangements to deal with poor performance where it occurs • Consider extending flexible working arrangements • Implement actions in Stress Risk Assessment Action Plans 	<ul style="list-style-type: none"> • October 2005 • March 2006? • March 2006 • March 2006 • March 2007 • - if still required after senior management restructuring • March 2007 • Part of organisation development programme • March 2006 • March 2006 • Completed January 2006 • February 2006 • March 2008 • October 2006 	<ul style="list-style-type: none"> • JP / TB • TS • RF / TB • PRAC / TB • PRAC / TB • PRAC / TB / BMC • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB • PRAC / TB 	<p>4.3</p>	<p>Capacity of key staff needs to be appropriate</p>

Pay & Workforce Strategy High Level Actions

Actions	Milestones	Target date	Owner	CPA Ref	CPA Action
Developing the organisation	<ul style="list-style-type: none"> • Investors in People Re-assessment • Review and relaunch of Performance Appraisal Scheme • Equality Action plan re Workforce monitoring • Equal Pay Audit • Communications Strategy to be formulated • Structure and Staffing of Communications & Consultations posts needs to be determined • Appointment of Communications officer(s) • Exploration of Partnership working • Exploration of new ways of working using the BV 4 Cs • Extended production of management information and access to employee data via Employee Self-Service Module of HR System • Develop stress risk action plans • Introduce succession planning and have systems to identify and bring on 'high fliers' for future leadership positions • 100% capability in electronic delivery of priority services by 2005 in ways that customers will use • Identifying efficiency savings in the ways the Council organises, procures and delivers services in line with the Government's Efficiency Review • Redesigning internal workflow processes to improve efficiency and accuracy 	<ul style="list-style-type: none"> • Feb 2006 • February 2006 • April 2007 • October 2006 • April 2006 • From November 2004 • Completed Oct 2005 • Annually with service plans • Annually with service plans • October 2006 • Post-restructuring • March 2007 Part of organisation development plan • December 2005 • Annually with the budget • October 2006 	<ul style="list-style-type: none"> • Exec/PRAC/TB • PRAC/TB • PRAC/TB • PRAC/TB • NM/Exec • JP / TAS • TAS • Exec • Exec • PRAC/TB • JP/TB • PRAC/TB/BMc • PRAC/TB • PRAC/TB • TB/ Project Board 	<ul style="list-style-type: none"> 1.1 1.3 2.1 2.3 3.1 3.2 5.1 5.2 5.3 	<ul style="list-style-type: none"> Refine and simplify vision, aims, and objectives Implementation of Communication Strategy Improve internal leadership through alignment of Portfolios and service areas and the working of Executive and Directors Priorities for planned service improvements need to be clear An effective change management process needs to be embedded Sharing lessons learnt Performance Management Culture needs to be embedded Use management information to manage Best Value 4Cs need to be more consistently applied

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT QUARTER 3
Jeremy Beach	<p>BVPI 157 score is a) is in middle quartile (national rankings) at 78.8%</p> <p>Specific weaknesses:</p> <ul style="list-style-type: none"> • No e-procurement • Limited online application forms • Limited card payments via telephone / face to face • No online payments 	<p>Council to agree customer contact strategy.</p> <p>Council to implement online forms and payments technology.</p> <p>Council to decide which services to roll out next (beyond EH).</p> <p>Council to address late implementation of online forms for EH Licensing, achievement of which would increase score by several percent.</p>	<p>IEG6 Report, due for submission April 2006</p>	<p>Projects to address the technological side of all these issues are in place Feb – April 2006</p> <p>However, strategic decisions are still required.</p>	<p>BVPI 157 = 78.78%</p>
Jeremy Beach	<p>ODPM IEG Priority Outcomes.</p> <p>The following Outcomes that are entirely within the control of VWHDC and have not had an explicit decision not to proceed are currently AMBER (in other words under way but not complete)</p> <p>R9 E-Procurement</p> <p>R10 Online payments</p> <p>G13 Parking online forms</p> <p>R23 Access to services outside normal hours via internet or call centre</p>	<p>R9 – project underway, will deliver late but otherwise OK</p> <p>R10 – project underway for selected services, will deliver late</p> <p>G13 – part of online services project, will deliver late</p> <p>R23 – will be delivered by online services project for selected services. Others may be very late or not at all.</p> <p>G20 – website revamp delayed by funding uncertainty, but now back</p>		<p>'R' outcomes should have been completed by 31/12/05 and 'G' outcomes by 31/03/06.</p> <p>Most of these 'amber' projects are now expected to be implemented from March through to August 2006.</p>	<p>See IEG5 Statement on our web site at http://valeweb/Ima ges/EGStatement 13Jan05_tcm4-9278.pdf</p> <p>Honesty is the best policy in IEG statements, particularly as we have a 'fundamental' approach to process re-engineering.</p>

CPA Actions Report: January 2006
Jeremy Beach

Appendix 1e

Jeremy Beach	<p>G20 Website conformance with AA accessibility rating R28 Automated email responses and unique reference numbers R29 Responses to emails within one working day G25 Single notification of change of address</p>	<p>on track and due summer R28 – very tricky for whole organization: needs a proper approach R29 – ditto G25 – can create online form but most work to be done behind scenes, will be late</p>	<p>Finalised activity plans Achievement of relevant outcomes</p>	2006	<p>Any successful bid for these services must include e-enabled service delivery via the access channels promoted by the Council as part of its customer contact strategy.</p>
	<p>The following ODPM Priority Outcomes are reliant in part on the conclusion of the Revs & Bens review. They are accordingly marked as RED (no plans in place). R11 G10 G15 R16 (related to CT and Housing Benefit)</p>	<p>Come to conclusion on review of Revenues and Benefits service provision. Identify project sponsor and create project activity plan. Assign resources. Follow activity plan.</p>			

Quarterly Governance Report
Best Value Performance Indicators. Our current performance in 2005/06.

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↑	↓	→
Better	Worse	Stable

BVPI	Indicator Description	Tgt/ Ind	TQ 04/05	BQ 04/05	Actual 04/05	Quartile 04/05	Target 05/06	Actual Q1	Actual Q2	Actual Q3	Actual Q4	on/off Tgt	Comments	Performance Trend	Target 06/07
Corporate Health															
2a	Equality Standard for Local Government Level	T	0	0	2		2	2	2	2	0			→	2
2b	The duty to promote race equality checklist score	T	72	42	53	M	68	53	53	53	0		The percentage actual for 2004/5 has been reduced from 58% to 53% following the external audit	→	78
8	% Invoices paid on time	T	95.97	88.65	91.05	M	100	94.13	94.8	93.98	0		Decrease in performance during third quarter due to a particularly poor performance in October. Performance improved in November and December.	↓	100
9	Council tax collected (%)	T	98.3	96.36	99.5	T	99.3	29.8	58.19	86.72	0			N/a	98.2
10	NNDR collected (%)	T	99.14	98	99.7	T	99.4	29.26	59.7	90.83	0			N/a	99.4
11a	% of top 5% of earners that are women	I	40.23	19.63	16.67	B	20	13.33	13.33	13.33	0			→	23.5
11b	% of top 5% of earners that are from ethnic minorities	I	3.48	0	0	B	1.75	7.14	7.14	7.14	0			→	1.95
11c	% of top 5% earners with a disability	I	0	0	0		7	7.14	7.14	7.14	0		New indicator	→	7
12	Days sick per member of staff	T	8.4	11.1	9.22	M	9	9.32	8.08	8.4	0			↓	9
14	Early retirements / staff	I	0.16	0.84	1.53	B	0.25	0	0	0	0			→	0.2
15	Ill health retirements / staff	I	0.12	0.44	0	T	0.25	0	0	0	0			→	0.25
16a	% staff with disabilities	I	3.73	1.49	4.3	T	4.1	4.66	4.69	5.45	0			↑	4.1
17a	% staff from ethnic minorities	I	4.6	0.9	2.4	M	2.4	2.47	2.17	2.24	0			↑	2.4
157	% types of interaction delivered electronically	T	87.5	66.59	69.1	M	100	74.5	76.1	78.8	0		Shortfall primarily around customer contact and procurement. Customer contact strategy to Council 22.2.06.	↑	100
Housing															
64	No of vacant private sector dwellings returned into occupation	T	56.25	4	11	M	4	0	3	4	0			↑	3
183a	Average length of stay in B&B (weeks)	T	1	5	4.46	M	6	2.71	4.38	3.14	0		2004/05 YE figure recalculated further to External Audit (was initially calculated as 5.73 weeks) New Guidance from ODPM restricts eligibility of certain applicants within this calculation. Any stays in B&B prior to 01/04/2004 should be discounted. This new guidance was issued in Q3 and the calculation YTD (Q3) reflects this.	↑	6
183b	Average length of stay in Hostel (weeks)	T	0	18	27.89	B	20	12.36	12.36	23.23	0		This figure is based on 5 applicants. Performance should improve in Q4 as sample size increases.	↓	22
202	No of people sleeping rough on a single night	T	0	0	1		1	0	0	0	0	N/a	Annual Reporting	N/a	1

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203	% change in average number of families with dependant children in temporary accomodation	T	-6.94	28.31	-15.77	T	5	0	0	0	0	N/a	Annual Reporting	N/a	5
213	Number of households considered homeless for whom housing advice casework intervention resolved their situation.	I	0	0	0	T	0	0.1	0.37	0.79	0	N/a	Target not required for 2005/6. Number is based on number of households assisted through successful casework and dividing this figure by the number of thousand households in the Vale (current household figure - 48,174). New Prevention officer in place since September 2005. Q1 figure recalculated to ensure compliance with strict interpretation of ODPM guidance. 38 successful prevention cases YTD out of 110 prevention cases (34.55% success rate).	↑	N/a
214	Housing advice service: Repeat homelessness (%)	I	0	0	0		0	0	0	1.49	0	N/a	Target not required for 2005/6. 1 Repeat homelessness application YTD.	↓	N/a
Benefits															
76a	Benefit security - no of visits per 1000 cases	T	282.16	155.86	269.55	M	273	68	152.92	217.43	0		On target	↓	273
76b	Benefit security - no of investigators per 1000 cases	T	0	0	0.18		0.19	0.19	0.38	0.38	0			→	0.38
76c	Benefit security - no of investigations per 1000 cases	T	53.4	24.01	82.59	T	89	25.82	48.93	77.68	0		On target	↑	89.5
76d	Benefit security - no of prosecutions per 1000 cases	T	5.31	2.06	12.45	T	10	2.5	5.56	9.16	0		On target	↑	12
78a	Average time for processing new claims	T	29.38	44.55	25	T	36	27	34	24	0		Above target	↑	36
78b	Average time for processing changes of circumstances	T	7.4	14.9	5	T	9	8	8	6	0		Above target	↑	9
79a	% of cases where calculation was correct	T	99	96.2	99	T	99	98.4	100	100	0		Above target	→	99
79b(i)	% of overpayments recovered as a % of Housing Benefit deemed recoverable	T	49.93	33.13	0	T	105	89.24	96.9	97.4	0		Third quarter much improved	↑	105
79b(ii)	% overpayments recovered during the period including overpayments identified during the period	I	0	0	0		57.5	49.17	54.4	54.1	0		The third quarter performance has dropped slightly to 54.1%.	↓	57.5
79b (iii)	% of overpayments written off	I	0	0	0		5.5	0.66	0	0	0		This PI will improve in Q4 when irrecoverable debt is identified and written off	→	5.5

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Environment															
82a	% of household waste recycled	T	17.89	11.78	21.3	T	24	21.3	22	21.58	0		Performance in fourth quarter improving	↓	25
82a1i	Total tonnage of waste recycled	T	0	0	0		10179	2214	4488	6699	0		Performance in fourth quarter improving	↓	10325
82b	% of household waste composted	T	9.8	1.53	0.02	B	1	0	0.17	1.59	0		Includes 200 tonnes of leaves not included in the forecast when setting the target	↑	3
82b1i	Total tonnage of waste composted	T	0	0	0		407	0	34	494	0		Includes 200 tonnes of leaves not included in the forecast when setting the target	↑	1239
84	Household waste collected	I	397.7	491.6	348	T	351	89.39	176.8	267.7	0		Likely to be 1% above target. Amount of landfill is 3% down. This indicates that green waste now being collected was not previously included in the waste stream for this indicator.	↓	353
84b	% change (from previous year) in the waste collected (KG per head per annum)	T	0	0	0		0	2.97	1.5	-0.2	0		Target not required for 2005/6	↑	0.5
86	Cost of waste collection (£)	T	35.31	48.13	41.15	M	41.9	0	0	0	0		Annual reporting	N/a	42.56
166a	Environmental health checklist (%)	T	97	79.1	56.25	B	73	56.25	56.25	0	0		Limited progress being made. To investigate bringing resources in.	→	83
199	Cleanliness of relevant land and highways (%)	T	11	24	22	M	18	0	0	0	0		Annual reporting	N/a	15
Planning															
106	% new homes on brown field sites	T	94	57.14	92	M	60	0	94	0	0		6 monthly reporting	N/a	60
109a	% of major planning applications in 13 weeks	T	68.9	46.88	51	M	60	29	31	42	0		These latest quarterly figures show the Council achieved the targets for Major, Minor and Other applications. This is part of the Council's process of continuing improvement in performance, and has been particularly helped by a revised Scheme of Delegation which came into operation in July 2005. An improvement plan for major applications is being	↑	60
109b	% of minor planning applications in 8 weeks	T	75.4	61.12	51	B	65	60	65	69	0		As for 109a	↑	65
109c	% of other planning applications in 8 weeks	T	88	80	77	B	80	85	86	88	0		As for 109a	↑	80
179	% standard searches in 10 days	T	100	96.96	99.6	B	100	99.87	99.6	99.72	0		Slightly below target	↑	100
200a	Did authority submit the Local Development Scheme by 28.3.2005 (new 2005-6)	T	0	0	0		yes	yes	0	0	0		Annual reporting	N/a	yes
200b	Has authority met the Local Development Scheme milestones (new for 2005-6)	T	0	0	0		yes	0	yes	0	0		6 monthly reporting	N/a	yes

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200c	Did the authority publish an annual monitoring report by December of the last year	I	0	0	0		yes	0	0	0	0	N/a	Annual reporting	N/a	yes

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204	% appeals allowed against authorities decisions to refuse planning permission	T	25	37.5	32	M	35	0	17	0	0	0	6 monthly reporting	N/a	35
205	Quality of service checklist (%)	T	88.9	72.2	72	B	80	0	78	0	0	0	6 monthly reporting	N/a	85
219a	Total number of conservation areas	I	0	0	0		52	0	0	0	0	N/a	Annual reporting	N/a	52
219b	% of conservation areas with an up to date character appraisal	I	0	0	0		0	0	0	0	0	N/a	Annual reporting	N/a	10
219c	% of conservation areas with published management proposals	I	0	0	0		0	0	0	0	0	N/a	Annual reporting	N/a	4
Community Development															
126	Domestic burglaries per 1000 households	I	6.9	14.23	5.36	T	5.36	1.54	3.24	4.97	0	0	We are unlikely to meet our reduction target for domestic burglary due in some measure to displacement caused by anti-burglary initiatives in Oxford. We have suffered 61 more offences than at the same time last year.	↓	5.36
127a	Violent crimes per 1000 population	I	3	8.71	0	M	10.46	2.97	6.19	9.22	0	0	Violent crime is down by 15% from last year and we are on course to achieve our target for the FY.	↑	10.1
127b	Robberies per 1000 population	I	5.96	12.7	0	T	0.24	0.05	0.06	0.11	0	0	Robberies are down from 17 last year to 10 this year - a drop of 41% and we are on course to achieve our target for the FY.	↓	0.23
128	Vehicle crimes per 1000 population	I	7.77	15.04	6.1	T	6.9	1.64	3.12	4.48	0	0	Vehicle crime is down by 2% on last year. Theft of vehicles is down by 14% but theft from vehicles is up by 5%. although we show a small reduction we are unlikely to meet our overall target.	↑	6.5
156	% of authority buildings open to the public - accessible for disabled	T	0	0	83		100	83	83	83	0	0	Unlikely to meet target this year. Need to review target for 2006/7.	→	100
174	No of racial incidents recorded per 100,000 population	I	0	0	0		0.86	0.86	0.86	1.72	0	0	2 Incidents year to date	↓	0.86
175	% of racial incidents that resulted in further action	T	0	0	N/a		100	100	100	100	0	0	All incidents have been actioned in the FY.	→	100
225	Actions against domestic violence	I	0.82	0	0		0	0	0	0	0	N/a	Annual Reporting	N/a	0
226a	Advice and guidance services - total spent £	I	100	29.7	0	M	200000	200000	200000	200000	0	0		→	200000
226b	CSL Quality Mark % monies spent on advice and guidance provided by external organisations	I	0	0	0		75	75	75	75	0	0		→	75

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226c	Advice and guidance services - direct provision £	1	0	0	0		450000	450000	450000	450000	0			→	450000

QUARTERLY CORPORATE GOVERNANCE REPORT - Third Quarter 1.4.05 - 31.12.05
Local Performance Indicators Supporting Corporate Aims 2005/06 (cumulative year to date)

LPI	Indicator Description	Target 05/06	Actual Q3	Comments
To Help Facilitate the Provision of Affordable Housing				
LI H2	Number of units of affordable housing completed / provided	60	78	Split by tenure - Shared Ownership 44 (56.4%) Social rented - 34 (43.6%)
LI H2a	Number of affordable housing units provided through S106 agreements	Indicator	66	New indicator
LPI TP5	% of dwellings permitted on sites above the Council's local plan affordable housing policy thresholds which fall within the definition of affordable housing	30%	23%	6 monthly reporting (this is the position at the end of the second quarter)
LPI TP6	% of affordable dwellings permitted which are in the social rented category	60%	91%	6 monthly reporting (this is the position at the end of the second quarter)
LPI TP7	% of total house building completions against annualised adopted Structure Plan targets	New indicator	117%	Annual reporting - Annualised target based on Target of 5,750 completions by 2011 (1996-2011). This translates into an annual straight line target of 383 per full year. 448 completions 01/04/2005 - 31/12/2005 which equates to performance of 117%.
To Improve and Modernise Access to Services				
CS3	% of enquiries resolved during the same working day at the LSP Wantage	97%	not available	New CRM reporting module being finalised, this data to be available shortly.
CS4	% of enquiries resolved during the same working day at the LSP Abingdon	97%	not available	New CRM reporting module being finalised, this data to be available shortly.
CS5	% of satisfied customers at the LSP Wantage	95%	90%	
CS6	% of satisfied customers at the LSP Abingdon	95%	100.00%	
CS9	% of calls to be answered within 20 seconds	90%	87.00%	
CS10	% of calls unanswered	6%	2.00%	

Corporate Governance financial report

All figures are as at end December 2005

	Original budget	Latest budget	Profiled budget	Actuals	Approved Budget Adjustments	Variance £	Variance %
<u>Expenditure</u>							
Salaries	8,387,210	7,435,900	5,445,597	5,456,941		11,344	0.2%
Leisure salaries	264,460	294,360	220,770	207,987		(12,783)	(5.8%)
	8,651,670	7,730,260	5,666,367	5,664,928		(1,439)	(0.0%)
Overtime	88,540	128,100	101,635	109,166		7,531	7.4%
Temporary & Agency staff	74,390	391,500	379,397	352,098		(27,299)	(7.2%)
Training	91,890	91,890	68,918	62,765		(6,153)	(8.9%)
Repairs & Maintenance	335,340	454,720	342,648	236,729	(40,000)	(65,919)	(19.2%)
Temporary accommodation costs	100,000	100,000	75,000	96,450	80,000	(58,550)	(78.1%)
Partnership grants	259,330	252,630	165,970	141,052		(24,918)	(15.0%)
Community grants	382,250	312,840	263,773	140,481		(123,292)	(46.7%)
	641,580	565,470	429,743	281,533		(148,210)	(34.5%)
Benefit payments	16,919,050	16,919,050	11,700,025	12,150,622	913,000	(462,403)	(4.0%)
Other expenditure	11,800,770	12,084,950	8,964,922	7,538,237	(168,150)	(1,258,535)	(14.0%)
TOTAL EXPENDITURE excluding support and capital	38,703,230	38,465,940	27,728,655	26,492,528	784,850	(2,020,977)	(7.3%)
<u>Income</u>							
Car Parking	(800,920)	(951,420)	(726,231)	(615,044)	131,000	(19,813)	(2.7%)
Benefit Subsidy	(16,497,020)	(16,497,020)	(12,372,765)	(13,103,333)	(1,158,700)	428,132	3.5%
Temporary accommodation	(270,000)	(150,000)	(112,500)	(149,785)		(37,285)	(33.1%)
Planning	(440,000)	(532,400)	(399,300)	(487,960)	(30,000)	(58,660)	(14.7%)
Building Control	(545,000)	(545,000)	(408,750)	(395,632)		13,118	3.2%
Leisure	(368,780)	(382,370)	(280,252)	(196,556)	15,200	68,496	24.4%
Investment income	(478,900)	(478,900)	(359,175)	(366,167)		(6,992)	(1.9%)
Other income	(4,309,920)	(4,313,760)	(2,445,817)	(2,325,493)	(8,320)	128,644	5.3%
TOTAL INCOME excluding support and capital	(23,710,540)	(23,850,870)	(17,104,790)	(17,639,970)	(1,050,820)	515,640	3.0%
NET POSITION excluding support and capital	14,992,690	14,615,070	10,623,865	8,852,558	(265,970)	(1,505,337)	(14.2%)

**Corporate Governance Report to Executive
2005/06 Quarter 3 - to the end of December 2005
Financial Commentary**

The following comments are provided to explain the attached high level budget monitoring figures.

SUMMARY

The attached Corporate Governance report for the first quarter indicates an unadjusted **underspend** of £1.8m (17%), which is a large increase on the £1.2m underspend at the end of Quarter 2. This reflects expenditure and income transactions to the end of December as recorded on the financial management system ('fms') except for Contingency and external investment income.

Officers have used the December budget monitoring information to feed into the budget-setting process, resulting in adjustments being made to produce the 2005/06 Revised Budget approved by Council. The approved budget adjustments are listed in the attached schedule, and result in an adjusted underspend of £1.5m or 14%

The £1.5m underspend position is explained below. Half of this is due to delays in the payment of waste contract invoices. Most of the remaining net underspend is due to other timing differences which will be corrected before the year-end. Officers predict that there will not be a significant outturn budget variance.

DETAILED COMMENTARY

Much of the large unadjusted £66k (19%) underspend on **Repairs and Maintenance** will be spent on identified projects in Quarter 4. However there are leisure client budgets totalling £24k which will be unspent and can be deleted from next year.

For **temporary accommodation** the combination of a large underspend on expenditure and over-achievement of income totals over £100k. However, this masks a number of disputed transactions and potential debt write-offs which are being addressed. Officers are confident that the service will outturn on-budget.

The apparent underspend on **Partnership and Community Grants** of £148k (34%) is due to delays in paying approved and allocated grants. The recipient organisations must discharge their grant conditions including producing final accounts, which often delay the grant payment. Any unspent allocated budget will be carried forward to 2006/07 in order to meet 2005/06 commitments.

After budget adjustments the **Benefits** figures net off to a £34k underspend which is within acceptable tolerances given the volatility and size of these demand-led budgets.

Other Expenditure covers multiple budgets, the more significant underspends are listed below:

Waste contract	-	Payment delays (724k variance)
Assisted Transport	-	Less bus pass usage than budgeted
Development Policy	-	Lower Local Plan enquiry costs

Planning has overachieved its income target by £59k even after budget adjustments. This is due to unexpected upsurge in market-driven volumes of planning applications.

The underachievement on **Leisure Income** is partly due to profiling differences which will have no impact on the year-end outturn position and are being addressed by the acting senior leisure officer. However, £20k of the underachievement is due to budget errors which will cause outturn budget variances.

Other Income covers multiple budgets, the more significant under-achievements are listed below:

Recycling credits	-	County Council payment delays
Commercial tenants	-	Service charge invoice delays
Local land charges	-	Reduced volumes

SUMMARY OF SICKNESS 2005-06

	Q1	Q1 Target	Q2	Q2 Target	Q3	Q3 Target	Q4
	No. average days sickness/mth	Av. days lost per FTE/mth	No. average days sickness/mth	Av. days lost per FTE/mth	No. average days sickness/mth	Av. days lost per FTE/mth	No. average days sickness/mth
Audit & ICT	3.83	0.20	1.17	0.06	1.83	0.10	
Benefits	16.83	0.73	10.67	0.46	22.67	0.96	
Building Control (inc DSO)	4.5	0.20	10.83	0.48	9.33	0.43	
Contact Services	10.67	0.38	19.17	0.67	15.83	0.56	
Democratic Services	2.33	0.14	1.50	0.10	11.67	0.74	
Emergency Planning	0	0	0	0	0	0	
Environmental Health	33.17	1.12	20.83	0.72	8.67	0.33	
Finance	49.17	2.08	46.67	1.98	45.83	2.04	
Housing & Community Safety	11.17	0.49	4	0.17	27	1.02	
Human Resources	1.83	0.28	1.50	0.23	0.67	0.10	
Legal Services	0.83	0.10	0.33	0.04	0	0	
Leisure	17.17	0.41	12.33	0.32	27	0.73	
Planning	78.17	1.89	39	0.91	49.50	1.18	
Property & Estates	2.33	0.26	1.33	0.15	2.83	0.31	
Strategic Directors Offices	3.83	0.38	1.33	0.14	0.67	0.07	

Commentary:

Compared to Quarter 2 average sickness has increased by 30%. However, average sickness for Quart 2 (July - September) was particularly low. This is probably due to the time of year as generally sickness is lower during the summer months. The following areas have more sickness per fte on average this quarter compared to last quarter: Benefits, Democratic Services, Housing & Community Safety, Leisure, Planning & Property & Estates. Service areas that have reduced their average sickness include: Contact Services, Environmental Health & Human Resources.

SUMMARY OF TURNOVER 2005-06

	Q1		Q1 Target		Q2		Q2 Target		Q3		Q3 Target		Q4	
	Av. No. employees left/mth	Av. Turnover/mth	Av. No. employees left/mth	Av. Turnover/mth	Av. No. employees left/mth	Av. Turnover/mth	Av. No. employees left/mth	Av. Turnover/mth	Av. No. employees left/mth	Av. Turnover/mth	Av. No. employees left/mth	Av. Turnover/mth	Av. No. employees left/mth	Av. Turnover/mth
Audit & ICT	0.33	1.67%	0.33	1.75%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Benefits	0.33	1.39%	0.33	1.39%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Building Control (inc DSO)	0	0.00%	0	0.00%	0	0.00%	0.33	1.39%	0.67	1.88%	0	0.00%	0	0.00%
Contact Services	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Democratic Services	0	0.00%	1	1.75%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Emergency Planning	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Environmental Health	0.33	1.11%	1.33	4.64%	0	0.00%	0.67	2.57%	0	0.00%	0	0.00%	0	0.00%
Finance	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Housing & Community Safety	0.67	2.38%	0.33	1.23%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Human Resources	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Legal Services	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Leisure	0.33	0.69%	0.67	1.46%	0	0.00%	1	2.26%	0.33	0.68%	0	0.00%	0	0.00%
Planning	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Property & Estates	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Strategic Directors Offices	0	0.00%	0.33	0.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

Commentary:

Turnover has reduced this quarter on average compared with last quarter, with an average of 3 people leaving per month compared to just over 4 in the last quarter

REPORT OF THE ASSISTANT DIRECTOR (AUDIT)
TO THE EXECUTIVE
03 MARCH 2006

Proposed Strategic Internal Audit Plan

1.0 Introduction and Report Summary

- 1.1 This report proposes a new five year Strategic Internal Audit Plan. Historically the Monitoring & Audit Committee had responsibility for approving and monitoring the Internal Audit Plan on behalf of the Council. Under the current arrangements, the Executive, the Scrutiny Committee and the Responsible Finance Officer have an interest in the issues to be included within the Audit Plan. The Scrutiny Committee and the Responsible Finance Officer are content with the proposed five year Strategic Internal Audit Plan.
- 1.2 The Contact Officer for this report is Sam Turner, Assistant Director (Audit), Tel: 01235 547615.

2.0 Recommendations

That Members approve the five year Strategic Internal Audit Plan for 2005/10.

3.0 Relationship with the Council's Vision, Strategies and Policies

- (a) Vision strand E.
- (b) No specific strategy; although the Audit plan will underpin all Strategies indirectly.
- (c) Anti Fraud & Corruption Policy; and all Policies indirectly.

4.0 Background

- 4.1 Good practice promulgated by the Council's External Auditors (the Audit Commission) suggests that Internal Audit Plans should cover a period of several years, usually between three and five years. The previous five year plan covered the period 2000-2004. The proposed plan covers the period 2005-2010 which incorporates the current year. This is to ensure that this five year plan follows on from the previous five year plan, that the current year is integrated in to the strategic plan and is in accordance with advice from our External Auditors.
- 4.2 The CIPFA (Chartered Institute of Public Finance & Accountancy) Code of Practice for Internal Audit states that the audit plan should be risk based, should take into account the results of the organisation's risk management process, and should outline the assignments to be carried out and the broad resources required to deliver the plan.
- 4.3 The purpose of this report is to explain the process for setting the audit plan and to explain the rationale behind the calculation of days available and the proposed allocation of resources between the various categories of work.
- 4.4 It should be noted that we are currently investigating the possibility of joint working with South Oxfordshire DC for Internal Audit which, if implemented, might change the resources available and the schedule of planned audits.

5.0 Internal Audit Resources

5.1 The Internal Audit establishment comprises three full time Auditor posts although one such post has been vacant since 4th April 2005 pending the outcome of the senior management restructure. Currently it is envisaged that this post will be filled and therefore the new Strategic Plan is based on the full establishment of three auditors.

6.0 The Strategic Audit Planning Process

6.1 Drawing up a new strategic audit plan necessitates a fundamental review of all the Council's activities in order to identify, and risk assess, all auditable activity over the next five years.

6.2 This would normally entail significant consultation with stakeholders including all second tier officers and some service managers. At the time of writing, the new senior management structure is not yet implemented and it is not therefore appropriate at the present time to carry out this consultation. However a fundamental review of all potential auditable activity has been carried out including a review of all Service Plans and Service Development Plans, a review of all Risk Registers and consideration of the Council's corporate aims.

6.3 Each individual auditable activity is subject to an audit risk assessment.

7.0 Internal Audit Risk Assessment

7.1 The purpose of the risk analysis is to enable Internal Audit to evaluate the vulnerability of systems to non-compliance with managerial objectives and to set a relative measure. Historically Internal Audit has performed this risk assessment using knowledge and experience from Internal Audit only. Following the creation of Risk Registers in 2004, it is now possible for Internal Audit's risk assessment to also take into account the Council's risk management process. This is recognised as good practice for Internal Audit, and represents good corporate governance for the Council.

7.2 Our risk analysis model uses several risk elements. Each element has a relative weighting to reflect the inherent relative risk of that particular element. The model attempts to strike a balance between financial factors and non-financial factors, and objective judgements and subjective judgements.

7.3 A brief explanation of the risk elements is given below:

i. Money/Financial Values

- A stratified range of financial values.

ii. Volume of Transactions

- A stratified range of volumes

iii. Devolution and Delegation

- An initial assessment of the degree of devolution or delegation; and
- A series of assessment factors upon which a judgement is made of internal control.

iv. Contracted-Out Services (if appropriate)

- A series of assessment factors for each type of contracted out arrangement, again requiring a judgement as to the controls in place.

v. System Factors

- An assessment based on stability;
- An assessment based on the type of processing application (for example standalone computer, network computer system or manual); and
- An assessment of the complexity of Regulations and/or Processing.

vi. Managerial and Control Environment

- A series of assessment factors upon which a judgement is made upon internal control; and
- An assessment of the susceptibility to fraud or previous fraud experience.

vii. Sensitivity

- A series of assessment factors relating to sensitivity, for example confidentiality, impact of failure on other systems, client sensitivity.

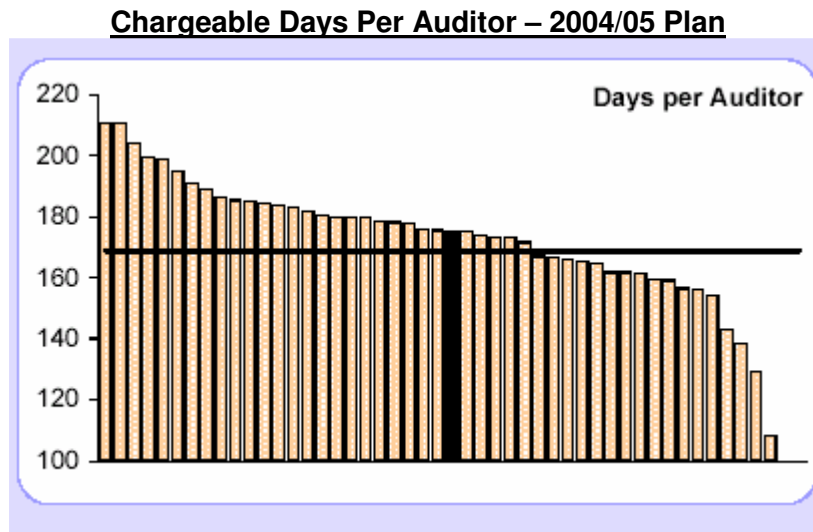
- 7.4 These factors are in accordance with the CIPFA Audit Risk Assessment Model.
- 7.5 The results of the Council's own Risk Registers, and significance to the Council's corporate aims, are also taken into account in assessing the relative risk of each activity.

8.0 Estimated Resources Available to Deliver the Strategic Audit Plan

- 8.1 The resources available to deliver the strategic audit plan is expressed in days. The number of days estimated to be available is arrived at by starting with the number of days in post and available to internal audit. The total number of days available is then reduced by the estimated number of days lost through annual leave, bank holidays, election duties and sickness. The remaining days available are then allocated between the various elements of work which are expected to be carried out each year in order to deliver an effective Audit service. The Audit Plan is only one of several different categories of work.
- 8.2 The calculation of days available and allocation of days between different categories of work is attached as Appendix 1.
- 8.3 The different categories of work are classed as either chargeable or non-chargeable. "Chargeable" means the work has an identifiable client. The different categories of work are explained below:
- 8.4 Training (Non-Chargeable). This is estimated at 8 days per FTE per year to ensure that the auditors remain up to date with internal audit and local government issues.
- 8.5 Updating Knowledge (Non-Chargeable). This includes on-the-job development (but not formal training) such as researching new legislation for example Freedom of Information Act, Regulation of Investigatory Powers Act, to ensure that the auditors remain up to date with relevant legislation. This also includes reading relevant reports and publications to ensure that the auditors remain up to date with Internal Audit, Council and Local Government developments.
- 8.6 Admin/Corporate Issues (Non-Chargeable). This includes representation on groups such as the Quality System Management Review Team, and the Council's bullying group. This also includes corporate issues for example attending staff briefings on senior management restructuring, Council budget etc. This also includes audit administrative tasks for example reorganisation of audit files.
- 8.7 Responsive Audit Work (Chargeable). This is part of the core internal audit service and includes the provision of ad hoc advice on a wide range of audit and control issues. This also includes audit involvement in tender openings and associated processes. The provision of advice is an important part of maintaining and improving the control environment.
- 8.8 Custody and Issue of Cheques (Chargeable). Internal Audit controls the issue of all Council cheques including weekly benefits and creditors cheque runs and ad hoc emergency cheques which can arise at any time.
- 8.9 Audit Plan (Chargeable). This is part of the core internal audit service and involves carrying out planned audits in accordance with approved audit plans.
- 8.10 Contingency (Chargeable). The External Auditors recommended (Interim Audit Report; September 2004) that contingency should be built into the Internal Audit Plan. Before we introduced contingency we had a target of achieving 75% of the audit plan. To maintain target

performance at effectively the same level contingency of 25% was built into the audit plan and the target for completion is increased from 75% to 100%.

- 8.11 This terminology and categorisation between chargeable and non-chargeable is in accordance with CIPFA benchmarking protocol and therefore enables meaningful comparisons with other authorities. The table below is an extract from the CIPFA benchmarking report 2004-05 which shows that the Vale (175.5 days) as a black vertical bar, and the average (167.6 days) as a horizontal line.



Source: CIPFA Audit Benchmarking Club 2004 Vale of White Horse District Council compared with Shire Districts

9.0 Strategic Internal Audit Plan

- 9.1 The proposed Internal Audit Plan was reported to the Scrutiny Committee on 16 February and comments were invited. Scrutiny Committee Members raised questions regarding the apparently low risk scores and consequent lack of audit coverage in the following areas: Building Control, Bank Reconciliation and Business Continuity. It was explained by the Assistant Director (Audit) that the low risk scores were the result of the risk assessment process and that this was a scientific process incorporating a number of risk factors and which follows good practice. The Scrutiny Committee was content with the proposed Internal Audit Plan.
- 9.2 The Responsible Finance Officer also confirmed that he is content with the proposed Internal Audit Plan.
- 9.3 The proposed Strategic Internal Audit Plan is attached as Appendix 2.
- 9.4 A spreadsheet showing the Internal Audit Plan calculations, including the risk factors and weightings, is attached as Appendix 3.

SAM TURNER
ASSISTANT DIRECTOR (AUDIT)

Background Papers: None

Strategic Audit Plan Calculation of Available Days Per Year

	CIPFA Benchmark Average Days Per Auditor	Vale Days Per Auditor	Planned Days Based on 3 FTEs	2005/06 Actuals (9 months Apr- Dec with 2 FTEs)	2005/06 Actuals estimated over 12 months & 3 FTEs
Days in post	260.7	260	780	392	780
Bank Holidays/Stat Days	10	9	27	12.00	24
Annual Leave	28.5	33	99	54.49	108.98
Sickness (est 5 per year)	4.6	5	15	3.00	6
Elections	0	3	9	13.12	26.24
Other Leave	2.3	0	0	0.27	0.54
Total "Lost" Days	45.4	50	150	82.88	165.76
Days Available for Work	215.3	210	630	309.12	614.24
<u>"Non-Chargeable" Work</u>					
Training	10.4	8	24	6.68	13.36
Updating Knowledge	0	5	15	6.23	12.46
Admin/Corporate Issues	37.3	27	81	58.95	117.9
Total "Non-Chargeable" Days	47.7	40	120	71.86	143.72
					0
Days Available for Chargeable Work	167.6	170	510	237.26	470.52
<u>"Chargeable" Work:</u>					
Responsive Work including Audit Advice			75	32.93	65.86
Custody & Issue of Cheques.			13	10.11	20.22
Total "Chargeable" non-plan			88	43.04	86.08
Days Available for Audit Plan			422	194.22	384.44
Audit Plan (75% of "Days Available for Audit Plan")			316.5	187.27	374.54
Contingency (25% of "Days Available for Audit Plan")			105.5	14.52	29.04

System Name	Total Risk Score	Priority	Audit Frequency	2005/06	2006/07	2007/08	2008/09	2009/10
				Days	Days	Days	Days	Days
Factor Weighting:								
Proactive Anti-Fraud	115	V High Priority	Annually		11.1	11.3	12.4	11.1
Main Accounting	109	V High Priority	Annually	12.0	10.5	10.7	11.7	10.5
Financial Services Review	104	V High Priority	One off		10.0			
Benefits	101	V High Priority	Annually	11.0	9.7	9.9	10.8	9.8
Debtors	99	V High Priority	Annually	12.0	9.5	9.7	10.6	9.6
Council Tax	96	V High Priority	Annually	8.0	9.4	9.6	10.5	9.5
Business Rates	96	V High Priority	Annually	8.0	9.2	9.4	10.3	9.3
Treasury Management	92	V High Priority	Annually	8.0	8.9	9.0	9.9	8.9
Accounts Payable	91	V High Priority	Annually	8.0	8.8	8.9	9.8	8.8
Capital Accounting	87	V High Priority	Annually	8.0	8.4	8.5	9.3	8.4
Payroll	87	V High Priority	Annually	9.0	8.4	8.5	9.3	8.4
CIPFA Information Technology control matrices	86	High Priority	3 times in cycle		8.3	8.4	9.2	
Cash	85	High Priority	3 times in cycle	14.0		8.3		8.2
Access to services	84	High Priority	3 times in cycle	11.0		8.2		8.1
Assurance Framework	84	High Priority	3 times in cycle		8.1		9.0	8.1
Recycling	83	High Priority	3 times in cycle	9.0		8.1		8.0
Data Protection	83	High Priority	3 times in cycle		8.0	8.1	8.9	
Partnership Arrangements	83	High Priority	3 times in cycle		8.0	8.1		8.0
Sharper Commercial Focus	83	High Priority	3 times in cycle	12.0		8.1		8.0
Refuse & Street Cleansing	82	High Priority	3 times in cycle		7.9	8.0		7.9
Improvement Grants incl. DFGs	81	Medium Priority	twice in cycle		7.8		8.7	
Housing Register	80	Medium Priority	twice in cycle			7.8		7.7
Contract Management	80	Medium Priority	twice in cycle	10.0				7.7
Debt Strategy	79	Medium Priority	twice in cycle		7.6	7.7		
ISO Audits	78	Medium Priority	Required Annually	9.0	7.5	7.6	8.4	7.5
Abingdon LSP	78	Medium Priority	twice in cycle		7.5		8.4	
Budgetary Control, Setting & Reporting	78	Medium Priority	twice in cycle		7.5			7.5
Project Management	77	Medium Priority	twice in cycle			7.5		7.4
Health & Safety (Council)	77	Medium Priority	twice in cycle		7.4			7.4
Insurance	76	Medium Priority	twice in cycle			7.4	8.2	
Mobile Home Parks	76	Medium Priority	twice in cycle				8.2	7.4
Property Maintenance	76	Medium Priority	twice in cycle			7.4	8.2	
VAT	75	Medium Priority	twice in cycle				8.1	7.3
Performance Indicators	75	Medium Priority	twice in cycle				8.1	7.3
Economic Development	75	Medium Priority	twice in cycle		7.2		8.1	
Land & Property	75	Medium Priority	twice in cycle			7.4		7.3
Sickness Reporting	75	Medium Priority	twice in cycle		7.2		8.1	
Wantage LSP	74	Medium Priority	twice in cycle		7.1	7.3		
Planning Control	72	Medium Priority	twice in cycle		6.9		7.7	
CPA KLoE	72	Medium Priority	twice in cycle		6.9			7.0
Discretionary Grants	71	Medium Priority	twice in cycle			7.0		6.9
Benefit Counter Fraud	70	Medium Priority	twice in cycle			6.9	7.5	
Members Interests	70	Medium Priority	twice in cycle		6.7		7.5	
Cash Offices	70	Medium Priority	twice in cycle			6.9	7.5	
Community Safety	69	Medium Priority	twice in cycle		6.6		7.4	
ICT Security	69	Medium Priority	twice in cycle	12.0				6.7
Land Charges	68	Medium Priority	twice in cycle		6.5		7.3	
Environmental Protection	68	Medium Priority	twice in cycle		6.5		7.3	
Affordable Housing	68	Medium Priority	twice in cycle	11.0		6.7		
Faringdon Area Office	67	Medium Priority	twice in cycle		6.5			6.5
Grounds Maintenance	67	Medium Priority	twice in cycle		6.5			6.5
White Horse LC Contract	67	Medium Priority	twice in cycle			6.6		6.5
Joint Environmental Trusts	66	Medium Priority	twice in cycle				7.1	6.4
SOLL Leisure Contract	66	Medium Priority	twice in cycle			6.5		6.4
Sports Development	65	Medium Priority	twice in cycle		6.3		7.0	
Training	65	Medium Priority	twice in cycle		6.3		7.0	
Homelessness & Temporary Accommodation	64	Medium Priority	twice in cycle			6.3		6.2
Health & Safety (enforcement)	64	Low Priority	once in cycle		6.2			
Gifts & Hospitality	63	Low Priority	once in cycle		6.1			
Performance Management Processes	63	Low Priority	once in cycle			6.2		
Risk Management	63	Low Priority	once in cycle	12.0				
Records Management	62	Low Priority	once in cycle					6.0
Commercial Rents	62	Low Priority	once in cycle		6.0			
Staff Allowances	61	Low Priority	once in cycle		5.9			
Concessionary Fares	60	Low Priority	once in cycle			5.9		
Corporate Governance	60	Low Priority	once in cycle				6.4	
Sewerage DSO	60	Low Priority	once in cycle					5.8
Rent Accounting	59	Low Priority	once in cycle			5.8		
Arts Development	58	Low Priority	once in cycle		5.6			
Overtime	56	Low Priority	once in cycle	8.0				
Grant Claims	56	Low Priority	once in cycle				6.0	
Food Safety	54	Low Priority	once in cycle					5.2
Excess Charges	53	Low Priority	once in cycle			5.2		
HECA Home Energy Conservation Act	53	Low Priority	once in cycle		5.1			
Highways/Grasscutting	53	Low Priority	once in cycle			5.2		
Service Planning	53	Low Priority	once in cycle				5.7	
Recruitment	53	Low Priority	once in cycle					5.1
Abingdon Guildhall	52	Low Priority	once in cycle					5.0
Mobile Telephones	52	Low Priority	once in cycle			5.1		
Bank Arrangements & Contract	52	Low Priority	once in cycle			5.1		
Car Parks	52	Low Priority	once in cycle				5.6	
Bank Reconciliation	52	Low Priority	once in cycle					5.0
Car Loans	51	Low Priority	once in cycle			5.0		
Facilities Management	51	Low Priority	once in cycle		4.9			
Seasonal Leisure Activities	51	Low Priority	once in cycle			5.0		
Office Telephones	50	Low Priority	once in cycle				5.4	
Annual Leave	49	De Minimis	If Required					
Building Control	49	De Minimis	If Required					
Housing Enabling	49	De Minimis	If Required					
Petty Cash	49	De Minimis	If Required					
Wantage Civic Hall	49	De Minimis	If Required					
Council Vehicles	48	De Minimis	If Required					
Animal Control	47	De Minimis	If Required					
Central Printing	45	De Minimis	If Required					
Elections & Registration	45	De Minimis	If Required					
Freedom of Information Act	45	De Minimis	If Required					
Central Purchasing	44	De Minimis	If Required					
Inventories	44	De Minimis	If Required					
Members Allowances	44	De Minimis	If Required					
Dog Warden	44	De Minimis	If Required					
Taxi Licensing	43	De Minimis	If Required					
Agency Temps agreement	42	De Minimis	If Required					
Comments & Complaints	40	De Minimis	If Required					
Environmental Health Licensing	40	De Minimis	If Required					
Business Continuity	40	De Minimis	If Required					
Chairs Allowance	37	De Minimis	If Required					
General Licensing (Lotteries & Street Collection)	36	De Minimis	If Required					
Leased Cars	36	De Minimis	If Required					
Historic Building Grants	32	De Minimis	If Required					
	7137			192.0	316.5	316.5	316.5	316.5

REPORT OF THE HEAD OF ASSET MANAGEMENT
TO THE EXECUTIVE
3 MARCH 2006

Treasury Management and Investment Strategy for 2006/07

1.0 Introduction and Report Summary

- 1.1 The Treasury Management Policy, agreed by Council December 2001 requires the approval of an annual Treasury Management Strategy for the next financial year. This is in line with the CIPFA Code of Practice on Treasury Management.
- 1.2 In March 2004 the ODPM issued guidance under Section 15 of the Local Government Act 2003 on Local Government cash investments which requires approval of an Annual Investment Strategy by the Council. The guidance does acknowledge that it might be convenient to produce a single document that meets the requirements of the CIPFA code and the Secretary of State's guidance.
- 1.3 This report puts forward an Annual Strategy for this authority for 2006/07 which, as last year, complies with the CIPFA code and the ODPM guidance. This strategy restricts itself to non-property investments. For property investment, Members should refer to the Investment Policy last agreed by the Council on 24 March 2004
- 1.4 The Contact Officer for this report is Steve Lawrence, Head of Asset Management 01235 540321.

2.0 Recommendations

- 2.1 *Members are asked to recommend to Council:*

the approval of the Annual Treasury Management & Investment Strategy for 2006/07 (set out at Appendix A), and the limits and guidelines specified in it.

3.0 Relationship with the Council's Vision, Strategies and Policies

- a) Vision strands A and B.
- b) This report complies with the Council's strategies for sound financial management.
- c) This report complies with the Council's Treasury Management Policy, approved by Council on 19 December 2001, and follows the procedure recommended in the revised CIPFA Treasury Management Code of Practice, January 2002.

4.0 Local Government Investments

- 4.1 Developments over the last 3 years have not changed debt-free authorities' practices for investing their surplus funds but have made them subject to primary legislation (Part 1 of the *Local Government Act 2003*) rather than regulations and introduced the new Prudential Capital Finance System. The ODPM guidelines allow greater flexibility than the previous regulations but require a more structured approach by local authorities.
- 4.2 The new act provides that investments will be dealt with, not in secondary legislation but through guidance on prudent investment practice. The general objective remains that local

authorities should invest prudently surplus funds held. Priority should be given to security and liquidity but it is reasonable to seek the highest return consistent with those aims.

- 4.3 The 1990 Regulations effectively restricted local authority investment to cash deposits with authorised institutions and government and local authority stock (“approved investments”) by stipulating that non-approved investments had to be treated as capital expenditure and the repayment as a capital receipt. Regulations have been issued under the 2003 Act which continue this provision by defining as capital expenditure “the acquisition of share or loan capital in any body corporate.” The ODPM guidance specifically discourages the use of speculative investments such as equities. Borrowing purely in order to invest remains unlawful.
- 4.4 Somewhat confusingly the guidance introduces the concept of “specified” and “non-specified” cash investments. Specified investments are those offering high security, high liquidity and low risk. They should be in sterling and with a maturity of no more than 1 year. Investments made with the UK Government or a local authority are automatically included as are bodies with “a high credit rating”, the definition of which is left to the authority. Non-specified investments are those that don’t meet this description. The aim seems to be not to discourage authorities from using non-specified investments but to ensure that proper procedures are in place to assess any greater risk. These categories are considered separately in sections 4 and 5 of the Strategy.
- 4.5 The guidance also applies to investments made through external fund managers.

5.0 Treasury Management and Investment Strategy

- 5.1 In accordance with the Treasury Management Policy the Council has for some years agreed an annual Treasury Management & Investment Strategy Statement before the beginning of each financial year. This has set borrowing limits, investment objectives, approved organisations for investment, guidelines and performance criteria for the in-house operation. Since there has been no significant change in the Council’s circumstances or the investment market the Strategy Statement for 2005/06 agreed in March 2005 is still suitable and has just been updated where necessary. The proposed Strategy Statement for 2006/07 is set out at Appendix A.
- 5.2 Prudential indicators required by the Capital Finance Regulations issued under the 2003 Act were included in the Council Budget report and the limits for external borrowing were agreed at the Council meeting on 8 February 2006.

STEVE LAWRENCE
HEAD OF ASSET MANAGEMENT

Background Papers:

Treasury Management in the Public Services – Code of Practice and Cross-sectoral Guidance notes. Published by CIPFA Jan 2002.

Guidance on Local Government Investments

ODPM 12 March 2004

TREASURY MANGEMENT & INVESTMENT STRATEGY STATEMENT 2006-07**1.0 Investment Objectives**

1.1 The main objectives to be followed in 2006/07 are:

- to invest in instruments conducive to achieving optimum returns whilst ensuring the security of the principal invested.
- to ensure a balanced portfolio in terms of period and maturity date with specific regard to major cash inflows and outflows (e.g. precept payments and grant receipts);
- to have regard to protecting the Council's position against fluctuations in interest rates and enabling it to plan properly for future financial commitments;
- to maintain sufficient liquidity to allow for cash-flow variations arising from income receipts and expenditure commitments, and to take advantage of interest rate movements when favourable;
- to keep investment management expenses to a minimum whilst ensuring that the overall return to the Council is maximised.

1.2 Investment of the Council's funds will be in accordance with the Treasury Management Policy. The overriding factor will be the security of the principal invested. Investment returns are associated with risk and, therefore, the margin of interest attainable will generally be lower the more secure the investment.

2.0 Liquidity of Investments

2.1 This refers to how easily the investment can be converted into cash. In normal circumstances higher returns are achievable from investments with lower liquidity. The use of longer term instruments (greater than 1 year to maturity) will fall in the non-specified investment category. It is proposed that these will only be used for the Council's core funds and a maximum investment period of three years is proposed because this is consistent with the capital planning framework and forecasting interest rate movements beyond 18 months is difficult. The actual limits are included under non-specified investments below.

3.0 Approved Organisations for Investment

3.1 When assessing an organisation for investment purposes the Council will use Butlers creditworthiness advice for applying credit rating criteria. Butlers is a division of ICAP Securities plc and is the Council's appointed investment advisors. The Council receives updates from Butlers of changes to credit ratings as they occur. These updates will be incorporated into the Council's counterparty list on the same day. The criteria will be applied as follows:

<u>Banks</u>	the Council will use all banks with the following ratings (or equivalent) from Fitch, Moody's or Standard & Poor's:
	Short Term: F1
	Individual: C
	Long Term: A-
	Support: 3

Wholly Owned Subsidiaries: The Council will use these where the parent bank meets the rating requirement as above.

Building Societies the Council will use building societies which have ratings as for banks above. In addition, it will use unrated Societies with assets in excess of £500 million. (This makes up the top 30).

Money Market Funds Funds that have an AAA rating.

UK Government: Including gilts (to be used by the external fund manager) and the Debt Management Office (responsible for lending to local authorities).

Supranational Bonds: The Council's external fund manager is allowed to invest in these instruments through their mandate.

Other Local Authorities

4.0 **Specified Investments**

4.1 These are sterling investments of not more than one-year maturity in a body with a high credit rating and not defined as capital expenditure (making an investment in a company.) This would include investments with The UK Government, a Money Market fund which is rated AAA by Fitch, Moody's or Standard & Poor's, a local authority or an institution with a short term credit rating of either F1 (*Fitch*), P-1 (*Moody's*) or A-1 (*Standard & Poor's*).

5.0 **Non-Specified Investments**

5.1 These are any other type of permitted investment (i.e. not defined as specified above). This would include any sterling investments (there is no wish to invest in other currencies) with:

Gilt edged securities (over one year). These are used by the Council's Fund Manager. The mandate allows maximum duration of any investment to be 15 years but the average of all investments should not exceed 5 years.

Supranational bonds (over one year) (these are basically gilts but issued by foreign governments) with a AAA rating.

An institution with a long term credit rating of AA- (*Fitch and Standard & Poor's*) or Aa3 (*Moody's*) for deposits with a maturity greater than 1 year and less than 3 years.

Non-rated Building Societies with assets in excess of £1 billion (the top 21) limited to no longer than 9 months,

Non-rated Building Societies with assets in excess of £500 million (the next 9) limited to no longer than 6 months,

Unrated subsidiaries of an institution which meets the credit rating criteria outlined above limited to 6 months.

6.0 **Limits with any institution**

6.1 A balanced portfolio should be maintained to ensure sufficient liquidity is available to allow for cash flow variations, and to protect the Council against fluctuations in interest rates. The following limits will be applied (for organisations that meet the criteria above):

	Fitch	Moody's	Standard & Poor's	Money Limit	Time Limit
Upper Limit Category	F1+ / AA-	P-1 / Aa3	A-1+ / AA-	£5 m	3 years
Lower Limit Category	F1 / A-	P-1 / A3	A-1 / A-	£5 m	1 year
Building Society Limits 1	Assets in excess of £1bn			£3 m	9 months
Building Society Limits 2	Assets in excess of £500m			£3 m	6 months
Unrated Subsidiaries	-	-	-	£3 m	6 months

	Fitch	Moody's	Standard & Poor's	Money Limit	Time Limit
Other Institution Limits	-	-	-	£5 m	various

1. The Upper and Lower Limit categories will include both banks and building societies.
2. The Other Institution Limit will be for other local authorities, the DMADF (Debt Management Account Deposit Facility – lending to the Government), Money Market Funds and Gilt and Supranational investments. These are all considered high quality names – although not always rated – and therefore will have the same limit as the Upper Category.

6.2 In exceptional circumstances short term variations to these limits will be allowed, subject to the written authority of the Strategic Director.

7.0 **Borrowing Limits 2006/07**

7.1 The Council is required to determine the following limits for the financial year 1 April 2006 to 31 March 2007. The Prudential Code for Capital Finance stipulates that these are set at the same time as the Prudential Indicators for Capital Finance are considered. Those indicators were considered in the budget report on 8 February 2006 so these limits have already been agreed.

	Limit authorised at Council meeting 08.02.06 £'000
Operational boundary for external debt	2,000
Authorised limit for external debt	5,000
limit for amounts at variable interest rates	nil

8.0 **Guidelines for In-house Investment**

8.1 The brokers listed below are currently authorised to arrange the Council's cash investments:

Prebon Marshall Yamane (UK) Ltd
 Tradition UK Limited
 Intercapital Europe (Icap) (a division of ICAP Securities plc.)

- 8.2 New brokers can only be used after written consent from the Strategic Director.
- 8.3 Investments may only be made with Local Authorities and other organisations as authorised by the Bank of England under the Banking Act 1987, subject to fulfilling the criteria above and up to the limits above.
- 8.4 The Principal Accountant has responsibility for the daily management of cash and has the authority to agree investments for a period of up to three months within policy guidelines (the actual transaction must be authorised by one of the three bank signatories as with any payment).
- 8.5 Money invested for a period exceeding three months requires the prior written authorisation of the Head of Asset Management.
- 8.6 A weekly report will be produced to provide the Strategic Director with details of all investment activities.

9.0 **Performance Measures**

9.1 The Executive will receive regular reports on Treasury Management activities as detailed in the Treasury Management Policy.

9.2 The following key performance measures are recommended:

- in-house investment rates achieved compared to the LGC 7 day rate;
- adherence to investment policy and strategy;
- full investment of daily balances;
- maintenance of a balanced portfolio;
- weekly reports produced (in-house) or monthly (externally managed funds).

March 2006

REPORT OF THE STRATEGIC DIRECTOR (TIM SADLER)
TO THE EXECUTIVE 3rd March 2006

Apportionment of the Community Grants Budget for 2006/07

1.0 Introduction and Report Summary

1.1 The purpose of this report is to provide information on two possible options for the apportionment of the 2006/07 community grants budget of £ 113,400 and to request that members determine which option is the most appropriate.

1.2 The contact officer for this report is Toby Warren, Head of Innovation & Enterprise (Tel: 01235 547695).

2.0 Recommendations

2.1 *Members are requested to determine which of the two options (detailed in paragraphs 5.1 and 6.1) should be used for the apportionment of the 2006/07 community grants budget of £ 113,400.*

2.2 *Members are requested to approve that the Executive and area committees are able to carry forward any community grants budget from 2005/06, which remains unallocated at the end of 2005/06.*

3.0 Relationship with the Council's Vision, Strategies and Policies

3.1 This report supports the Council's Vision and Aims

3.2 It does not conflict with any Council strategy or any Council policy.

4.0 The Method of Apportionment

4.1 In 2005/06 the Community Grants budget was apportioned as follows:-

Executive	21%	£ 23,814
Abingdon	27%	£ 30,618
North East	16%	£ 18,144
South East	22%	£ 24,948
West	14%	£ 15,876
Total	100%	£ 113,400

4.2 The apportionment of the budget between the area committees is based on the number of electors in each area. Electorate rather than population has been used as the population figures between censuses are estimated whereas the electorate figures are not. However electorate figures are constantly changing and this could result in changes in the annual budgets of area committees:

Area	Electorate 1st July 2005	Electorate 1st January 2006	Difference
Abingdon	27,631	27,956	+325
North East	19,542	19,808	+266
South East	24,208	25,371	+1,163
West	15,706	16,594	+888
Total	87,087	89,729	+2,642

4.3 Bearing this in mind there are two possible options for the apportionment of the community grants budget for area committees. Option 1 is that the budget is apportioned using the electorate figure only. Option 2 is that the budget is apportioned by giving each committee a 'base' budget and an amount based on the electorate figure. The aim of a 'base' budget would be to reduce the impact of a decrease in an area's share of the electorate.

5.0 Apportionment Option 1

5.1 The budget is apportioned using the electorate figure only. The Executive receives the same proportion as in previous years, 21% or £ 23,814, leaving £ 89,586 (79%) to be apportioned between the four area committees:

Area	% of Electorate 01.01.06	Apportionment	Budget 2006/07	Change from 2005/06
Executive	n/a	21.0%	£ 23,814	£ 0
Abingdon	31.5%	24.9%	£ 28,220	- £ 2,398
North East	22.0%	17.4%	£ 19,709	+£ 1,565
South East	28.0%	22.1%	£ 25,084	+ £ 136
West	18.5%	14.6%	£ 16,573	+ £ 697
Total	100.0%	100%	£ 113,400	£ 0

6.0 Apportionment Option 2

6.1 Each area committee receives a 'base' budget of £ 1,000 and an amount based on the electorate figure for the area. The Executive receives £ 22,680 (20%) leaving £ 90,720 (80%) to be apportioned between the four area committees:

Area	% of Electorate 01.01.06	Base budget	Apportionment based on electorate	Total apportionment	Total budget 2006/07	Change from 2005/06
Executive	n/a	n/a	n/a	20%	£ 22,680	- £ 1,134
Abingdon	31.5%	£ 1,000	£ 27,317	25.0%	£ 28,317	- £ 2,301
North East	22.0%	£ 1,000	£ 19,078	17.7%	£ 20,078	+£ 1,934
South East	28.0%	£ 1,000	£ 24,282	22.3%	£ 25,282	+£ 334
West	18.5%	£ 1,000	£ 16,043	15.0%	£ 17,043	+£ 1,167
Total	100.0%	£ 4,000	£ 86,720	100%	£ 113,400	£ 0

7.0 Unallocated 2005/06 Budget

7.1 The Executive and area committees should also be able to carry forward any community grants budget from 2005/06, which remains unallocated at the end of 2005/06.

TOBY WARREN
HEAD OF INNOVATION & ENTERPRISE

TIM SADLER
STRATEGIC DIRECTOR

Background Papers:

None

REPORT OF THE STRATEGIC DIRECTOR (TIM SADLER)
TO THE EXECUTIVE
3rd March 2006

Draft Vale Youth Development Strategy for 2006-2009

1.0 Introduction and Report Summary

- 1.1 The purpose of this report is to provide information about the proposed draft Vale Youth Development Strategy and seek approval to delegate the authority to finalise the consultation draft.
- 1.2 The contact officer for this report is Toby Warren, Head of Innovation & Enterprise (Tel: 01235 547695).

2.0 Recommendations

- 2.1 *Members are requested to delegate the authority to finalise the consultation draft of Vale Youth Development Strategy 2006-2009 to the Chair, Portfolio-holder for Youth Strategy and the Strategic Director.*

3.0 Relationship with the Council's Vision, Strategies and Policies

- 3.1 This report supports the Council's Vision and Aims
- 3.2 It does not conflict with any Council strategy or any Council policy.

4.0 Background

- 4.1 The Audit Commission's Comprehensive Performance Assessment in 2004 identified that the Council provides high quality activities for young people including after school and school holiday programmes. It also identified that there is a clear commitment, through the Youth Forum, to involving young people more in the council's decision making. However the Audit Commission considered that the council needs a strategic overview of its youth service provision
- 4.1 The 2004 Government green paper 'Every Child Matters' identified a need for organisations involved with providing services to children - from hospitals and schools, to police and voluntary groups - to team up in new ways, sharing information and working together, to protect children and young people from harm and help them achieve what they want in life.
- 4.2 Oxfordshire County Council now has a statutory responsibility to lead on a plan for all services for children and young people provided by Oxfordshire County Council and all relevant partners. The County Council and its partners could be subject to a 'Joint Area Review' inspection.
- 4.3 The proposed draft Vale Youth Development Strategy shows how the council will use its services to contribute to the Oxfordshire Children & Young People's Plan. The initial time period of the strategy is 2006-2009 to fit in with the initial time period of the Oxfordshire plan.
- 4.4 In writing the proposed strategy care has been taken to use as little jargon as possible. The text of the strategy is accompanied by a pictorial storyboard which summarises the main points of the strategy and brings it to life.

5.0 Identifying the Strategy

- 5.1 The structure of the proposed strategy follows the council's guidelines. It reviews the existing services, current issues and policies, sets out strategic actions and covers implementation and review. Once the consultation has been completed a more detailed implementation plan will be added.
- 5.2 The strategic vision is that every child and young person (from birth to age nineteen) in the Vale can:
- Live a healthy life;
 - Stay safe;
 - Have the chance to fulfil their potential;
 - Get the most out of life and develop the skills for adulthood.
- 5.3 The strategic principles are:
- Achieving a better understanding of the needs of all young people in all areas of the Vale. This should result in services that more closely meet the needs of children and young people;
 - A promise to consult and consider the views of young people in decisions about services provided by the council and its partners;
 - Making sure we are inclusive and help disadvantaged children and young people to realise their full potential;
 - Working in partnership wherever possible to improve services for young people, avoid duplication and make better use of limited resources.
- 5.4 The proposed strategy makes it clear that the Corporate Plan 2005/08 sets out three main priorities to which the council will devote extra focus and resource. However when planning how the council will provide services to achieve these priorities the council wants to take into account the needs of children and young people. The council also understands that because of its limited resources it can not itself properly tackle all the issues that influence the development of children and young people in the Vale. This is why working in partnership (through the Vale Strategic Partnership) with other organisations that have wider or different responsibilities for children and young peoples' issues (like Oxfordshire County Council), is so important.
- 5.5 The desired outcomes identified in the Government's green paper 'Every Child Matters' and the Oxfordshire Children & Young People's Plan fit well with the vision that is proposed for children and young people. Therefore the strategy's aims are designed to fit into the 'Outcomes Framework' which is part of 'Every Child Matters'. This design means that it is clear how the council's services contribute to the Oxfordshire plan. This clarity will be important if the council's services are inspected as part of a Joint Area Review.
- 5.6 Any strategy must be achievable and the proposed draft strategy will concentrate on the work that the council is best equipped to do using its existing resources. Some of the work it does will achieve more than one result. If you enjoy sport you are normally healthier. Arts activity is not only enjoyable but also provides a sense of achievement and may help young people make decisions about future employment.

6.0 The Strategy

- 6.1 Bearing in mind the council's priorities, its resources and the issues that are faced by children and young people in the Vale the draft strategy proposes that the council contributes to the following aims.
- 6.2 **Improving the physical health of children and young people.** This will be achieved by providing high quality sporting opportunities such as the sports holiday programmes and the Locomotion project so that more children and young people across the Vale can enter, participate and progress in their chosen sport.

- 6.3 **Encouraging healthy lifestyles by helping young people to make the decision not to take illegal drugs or get involved in substance misuse or underage drinking.** This will be achieved through education programmes at secondary schools in the Vale and debates at the Youth Forum meetings.
- 6.4 **Reducing accidental injury and death amongst children and young people.** This will be achieved through education programmes focusing on road safety.
- 6.5 **Reducing crime & anti-social behaviour in and out of school.** This will be achieved using mentoring (advice and support) schemes to steer young people away from crime and anti-social behaviour.
- 6.6 **Helping children and young people make friends and achieve personal or team success.** This will be achieved using sports and arts programmes, the provision of play areas and support for voluntary organisations that provide play opportunities.
- 6.7 **Allowing young people to be involved in decision making.** This will be achieved through the Vale Youth Forum which allows for the active involvement of young people in the work of the council and its partners.
- 6.8 **Helping children and young people to successfully deal with significant life changes and challenges.** This will be achieved through partnership working with organisations that provides non judgemental advice and support.
- 6.9 **Encouraging enterprising (ambitious) behaviour.** This will be achieved by encouraging young people to gain sports coaching qualifications and also by encouraging involvement in the Young Enterprise initiative.
- 6.10 **Helping young people prepare for the world of work.** This will be achieved through the council, as an employer, offering work experience placements and encouraging other employers to do the same.
- 6.11 **Helping children and young people to live in decent homes and communities.** This will be achieved by encouraging improvements in the quality of community sports clubs and by providing advice on energy saving and waste reduction.
- 6.12 **Helping children and young people to live in households free of low income.** This will be achieved through partnership working with organisations like the Citizens Advice Bureau which provides advice about claiming state benefits and dealing with debt.

7.0 The Strategy Consultation

- 7.1 It is very important that the council seeks the views of children and young people. Consultation about the proposed draft strategy will initially take place with the Vale Youth Forum after which its content will be finalised. It is intended that meetings will also take place with groups of young people from the Abingdon Bridge, the Foyer in Abingdon, the Sweat Box in Wantage and Faringdon Youth Project. Details will also be placed on the Youth Forum's website www.spired.com/vale.
- 7.2 The strategy will only succeed if partners in the public, voluntary and private sector are committed to the same strategic aims. Therefore the Vale Strategic Partnership and other relevant organisations will be specifically invited to comment on the draft strategy.
- 7.3 The proposed draft strategy will be placed on the Council's website and a press release will be issued.
- 7.4 The final version of the strategy will include information about the comments received during the consultation period.

7.5 A consultation period of twelve weeks will allow sufficient time to organise a series of consultation meetings.

7.6 Once the consultation has been completed a further report will be submitted to the Executive as part of the process of formal adoption..

8.0 Financial & Legal Implications

8.1 The proposed draft strategy does not have any additional financial implications. The strategic intention is to deliver improved outcomes from existing services.

8.2 The proposed draft strategy show how its children and young peoples' services contribute to the overall Oxfordshire Plan. Joint Area Review inspection activity will seek to identify clear outcomes for children, and be focussed on the user, unconstrained by service boundaries

9.0 Conclusion

9.1 The 'Outcomes Framework' which is part of 'Every Child Matters' includes several the 'Outcomes Framework' which is part of 'Every Child Matters'key aims which are not in the proposed draft strategy. However it is the priority and legal responsibility of other agencies to achieve these aims. The Council does not have the powers, resources or expertise to 'achieve stretching national education standards at primary schools' or to help young people 'engage in further education, employment or training on leaving school'.

9.2 The Council will still have a strong interest in the work of other agencies in improving outcomes for children and young people in the Vale. Co-operation with the County Council will assist the Council in monitoring the performance of other agencies. The Vale Strategic Partnership will also be able to help in monitoring performance and in taking action to deal with any issues relating to underperformance.

9.3 The Vale Youth Forum has frequently commented that the quality of a service is as important as the type of service provided. Once the final version of the strategy has been adopted the Council's Youth Development Co-ordinator will have an important role to play in monitoring the strategy, reporting to the Youth Forum and feed backing to councillors and officers.

TOBY WARREN
HEAD OF INNOVATION & ENTERPRISE

TIM SADLER
STRATEGIC DIRECTOR

PORTFOLIO-HOLDER
COUNCILLOR JOYCE HUTCHINSON

Background Papers:

Draft Vale Youth Development Strategy 2006-2009

Vale Youth Development Strategy 2006 - 2009

Foreword

For most parents our children are everything to us, our hopes, our ambitions and our future. Sadly some children are not so fortunate; some children's lives are different, dreadfully different.

The purpose of this Youth Development Strategy is to work towards our vision for the development of children and young people (aged from birth to 19 years) in the Vale.

Our vision is that every child and young person in the Vale can:

- Live a healthy life;
- Stay safe;
- Have the chance to fulfil their potential;
- Get the most out of life and develop the skills for adulthood.

We need to involve young people in the community; improving self esteem and building aspirations and helping to overcome anti-social or offending behaviour.

A strategy that works will be based on the following principles or standards:

- Achieving a better understanding of the needs of all young people in all areas of the Vale. This should result in services that more closely meet the needs of children and young people;
- A promise to consult and consider the views of young people in decisions about services provided by the Council and its partners;
- Making sure we are inclusive and help disadvantaged children and young people to realise their full potential;
- Working in partnership wherever possible to improve services for young people, avoid duplication and make better use of limited resources; **without the support of partners very little of the work set out in the strategy will actually happen.**

Councillor Joyce Hutchinson - Executive Portfolio Holder for Youth Development

Contents *(to be added once draft for consultation is finalised)*

Introduction

Case studies/illustrations column

The design and layout of the document will not be finalised until consultation has been completed. It is intended that the final version will have a front cover and include case studies (in this column) about youth development in the Vale. The case studies will be illustrated with photographs.

This column will act as a 'strategy storyboard'. An executive summary of the strategy which is visually appealing.

The purpose of this strategy is to shape the future support for the development of children and young people, from birth to age nineteen, who live in the Vale of White horse (the Vale). The District Council, with its partners, will lead on the overall delivery of this strategy on behalf of the Vale. This is a strategy that is important for all who have an interest in the successful development of our children and young people.

Why does the Vale need a Youth Development Strategy?

The Council recognizes the important contribution that children and young people already make and will make to our society. The Council has for many years been actively involved in supporting the development of children and young people who live in the Vale. We need to ensure that young people are given the legal and social importance and status they deserve. This new strategy will show how the Council's work to support the development of children and young people will contribute to the Oxfordshire Children and Young Peoples' Plan.

The Government wants services for children and young people to improve. The Government's aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Economic wellbeing/grow up independently (getting trained, having a job, leaving home)

In order to achieve an improvement the Childrens Act 2004 requires local agencies – country councils, district councils, primary care trusts, Connexions, police the voluntary sector and others to work in partnership to deliver better services and outcomes. 'Every child matters – change for children' was launched by the government in 2003 and followed by the Childrens Act 2004. This policy report sets out a challenging agenda for all agencies working with children and young people. 'Every Child Matters' has now been complemented by the 'Youth Matters' green paper on youth services.

Oxfordshire County Council has legal responsibility for the care and education of young people and is now required to produce a 'Children and Young Peoples' Plan'. This plan must show how the County Council,

working with other partners in Oxfordshire, will improve the wellbeing of children and young people aged 0-19. The first Oxfordshire Plan will cover the period 2006-2009 and in order to promote partnership working the first Vale Youth Development Strategy will cover the same three year period.

Most of the services that the Council provides for children and young people are not a legal requirement but they if they are to benefit children and young people it is important that they meet their needs. The Council welcomes the opportunity to make its aims for youth development much clearer. This strategy will help to make sure that the Council is using its limited resources for the maximum advantage of the Vale's young people.

Before our councillors agree the final version of the strategy we would like your comments about what we are proposing to do for children and young people. At the end of the strategy you will find that there are some questions that we hope you will have time to answer.

What kinds of youth services are already being provided by the Council?

The Council already provides a range of services for children and young people.

Sport

The Vale's Sports Development Strategy recognises that children and young people are the key to the future of sport within this country. Providing good quality sporting opportunities to children and young people, whilst they are growing up, will encourage life long participation in sport and active recreation, and will improve the health of our communities. Physical and social barriers to participation must therefore be removed to ensure that all children and young people have the opportunity to enjoy sporting activity, both in school and in their local community.

A very popular sports programme is organised during the school holidays and the Council is a member The Council and the Council is a member of the School Sports Partnership – working with all primary and secondary schools across the district to increase participation in physical activity, raise the standard of coaching, develop school/club links, widen access and improve health and well being. Included in this is the setting up and running of various tournaments and leagues. A sports equipment library also provides sports equipment for local schools and youth groups.

Term time activities include 'Locomotion' – a multi-skill programme developing co-ordination, agility, balance etc in primary school children, linking with healthy lifestyles. Support for the Oxfordshire Youth Games offers young people, aged eight to sixteen, that are currently below county standard, the opportunity to compete in an Olympic

style sports event.

The Council organises coaching/leadership opportunities for young people aged fourteen to nineteen to gain qualifications in coaching. These qualifications help to build self esteem and can help in gaining paid employment. It assists sports clubs in achieving "Club mark" accreditation making them "safe, effective and child friendly".

As well as providing exercise and enjoyment for the majority sport is recognised as an important means of diverting a minority of young people from anti-social behaviour. Therefore the Council does not favour but seeks to include disaffected young people, both excluded from school and at risk of exclusion. When planning sports development activities the Council focuses on the need to make activities accessible to young people with disabilities.

Play Areas

The Council provides and maintains a number of play areas across the Vale. These provide a range of challenging experiences for children in a relatively safe environment where they can develop skills such as creativity, meet other children and become more independent and aware of their own abilities. Inspections are carried out regularly.

Arts

The Vale's Art Development Strategy recognises that the arts have consistently played a valuable role in increasing children and young people's self-confidence, esteem and emotional maturity. The arts development team works with a number of partner organisations to encourage young people to express themselves through the arts and gain skills that can be transferred to other areas of life. Yearly programmes are devised in partnership with voluntary agencies and groups and include animation and writing workshops at the Abingdon Foyer, music programmes with the Grove and Wantage Area Youth Office, graffiti and music workshops with the Abingdon Bridge, and out reach youth arts activities as part of the Faringdon Arts Festival.

The Council is currently hosting the post of Community Arts Co-ordinator for the three arts status secondary schools in Abingdon. The Co-ordinator provides arts out reach and community development programmes on behalf of the schools.

Community Safety

The Council's community safety team takes positive action to divert young people away from antisocial

behaviour and petty crime. It has been involved in providing youth shelters in Abingdon, Grove and Sutton Courtenay. Youth shelters provide a good place for young people to sit and talk. The team is also involved in training projects to raise awareness of the dangers of drug and alcohol misuse.

Voluntary Sector Work

The Council supports a number of initiatives that are provided by the voluntary, community and faith sector and which reach out to disadvantaged young people.

The Abingdon Bridge works with young people aged 13-25, offering accurate, unbiased, relevant information and support on a whole range of issues. Support is free, confidential and non-judgemental. The Oxfordshire Playbus exists to offer 'play' opportunities to children and young people who lack them. The Vale's Foyer project provides supported accommodation for 16 to 25 year olds who are at risk of becoming homeless. The scheme provides a unique housing opportunity, within the Vale, to young people who are committed to a linked programme of training, education and employment which will lead to independence.

Vale Youth Forum

The Council recognizes that it is very important to listen to and respect the views and opinions of young people and the Vale Youth Forum has had an important influence on the work of the Council.

The Vale Youth Forum was established in 1997 following a major Youth Conference in 1996. The Youth Conference was held as a result of concerns about drug issues in the Vale. Since then the Forum has broadened its agenda and has enjoyed continued and improved support from the Council, young people, the public and private sector, schools, MPs and MEPs. The Youth Forum now encourages participation in democratic processes by young people aged 14 to 18 from state and private schools that serve the Vale.

This age group was chosen following discussion with local head teachers as it is felt that it was important that young people preparing for further education or employment had a good idea of the work done by their local Council, MPs and MEPs. Forum programmes are prepared in consultation with young people and head teachers and past programmes have included visits to Parliaments in London and Brussels.

The Youth Forum has its own website (www.spired.com/vale). The web site was designed by young people for young people to make sure that it is relevant to their lives and it allows, and encourages, wider involvement in Youth Forum activities. Details of the Youth Forum programmes are also included on the Council's main web site.

Existing Council programmes to support the development of young people focus on staying safe, encouraging enjoyment and achievement (regardless of background and ability) and making a positive contribution.

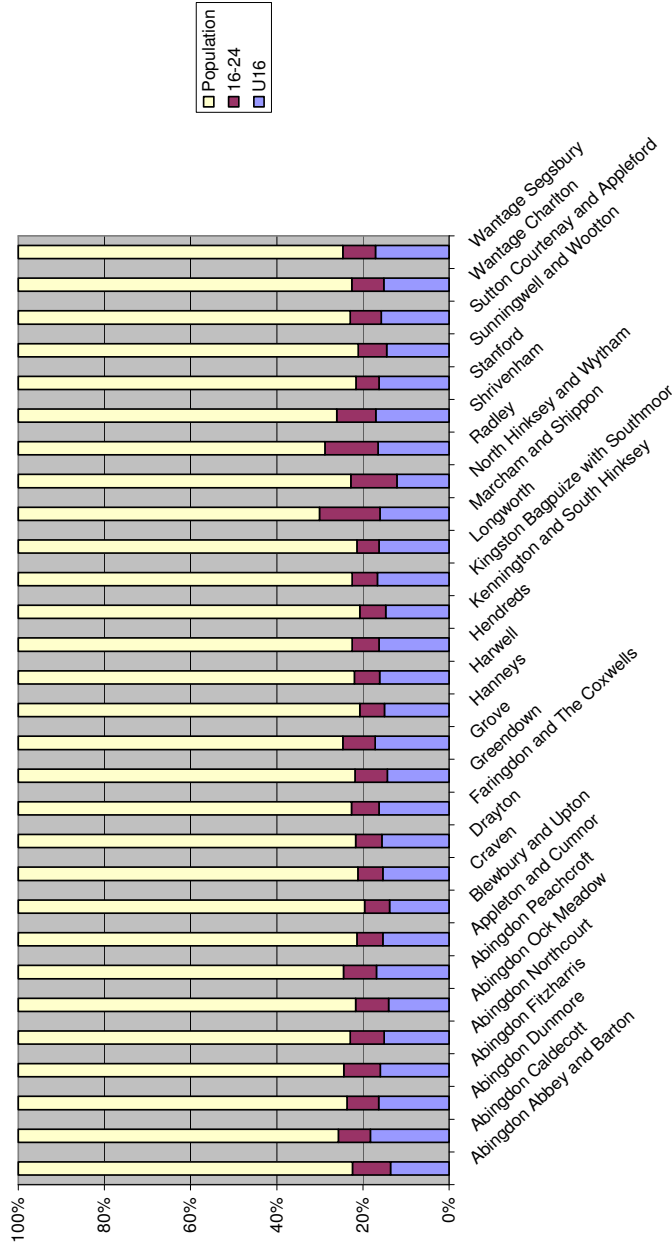
Young People in the Vale

There are slightly higher percentages of children and young people in the Vale than in the rest of England and Wales:

Resident population (percentage)		
Age	Vale of White Horse	England & Wales
Under 16	20.5	20.2
16 to 19	5.0	4.9
20 to 29	10.7	12.6
30 to 59	43.5	41.5
60 to 74	13.1	13.3
75 and over	7.2	7.6
Average age	38.8	38.6
Source: 2001 Census, ONS		

Despite an ageing population children and young people remain a significant proportion of the total population. There are 30 wards in the Vale of White Horse and the information below gives a breakdown of where young people live.

Young People in the Vale - Census 2001



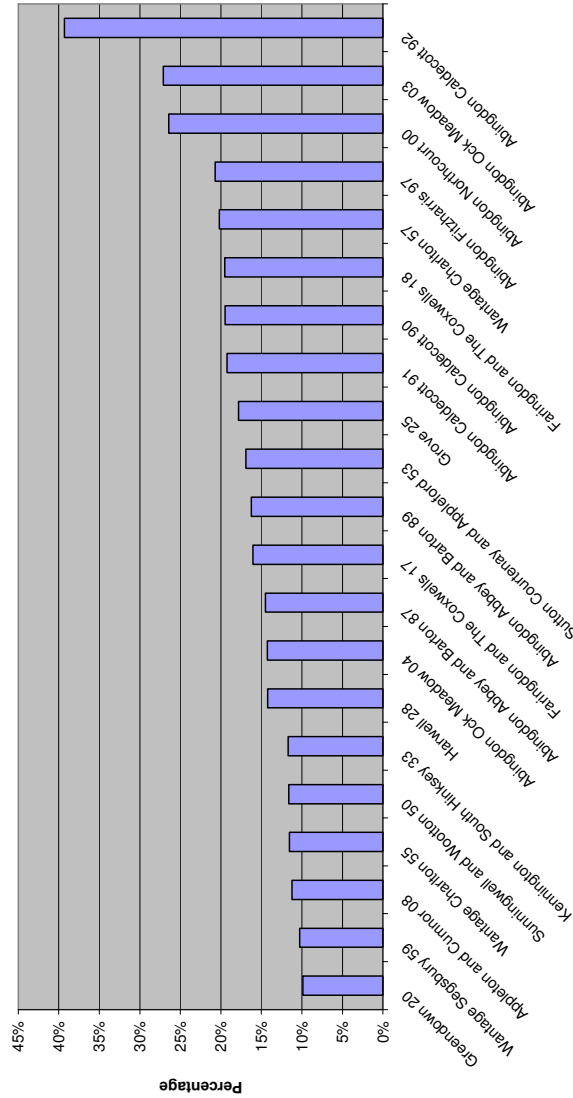
At the time of the 2001 Census 96.8% of the Vale's population classified themselves as 'white', 1% classified themselves as Asian or Asian British, 0.5% classified themselves as Black or Black British and 0.6% as Chinese or another ethnic group. Most ethnic minority families live in the Vale's towns or the area bordering Oxford City. It should be recognized that since the time of the 2001 Census there has been an increase, across the UK, in the number of asylum seekers and refugees from ethnic minority groups and migrant workers (many of whom come from Eastern Europe and would be classified as 'white'). Many asylum seekers, refugees and migrant workers are single or without their families but research suggests that many hope that, in time, they will be able to bring their families to the UK.

There are three sites for gypsies and travellers within or near the Vale. Two sites are run by Oxfordshire County Council and the other is privately run.

Getting the most out of life and developing the skills for adulthood

The Vale is a prosperous area with high employment levels and a good quality of life. However there are still areas of social and economic deprivation. The Government's Index of Multiple Deprivation 2004 shows the areas in the Vale where many children live in households that are reliant on state benefits. This issue is particularly significant in areas of the Vale's three towns. Part of Abingdon Caldecott is amongst the 20% of areas in England where households with children are the most reliant on state benefits.

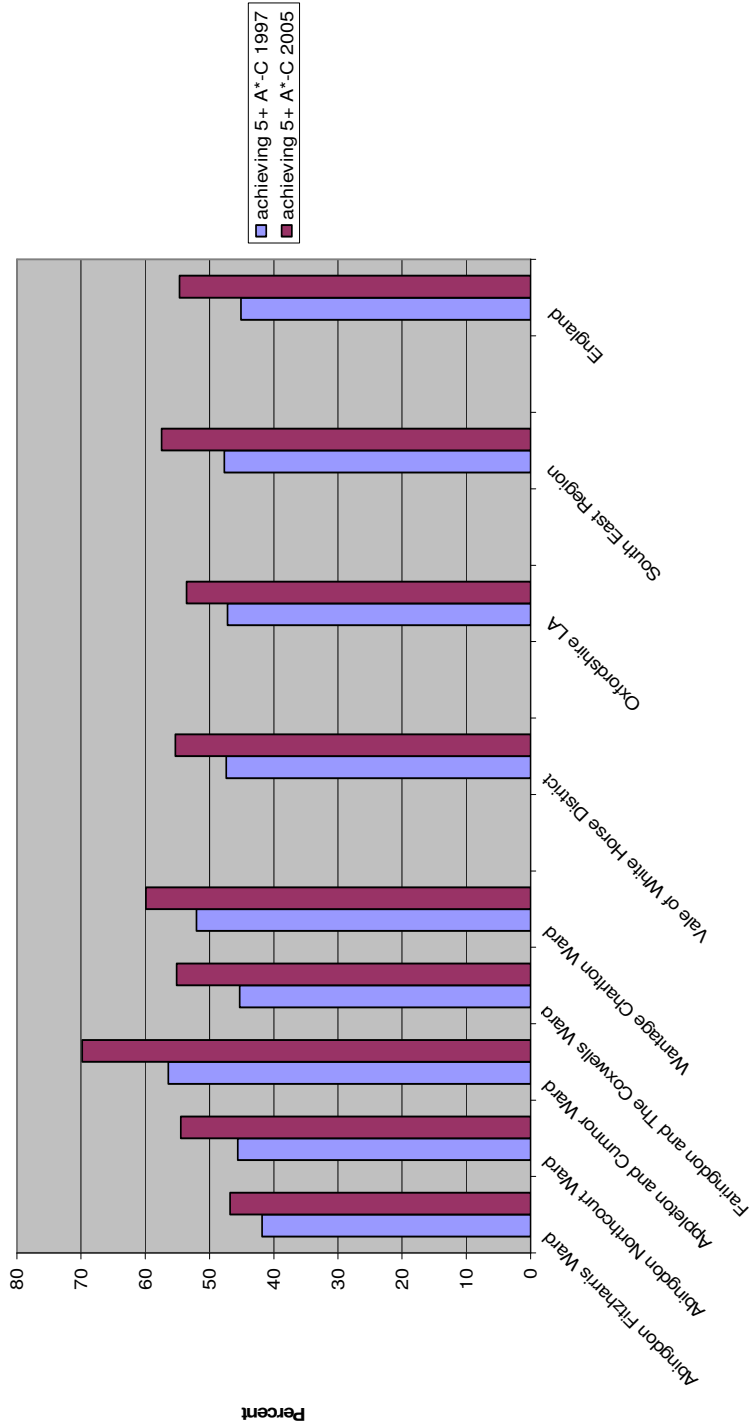
Children under 16 living in families in receipt of benefits



Vale 'Super Output Areas' with over 10% of children under 16 in families in receipt of benefits

Source: Index of Multiple Deprivation 2004

Many young people in the Vale are not achieving 5 A to C GCSE passes. This level of qualification is increasingly seen by employers as a minimum level of qualification. Oxfordshire County Council recognizes the need to improve GCSE results but there will always be some young people who prefer practical learning to academic learning. This means that they may not want to stay on at school and help is needed to give them the skills they need to build a worthwhile and rewarding career.



Source: Department for Education & Skills

Staying safe

The Vale is a relatively safe place in which to live but staying safe is an issue for many children and young people. In 2004 70 members of The Vale of White Horse Youth Forum received a presentation that looked at the ten main crime issues identified by the recent Vale Community Safety Audit. The Forum was asked to highlight the priorities for young people. The overall priorities were:

- Violent crime
- Alcohol related crime

Drug related crime
Hate crime
Acquisitive crime like burglary
Anti-social behaviour

The priorities of young people appear to differ from those of residents in general. Focus group meetings involving residents in general came up with the following list of priorities:

Anti-social behaviour
Alcohol related crime
Environmental crime
Road Safety
Rural Crime

Living a healthy life

Statistics suggest that children and young people in the Vale are generally healthier than the national average. Infant mortality rates are lower but there are national concerns about childhood obesity which are shared locally. Also, although they may not affect the majority of children and young people, mental health issues, sexually transmitted diseases, teenage pregnancy and drug and alcohol misuse are concerns.

Having the chance to fulfil their potential

The Vale Youth Forum has been very successful in allowing young people to participate, express views and influence decisions.

A consultation about the draft Oxfordshire Children & Young People's Plan with the Vale Youth Forum in December 2005 suggests that young people realise the way in which services are provided is just as important as the range of services provided.

Forum members recognised that partnership working is very important ('co-operation is the key') and that school could be the best place for new activities ('could be at school and therefore it is free and less stressful for parents who need to take their children to the club after school to a different place'). However school is not always the best place ('...best fun things out of school with mates doing whatever you like, but without causing trouble.')

What influences the Council's strategy?

Two key factors will influence the Council's youth development strategy; having a clear understanding of the problems and issues that affect children and young people; and the powers and resources that are available to tackle these problems.

Understanding the Issues

Many children and young people feel that some of the services provided by the Council and other organisations do not reflect their needs and provide very little to help them to overcome the issues that they face as they grow up. There are other services that are highly valued by children and young people and there would be a great deal of concern if they were not provided.

The value that children and young people place on services is influenced by the type of issues that they face. In the Vale the issues faced are mainly about staying safe, enjoyment and achievement (at school and out of school) and making a positive contribution (and been respected for making the contribution). Being healthy and achieving economic well being (growing up independently) are not seen as such big issues but that does not mean that they can be entirely overlooked.

It is important to remember that some children and young people require more support if they are going to be able to benefit from the services that are made available.

Children and young people can face problems because of lack of self confidence and low expectations. This feeling of being worthless can have a number of causes; income, family conflict, school problems, mental health problems, disability or being in care. There are also 'institutional' barriers (factors which are nothing to do with individual background or life experience) that are equally relevant in town or country areas. For example finding the right job, services that are supposed to be talking to each other not talking to each other, prejudice based on out of date ideas, problems in getting the attention of the people who make the decisions that affect young people.

The Council will continue to develop its understanding of the issues; using the Vale Youth Forum to consult with and listen to young people; and working in partnership with other organizations that provide services for children and young people.

What can the Council do about the issues?

The Vale of White Horse District Council's vision is to 'build and safeguard a fair, open and compassionate community'. However the Council does not have unlimited money and its first priority is to provide the services that are its legal duty. These include household rubbish collection, planning permission for buildings and making sure that people, whatever their circumstances, have somewhere to live.

The Council feels the best way it can help the residents of the Vale is to concentrate on doing what it is best equipped to do and not try and do things that other organizations are better equipped to do.

In order to do more for residents of the Vale the Council has taken the lead in bringing together the large organisations that provide services in the Vale. It believes that if they work more closely together there will be bigger improvements in the quality of life of everyone who lives in, works in or visits the Vale. These organisations are known collectively as the Vale Strategic Partnership. The Partnership has developed a Community Strategy for the Vale The Vale Community Strategy is based on partnership working and widespread local involvement.

The Vale Community Strategy does not have a separate children and young people strand or theme but all its nine strands (as set out below) are important for children and young people as well as everyone else in the Vale:

- Transport
- Access to Services
- Recreation, Culture & Leisure
- Safe and Supportive Communities
- Town & Village Vitality
- Environment
- Housing
- Education and Lifelong Learning
- Health and Wellbeing

The Council's own priorities for additional focus, resources and improvement for the next three years (2005 to 2008) are:

- To help facilitate the provision of affordable housing
- To create a cleaner, greener, safer and healthier environment

- To improve and modernise access to our services

When planning how the Council will provide services to achieve these priorities the Council wants to take into account the needs of children and young people. The Council also understands that because of its limited resources it can not itself properly tackle all the issues that influence the development of children and young people in the Vale. This is why working in partnership (through the Vale Strategic Partnership) with other organisations, that have wider responsibilities for children and young peoples' issues (like Oxfordshire County Council) is so important.

What's happening across Oxfordshire?

The Children & Young People's Plan

Oxfordshire County Council has been given overall responsibility by the Government to design a Children & Young People's Plan to improve the lives of all Oxfordshire's young people (**The Vale of White Horse District now has a legal duty to show how its children and young peoples' services contribute to this overall Oxfordshire Plan.**).

The starting point for developing the Plan has been a comprehensive assessment of performance in relation to outcomes for children and young people in Oxfordshire. The aim is for Oxfordshire to be a place where every child and young person receives the help they need to:

- enjoy good physical and mental health;
- be protected from harm and neglect and grow up able to look after themselves;
- achieve educational success and develop self-confidence and life skills for a creative and positive adulthood;
- make a positive contribution to the community and society;
- achieve their potential and make the most of their lives.

A wide range of agencies working with children have put the Plan together including Health Services, District Councils (like the Vale of White Horse), Police, the Early Years Development and Childcare partnership, the Learning and Skills Council, Connexions, Youth Offending Team, Drugs and Alcohol Action Team, the Children's Fund and voluntary sector organisations.

The Local Area Agreement

Oxfordshire County Council will also be working in partnership to make sure that the work that is listed in the

Plan actually happens and that there is real benefit for children and young people in Oxfordshire.

The main way that the partnership working will continue is through the Oxfordshire Local Area Agreement. The Local Area Agreement (LAA) is a central government initiative which is designed to improve public services across Oxfordshire. Better partnership working, within the public sector, and with the private and voluntary and community sector is very important if services are going to improve.

The Oxfordshire LAA will run from 2006 to 2009. The part of the LAA that covers children and young people involves the setting up of an 'Oxfordshire Children's Trust' which will bring together the key organizations (including the Vale of White Horse District Council) who need to work together in a more permanent partnership so that they can improve results for children and young people in Oxfordshire. The Children's Trust will work together to improve results in the five key areas identified in the government document in 'Every Child Matters' with a particular focus on what matters in Oxfordshire

- **Achievement** - Educational achievement at secondary school level needs improvement. Whilst achievement is in line with national levels it is not as good as in other parts of the country that are similar to Oxfordshire. The achievement of vulnerable groups of children is a particular concern. There is a need for a big effort to promote educational success and enjoyment from the earliest stages and ensure that young people leave school with the skills required for further education, employment or training. Action will focus on:
 - a public campaign aimed at raising standards of educational achievement and enjoyment at all key stages.
 - targeted support for schools where educational achievement is a concern
 - targeted support for vulnerable groups of children and young people
- **Healthy and active lifestyles** with a particular emphasis on action to:
 - tackle childhood obesity
 - increase access to sport, play and leisure activities
 - reduce the use of harmful drugs and alcohol
 - reduce teenage pregnancy
 - improve services for children who are anxious or depressed.
- **Positive Contribution** - The vast majority of young people are making a positive contribution in their schools and communities. The incidence of youth offending has reduced for the last four years. However there are still areas, for example in Oxford City and Banbury, where youth offending levels are high. Schools continue to express concern about behaviour difficulties in schools and young people express

- concern about bullying. We plan to:
- increase the effective participation of young people in our services and ensure that it is well co-ordinated;
 - develop a new integrated Youth Support Service;
 - support schools and parents in promoting positive behaviour and wellbeing;
 - work with young people to tackle bullying;
 - provide better and more co-ordinated information for young people
- **Stay Safe** - Feedback from families indicates that there is a need to strengthen the early, practical support for families to prevent problems from escalating. The Children's Trust plans to:
- provide better and more co-ordinated information to families about services;
 - increase the support available to families through Children's Centres, Extended Schools and local youth worker teams;
 - strengthen the involvement of the voluntary sector in family support services.
- **Economic Well-being** - Unemployment rates in Oxfordshire are about half the average for England, but there are wards in Oxford City with jobless rates of over 10%; more than double the Oxfordshire average. About one in ten children in Oxfordshire live in low-income households. Oxford City has a rate of child poverty 0-4 years (24%) and 5-19 (19%) that is double that for any other district and higher than the national average. The Children's Trust plans to target partnership support to these areas in order to:
- reduce the proportion of 16-18 year olds not in education, employment or training;
 - increase the proportion of 19 year olds who achieve at least level 2;
 - increase the take-up of childcare;
 - increase accommodation for care leavers;
 - reduce the rate of child poverty.

The Council's Strategy

The Vale of White Horse District Council will work to achieve its vision for the development of children and young people (aged from birth to 19 years) in the Vale by making a significant contribution to the Oxfordshire Children & Young People's Plan.

The desired outcomes identified in the Government's green (discussion) paper 'Every Child Matters' and the Oxfordshire Children & Young People's Plan fit well with the Council's vision:.

- Be healthy (part of the Council's vision)
- Stay safe (part of the Council's vision)
- Enjoy and achieve
- Make a positive contribution (the Council's vision wants children and young people to ' have the chance to fulfil their potential')
- Achieve economic well-being (the Council's vision wants children and young people to ' Get the most out of life and develop the skills for adulthood')

The strategy must be achievable and the strategy will concentrate on the work that the Council is best equipped to do using its existing resources. Some of the work it does will achieve more than one result. If you enjoy sport you are normally healthier. Arts activity is not only enjoyable but also provides a sense of achievement and may help young people make decisions about future employment.

The strategy is also based on the following principles or standards:

- Achieving a better understanding of the needs of all children and young people in all areas of the Vale. This should result in services that more closely meet the needs of children and young people;
- Consulting and considering the views of children and young people in decisions about services provided by the Council and its partners;
- Making sure we are inclusive and help disadvantaged children and young people to realise their full potential;
- Working in partnership wherever possible to improve services for children and young people and avoiding duplication in order to save money; **without the support of partners very little of the work set out in the strategy will actually happen.**

Be Healthy

Our Aims

Improving the physical health of children and young people.

This will be achieved by providing high quality sporting opportunities such as the sports holiday programmes and the Locomotion project so that more children and young people across the Vale can enter, participate and progress in their chosen sport.

*These activities will also help children and young people to **enjoy and achieve***

The Council's sports development team will co-ordinate this work but the Council will need the support of the following partners:

- Vale schools
- Vale town and parish councils
- Oxfordshire Sports Partnership
- Vale leisure centres (managed by SOLL and CLS)

Our target will be a 1% annual increase in the number of children and young people participating in sport and physical activity.

Encouraging healthy lifestyles by helping young people to make the decision not to take illegal drugs or get involved in substance misuse or underage drinking.

This will be achieved through education programmes at secondary schools in the Vale and debates at the Youth Forum meetings.

The Council's community safety team will co-ordinate this work but the Council will need the support of the following partners:

- Vale schools
- Oxfordshire County Council

Our target will be to make sure that drug and substance misuse awareness programmes are regularly organised at all secondary schools in the Vale.

Stay Safe

Our Aims

Reducing accidental injury and death amongst children and young people

This will be achieved through education programmes focusing on road safety.

The Council's community safety team will co-ordinate this work but the Council will need the support of the following partners:

- Oxfordshire County Council

Our target *will be to reduce the number of accidental injuries and deaths involving children and young people.*

Reducing crime & anti-social behaviour in and out of school

This will be achieved using mentoring (advice and support) schemes to steer young people away from crime and anti-social behaviour.

The Council's community safety team will co-ordinate this work but the Council will need the support of the following partners:

- Thames Valley Police
- Oxfordshire Youth Mentoring Scheme

Our target *will be to increase the number of young people taking part in a mentoring scheme.*

Enjoy and Achieve

Our Aims

Helping children and young people make friends and achieve personal or team success

This will be achieved in a number of different ways;

1. *through sports activities such as the sports holiday programmes, the Locomotion project and the Oxfordshire Youth Games;*

*These activities will also help children and young people to **be healthy***

The Council's sports development team will co-ordinate this work but the Council will need the support of the following partners:

- Vale schools
- Vale town and parish councils
- Oxfordshire Sports Partnership
- Vale leisure centres (managed by SOLL and CLS)

Our target will be a 1% annual increase in the number of children and young people participating in sport and physical activity.

2. through arts activities such as youth dance, animation, writing, music technology and mural projects;

These activities will also help children and young people **make a positive contribution** and achieve **economic wellbeing**.

The Council's arts development team will co-ordinate this work but the Council will need the support of the following partners:

- Vale schools
- Vale town and parish councils
- Oxfordshire County Council
- The voluntary and community sector

Our target will be to increase the number of children and young people involved in the Vale's leisure arts projects.

3. through the building of a skate park for children and young people in Abingdon

- The Council's landscape team will co-ordinate this work

Our target will be to provide an Abingdon skate park by the end of 2007.

4. through the availability of good quality play areas across the Vale

The Council's parks team will co-ordinate this work but the Council will need the support of the following partners:

- Vale town and parish councils

Our target will be to produce a Parks & Open Spaces Strategy which will include plans for improved play areas. This strategy will help the Council in obtaining funding from the Big Lottery Fund .

5. through partnership working with organisations like Oxfordshire Playbus which provides play opportunities for families who can not easily access them for a variety of reasons.

The Council's innovation and enterprise team will co-ordinate this work but the Council will need the support of the following partners:

- Oxfordshire Playbus

Our target will be to make sure that more parents, children and young people know about and use these services

Make a Positive Contribution

Our Aims

Allowing young people to be involved in decision making

This will be achieved through the Vale Youth Forum which allows for the active involvement of young people in the work of the Council and its partners. The Council will involve the Forum in the shaping of all the Council's services not just those that are specifically for children and young people.

The Council's innovation & enterprise team will co-ordinate this work but the Council will need the support of the following partners:

- Vale schools
- Other public sector organisations

Our target will be to have all the Vale secondary schools participating in Forum meetings on a regular basis and that at least 90% of the delegates at each meeting confirm that the meeting was interesting and worthwhile.

Helping children and young people to successfully deal with significant life changes and challenges

This will be achieved through partnership working with organisations like Seesaw which provides help to children and young people who have suffered the death of a close relative or friend and Abingdon Bridge which provides non judgemental advice for young people

The Council's innovation & enterprise team will co-ordinate this work but the Council will need the support of the following partners:

- SeeSaw
- Abingdon Bridge

Our target *will be to make sure that more parents, children and young people know about and use these services*

Encouraging enterprising (ambitious) behaviour

This will be achieved in a number of different ways;

1. *through the continual development and education of sports coaches, sports leaders and volunteers.*

The Council's sports development team will co-ordinate this work but the Council will need the support of the following partners:

- Oxfordshire Sports Partnership
- Vale schools
- Vale sports clubs

Our target *will be an increase in the number of young people gaining sports coaching qualifications.*

2. *through the project in the Oxfordshire Local Area Agreement that will help children and young people develop enterprise skills that can be used for work*

*This project will also contribute to **economic well being** as it will help young people become **ready for work.***

The Council's innovation and enterprise team will co-ordinate this work but the Council will need the support of the following partners:

- Vale schools
- Young Enterprise

Our target will be an increase in the number of children and young people being involved in Young Enterprise projects.

Economic Well Being

Our Aims

Helping young people prepare for the world of work

This will be achieved through the Council, as an employer, offering work experience placements and encouraging other employers to do the same.

*This project will also contribute to making a **positive contribution** as it will help children and young people to become enterprising and ambitious.*

The Council's innovation and enterprise team will co-ordinate this work but the Council will need the support of the following partners:

- Vale schools
- Oxfordshire Business Education Partnership
- Vale employers

Our target will be an increase in the number of work experience placements offered by the Council.

Helping children and young people to live in decent homes and communities

This will be achieved in a number of different ways;

1. *encouraging community based sports clubs to raise standards through 'Clubmark' so that they provide good opportunities for children and young people to participate in their chosen sport at their chosen level.*

The Council's sports development team will co-ordinate this work but the Council will need the support of the following partners:

- Vale sports clubs
- Oxfordshire Sports Partnership

Our target will be an increase in the number of sports clubs in the Vale with 'Clubmark'.

2. providing energy saving advice to householders

The Council's energy team will co-ordinate this work but the Council will need the support of the following partners:

- Thames Valley Energy

Our target will be an increase in the number of householders receiving energy saving advice.

3. providing information for children and young people to show them how to reduce, reuse and recycle their waste

The Council's waste team will co-ordinate this work but the Council will need the support of the following partners:

- Oxfordshire County Council
- Vale schools

Our target will be an increase in the number of schools with green boxes for recycling.

Helping children and young people to live in households free of low income

This will be achieved through partnership working with organisations like the Citizens Advice Bureau which provides advice about claiming state benefits and dealing with debt

The Council's innovation & enterprise team will co-ordinate this work but the Council will need the support of the following partners:

- Abingdon Citizens Advice Bureau
- Wantage Independent Advice Centre
- Chinese Community & Advice Centre

***Our target** will be to support advice services that provide a high level of satisfaction for the people that use them*

How are we consulting with young people about this strategy?

- Young people are being consulted through the Vale's Youth Forum about what they think the Council's priorities should be over the next three years. They are also being asked for their views on the services that are already provided and which services they would like in future.
- The Vale Youth website www.spired.com/vale (which was set up by young people for young people) is carrying information about the strategy.
- Meetings are being held with groups of young people from the Abingdon Bridge, the Foyer in Abingdon the Sweat Box in Wantage and Faringdon Youth Project.
- The Divisional Young Peoples Forum for the Vale are also being consulted.

Who else we are consulting

- Councillors and staff of the Vale of White Horse District Council
- Vale town and parish councils
- Neighbouring district councils
- The Vale Strategic Partnership - Abingdon and Witney College, Thames Valley Police, Environment Agency, Learning & Skills Councils, Government Office for the South East, Age Concern Oxfordshire, South West Oxfordshire Primary Care Trust, Oxfordshire County Council, Thames Water, Vale Housing Association, Diocese of Oxford, Business Link, Oxfordshire Primary Head Teachers' Association and Oxfordshire Secondary Schools' Head Teachers' Association.
- Abingdon Bridge
- Abingdon Citizens Advice Bureau
- Army Welfare Service
- Chinese Community & Advice Centre
- CLS
- Connexions
- Faringdon Area Project
- Faringdon Family Centre
- Faringdon Youth Centre

- Home-Start Southern Oxfordshire
- Oxfordshire Association for Young People
- Oxfordshire Community & Voluntary Action
- Oxfordshire Council for Voluntary Youth Services
- Oxfordshire Education Business Partnership
- Oxfordshire Learning Partnership
- Oxfordshire Play Association
- Oxfordshire Playbus
- Oxfordshire Racial Equality Council
- Oxfordshire Rural Community Council
- Oxfordshire Youth Arts Partnership
- Oxfordshire Youth Mentoring Scheme
- Parents And Children Together
- SeeSaw
- SOLL
- South Abingdon Youth Centre
- Sweat Box Wantage
- The Foyer
- The Net Abingdon
- Wantage Independent Advice Centre
- Young Enterprise

We have put a copy of the draft strategy on the Council's website for a period of twelve weeks and sent a press release to local newspapers and radio asking them to inform their readers and listeners that we welcomed comments about the draft strategy.

Consultation Questions

Once you have read the draft Youth Development Strategy please can you answer the following questions:

1. Bearing in mind the kind of services that the Council is best equipped to provide do you think that the strategy shows effective ways of tackling some of the important issues affecting children and young people in the Vale today?
2. Do you think that there are other issues that the Council should be tackling (and if so why are these

issues important)?

3. How can you or your organisation work with the Council to help with its contribution to 'Every Child Matters and the Oxfordshire Children and Young Peoples' Plan?
- 4.
4. Do you have any other comments about the draft strategy?

Please reply by Monday 5th June 2006

By email to:

toby.warren@whitehorsedc.gov.uk

By letter to:

Toby Warren
Head of Innovation & Enterprise
Vale of White Horse District Council
Abbey House
Abingdon
Oxfordshire
OX14 3JE

Your response will be carefully considered and will help us to prepare the final version of the strategy. The final version will need to be approved by the Council and should be available in Autumn 2006. When it is ready we will send you a copy.

Please can you let us know if you would like the final copy sent by

Email (please give address):

Post (please give address):

What did they say about the strategy?

To follow after consultation has been completed

How will we make sure that this strategy makes a difference?

The Council will monitor the success of the projects which will make the strategy happen. Once the consultation has been completed and the final version of the strategy has been agreed a plan will be prepared. The plan will have targets to measure the success of all the children and young peoples' services that the Council is going to provide. The plan will also have dates that show when things will happen between 2006 and 2009.

The Council will report both successes and failures to the Vale Youth Forum and Vale Strategic Partnership. We will also review the strategy on an annual basis to make sure that we are still on track to make a real and positive difference to the lives of children and young people in the Vale. An annual review will also provide the opportunity to change the strategy if there are changes in the powers and resources of the Council and its partners.

Appendices

Documents that were used when writing this strategy

Vale Community Strategy 2004-2008 (www.whitehorsedc.gov.uk)
Vale of White Horse District Council Corporate Plan 2005-2008 (www.whitehorsedc.gov.uk)
Draft Oxfordshire Children & Young People's Plan 2006-2009 (www.oxfordshire.gov.uk)
Draft Oxfordshire Local Area Agreement 2006-2009
Vale Arts Development Strategy (www.whitehorsedc.gov.uk)
Vale Sports Development Strategy (www.whitehorsedc.gov.uk)
Vale Community Safety Strategy 2005-2008 (www.whitehorsedc.gov.uk)
The Government's 'Every Child Matters' web site (www.everychildmatters.gov.uk)

Child Protection

The Council has a Child and Vulnerable Adult Protection Policy. Children and vulnerable adults may be abused

regardless of their age, racial origin, social class, gender, culture, religious belief, disability or sexual identity. Most abuse is committed by those who are known to the child or vulnerable adult and who are trusted by that person.

The Council is committed to providing a safe environment for children and vulnerable adults. The purpose of the policy is to safeguard children and vulnerable adults who come into contact with representatives of the Council and to facilitate the best possible professional practice from the Council, its staff, contractors, partners and volunteers.

The aims of the policy are:

- a) To create a safe and healthy environment for those children and vulnerable adults who come into contact with the Council's elected members, staff and volunteers in all circumstances.
- b) To ensure children and vulnerable adults are listened to, and kept safe from harm.
- c) To support and encourage parents and guardians to voice their opinions regarding the welfare of their children and vulnerable adults and to raise their awareness of the importance of asking questions about such issues.
- d) To ensure members, staff and volunteers, who work with children and vulnerable adults, are well informed, supported and enabled to provide the best possible practice.

Notes about the draft for consultation

The design and layout of the document will not be finalised until consultation has been completed. It is intended that the final version will have a front cover and include case studies about youth development in the Vale. The case studies will be illustrated with photographs.

REPORT OF THE PRINCIPAL PERFORMANCE MANAGEMENT OFFICER
TO THE EXECUTIVE
3rd March 2006
TO SCRUTINY COMMITTEE
16th March 2006

Best Value Performance Indicators – Performance against Top and Bottom Quartile 2004-05

1.0 **Introduction and Report Summary**

- 1.1 This report compares the Council's performance against that of the national top and bottom quartile data for 2004-05 which was published by the Audit Commission in mid- January 2006.
- 1.2 The Contact Officer for this report is Robert Woodside, Principal Performance Management Officer (01235 520202 ext 499).

2.0 **Recommendations**

Executive

- (a) *That Members note the Council's performance against the national top and bottom quartile results for 2004-05 and that active management of Best Value Performance Indicators is undertaken through the Corporate Governance Reporting process*

Scrutiny Committee

- (a) *That Members note the Council's performance against the national top and bottom quartile results for 2004-05 and that active management of Best Value Performance Indicators is undertaken through the Corporate Governance Reporting process*

3.0 **Relationship with the Council's Vision, Strategies and Policies**

- (a) Vision Statement objective A.
- (b) The report does not conflict with any Council Strategies.
- (c) The report complies with existing policies.

4.0 **Background**

- 4.1 The Audit Commission have recently published top and bottom quartile data for Best Value Performance Indicators (BVPIs) for 2004-05. This allows a comparison to be made between the Vale's audited actual performance with that of other Councils in England. A comparison has been made in previous years with all district councils. However this report is based on a comparison with all Councils in England (including Counties and Unitary Authorities) as the Audit Commission have recently indicated that this is the preferred basis of comparison. In reality it does not make a significant difference, but in overall terms the number of indicators in the top quartile is higher by 1 and the number in the bottom quartile is 1 less.
- 4.2 The table attached to this report (Appendix A) contains all 2004/05 BVPIs where the Audit Commission have supplied top and bottom quartile data. The headline totals for 2004/05 (the corresponding figures for 2003/04 are shown in brackets) from Appendix A are:

Top Quartile	20 (14)	43% (34%)
Middle Quartiles	16 (17)	35% (42%)
Bottom Quartile	10 (10)	22% (24%)
Total	46 (41)	

Between 2003/04 and 2004/05, there has been a net increase of 6 indicators (a 9% improvement) of those in the top quartile and the number of indicators in the bottom quartile remains the same.

The table in Appendix A includes a column of the quartiles for 2003/04 (where available) which enables any change in the quartiles between the two years to be seen. There are 8 indicators where performance has moved to a better quartile, 8 indicators where performance has moved to a worse quartile, and 19 indicators where performance has stayed in the same quartile. This is shown by the direction of the arrows in the TQ/BQ 2004/05 column of Appendix A.

The Quarterly Corporate Governance Report (third quarter 2005/06) will include these latest quartiles (2004/05) which will enable a comparison to be made with the current year’s performance.

4.3 The following table shows the relative numbers of BVPIs in the top and bottom quartiles between 2001/02 – 2004/05. Members should note that it is not possible to do a direct comparison between the years because there are changes each year to BVPIs; new ones are added and others deleted.

Comparison of numbers of BVPI’s in top and bottom quartiles: 2001/02 – 2004/05

	2001/02		2002/03		2003/04		2004/05	
Top Quartile	13	31%	18	38%	14	34%	20	43%
Middle Quartiles	20	48%	21	45%	17	42%	16	35%
Bottom Quartiles	9	21%	8	17%	10	24%	10	22%
Total	42		47		41		46	

ROBERT WOODSIDE
 PRINCIPAL PERFORMANCE MANAGEMENT OFFICER

Background Papers: None

Appendix A

Best Value Performance Indicators – Top Quartile (TQ) / Bottom Quartile (BQ) 2004/05

(Vale of White Horse District Council Performance Compared to all Councils in England)

BVPI	Target / Indicator	Indicator Description	Actual 03/04	TQ 04/05	BQ 04/05	Actual 04/05	TQ / BQ 04/05	TQ / BQ 03/04
Corporate Health								
2b	T	The duty to promote race checklist score	50%	72.00%	42.00%	53	M	M □
8	T	Invoices paid on time	84.42%	95.97%	88.65%	91.05	M	B □
9	T	Council Tax collected	99.30%	98.3%	96.36%	99.5	T	T □
10	T	NNDR collected	99.40%	99.14%	98.00%	99.7	T	T □
11a	I	% of top 5% earners that are women	16.67%	40.23%	19.63%	16.67	B	M □
11b	I	% of top 5% earners that are from ethnic minorities	0%	3.48%	0.00%	0	B	B □
12	T	Days sick per member of staff	7.85	8.4	11.1	9.22	M	T □
14	I	Early retirements / staff	0.30%	0.16%	0.84%	1.53	B	M □
15	I	Ill health retirements / staff	0.00%	0.12%	0.44%	0	T	T □
16a	I	Staff with disabilities	3.44%	3.73%	1.49%	4.3	T	M □
17a	I	Staff from ethnic minorities	2.66%	4.6%	0.9%	2.4	M	T □
157	T	Types of interaction delivered electronically	57.90%	87.5%	66.59%	69.1	M	M □
Housing								
62	T	% of unfit private sector dwellings made fit or demolished	1.19%	4.69%	1.6%	4.69	T	B □
64	T	No vacant private sect dwellings returned into occupation	6	56.25	4	11	M	-
176	T	No of domestic violence places per 10,000 population	0.11	0.82	0.0	0.09	M	M □
183a	T	Average length of stay in B&B (weeks)	9.13	1	5	4	M	B □
183b	T	Average length of stay in Hostel (weeks)	27.86	0	18	27.89	B	B □
203	T	% change families with children in temporary accommodation	-	-6.94	28.31	-15.77	T	-
Benefits								
76a	T	Number of claimants visited per 1000 caseload	406	282.1	155.8	269.5	M	T □
76c	T	Number of fraud investigations 1000	87	53.4	24.01	82.5	T	T □

BVPI	Target / Indicator	Indicator Description	Actual 03/04	TQ 04/05	BQ 04/05	Actual 04/05	TQ / BQ 04/05	TQ / BQ 03/04
		caseload						
76d	T	Number of prosecutions and sanctions 1000 caseload	8	5.31	2.06	12.4	T	T <input type="checkbox"/>
78a	T	Average time for processing new claims	32	29.38	44.55	25	T	M <input type="checkbox"/>
78b	T	Average time for processing notification of circumstances	4	7.4	14.9	5	T	T <input type="checkbox"/>
79a	T	% of cases where calculation was correct	98%	99.9%	96.2%	99	T	M <input type="checkbox"/>
79b	T	% of recoverable overpayments recovered	52.50%	49.93%	33.13%	56.87	T	M <input type="checkbox"/>
Environment								
82a	T	Recycling	19.40%	17.89%	11.78%	21.3	T	T <input type="checkbox"/>
82b	T	Composting	0%	9.8%	1.53%	0.02	B	B <input type="checkbox"/>
84	I	Household waste collected	358	397.7	491.6	348	T	T <input type="checkbox"/>
86	T	Cost of waste collected per household	£45.94	35.31	48.13	41.15	M	-
91	T	People served by a kerbside collection of recyclables	100%	100	88.7	100	T	T <input type="checkbox"/>
199	T	Cleanliness of relevant land and highways	Not collected	11%	24%	22	M	B <input type="checkbox"/>
Planning								
106	T	New homes on brown field sites	87%	94%	57.14%	92	M	T <input type="checkbox"/>
109a	T	Planning major apps in 13 weeks	51%	68.9%	46.88%	51	M	M <input type="checkbox"/>
109b	T	Planning minor apps in 8 weeks	58%	75.4%	61.12%	51	B	M <input type="checkbox"/>
109c	T	Planning other apps in 8 weeks	85%	88%	80%	77	B	M <input type="checkbox"/>
204	T	% of appeals allowed against authorities decision to refuse	-	25%	37.5%	32	M	-
205	T	Score against a quality of planning service checklist	-	88.9%	72.2%	72	B	-
179	T	Standard searches in 10 working days	90%	100%	96.96%	99.6	B	B <input type="checkbox"/>
Environmental Health								
166a	T	Environmental Health Checklist	21.25%	97%	79.1%	56.25	B	B <input type="checkbox"/>
Community Development								
126	I	Domestic burglaries per 1000 households	5.95	6.9	14.23	5.38	T	-
127a	I	Violent offences per 1000 population – by stranger	1.44	3	8.71	5.52	M	-

127b	I	Violent offences per 1000 population – in a public space	5.48	5.96	12.7	5.78	T	-
127c	I	Violent offences per 1000 population – licensed premises	0.45	0.63	1.78	0.53	T	-
127d	I	Violent offences per 1000 population – under influence	0.80	2	5.41	1.43	T	-
BVPI	Target / Indicator	Indicator Description	Actual 03/04	TQ 04/05	BQ 04/05	Actual 04/05	TQ / BQ 04/05	TQ / BQ 03/04
128	I	Vehicle crimes per 1000 population	7	7.77	15.04	6.1	T	-

Community Legal Service

177	I	Legal and advice expenditure on Quality Mark services	31%	100.00%	6.40%	30.69	M	M <input type="checkbox"/>
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Key: T - Target
I - Indicator

Trend – change in quartile between 2003/04 and 2004/05

2004/05 Actuals

20
16
10

Total 46

Top Quartile (T)
Middle Quartiles (M)
Bottom Quartile (B)

Better 8
Worse 8
Same 19

(Where data is available)

REPORT OF THE DIRECTOR OF SOCIAL AND CULTURAL SERVICES
TO THE EXECUTIVE
3rd March 2006

Best Value Review Programme 2006 - 07

1.0 **Introduction and Report Summary**

1.1 To report on the Best Value Review for the previous year and make proposals for reviews for the year 2006/07.

1.2 The Contact Officers for this report are Tim Sadler, Director of Social and Cultural Services (01235 540360) and Robert Woodside, Principal Performance Management Officer (01235 520202 ext 499).

2.0 **Recommendations**

That the Executive

(i) *notes progress in respect of the Best Value Review Programme for 2005-06*

(ii) *approves the Best Value Review Programme for 2006 – 07 as being*

- *A cross-cutting review in respect of the identification of longer term aims for the area and how these are delivered by the Vale Strategic Partnership and other partnership arrangements*
- *A Best Value Review of the White Horse Leisure and Tennis Centre.*

(iii) *Requests that a further report identifying appropriate "Service Reviews" be brought to the Executive as soon as practicable.*

3.0 **Relationship with the Council's Vision, Strategies and Policies**

- (a) Vision Statement objective A.
- (b) The report does not conflict with any Council Strategies.
- (c) The report complies with existing policies.

4.0 **Background and Supporting Information**

4.1 At the meeting of 14th January 2005 the Executive approved a new approach to Best Value Reviews and a review Programme that covered the period 2005/06 – 2006/7. It also agreed that the programme should be reviewed annually following the Strategic Service Review exercise.

Following the completion of the first of the new style reviews (Waste Management) the Principal Performance Management Officer completed a new Best Value Review Toolkit. This details the general approach to be taken and specifically requires the following to be taken into account:

- The current statutory requirements on how reviews should be undertaken contained in Circular 3/2003 Best Value Performance Improvement. This includes the requirement to carry out reviews using the 4 C's – challenge, compare, consult and competition.
- Approach to Service Inspections - Audit Commission May 2005. This includes reference to the three service blocks which will be the basis of future inspections. These are housing, environment, culture (including sport, play and recreation). Inspections focus on 2 judgements, how good is the service (there is now a sharper focus on how services deliver value for money) and what are the prospects for improvement (including the

arrangements and capacity in place now, and planned, for securing continuous improvements in the future)

- Examples of recent Audit Commission service inspection reports for related areas to the Best Value Review being carried out.

4.2 Four reviews were identified for 2005/06 – 2006/07:

- Services for Younger People
- Waste Management
- Housing Services
- Revenues and Benefits

Good progress has been made on this programme.

4.3 **Services for Younger People**

This review has been overtaken by Council's contribution to work on the Oxfordshire Children and Young People's Plan and the Children and Young Persons block of the Oxfordshire Local Area Agreement. The output of this is reflected in the strategy which will be reported separately to this Executive.

4.4 **Waste Management**

The service Best Value Review was completed in March 2005 and an Action Plan has been agreed.

4.5 **Housing Services**

We are proposing that this review follows on after a reasonable period following the Housing Inspection to check progress.

4.6 **Revenues and Benefits**

This comprehensive review culminated in the report to the Executive at your meeting on 23rd February 2006.

4.7 In establishing a review programme for 2006/07 – 2008/09 officers have looked at the Strategic Service Review, work done by the Directors and Assistant Directors on procurement and other significant issues. The reviews that we recommend adding to the programme as follows:

- A cross-cutting review in respect of the identification of longer term aims for the area and how these are delivered by the Vale Strategic Partnership and other partnership arrangements
- A Best Value Review of the White Horse Leisure and Tennis Centre.

4.8 We propose to consider further service based reviews once the new structure is in place and we are in a position to receive the views of the respective Assistant/Deputy Directors.

TIM SADLER
DIRECTOR OF SOCIAL AND CULTURAL SERVICES

Background Papers:

Best Value Review Toolkit document (Robert Woodside in Performance Management has a copy)

REPORT OF THE ASSISTANT DIRECTOR (PLANNING)
TO THE EXECUTIVE
3 MARCH 2006

Decriminalised Parking

1.0 Introduction and Report Summary

- 1.1 Oxfordshire County Council have resolved to introduce Decriminalised Parking Enforcement (DPE) in all Oxfordshire Districts, including the Vale. It is the stated objective of the Department for Transport (DfT) that DPE should bring together the control and enforcement of both on-street and off-street parking in the interest of public understanding. This Council is responsible for the provision and enforcement of public off-street parking, and derives a revenue income from this service; therefore, the introduction of DPE in the Vale will clearly have an impact on the Vale's parking activity.
- 1.2 The purpose of this report is to provide Members with an introduction to DPE, set out the County Councils initial proposals on how they see DPE being implemented, and consider the effect that this may have on the Vale's parking service. It is not intended at this stage that Members should take a formal decision on detailed matters, but that the Executive should give an initial reaction to some principal issues, to enable Officers to commence detailed discussions with the County Council.
- 1.3 The Contact Officer for this report is Gordon Willcox, Section Head (Transportation) telephone 01235 540390.

2.0 Recommendations

That the executive:

2.1 *Advise Oxfordshire County Council that:*

- a) *this Council supports, in principle, the implementation of Decriminalised Parking Enforcement throughout the Vale, subject to agreement on all financial, operational and administrative details;*
- b) *this Council is willing, in principle, to assume responsibility for the management of both on-street and off-street parking enforcement, subject to reaching agreement with the County Council on the way that these operations will be funded, and how surpluses will be apportioned;*
- c) *this Council has an objection, in principle, to the centralisation of the administration of DPE by the County Council, subject to further discussions and clarification of the relevant issues;*
- d) *this Council is willing, in principle, to provide the facilities for the payment of parking fines, subject to agreement on the way that this operation will be funded.*

- 2.2 *Request that the Assistant Director (Planning) advise the County Council of its decisions in relation to recommendations 2.1a), b), c), and d); and authorise Officers to commence detailed discussions with the County Council on the future management of DPE, including investigating opportunities for partnership working with both the County and the other Oxfordshire District Councils, and report subsequent progress to the Executive as soon as practicable.*

3.0 **Relationship with the Council's Vision, Strategies and Policies**

3.1 This report supports the Council's Vision Strands A,D, E and G.

3.2 This report does not contradict any existing Strategies or Policies.

4.0 **Background**

4.1 Historically, parking enforcement has been the responsibility and under the control of two tiers of local government:

- County Councils, who are responsible for both on-street parking and traffic regulation enforcement; where enforcement is undertaken by either the police or traffic wardens.
- District Councils, who are responsible for the management and enforcement of off-street parking.

Under both regimes, non compliance of either Traffic Orders or Parking Orders is a criminal offence, with failure to pay ultimately leading to action through the courts. Once the offence reaches the court, the parking fine no longer comes to the appropriate Council, but is accrued to the Exchequer.

4.2 The level of parking tariffs and penalty fines will vary between the on-street and off-street areas.

4.3 The two tier situation often leads to confusion for the public, particularly when they witness varying levels of patrolling and management. In the Vale this issue is further complicated by the presence of an agency agreement between OCC and Abingdon Town Council for the enforcement of on-street pay and display, and residents' parking schemes in Abingdon, which results in there now being three parking enforcement authorities in the town.

4.4 The Department for Transport (DfT) has addressed this situation through decriminalised parking legislation whereby all on-street parking enforcement, together with a number of other minor traffic related traffic offences, for example camera enforcement of bus lanes, can be transferred from the Police to Local Highway Authorities. It is the DfT's clear objective that both on-street and off-street parking should be treated in the same way, and seen to be under the umbrella of a single management/enforcement regime, in the interest of better public understanding.

4.5 The DfT have stated that DPE should be rolled out across the country by all Highway Authorities. The guidance to enable Highway Authorities to apply for and then introduce DPE is contained in Local Authority Circular 1/95, and accordingly DPE has now been successfully introduced in many parts of the country.

4.6 Oxfordshire County Council are amongst the last authorities to apply for DPE, and are now under pressure from the DfT to do so. Currently DPE only operates in Oxford city centre, together with some parts of North Hinksey and the DfT now wish to see it extend throughout the county.

4.7 Members will be aware of the pressures on police resources. Parking enforcement has been removed from the "core activities" prescribed by the Home Office for the police force with attendant reductions in resource allocation. The level of police resource is currently very low with only 12 traffic wardens in the whole county plus some support from Community Police Support Officers, and there is no prospect of this being increased. The County Council have been warned by the Thames Valley Police Authority that the pressures on police budgets and other priorities have increased the likelihood of Thames Valley Police stopping enforcement.

5.0 **What is Decriminalised Parking?**

5.1 The 1991 Road Traffic Act provides for the decriminalisation of most non-endorsable on-street parking offences. The essence of these arrangements are that local traffic authorities may apply to the Secretary of State for Orders decriminalising the offences within particular geographical areas. As a result, the offences are no longer criminal in those areas, and therefore:

- a) Enforcement ceases to be the responsibility of the police and becomes the responsibility of the local traffic authority.
- b) There are enabling powers to tow away or clamp vehicles.
- c) Parking fines are civil offences and debts are recoverable through a streamline version of the normal civil debt recovery process.
- d) Following an initial appeal to the local authority, motorists may pursue a further appeal to independent adjudicators, whose decision is final (ie. there is no further right of appeal through the courts).
- e) The local traffic authority retains the proceeds from the penalty charges, which are used to finance the enforcement and adjudication system. Any surpluses may then be used to support other transport related matters.

5.2 Whilst the level of parking tariff may be different at on-street and off-street locations, the level of parking fine has to be consistent, not only within a district but across the county.

5.3 The DfT believe that there are significant advantages for local authorities having parking enforcement under their control, specifically:

- Local authorities will be able to ensure that their parking policies are implemented effectively, with consequent benefits through improved traffic flow, better management of overall traffic levels, fewer accidents, a fairer distribution of available parking places and a more pleasant environment.
- The integration of enforcement and parking policy responsibilities should enable better monitoring of the effectiveness and value of parking controls, so that parking provision becomes more responsive to public needs.
- Local authorities will be able to use the revenue they receive from penalty charges to fund their enforcement activities. Any surpluses can be used to improve parking facilities or fund other related transport/environmental schemes.

6.0 **Oxfordshire County Council's Preliminary Proposals**

6.1 On the 25 January 2005 the County Councils Cabinet received a report titled "Countywide Decriminalised Parking Enforcement", setting out the issues related to the preparation for, and running of civil parking enforcement. The report draws on the work carried by the County Councils consultant Jacobs Babbie, which is set out in their Scoping Study dated November 2004. The report discussed a number of key issues in principle, which was necessary to determine a starting place for negotiation with the District Councils; and how the implementation of DPE can be funded.

6.2 The DfT have advised that they will want to see both off-street and on-street parking included in the arrangements for decriminalised parking in Oxfordshire and therefore, District Councils will be an integral part of the process. The DfT have indicated that they would prefer there to be one Order for the whole of the county with arrangements for different start dates in each district (if this would be helpful).

- 6.3 To progress the project, the following steps are required:
- Decide on the new organisational arrangements through discussions with District Councils.
 - Determine the IT requirements and how these could be procured.
 - Audit all existing road markings to ensure that they are consistent with the existing traffic orders.
 - Compile a database of traffic orders, amending where necessary any existing orders.
 - Complete agreements with District Councils (or tender) for the enforcement service.
 - Consult on and publicise the new enforcement arrangements.
- 6.4 The County Council have assessed that it is likely to take 2 years to set up for DPE and therefore, the target date for implementation throughout the county is 2008.
- 6.5 There are a number of organisational options available for the management of DPE, but the County Council would wish to have the same arrangements with each of the District Councils. Whilst much remains to be discussed with District Councils, at this preliminary stage the County Council are suggesting the following arrangements be considered:
- Centralise penalty notice processing in Oxford.
 - District Councils to manage both on and off-street enforcement.
 - District Councils to provide the facilities for the payment of parking fines.
- 6.6 Under this option Districts would be responsible for the staffing and management issues relating to the enforcement element which would include both patrolling and administrative staff. This is likely to involve the transfer of existing County Council Traffic Wardens under TUPE arrangements and the recruitment of new staff.
- 6.7 The option also proposes the centralisation of the penalty notice processing element in Oxford, which is likely to involve the use of the County Council's existing contract with Control Plus, who currently enforce parking in Oxford city centre.
- 6.8 The County Council are minded to set the level of a Countywide penalty charge at £60 per offence (reducing to £30 if paid within 14 days), which is in the middle range permitted under the regulations (currently £40, £60 and £80). The County Council believe this level is fair and will be publicly acceptable.

7.0 **Implications for the Vale**

- 7.1 The County Council are now committed to introduce decriminalised parking throughout the County and are minded to introduce it, based on District boundaries; with each becoming Special Parking Areas (SPA's). Given this commitment and the inevitable further decline in on-street enforcement by the police which is likely to lead to an unacceptable level of traffic related problems "on our doorstep", with consequential adverse effects on our town centre economies, it would seem both prudent and logical for this Council to embrace DPE and seek to work with the County and other Districts to secure its successful introduction. Inevitably there will be issues which could have either positive or negative implications for the Vale.

Street Management.

- 7.2 Members will be aware that forums such as Traffic Advisory Committees regularly debate the decline in police/traffic warden resources throughout the district and the growing widespread abuse of many on-street traffic regulations such as parking, waiting and loading restrictions. This position leads to a rise in environmental, safety, accessibility and congestion problems, which for the reasons set out in para 4.7 will only continue to become worse.
- 7.2 Members will also be conscious of the planned changes proposed for the streets in Abingdon town centre, whereby the current two lane carriageways in High Street and Stert Street will be reduced to a single lane. Whilst these changes to their streetscape will provide a significant improvement to the town centre environment, the success does hinge on good enforcement of traffic regulations in order to ensure that traffic remains free flowing.
- 7.3 Under a decriminalised parking arrangement, if the Vale were minded to take on the management of enforcement, then it would have a greater degree of control on how to focus enforcement resources at various problem locations.

Financial Implications.

- 7.4 The financial philosophy underpinning DPE is that it will be “self financing”, ie. the operational cost will be met by income from parking fines. It must be agreed by the County Council that, through service level agreements or similar arrangements, the County Council will underwrite any deficits incurred through the off-street operation, having regard to a fair proportion of the Vale’s enforcement and associated management costs.
- 7.5 Separate parking accounts will ring fence income which is derived from the on-street and off-street operations. The Vale would retain all of its income from its off-street car parks whilst income from on-street parking and on-street parking offences would go to the County.
- 7.6 Financial arrangements would need to be put in place to address the cost to District of running the various elements of DPE, having regard to 7.4 above. The County have also indicated their willingness to discuss the sharing/use of surpluses.
- 7.7 Currently the level of parking fine adopted by the Vale (known as an Excess Charge Notice – ECN) is £80 reducing to £50. Under decriminalisation, parking fines (which will then be known as a Penalty Charge Notice – PCN) would be unified at £60 reducing to £30. This will therefore have a negative impact on the Council’s income through parking fines.
- 7.8 There is however a balancing issue; monitoring of parking habits in areas where decriminalisation has been introduced has shown an increase in customers using off-street parking, clearly due to the increased level of on-street enforcement. This would therefore lead to an increase in “pay and display” income.
- 7.9 The Vale would retain control of both its off-street pricing policy, and its permit parking administration.
- 7.10 At this early stage it is not possible to evaluate the detailed financial effects of changing to DPE. Clearly, this matter will be of high importance to District Councils and the issue will be high on the agenda for the next stage of discussions with the County Council. Officers will bring forward an up-date report at the earliest opportunity which will provide an overall financial assessment of the implementation of DPE.

Administration of DPE

- 7.11 Centralising penalty notice processing to Oxford needs to be considered with some caution. The receipt of parking fines often leads to emotive communications with Council Officers. The Council currently carefully considers each case on its merits and makes a determination accordingly. It does so having a detailed local knowledge of the parking facilities, and the need to portray customer care and equity; it is doubtful that this style of service would be provided

by a private contractor working at a remote location. Clearly there are other options which might be explored such as the Vale undertaking all of the penalty notice processing or perhaps the processing of on-street and off-street being kept separate.

7.12 Whichever option is finally adopted, the administration of DPE, which includes a formal appeals process culminating in independent adjudication, is much more rigorous than the present system, and clearly the Council will have to adapt to it.

8.0 **Position of Other Oxfordshire District Councils**

8.1 There has been one meeting between District and County Council officers to discuss the implications of county wide decriminalised parking in order for each District to understand the County Council's initial position, and to better understand the implications at district level. A further meeting is due to take place in February.

8.2 Cherwell District Council.

At its Executive meeting on the 6 February 2006, Cherwell District Council signalled its support in principle to DPE and resolved:

- a) that it agrees in principle to the implementation of DPE throughout the District, subject to further agreement by the Executive on the financial, operational and administrative details;
- b) that Oxfordshire County Council be informed that this Council is willing, in principle, to assume the enforcement of on-street waiting regulations along with its existing off-street vehicle parks orders, subject to there being further agreement by the Executive on the way that these operations are funded and surpluses and deficits apportioned;
- c) that Oxfordshire County Council be further informed that, at this stage, this Council has an objection in principle to the centralisation of the administration of the administration of DPE by the County Council, subject to further discussions and clarification of the relevant issues;
- d) that, pending consideration by the Council of the recommendations set out above, it be resolved that the Officers be authorised to put forward those recommendations as this Council's initial response at the meeting between Officers of the County Council and the Oxfordshire Districts.

8.3 South Oxfordshire District Council.

At its Cabinet meeting on the 12 January 2006, South Oxfordshire District Council signalled its support in principle to DPE and resolved:

- a) that the Council continues to manage its car parks directly for the time being but that this is reviewed in due course in the light of emerging proposals to designate a Special Parking Area (Decriminalised Parking) covering South Oxfordshire;
- b) that the Cabinet support the early application of a Special Parking Area in South Oxfordshire.

8.4 West Oxfordshire District Council.

West Oxfordshire has not yet considered DPE at Executive level. Officers have advised that the Council reserves its view pending further discussions and clarification, but that Members are concerned about the impact that DPE would have on the Council's policy for managing on-street parking in the district.

9.0 **Conclusions**

- 9.1 The County Council has now decided to apply to the DfT for the decriminalisation of parking throughout the county, and for the reasons set out in this report, it is recommended that this Council support DPE in principle, with the Vale becoming a Special Parking Area.
- 9.2 However, the County Council does have considerable discretion over how DPE is implemented, and in practice this is where the options lie.
- 9.3 Following an initial introductory meeting with Districts, the County Council now wish to open detailed discussions on how the County and Districts might work in partnership to introduce DPE. They have set out their initial thoughts on how this might work, specifically in relation to penalty notice processing, management of enforcement staff and the payment of parking fines, and this report discusses each of these matters. The Executive are asked to give an “in principle” reaction to these specific issues, to provide Officers with a guide for the detailed discussions to follow.

RODGER HOOD
Assistant Director (Planning)

TIM SADLER
Strategic Director

Background Papers:

- Local Authority Circular 1/95 – Guidance on Decriminalised Parking
- Letter of intent from the County Council to the Vale dated 5 December 2005
- Report to the County Council Cabinet, 21 January 2005, - Countywide Decriminalised Parking Enforcement.
- Jacobs Babtee Scoping Report dated 12 November 2004

By virtue of paragraph(s) 9 of Part 1 of Schedule 12A of the Local Government Act 1972.

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