

**Committee:** Executive  
**Date:** Monday 6 April 2009  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

<b>Councillor Barry Wood (Chairman)</b>	<b>Councillor G A Reynolds (Vice-Chairman)</b>	
<b>Councillor Norman Bolster</b>	<b>Councillor Kieron Mallon</b>	<b>Councillor Nicholas Turner</b>
<b>Councillor Michael Gibbard</b>	<b>Councillor Nigel Morris</b>	
<b>Councillor James Macnamara</b>	<b>Councillor D M Pickford</b>	

## AGENDA

1. **Apologies for Absence**
2. **Declarations of Interest**

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

3. **Petitions and Requests to Address the Meeting**

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

4. **Urgent Business**

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

5. **Minutes**

To confirm as a correct record the minutes of the meeting held on 30 March 2009 (to follow).

**6. Forward Plan (Pages 1 - 13)**

Report of the Leader of the Council

**Summary**

To review the Forward Plan of the key Executive decisions which will be taken over the next four months. These are the key decisions of which the Council's Executive is currently aware.

**Recommendations**

The Executive is recommended to:

- 1) Resolve to note the Forward Plan for the next four months.

**7. Annual Audit and Inspection Letter March 2009 (Pages 14 - 34) 6.35 pm**

Report of Chief Executive

**Summary**

Mr Robert Hathaway, the Comprehensive Area Assessment Lead (CAAL) for Oxfordshire, Buckinghamshire and Milton Keynes will be presenting the Council's Annual Audit and Inspection Letter (AAIL) to Executive members on 6 April 2009. The AAIL will be published on 31<sup>st</sup> March and is attached.

**Recommendations**

The Executive is recommended to:

- 1) Note the contents of the Annual Audit and Inspection Letter and question the Comprehensive Area Assessment Lead directly after his presentation.
- 2) Thank the Audit Commission team for their support this year.
- 3) Ask the Chief Executive and Head of Improvement to ensure that the areas of improvement highlighted are appropriately reflected in the Improvement Plan 2009/10 which will be considered by the Executive on 27<sup>th</sup> April 2009

**8. Comprehensive Area Assessment (CAA) (Pages 35 - 39) 7.05 pm**

Report of Chief Executive

**Summary**

To provide an overview of the Audit Commission's Comprehensive Area Assessment (CAA) which comes into effect from 1 April 2009

## **Recommendations**

The Executive is recommended to:

- 1) Note this overview of the Comprehensive Area Assessment.
- 2) Take the opportunity of the attendance of our Comprehensive Area Assessment Lead at the meeting to ask him any further questions about this new assessment.
- 3) Endorse Cherwell's participation in a county-wide officers group working to ensure that the Oxfordshire Local Authorities, Thames Valley Police and NHS Oxfordshire are best-placed for the first inspection of their work *together* to tackle local issues.

## **Strategy and Policy**

### **9. Oxfordshire 2030 - A Sustainable Community Strategy for Oxfordshire (including a review of the Local Area Agreement 2) (Pages 40 - 175) 7.20 pm**

Report of Chief Executive and Community and Corporate Planning Manager

#### **Summary**

To adopt Oxfordshire 2030, Oxfordshire's Sustainable Community Strategy and note progress on the development of its delivery plans, in particular, the renegotiated targets for the Local Area Agreement.

#### **Recommendations**

The Executive is recommended to:

- 1) Invite Council to adopt Oxfordshire 2030, Oxfordshire's Sustainable Community Strategy, as a key strategic document for Cherwell District Council.
- 2) Invite Council to agree the renegotiated targets for the Oxfordshire Local Area Agreement.
- 3) Request that a detailed report outlining the implications of the Place Survey is brought to Executive when national comparison data is available.

### **10. Medium Term Financial Strategy and 2008/09 Projected Revenue and Capital Out-Turn (Pages 176 - 199) 7.40 pm**

Report of Strategic Director for Customer Service and Resources and the Chief Accountant

#### **Summary**

This report presents the proposed revised Medium Term Financial Strategy, setting out the context, objectives, and fundamental principles for the planning of the Council's financial resources over the next four years.

This report also summarises the Council's revenue and capital projections for the financial year 2008/09 as at 28<sup>th</sup> February 2009.

## **Recommendations**

The Executive is recommended to:

- 1) Approve the new Medium Term Financial Strategy (MTFS) and, specifically:
  - i) the objective to eliminate revenue dependence on investment income by 2012/13
  - ii) the intention to relax our 'debt-free' policy to give us future flexibility (although any proposal to do this will be subject to further discussion)
- 2) Note the revenue and capital projections at Feb/May 2009 (Appendix 2 and 3).
- 3) Agree that a provision of £80,000 be made from the Investec interest gains achieved in December 2008 to fund support for the Horton Hospital and to fund work to increase the community benefit of places of worship in Bicester.
- 4) Agree that the accrued interest expected from investments at risk in the Icelandic Bank Glitner of £551k be written off to zero in the 2008/09 financial statements.
- 5) Agree that £3,897,623 of capital schemes listed in Appendix 2a approved as part of the 2008/09 budget and profiled for expenditure in 2008/09 are carried forward for utilisation in 2009/10.
- 6) Agree that £300,000 of the Woodgreen capital schemes profiled for expenditure in 2009/10 be brought forward for utilisation in March 2009.

## **Service Delivery and Innovation**

11. **Addressing Health Inequalities in Cherwell** (Pages 200 - 215) **8.00 pm**

Report of Strategic Director Environment and Community

### **Summary**

To consider the factors affecting health inequality and deprivation in the District and the approach to addressing these.

### **Recommendations**

The Executive is recommended to:

- 1) Endorse the approach outlined in the report to address health inequality and deprivation in Banbury.
- 2) Agree to develop clear targeted outcomes for improvement.

- 3) Nominate the Portfolio Holder for Community, Health and Environment as the lead member.

**12. Environmental Crime Enforcement (Pages 216 - 221)**

**8.15 pm**

Report of Head of Environmental Services

**Summary**

To consider an increase the areas of environmental enforcement, to introduce a reduced fine for early payment of litter fixed penalty notices and to increase the number of staff able to issue fixed penalty notices.

**Recommendations**

The Executive is recommended to:

- 1) Note the achievements of the enforcement team
- 2) Authorise the issuing of Fixed Penalty Notices for smoking related litter following a publicity campaign during the Summer 2009
- 3) Reduce the fixed penalty notice fine for litter to £50 if paid early (within 7 days)
- 4) Authorise additional staff able to issue Fixed Penalty Notices

**Value for Money and Performance**

**13. Corporate Scorecard (Pages 222 - 245)**

**8.25 pm**

Report of the Chief Executive and Head of Improvement

**Summary**

This report presents the proposed format and content of Corporate Scorecard for the 2009/10 through which the Council will monitor its priority targets around service delivery and organisational performance.

**Recommendations**

The Executive is recommended to:

- 1) Agree the format and content of the proposed 2009/10 Corporate Scorecard

**Other Matters**

**14. Support for the Horton Hospital (Pages 246 - 248)**

**8.40 pm**

Report of Strategic Director Environment and Community.

## **Summary**

To consider a request for a donation to the cancer appeal fund.

## **Recommendations**

The Executive is recommended to:

- 1) Agree to donate £30,000 to support the Brodey Centre Cancer Care Appeal Fund

## **15. Constitutional Changes (Pages 249 - 382)**

**8.45 pm**

Report of Head of Legal and Democratic Services

## **Summary**

To seek approval from the Executive to recommend to Council the changes to the constitution proposed

## **Recommendations**

The Executive is recommended to:

- 1) Consider and comment on the proposed changes to the constitution
- 2) Approve, subject to any amendments the Executive may wish to make, and subject to any comments or amendments from the Standards committee on 8 April, the attached Introduction, Terms of Reference and Scheme of Delegation, Rules of Procedure and Planning Guidance and to recommend to Council that these documents be approved.
- 3) Recommend to Council that delegated powers be given to the Head of Legal and Democratic Services, to make any minor or consequential amendments that may be needed, in particular with inconsistencies or duplications that may exist within the part of the constitution not yet reviewed.
- 4) Recommend to Council that the financial limit for key decisions for 2009/2010 be £50,000

## **Urgent Business**

### **16. Urgent Business**

Any other items which the Chairman has decided is urgent.

### **17. Exclusion of the Press and Public**

The following report(s) contain exempt information as defined in the following paragraph(s) of Part 1, Schedule 12A of Local Government Act 1972.

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

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

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

“That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraph(s) 2 of Schedule 12A of that Act.”

## **Value for Money and Performance**

### **18. Hurrans Garden Centre (Pages 383 - 387)**

**9.00pm**

Report of Head of Economic Development and Estates

**(Meeting scheduled to close at 9.10 pm )**

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or 01295 221587 prior to the start of the meeting.

### **Declarations of Interest**

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item. The definition of personal and prejudicial interests is set out in Part 5 Section A of the constitution. The Democratic Support Officer will have a copy available for inspection at all meetings.

**Personal Interest:** Members must declare the interest but may stay in the room, debate and vote on the issue.

**Prejudicial Interest:** Member must withdraw from the meeting room and should inform the Chairman accordingly.

With the exception of the some very specific circumstances, a Member with a personal interest also has a prejudicial interest if it is one which a Member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

## **Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates**

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget

setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

### **Queries Regarding this Agenda**

Please contact James Doble, Legal and Democratic Services james.doble@cherwell-dc.gov.uk (01295) 221587

**Mary Harpley**  
**Chief Executive**

Published on Friday 27 March 2009



## Executive

### Forward Plan

6 April 2009

### Report of Leader of the Council

#### PURPOSE OF REPORT

To review the Forward Plan of the key Executive decisions which will be taken over the next four months. These are the key decisions of which the Council's Executive is currently aware.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) To resolve to note the Forward Plan for the next four months.

#### Executive Summary

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##### Introduction

- 1.1 The Forward Plan is updated and rolled forward on a monthly basis. As this takes place, the programme is adjusted with further key decisions being added and others rescheduled or removed. The covering introductory note identifies the Members of the Executive by name and title, as required by the Regulations.
- 1.2 Appendix 1 is a schedule of changes to the Forward Plan since the last publication and the plan itself.

##### Proposals

- 1.3 The proposals is to note the Forward Plan as attached.

##### Conclusion

- 1.4 Acceptance of these recommendations creates a Forward Plan for the Council as required by the Local Government Act 2000.

## Background Information

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- 2.1 The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 require that a forward plan be prepared by the Leader of the Council. The Forward Plan sets out the planned key Executive decisions which will be taken on behalf of the Council over the next four months.
- 2.2 The definition of what constitutes a key Executive decision can be found in Article 13 of the Council's Constitution which has guided the compilation of the attached Forward Plan. In particular, determination of whether a decision is "key" has been assessed with regard to its financial significance, the impact on local people and the degree of discretion that can be exercised. The content of the Forward Plan is prescribed in the Regulations and reflected in the Council's Access to Information Procedure Rules of the Constitution.
- 2.3 The Forward Plan has to be updated and rolled forward on a monthly basis, and a new forward plan produced at least 14 days prior to the first day on which it comes into effect. Any outstanding matters from the previous plan will be rolled forward into latest plan.

## Key Issues for Consideration/Reasons for Decision and Options

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- 3.1 The Council must by law publish a Forward Plan. Acceptance of these recommendations creates a Forward Plan for the Council as required by the Local Government Act 2000.

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

- Option One** To adopt the recommendation. The Council must by law publish a Forward Plan. The only options concern its contents.
- Option Two** To propose amendments to the Forward Plan.

## Consultations

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**All Chief Officers** The plan has been updated in light of responses received.

## Implications

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- Financial:** None arising directly from this report.  
Comments checked by Karen Curtin, Chief Accountant 01295 221564
- Legal:** The Council must by law publish a Forward Plan.  
Comments checked by James Doble, Democratic, Scrutiny and Elections Manager 01295 221587
- Risk Management:** Risk assessment - No significant risk implications have

been identified in connection with this report other than the consequences of not complying with the legal requirement to publish a Forward Plan. Each report to the Executive on the items in the Forward Plan will carry its own risk assessment.

Comments checked by Karen Curtin, Chief Accountant  
01295 221564

### **Wards Affected**

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All

### **Corporate Plan Themes**

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The Forward Plan provides a framework for consideration of Council policies over the next four months.

### **Executive Portfolio**

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Councillor Barry Wood  
Leader of the Council

### **Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Draft Forward Plan
<b>Background Papers</b>	
None	
<b>Report Author</b>	James Doble, Democratic, Scrutiny and Elections Manager
<b>Contact Information</b>	01295 221587 james.doble@Cherwell-dc.gov.uk



DISTRICT COUNCIL  
NORTH OXFORDSHIRE

# Forward Plan

**May 2009 to August 2009**

# Cherwell District Council

## Forward Plan

This Forward Plan sets out the key Executive decisions which will be taken at Cherwell District Council over the next four months. These are the key decisions of which the Council's Executive is currently aware. The Forward Plan will be updated and rolled forward on a monthly basis. As this takes place, the programme will be adjusted: further key decisions may be added, or anticipated ones may be rescheduled or removed. The schedule shows the decisions programmed to be taken during each month. A likely date of decision is shown, but it is possible that a decision may be rescheduled to a later date within that month, or to a later month. The latest position on prospective decisions can be obtained by contacting the Legal and Democratic Services Department (see contact details below).

The Schedule to this Plan sets out the key decisions by month and says whether they will be taken by the Full Executive or by one of its individual Members, or portfolio holders as they are known (see below for details of the membership of the Executive). While key decisions may be taken by officers exercising authority delegated by the Executive, it is the Council's intention that this will very much be the exception.

Key decisions are those which are financially significant (in terms of spending or savings) for the service or function concerned or which will have a significant impact on communities, usually in two or more wards in the District. For the purposes of compiling its Forward Plan the Council has decided that a decision will be financially significant

- if it is equivalent in value to more than 10% of the annual gross budget for the service unit concerned or £50,000 whichever is the lesser. If the figure is below £50,000 regard will be had to the impact on communities in deciding whether the decision is key.
- If it involves an individual capital projects with a value greater than £250,000.

In assessing impact on local people (including businesses and organisations) the following factors will be borne in mind:

- The number of users of the service in the wards affected
- Whether the impact will be short term or will last for a number of years, or be permanent.
- The nature of the impact on communities in terms of economic, social and environmental well-being.

For a decision to be key there must be a significant degree of discretion to be exercised by the decision-maker.

The forward plan lists documents which are currently available to decision makers. Generally these are also available to the public but some may have restrictions on the information given in them. Copies of public documents may be obtained on request from

James Doble,  
Democratic, Scrutiny and Elections Manager  
Cherwell District Council,  
Bodicote House,  
Bodicote,  
Banbury, Oxfordshire OX15 4AA (e-mail: [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk)).

There will be a copying charge for each document. Comments on the matters for decision may be made to the relevant contact officer up to the date of the meeting, unless otherwise specified in the consultation details.

## Cherwell District Council – Executive Members

<u>Portfolio</u>	<u>Member</u>
Communications and Public Relations (with Special Responsibility for Climate Change)	Councillor Mallon
Community, Health and Environment	Councillor Reynolds
Customer Service and ICT	Councillor Turner
Economic Development and Estates	Councillor Bolster
Organisational Development and Improvement	Councillor Miss Pickford
Planning and Housing	Councillor Gibbard
Policy and Community Planning	Councillor Wood
Resources	Councillor Macnamara
Urban and Rural Services	Councillor Morris

## Cherwell District Council Forward Plan

### Key decisions to be taken by the full Executive

May 2009					
Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)	Documents submitted to decision-maker	History
Information Communication Technology Strategy To consider an information communication technology strategy for the Council.		Portfolio Holder for Customer Services and ICT	Pat Simpson Tel: 01295 227069	None.	
Results of Scrutiny Review on Rural Affordable Housing and Improvement Plan To consider the results of the scrutiny review of Rural Affordable Housing and Improvement Plan		Portfolio Holder for Planning and Housing	Catherine Phythian Tel: 01295 221583	None.	
Banbury Market Future Management To consider options for the future management and direction for Banbury market.		Portfolio Holder for Urban and Rural Services	Chris Rothwell Tel: 01295 221712	None.	
Weston, Cottisford and Kidlington Conservation Area Appraisal Programme To consider responses to the consultation draft and approval of final appraisal.		Portfolio Holder for Planning and Housing	Linda Rand Tel: 01295 221845	None.	Added Oct 08

<p>Banbury Cultural Quarter To consider proposals for the development of a cultural quarter.</p>		<p>Portfolio Holder for Community, Health and Environment</p>	<p>Ian Davies Tel: 01295 221698</p>	<p>None.</p>	
<p>Review of the Cherwell Biodiversity Action Plan To consider the Cherwell Biodiversity Action Plan.</p>		<p>Portfolio Holder for Urban and Rural Services</p>	<p>Chris Rothwell Tel: 01295 221712</p>	<p>None.</p>	



June 2009					
Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)	Documents submitted to decision-maker	History
<p>Phone Access and Telephony Review To consider</p> <ul style="list-style-type: none"> <li>• A proposal and associated business case and plan for a single customer contact number or small suite of numbers</li> <li>• Revised procurement practice in respect of telephony with associated reduction in costs</li> <li>• Plan for upgrade for main telephone switch and decommissioning of satellite switches</li> <li>• A clear product catalogue for telephony services to the Council</li> </ul>		Portfolio Holder for Organisational Development and Improvement	Simon Park Tel: 01295 223707	None.	Decision due date for Executive changed from 06/04/2009 to 01/06/2009.

<p>Definition of Waste and Collections from Charities To consider the Council's position with regards to the definition of waste and collections from charities.</p>		<p>Portfolio Holder for Community, Health and Environment</p>	<p>Ed Potter Tel: 01295 221902</p>	<p>None.</p>	
<p>Investment Strategy To consider the outcome and recommendations of the independent review of the investment strategy.</p>		<p>Portfolio Holder for Resources</p>	<p>Karen Curtin Tel: 01295 221551</p>	<p>None.</p>	
<p>A sustainable community strategy for Cherwell To consider an update regarding the progress of the new sustainable community strategy for Cherwell. To endorse the next steps of the project.</p>	<p>The strategy will be subject to extensive consultation with members, partners and the public.</p>	<p>Leader of the Council and Portfolio Holder for Policy and Community Planning</p>	<p>Claire Taylor Tel: 01295 221563</p>	<p>None.</p>	<p>Decision due date for Executive changed from 02/03/2009 to 01/06/2009.</p>
<p>Pitt Review into Summer 2007 Floods - Further Implications following the Government's Response to the Report Recommendations To consider further implications arising from the Government's response to the Pitt Report.</p>		<p>Portfolio Holder for Community, Health and Environment</p>	<p>Tony Brummell Tel: 01295 221524</p>	<p>None.</p>	

Conservation Area Appraisal Programme Subject of further reports to be specified as programme progresses  To consider responses to the consultation draft and approval of final appraisal.		Portfolio Holder for Planning and Housing	Linda Rand Tel: 01295 221845	None.	
Performance Management Framework Year End Report To consider the Performance Management Framework Year End Report		Portfolio Holder for Organisational Development and Improvement	Mike Carroll Tel: 01295 227959	None.	
<b>July 2009</b>					
<b>Subject for Decision</b>	<b>External Consultees/ method of consultation</b>	<b>Executive Portfolio</b>	<b>Contact Officer(s)</b>	<b>Documents submitted to decision-maker</b>	<b>History</b>
Eco Town - Government Decisions and Implications To consider matters arising from the Government decision regarding proposed Eco Towns and any resulting implications for the District.		Portfolio Holder for Planning and Housing	Philip Clarke Tel: 01295 221840	None.	

<p>Conservation Area Appraisal Report Subject of further reports to be specified as programme progresses</p> <p>To consider responses to the consultation draft and approval of final appraisal.</p>		Portfolio Holder for Planning and Housing	Linda Rand Tel: 01295 221845	None.	
<p>Economic Development Strategy Review To consider the Economic Development Strategy for the District</p>		Portfolio Holder for Economic Development and Estates	David Marriott Tel: 01295 221603	None.	
<p>Banbury Residents Parking Scheme To consider proposals for the scheme.</p>		Portfolio Holder for Urban and Rural Services	Chris Rothwell Tel: 01295 221712	None.	Decision due date for Executive changed from 11/05/2009 to 06/07/2009.
<p>Local Development Framework Next Steps To consider the next steps with regard to creating a Local Development Framework</p>		Portfolio Holder for Planning and Housing	Philip Clarke Tel: 01295 221840	None.	
<p>Accommodation Review To consider and review Phase 1. To consider the proposals for Phase 2.</p>		Portfolio Holder for Organisational Development and Improvement	Julie Evans Tel: 01295 221595	None.	

August 2009					
Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)	Documents submitted to decision-maker	History
<p>Conservation Area Appraisal Report Subject of further reports to be specified as programme progresses</p> <p>To consider responses to the consultation draft and approval of final appraisal.</p>		Portfolio Holder for Planning and Housing	Linda Rand Tel: 01295 221845	None.	

# Agenda Item 7

## Executive

### Annual Audit and Inspection Letter, 31 March 2009

6 April 2009

### Report of Chief Executive

#### PURPOSE OF REPORT

Mr Robert Hathaway, the Comprehensive Area Assessment Lead (CAAL) for Oxfordshire, Buckinghamshire and Milton Keynes will be presenting the Council's Annual Audit and Inspection Letter (AAIL) to Executive members on 6 April 2009. The AAIL will be published on 31<sup>st</sup> March and is attached.

This report is public

#### Recommendations

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The Executive is recommended to:

- (1) Note the contents of the Annual Audit and Inspection Letter and question the Comprehensive Area Assessment Lead directly after his presentation.
- (2) Thank the Audit Commission team for their support this year.
- (3) Ask the Chief Executive and Head of Improvement to ensure that the areas of improvement highlighted are appropriately reflected in the Improvement Plan 2009/10 which will be considered by the Executive on 27<sup>th</sup> April 2009.

#### Executive Summary

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##### Introduction

- 1.1 Mr Robert Hathaway, the Comprehensive Area Assessment Lead (CAAL) for Oxfordshire, Buckinghamshire and Milton Keynes will be presenting the Council's Annual Audit and Inspection Letter (AAIL) to Executive members on 6 April 2009. The AAIL will be published on 31<sup>st</sup> March and is attached.

##### Proposals

- 1.2 The Audit Commission believes that this Council is performing well against its priorities, demonstrating strong community leadership, improving customer satisfaction and delivering better value for money. The report recognises that

all these improvements have contributed to the Council being re-categorised as 'Excellent' following its Comprehensive Performance Assessment (CPA) in November 2008.

- 1.3 There are of course areas which the Audit Commission points to which need improving. These include reducing residents' fear of crime, developing a more strategic approach to procurement and developing better embedded arrangements to ensure data quality. We also need to review the training opportunities we offer to Councillors to ensure greater take-up of these.

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**Key Issues for Consideration/Reasons for Decision and Options**

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The Executive can question the Comprehensive Area Assessment Lead directly at the meeting.

**Wards Affected**

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All

**Corporate Plan Themes**

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All

**Executive Portfolio**

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**Councillor Barry Wood**  
**Portfolio Holder for Policy and Community Planning**

**Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Annual Audit and Inspection Letter
<b>Background Papers</b>	
None	
<b>Report Author</b>	Mary Harpley, Chief Executive
<b>Contact Information</b>	01295 221573 mary.harpley@Cherwell-dc.gov.uk

# Annual Audit and Inspection Letter

Cherwell District Council

Audit 2007/08

March 2009





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## Status of our reports

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
- any third party.

# Key messages

- 1 The Council has made good progress on meeting its corporate objectives and is improving outcomes for local people. Its investment in new structures and processes to improve organisational capacity are now delivering the intended improvements on the ground, and the Council is performing well against its priorities, demonstrating strong community leadership, improving customer satisfaction and delivering better value for money. These improvements have contributed to the Council being re-categorised as 'excellent' following its Comprehensive Performance Assessment (CPA) in November 2008. Key improvements during 2007/08 include:
  - continued high levels of recycling, a cleaner environment and more action to tackle enviro crime;
  - more affordable housing, fewer homeless households and less reliance on temporary accommodation;
  - faster and more accurate processing of housing benefit applications;
  - a reduction in overall crime and in most categories of BCS comparator crime;
  - more accessible, customer - focused services;
  - an increase in the Council's Use of Resources value for money score from '2' - 'adequate' to '3' - 'performing well'; and
  - the quality of the financial statements was significantly improved as a result of both the officers work on these and the strengthened review mechanisms in place on the draft statements. The member panel which reviewed the accounts and the challenge provided by the Accounts, Audit and Risk Committee deserve particular mention in the improvements achieved.
  
- 2 However, there are some areas where the Council needs to improve outcomes for local people and strengthen its processes for delivering improvements, as follows.
  - Fear of crime amongst residents of the district is above the regional and national average and increasing.
  - The Council has not yet developed a strategic approach to procurement to ensure it is achieving maximum value for money.
  - Not all councillors are participating in the training and development opportunities that the Council presents, to maximise their contribution to the Council's business.
  - Arrangements to ensure data quality are not fully developed and embedded.

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**Action needed by the Council**

- The Council and its partners should work together to reassure the public about their safety to improve perceptions of crime and anti social behaviour.
- Develop a strategic approach to procurement by linking procurement and other purchasing activity with that of current and future partners to ensure that best value is achieved.
- Monitor and review councillor training and development plans to ensure individual actions are achieved.
- Develop and implement a strategic, risk based approach to improving data quality that aims to deliver measurable results in the Council's corporate priorities.

# Purpose, responsibilities and scope

- 3 This report provides an overall summary of the Audit Commission's assessment of the Council. It draws on the most recent Comprehensive Performance Assessment (CPA), the findings and conclusions from the audit of the Council for 2007/08 and from any inspections undertaken since the last Annual Audit and Inspection Letter.
- 4 We have addressed this letter to members as it is the responsibility of the Council to ensure that proper arrangements are in place for the conduct of its business and that it safeguards and properly accounts for public money. We have made recommendations to assist the Council in meeting its responsibilities.
- 5 This letter also communicates the significant issues to key external stakeholders, including members of the public. We will publish this letter on the Audit Commission website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk). (In addition the Council is planning to publish it on its website).
- 6 As your appointed auditor I am responsible for planning and carrying out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code). Under the Code, I review and report on:
  - the Council's accounts;
  - whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources (value for money conclusion); and
  - whether the Council's best value performance plan has been prepared and published in line with legislation and statutory guidance.
- 7 This letter includes the latest assessment on the Council's performance under the CPA framework, including our Direction of Travel report, and the results of any inspections carried out by the Audit Commission under section 10 of the Local Government Act 1999. It summarises the key issues arising from the CPA and any such inspections. Inspection reports are issued in accordance with the Audit Commission's duty under section 13 of the 1999 Act.
- 8 We have listed the reports issued to the Council relating to 2007/08 audit and inspection work at the end of this letter.

# How is Cherwell District Council performing?

9 Cherwell District Council was assessed as 'Good' in the Comprehensive Performance Assessment carried out in 2004. An updated Corporate Assessment was carried out in November 2008 and the Council is now assessed as 'Excellent'. The following chart is the latest position across all district councils.

**Figure 1 Overall performance of district councils in CPA**



Source: Audit Commission

## The improvement since last year - our Direction of Travel report

### Overall performance

10 The Council has continued its overall trend of improvement during 2007/08. Sixty per cent of the Audit Commission's basket of key PIs improved since last year which is above the average range for all district councils (56.9 - 59.1 per cent). This cements the Council's strong trend of improvement over the last three years, which at 68 per cent is well above the average range of 56.9 to 59.1 per cent. However, the proportion of PIs that are above the best 25 per cent has fallen from 38 per cent in 2006/07 to 32 per cent, which is slightly below the average range for all district councils of 33 per cent. Areas where the Council has not maintained top performance include some aspects of planning and housing benefit processing and recovery. While acknowledging that these services still perform strongly overall, it is important that levels of performance improvement are sustained.

## How is Cherwell District Council performing?

- 11 Overall customer satisfaction with the Council's services improved from 65 per cent in 2007 to 67 per cent in 2008. Key areas where satisfaction improved include local development control, dealing with anti social behaviour, recreational facilities, recycling centres and car parks. Satisfaction improved in six out of nine indicators relating to the quality of the Council's information and Customer contact, including answering questions and providing information, outcomes of queries, being respected and listened to and use of plain English. These improvements are important given the priority that customers place on these aspects of service delivery.

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## What evidence is there of the Council improving outcomes?

- 12 The Council is performing strongly against its own priorities and is highly effective at delivering wider community outcomes in partnership with others. A brief summary of the Council's progress, including its contribution towards wider community outcomes, is set out below under each of the Council's priority themes.

### A safe and healthy Cherwell

- 13 The Council and its partners are achieving well to ensure that the local population is safer and has better access to health services and activities that promote better health.
- 14 The Cherwell Crime and Disorder Reduction Partnership (CDRP) is contributing to falling rates of crime in the district. Overall crime levels have dropped by 13.2 per cent between 2003/04 and 2007/08 and are now at the lowest levels for a decade. This compares well against a 10.9 per cent reduction across the Thames Valley area but was short of the government's target for a 15 per cent reduction from the Council's 2003/04 baseline. British Crime Survey (BCS) comparator crime has fallen in most categories during 2007/08, including sexual offences, domestic burglary, robbery and vehicle theft and incidents are generally amongst the lowest of the Councils CDRP group. Furthermore the CDRP is on track to achieve its priority target of a 5 per cent reduction in acquisitive crime by March 2009. Despite this strong performance, there are some areas that require continued focus. These include action to address the increase in violent crime and the increase in the number of people worried about crime and anti social behaviour. Fear of crime amongst residents of the district is above the regional and national average across all BCS categories and fewer people feel safe after dark or during the day than they did in 2006/07. The need to reassure the public about their safety remains a key challenge for the Council and its partners.
- 15 The Council has demonstrated strong community leadership in delivering its objectives around access to health. This is clearly demonstrated by its role in lobbying government to save maternity and paediatric services from being moved from Banbury's Horton Hospital to Oxford. The Council's contribution, which included working with partners to develop the case for retention, researching alternative options for service delivery and highlighting the accessibility problems that some communities would face, played a key role in successfully retaining these services and maintaining accessible health services in the north of the district.

- 16** The Council is delivering a range of health promotion and prevention activities to improve the general health and well being of its community. Its 'Energise' programme is increasing participation in recreational activity; attracting 2800 attendees in 2007/08, including a record figure for those participating in athletics and cricket. Other initiatives, such as health walks and GP referral schemes to leisure centres, are contributing towards this objective.

### **A cleaner, greener Cherwell**

- 17** The Council's environmental services maintained strong performance during 2007/08. Recycling increased from 45 to 48 per cent in 2007/8; one of the best recycling rates in the country and the amount of waste sent to landfill fell by 3 per cent, although the tonnage of waste collected remains relatively high. Data up to the end of December 2008 shows that the Council is on track to achieve its target level of 49.5 to 50 per cent recycling, and has made further reductions in the tonnage of waste sent to landfill.
- 18** The Council is improving the cleanliness of the district and using its environmental enforcement powers more effectively. The amount of heavy littering fell significantly in 2007/08 from above average to below average levels nationally, and the Council's performance in dealing with graffiti and fly tipping remained amongst the best performing councils. More people were prosecuted for fly tipping and the Council issued more fixed penalty notices for littering.
- 19** The Council has made some progress on sustainability and climate change issues. It has led the development of a Cherwell Environmental Strategy and put in place new structures, internally through an Energy Efficiency Task Force and in partnership through the Cherwell Climate Change Partnership Group, to generate new ideas and to implement and monitor the delivery of the Strategy. It has also undergone an energy consumption analysis which has provided key information to enable the Council to establish a baseline and to target its actions to areas of greatest benefit. Currently the Council's first year target of reducing its carbon footprint by 4 per cent in 2008/09 is proving challenging due to ongoing work to improve the Council's buildings and leisure facilities. However, one key outcome is the reduction in CO2 emissions from the Council's vehicle fleet by 117 tonnes (9.8 per cent).

### **An accessible value for money Council**

- 20** The Council is improving value for money (VfM) and this is reflected in its improved score for this theme in our 2007/08 Use of Resources assessment from '2' - 'adequate' performance in 2006/07 to '3' - 'performing well'. It significantly exceeded its three year efficiency targets and its programme of VfM reviews has demonstrated that key services such as housing, waste and planning provide good value for money compared with similar councils. In addition, the Council has significantly improved delivery of its capital budget, eliminated budget under spends, reduced the costs of support services and prevented increased costs in overall expenditure. This has enabled significant investment in priority services.

## How is Cherwell District Council performing?

- 21** The Council has also strengthened its arrangements to monitor and review value for money. It has made good use of comparative cost information and its investment activity takes better account of community needs and minority groups. However, there are some areas of weakness. Evidence of tangible outcomes from investments are limited in some areas, for example, in relation to those made to address the needs of minority groups and ICT and although the long term impact of investments are considered, outcomes are not systematically evaluated.
- 22** The Council has significantly improved access to its services. The opening of the Council's One Stop Shop at Bodicote House in April 2008 marked the beginning of a major transformation of customer services across the district that has improved the quality and experience of the face to face service received by customers. The approach, which has since been rolled out to Kidlington, Bicester and Banbury, means that customers can now access a wider range of services from one location. Arrangements are supported by an enhanced website that offers a wider range of online customer self service options. This has received the highest accessibility rating from the SOCITM<sup>1</sup>. A unique pilot scheme whereby the Council covers the infrastructure costs of Paypoint facilities in isolated locations is enabling more convenient payment facilities for residents in smaller communities. The Council is on track to achieve its 2008/09 target to install 10 new service access points in rural locations.
- 23** The Council has currently achieved Level 2 of the Local Government Equality Standard in line with 54 per cent of councils, although following sustained focus in this area it expects to achieve Level 3 of the standard by March 2009, despite this being a considerably harder test than in previous years. The Council's performance in meeting national criteria to promote race equality improved in 2007/08, but was still in the bottom 25 per cent of councils. Over the last year the Council has significantly improved the procedures that support its Race Equality Scheme and these now match those of the best performing councils.

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### Securing efficiencies through partnership

- 24** During the year we looked at how effectively the Council was working with partners to secure efficiencies and better value for money. This work fed into our value for money conclusion.
- 25** At the time of our review in summer 2008 there was clear evidence that the Council was committed to seeking out opportunities for joining up services, for example, the Council had considered the potential of joining up Housing Benefits with West Oxfordshire DC, and had well advanced plans for delivering ICT services to Oxford City Council. These proposals did not come to fruition for different reasons, but they did nevertheless demonstrate the Council's willingness to consider alternative options to achieving VfM. More recently, the Council has completed a joint procurement exercise with Oxford City Council for internal audit services. New arrangements will mean that the two councils will share key audit staff and benefit from greater expertise and resilience as well as significantly improved value for money.

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<sup>1</sup> Society of Information Technology Management



- 26** The Council is collaborating well with other service providers in the district to integrate and improve accessibility to partner services. Staff from the Primary Care Trust have a part time base in the Council's one stop shops to provide advice and assistance and health promotion activity. The Council, through its Contact Centre, also provides assistance to Oxford and Cherwell Valley College in dealing with applications and enquiries. The Council plans to integrate additional partner services as its one stop shop approach matures.
- 27** However, the Council is not yet maximising VfM through procurement. There are some examples of joint procurement that have led to significant savings, such as joint procurement with Oxford City Council for fuel and tyres in respect of its waste fleet. However, it has not yet developed a strategic approach to procurement, and more needs to be done to link procurement and other purchasing activity with that of current and future partners to ensure that best value is achieved.

### **A district of opportunity**

- 28** Overall the Council's planning performance has remained strong, although in 2007/08 it did not maintain last years' best quartile performance for dealing with 'minor' planning applications or appeals. Nevertheless, planning processing speeds are above average nationally and performance in dealing with major applications is amongst the best. This represents particularly notable improvement given that at the end of 2005/06 the Councils performance across all three categories of application was amongst the worst 25 per cent nationally. Over the current financial year, Development Control has faced a series of capacity issues which has impacted on its ability to maintain 2007/08 performance levels, particularly in relation to 'minor' and 'other' applications. However, data up to February 2009 shows that the service is making considerable progress in making up lost ground and while year end targets might not be achieved, the Council is confident that performance is on track to exceed government targets and go some considerable way to meeting its own more ambitious targets in 2009/10.
- 29** The Council is continuing to make good progress to increase the supply of affordable housing in the district. It delivered 160 units of affordable housing during the year, exceeding its target by 10 units. It is on track to achieve its current year target despite the impact of the economic downturn. It is also reducing instances of homelessness and reliance on temporary accommodation. A dedicated focus on prevention has led to a reduction in the number of households accepted as homeless from 72 in 2006/07 to 43; amongst the lowest levels nationally. The Council also exceeded its target for the numbers of households it assisted through preventative advice and the proportion of repeat homelessness applications also reduced, suggesting that the solutions found for homeless people are practical and sustainable. The number of households in temporary accommodation fell considerably from 235 at March 2007 to 117 at March 2008. More recent data shows numbers have fallen further to 77, bringing the Council more in line with other councils. However, the Council's focus on reducing the numbers in temporary accommodation, led to households spending more time in Bed Breakfast during 2007/08 highlighting the difficulties of balancing the needs of all homeless households with limited housing availability.

## How is Cherwell District Council performing?

- 30** Performance in processing Housing Benefit claims is strong. The Council processed new claims and changes to applicants' circumstances quicker than in 2006/07 and it achieved 100 per cent accuracy, which represents best performance nationally. Recently, there has been some impact on performance because of the increase in benefit claims as the recession takes hold. However, the Council has been pro-active in addressing this and has allocated additional resources to deal with the increased workload so that claims can be dealt with efficiently and claimants continue to receive a timely response. Performance in recovering Housing Benefit overpayments deteriorated during 2007/08 and this has been the trend for the last three years. However, more recent data shows this to be improving.
- 31** The Council is responding well to support the local community in dealing with the impact of the economic downturn. For example, it has launched a weekly Job Club in Banbury for people who have either been made redundant or who are facing redundancy. This provides a forum whereby a range of public sector partners provide weekly advice and guidance on job opportunities, benefits, training and learning. Over 200 residents came to the Job Club when it opened its doors for the first time on 31 January indicating the need for this service in the town. The Council is also currently considering the potential to assist residents in the housing market either by enabling access to mortgage or equity share schemes, or working with local housing providers by making capital investment available to them to support the delivery of supported housing solutions.

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## How much progress is being made to implement improvement plans to sustain future improvement?

### **Robustness of the Council's plans for improvement, effectiveness of improvement planning and capacity to sustain improvement.**

- 32** The Council is achieving its key objectives and milestones. The recent CPA found that it is delivering on its ambitions and achieving good quality service delivery in most priority areas. The Council's Corporate Improvement Plan for 2007/08 focussed on delivering the improvements to organisational infrastructure that would deliver rapid and sustained service improvement. This included major initiatives around performance management, management information, delivering value for money, developing partnership working, equalities and developing the learning organisation, of which the Council delivered the vast majority of planned actions. It also responds well to external assessment, demonstrated by the significant improvements that have been implemented by the planning service following its service inspection in October 2007.

- 33** The CPA assessment is also positive about the robustness of the Council's plans, the performance management frameworks that underpin them and its approach to risk management. However, one area of weakness relates to the Council's arrangements for ensuring data quality, which although improved since 2006/07, are still only meeting minimum requirements. Our 2007/08 review of the Council's data quality arrangements found that corporate commitment and accountability for data quality is much clearer but the Council's approach to improving data quality is not yet strategically focused. Objectives for improving data quality were found to have been process focused, short term and reactive and the Council did not have a clear framework for reviewing and responding to data quality issues in a systematic way. We acknowledge the Council's on-going commitment to addressing weaknesses in these areas and given the passage of time since this review recognise that a number of improvements have been implemented to strengthen the Council's approach to data quality.
- 34** The Council has effective capacity to deliver its ambitions and priorities. The CPA found that managerial and political leadership is strong, workforce management is effective and aligned to strategic priorities and that strong financial management is underpinned by a well established medium term financial strategy. The Council enhances its capacity through effective and innovative partnership working that extends the scope of services in the local community.
- 35** The Council is improving performance and realising its objectives through its workforce. Since the CPA, it has retained its Investors in People award (IIP); achieving full standard. This is a significant achievement given the major restructure that the Council has recently implemented and reflects the importance and value that the Council places in its people in delivering its objectives.
- 36** However, the Council's workforce is not yet fully representative of the community it serves. Despite some improvement, representation of BME groups in the workforce is low and remains a priority for the council. More positively, disabled people as a proportion of the workforce are well represented and women make up an above average proportion of the Council's highest paid employees, having increased significantly over the last three years.
- 37** Councillors make a positive contribution to capacity but there is scope for this to be realised further. The CPA recognises the strategic leadership and engagement of councillors as a strength, but suggests that low levels of attendance at organised training events means that not all councillors are taking the full opportunity to develop the skills and expertise to effectively discharge their responsibilities. Improved attendance and completion of development plans will ensure that councillors are maximising their contribution to the Council's capacity.

## How is Cherwell District Council performing?

- 38** The Council is well placed to manage the impact of the economic downturn and is responding well to mitigate the potential risks involved in delivering its plans. Like many councils, its income is being significantly reduced, primarily as a result of the fall in interest rates, but also because of reduced fees from services such as Land charges. However, the Council has considerably reduced its dependency on investment income over recent years - this is a clearly stated objective and a key feature of its medium term financial strategy. As a result, the coming year's budget is balanced with no call on reserves. The Council is forecasting a shortfall of approximately £1.4 million in 2010/11, but it is putting into place savings initiatives in the coming months to secure the contribution of full year effects in future years. It is also reviewing its MTFS in order to accommodate the challenges presented by the economic downturn.

# The audit of the accounts and value for money

**39** As your appointed auditor I have reported separately to the Accounts, Audit and Risk Committee on the issues arising from our 2007/08 audit and have issued:

- my audit report, providing an unqualified opinion on your accounts and a conclusion on your vfm arrangements to say that these arrangements are adequate on 26 September 2008; and
- my report on the Best Value Performance Plan confirming that the Plan has been audited.

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## Use of Resources

**40** The findings of the auditor are an important component of the CPA framework described above. In particular the Use of Resources score is derived from the assessments made by the auditor in the following areas.

- Financial reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
- Financial management (including how the financial management is integrated with strategy to support council priorities).
- Financial standing (including the strength of the Council's financial position).
- Internal control (including how effectively the Council maintains proper stewardship and control of its finances).
- Value for money (including an assessment of how well the Council balances the costs and quality of its services).

**41** For the purposes of the CPA we have assessed the Council's arrangements for use of resources in these five areas as shown in Table 1.

**Table 1**

<b>Element</b>	<b>Assessment</b>
Financial reporting	3 out of 4
Financial management	3 out of 4
Financial standing	3 out of 4
Internal control	3 out of 4
Value for money	3 out of 4
<b>Overall assessment of the Audit Commission</b>	<b>3 out of 4</b>

Note: 1 – lowest, 4 = highest

### The key issues arising from the audit

#### Accounts

- 42** The quality of the accounts this year was a significant improvement on prior years. This has been reflected in a considerably lower level of amendments and issues arising. Officers responded to last year's audit issues proactively with a strong focus on SORP compliance and overall improvement. This has also been evident in the helpful responses to audit queries and requests.
- 43** Improved member involvement was noted throughout the year. This was shown through the members challenging the process of the accounts and through the set up of a specific accounts panel. This panel looked at the accounts and raised questions of officers for further discussion at the Accounts, Audit and Risk Committee before the accounts were signed as reviewed by members.
- 44** The accounts process has clearly and significantly improved; this was shown in the reduced number of versions of accounts, errors and amendments. The errors noted in this report can be further reduced next year by taking a step back and ensuring that the accounts reflect the key events of the year. Overall the officers at Cherwell District Council worked hard to make sure that the audit progressed efficiently.

#### Data Quality

- 45** The Council's overall management arrangements for ensuring data quality are at minimum requirements.
- 46** The Council's corporate commitment to data quality has improved since its previous assessment and in particular, there is improved accountability and mechanisms to raise awareness among Councillors and staff.
- 47** The Council is developing and implementing a focused strategic, risk based approach to improving data quality that aims to deliver measurable results in support of the Council's corporate priorities. The focus now needs to be on embedding these data quality arrangements.

### Use of Resources

- 48** The Council's has consolidated its performance in a number of areas and then gone on to improve in other key areas particularly around financial reporting and the value for money conclusion. Notable practice has been agreed for the annual report recognising not only the user friendly format but also the wide circulation of the information and the notable methods of wider engagement such as liaison with local residents and business forums and also the opportunities for stakeholder feedback scattered throughout communications.
- 49** This has been a good year for the Council in terms of the Use of Resources assessment. The council is now turning its attention to the 2008/09 use of resources framework and needs to ensure that the new KLOEs and focus on outcomes are addressed.

## Looking ahead

- 50** The public service inspectorates are currently developing a new performance assessment framework, the Comprehensive Area Assessment (CAA). CAA will provide the first holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local tax payers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Communities Strategies and Local Area Agreements and the importance of councils in leading and shaping the communities they serve.
- 51** CAA will result in reduced levels of inspection and better coordination of inspection activity. The key components of CAA will be a joint inspectorate area assessment and reporting performance on the new national indicator set, together with an organisational assessment which will combine the external auditor's assessment of value for money in the use of resources with a joint inspectorate assessment of service performance
- 52** The first results of our work on CAA will be published in the autumn of 2009. This will include the performance data from 2008/09, the first year of the new National Indicator Set and key aspect of each area's Local Area Agreement.



# Closing remarks

- 53** This letter has been discussed and agreed with Mary Harpley, Chief Executive, Cllr Barry Wood, Leader, and Julie Evans, Strategic Director for Customer Service and Resources. A copy of the letter will be presented at the Executive on 6 April 2009. Copies need to be provided to all Council members.
- 54** Further detailed findings, conclusions and recommendations on the areas covered by audit and inspection work are included in the reports issued to the Council during the year.

**Table 2 Reports issued**

Report	Date of issue
Audit and inspection plan	March 2007
Annual Governance Report	September 2008
Opinion on financial statements	September 2008
Value for money conclusion	September 2008
Final accounts memorandum	December 2008
Use of Resources Report	December 2008
Data Quality Report	March 2009
Comprehensive Performance Assessment Report	March 2009
Annual audit and inspection letter	March 2009

- 55** The Council has taken a positive and constructive approach to audit and inspection work, and I wish to thank the Council's staff for their support and cooperation during the audit.

## Availability of this letter

- 56** This letter will be published on the Audit Commission's website at [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk), and also on the Council's website.

Robert Hathaway  
Comprehensive Area Assessment Lead  
Date March 2009.

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# The Audit Commission

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

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## Executive

### COMPREHENSIVE AREA ASSESSMENT (CAA) OVERVIEW

6 April 2009

#### Report of Chief Executive

##### PURPOSE OF REPORT

To provide an overview of the Audit Commission's Comprehensive Area Assessment (CAA) which comes into effect from 1 April 2009

This report is public

##### Recommendations

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The Executive is recommended to:

- (1) Note this overview of the Comprehensive Area Assessment.
- (2) Take the opportunity of the attendance of our Comprehensive Area Assessment Lead at the meeting to ask him any further questions about this new assessment.
- (3) Endorse Cherwell's participation in a county-wide officers group working to ensure that the Oxfordshire Local Authorities, Thames Valley Police and NHS Oxfordshire are best-placed for the first inspection of their work *together* to tackle local issues.

##### Executive Summary

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###### Introduction

- 1.1 Comprehensive Area Assessment (CAA) comes into effect from 1 April 2009 and the first round of CAA reports will be published this November. The assessment will rely in the main on evidence of activity undertaken during 2008/09.
- 1.2 CAA is a joint assessment made by a group of independent inspectorates about the performance of local public services and the prospects that they will achieve improvement in their local priorities. The participating inspectorates are the Audit Commission, Ofsted, Her Majesty's Inspectorates of Constabulary and Probation and the Care Quality Commission. The last of these takes over the former work of the Commission for Social Care Inspection, the Healthcare Commission and the Mental Health Act Commission from next month.

- 1.3 Each assessment will be made up of two elements:
- An **Area Assessment** considering how Local Authorities, the NHS and the Police are addressing needs and delivering services collectively in the defined area. Area Assessment reports will be produced for each of the 152 Local Area Agreement areas.
  - An **Organisational Assessment** considering how each individual organisation is delivering its specific services, using its resources and providing value for money.
- 1.4 Area Assessments will ask three key questions:
- How well do local priorities express community needs and aspirations?
  - How well are outcomes and improvements which are needed being delivered?
  - What are the prospects for improvement?
- 1.5 Area Assessments will be judgements of partnership working which the Audit Commission recognises as “all the more important” in areas with district and county councils. The assessments will investigate how well local partners work together, covering:
- The sustainability and co-ordination of arrangements
  - Empowerment of local people, sensitivity to needs of minority and marginalised groups, feedback arrangements and the response to feedback
  - The extent to which partnerships are focussed on outcomes and value for money and how they approach the management of risks.
- 1.6 There will be a written report for each area but these assessments will not be scored. The assessments will use green flags for areas of exceptional performance and red flags where the Audit Commission has significant concerns about the partners’ ability to deliver against a priority area.
- 1.7 Organisational Assessments will consider three key lines of enquiry linked to Use of Resources and a fourth linked to Managing Performance. Although the key lines of enquiry build to some extent on the current Use of Resources assessment and the current Comprehensive Performance Assessment (CPA), this is a revamped assessment with a strong emphasis on outcomes. The key lines of enquiry are:
- Use of Resources:
- *Managing Finance*: How effectively does the organisation manage its finances to deliver value for money?
  - *Governing the Business*: How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?
  - *Managing Resources*: How well does the organisation manage its people, natural resources and physical assets, to meet current and future needs and deliver value for money?

#### Managing Performance:

- How well does the organisation manage and improve its services and contribute to wider community outcomes?

The annex to this paper lays out the sub-areas for each key line of enquiry.

- 1.8 The organisational assessment will be scored on a 1-4 scale where 1 is “not meeting minimum requirements” and 4 is “performs excellently”. The overall score is based on a value for money assessment derived from looking at the three Use of Resources themes, combined with an assessment of how well a council manages its performance. Where these two assessment scores differ, auditors will use their judgement to derive an overall organisation score.
- 1.9 National indicator performance data for 2008/09 will be used in both Area and Organisational Assessments. The final reports will compare local performance against national data, statistical neighbours and geographical neighbours.

#### Proposals

- 1.10 It is proposed that a cross-county group be established in order to ensure that the Oxfordshire Local Authorities, Thames Valley Police and NHS Oxfordshire are all best-placed for the first Area Assessment.

#### Conclusion

- 1.11 The Audit Commission’s judgements of areas and individual organisations will be powerful influencers of Councils’ reputations and we need to be aware of and ready for the new assessment of partnership working in Oxfordshire and of our own continuing performance.

#### Document Information

Appendix No	Title
1	CAA Key Lines of Enquiry
Background Papers	
None	
Report Author	Mary Harpley, Chief Executive
Contact Information	01295 221573 mary.harpley@Cherwell-dc.gov.uk

## CAA Key Lines of Enquiry

## USE OF RESOURCES

Key Line of Enquiry		Sub Areas
<b>KLOE 1 – Managing Finances</b>		
1.1	Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?	<ul style="list-style-type: none"> <li>• Integrated financial planning</li> <li>• Medium-to long-term financial planning</li> <li>• Engages with stakeholders</li> <li>• Financial governance and leadership</li> </ul>
1.2	Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?	<ul style="list-style-type: none"> <li>• Understanding costs</li> <li>• Decision making</li> <li>• Making efficiencies</li> </ul>
1.3	Is the organisation’s financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?	<ul style="list-style-type: none"> <li>• Financial monitoring and forecasting</li> <li>• Using Fit-for-purpose financial reports to monitor performance and support strategic decision making</li> <li>• Preparation of accounts</li> <li>• Publishing reports</li> </ul>
<b>KLOE 2 – Governing the Business</b>		
2.1	Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value or money?	<ul style="list-style-type: none"> <li>• Clear Vision of expected outcomes</li> <li>• Extensive involvement in Commissioning</li> <li>• Improvement through service redesign</li> <li>• Understanding the supply market</li> <li>• Evaluation of procurement options</li> <li>• Reviewing service competitiveness and achieving value for money and wider objectives</li> </ul>
2.2	Does the organisation produce relevant and reliable data and information to support decision making and manage performance?	<ul style="list-style-type: none"> <li>• Produces relevant and reliable data and works with partners to secure data quality</li> <li>• Provides information which supports the decision making process</li> <li>• Ensures data security and compliance with statutory requirements</li> <li>• Monitors performance against priorities</li> </ul>
2.3	Does the organisation promote and demonstrate the principles and values of good governance?	<ul style="list-style-type: none"> <li>• Principles of good governance</li> <li>• Purpose and Vision</li> <li>• Ethical framework and culture</li> <li>• Partnership Governance</li> </ul>
2.4	Does the organisation manage its risks and maintain a sound system of internal control?	<ul style="list-style-type: none"> <li>• Risk management (covering partnership working)</li> <li>• Counter fraud and corruption arrangements</li> <li>• System of internal control</li> </ul>
<b>KLOE 3 – Managing Resources</b>		
3.1	Is the organisation making effective use of natural resources?	<ul style="list-style-type: none"> <li>• Understanding and quantifying the use of natural resources</li> <li>• Managing performance to reduce impact on the environment</li> </ul>

		<ul style="list-style-type: none"> <li>• Managing environmental risks</li> </ul>
3.2	Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?	<ul style="list-style-type: none"> <li>• Strategic approach</li> <li>• Managing assets to provide VFM</li> <li>• Partnership and community working</li> </ul>
3.3	Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?	<ul style="list-style-type: none"> <li>• Productive and skilled workforce</li> <li>• Workforce planning</li> <li>• Organisational change</li> <li>• Diversity and good people management</li> </ul>

## **MANAGING PERFORMANCE**

### **KLOE 4.1**

How well is the organisation delivering its priority services, outcomes and improvements that are important to local people?

### **KLOE 4.2**

Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

The KLOE assessments for managing performance are

- Effective in identifying and delivering priority services and outcomes?
- Improving the services and outcomes for which it is responsible?
- Contributing to wider community outcomes?
- Tackling inequality and improving outcomes for people in vulnerable circumstances?

# Agenda Item 9

## Executive

### Oxfordshire 2030 and the Local Area Agreement

Executive 6 April 2009

### Report of the Chief Executive and Community and Corporate Planning Manager

#### PURPOSE OF REPORT

To adopt Oxfordshire 2030, Oxfordshire's Sustainable Community Strategy and note progress on the development of its delivery plans, in particular, the renegotiated targets for the Local Area Agreement.

This report is public
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#### Recommendations

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The Executive is recommended to:

- (1) Invite Council to adopt Oxfordshire 2030, Oxfordshire's Sustainable Community Strategy, as a key strategic document for Cherwell District Council.
- (2) Invite Council to agree the renegotiated targets for the Oxfordshire Local Area Agreement.
- (3) Request that a detailed report outlining the implications of the Place Survey is brought to Executive when national comparison data is available.

#### Executive Summary

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##### Introduction

- 1.1 Oxfordshire 2030, the Oxfordshire Sustainable Community Strategy, sets out a strategic vision for Oxfordshire. The themes, priorities, pledges and actions that it contains should be acceptable to Cherwell District Council as it will be responsible for contributing to their delivery.
- 1.2 The priorities in Oxfordshire 2030 are reflected in the Oxfordshire Local Area Agreement. Oxfordshire 2030 is attached as Appendix 1, the Delivery Plan as Appendix 2, and the Oxfordshire Local Area Agreement as Appendix 4.



- 1.3 Oxfordshire 2030 provides a vision for the future of Oxfordshire and consequently has been critical to determining the current Local Area Agreement. It will also determine future Local Area Agreements. It has, therefore, potentially significant financial implications.
- 1.4 The Executive considered a draft of Oxfordshire 2030 at its meeting on 1 September 2008. The majority of the comments made then have been incorporated into this final version.
- 1.5 The responses to all of Cherwell's comments are set out in Appendix 3. In summary, amendments incorporated include;
- making the whole document less Oxford centric
  - indicating the importance of Banbury as a sub regional hub
  - promoting the partnership nature of the document by having all Local Strategic Partnership Chairmen in Oxfordshire signing it off
  - better reflecting the important role of Town and Parish Councils.
- 1.6 Comments not fully incorporated include;
- Incorporating more Cherwell-related issues
  - clearly indicating the links between District Local Strategic Partnerships, thematic partnerships and Oxfordshire 2030
  - clear signposting to where detailed action plans can be found

This was primarily because it is a county-wide document and can't incorporate all of Cherwell's issues and also because the county-wide review of partnerships is still to be finalised.

- 1.7 The renegotiated targets for the Local Area Agreement are considered to be generally acceptable. However, there are several risks around a number of indicators where there are currently no established delivery groups, where no district level targets have been set, only county average targets, and where no national comparator data is available (as is the case for the Place Survey indicators). These risks are due to be addressed through the county-wide review of partnerships governance and improved performance management arrangements.

### **Proposals**

- 1.8 Executive Members are asked invite Council to adopt Oxfordshire 2030 as one of the key strategic documents for Cherwell District Council. They are also asked to invite Council to agree the renegotiated targets for the Local Area Agreement.
- 1.9 Executive Members are also recommended to request an additional report with a detailed review of the results of the Place Survey and any performance issues for Cherwell when the national comparative data becomes available.

### **Conclusion**

- 1.10 Oxfordshire 2030 is a key strategic document for the District. The Local Area Agreement delivers many of the priorities within Oxfordshire 2030.

## **Background Information**

### **Oxfordshire 2030**

- 2.1 Local authorities have a duty to prepare a Sustainable Community Strategy. The role of the Sustainable Community Strategy is to set out the strategic vision for a place. It provides a vehicle for considering and deciding how to address difficult cross-cutting issues such as the economic future of an area, social exclusion and climate change. Oxfordshire Partnership, the Local Strategic Partnership for Oxfordshire, has developed Oxfordshire 2030. Within Cherwell we currently also have the Cherwell Community Plan, although this is being revised and a new Cherwell Sustainable Community Strategy will be published in the autumn.
- 2.2 Oxfordshire 2030 is a key strategic document for the whole of Oxfordshire. The new Local Area Agreement is based on it, as will future agreements. Local Area Agreements potentially have significant amounts of funding associated with them, and the Comprehensive Area Assessment will consider the delivery of the Local Area Agreement targets.
- 2.3 All key documents created by public sector agencies in Oxfordshire will need to take account of Oxfordshire 2030, including our new Cherwell Sustainable Community Strategy. There is an expectation (and a duty to co-operate for public agencies) on all of the key partners within Oxfordshire (the County Council, District Council, Police, Primary Care Trust, Health Authorities, voluntary and community sector, colleges and businesses) to embrace the messages within the Strategy and align themselves to help deliver it.

Oxfordshire 2030 is important to Cherwell because:

- It should reflect the priorities identified in the emerging Cherwell Sustainable Community Strategy, and visa versa
- Evidence for the current and future Local Area Agreements will be based on it
- Our Local Development Framework will need to demonstrate strong links to it
- Cherwell District Council has to 'have regard' to the Oxfordshire 2030
- Cherwell District Council will be one of the partners who will contribute to delivering it

### **Oxfordshire Local Area Agreement**

- 2.4 The Local Area Agreement is a three year agreement, based on the priorities in Oxfordshire 2030. It can be viewed as one of the key delivery mechanisms for Oxfordshire 2030. It is of importance because of the potential funding associated with it. It is an agreement between central government, Government Office for the South East, Oxfordshire County Council (as the accountable body for the LAA) and Oxfordshire Partnership. Cherwell District Council is among other statutory agencies represented on the Oxfordshire Partnership.
- 2.5 The agreement is based upon the National Indicators (NIs). It includes 35 NIs that Oxfordshire decided upon, and 16 statutory National Indicators related to

Children and Young People (total 51 NIs). Four of these National Indicators are measured through the Place Survey.

2.6 Renegotiation of targets has been undertaken for several of the targets. These targets are changing for a number of reasons;

- GOSE giving some new targets.
- Place Survey indicators were collected for the first time this year, so a baseline has only just been established (see appendix 5).
- Economically affected indicators, the current economic climate means that not all indicators can now be met, based on evidence some targets have been renegotiated. Flexibility in the reward grant arrangements means that we have the option to negotiate final targets for these indicators at the end of 2009/10.
- Indicators where it has become clear that targets are not achievable or there is a problem with the baseline data.

2.6.1 Revised targets for the indicators that have been renegotiated are set out in Appendix 4. Reward money to Oxfordshire will be based upon average performance across the 35 designated LAA improvement targets. (Reward funding is not affected by delivery of the 16 statutory indicators). No reward will be payable if an area's average performance is below a minimum level (60%). All of the reward on offer will be payable if all targets are achieved.

### **The Place Survey**

2.8 The Place Survey is a government requirement. It is a postal questionnaire distributed at district level every two years. The Place Survey collects data that underpins 18 national indicators; four of these are included within the Oxfordshire Local Area Agreement.

2.9 Currently we have the headline results of the Place Survey for Cherwell. However, the Audit Commission is yet to release national comparative data so it is not possible to make effective comparisons about our performance. The 18 national indicator scores are included at Appendix 5A. These form a significant element of our performance picture and will be considered as part of the Comprehensive Area Assessment (CAA).

2.10 With more detail the topline Place Survey results for Cherwell are included at Appendix 5B. These results will require comparative analysis when national data becomes available. As the fieldwork was conducted between September and December 2008 the results provide the first useful overview of public perception since the recession began and can be used to inform the development of our new Sustainable Community Strategy and other strategic documents, for example the Corporate Plan.

2.11 Of interest are results that suggest activities for teenagers, traffic congestion and road repair are issues that most need improving in the local area.

### **Key Issues for Consideration/Reasons for Decision and Options**

3.1 Acknowledging that Oxfordshire 2030 is a county-wide document and as such can't reflect all of Cherwell's issues, does Oxfordshire 2030 reflect the priorities for the District?

- 3.2 Are the renegotiated targets in the Local Area Agreement realistic and achievable?
- 3.3 Without national comparative data we cannot reliably use the Place Survey results to understand our performance and any specific issues for Cherwell.

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

**Option One** To adopt Oxfordshire 2030, Oxfordshire's Sustainable Community Strategy, agree the renegotiated Local Area Agreement targets and request a comparative analysis of the Place Survey when national data becomes available

### **Consultations**

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**Cherwell Community Planning Partnership** Considered the Oxfordshire 2030 consultation document at its meetings on 17 July and 18 September. The views of Executive were reported to the 18 September meeting and agreed.

**Executive** Considered the Oxfordshire 2030 consultation document at its meeting on 1 September. The responses to comments made are included in Appendix 3.

### **Implications**

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(Financial, Legal and Risk and other implications e.g. Equalities, Human Resources, Data Quality and Environmental where relevant)

**Financial:** **Oxfordshire 2030 and Local Area Agreement**  
 Oxfordshire 2030 itself has no financial effects. However, it should be noted that it will be used as the evidence base and set priorities for the current and future Local Area Agreements. If Oxfordshire 2030 does not reflect Cherwell's priorities there is a real danger that they will not be included in future Local Area Agreements and consequently might not get funding.  
 Significant funding is associated with the Local Area Agreement. This is dependent upon the area's average performance. In Oxfordshire the expected total amount of reward budget available is estimated at £3.734m. Target setting for the Local Area Agreement is critical as unmet targets will reduce the reward funding available. No reward funding will be payable if Oxfordshire's average performance is below 60%. Reward funding will be payable from an average performance of 60%, when 40% of the funding will be payable, on a sliding scale to 100%.

Comments checked by Sarah Best, Senior Accountancy Assistant 01295 221736

**Legal:** **Oxfordshire 2030 and Local Area Agreement**  
 Cherwell District Council is required by law to "have

regard" to Oxfordshire 2030. This means that our policies should not be in conflict with it or inconsistent with it. If they were this could be grounds for a successful challenge.

Cherwell District Council has a "duty to co-operate" to agree relevant targets in the Local Area Agreement. This means that we need to commit to deliver to these targets.

Comments checked by Liz Howlett, Head of Legal and Democratic Services/Monitoring Officer 01295 221686

**Risk Management:**

**Oxfordshire 2030 and Local Area Agreement**

By not contributing to Oxfordshire 2030 there is a possibility that priorities are set for Oxfordshire that don't reflect priorities in Cherwell. The Strategy could commit the Council to delivering actions that either it may not agree to or it does not consider a priority.

Unrealistic targets in the Local Area Agreement could either result in GOSE not agreeing to them or targets not being met and funding not being optimised.

Comments checked by Rosemary Watts, Risk Management and Insurance Officer 01295 221566

**CAA Implications**

**Oxfordshire 2030 and Local Area Agreement**

Under the new Comprehensive Area Assessment (which replaces Comprehensive Performance Assessment (CPA)), it is expected that Cherwell's contribution to priorities set within Oxfordshire 2030 and also the Local Area Agreement will be formally assessed.

Comments checked by Mike Carroll, Head of Improvement 01295 227959

**Wards Affected**

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All

**Corporate Plan Themes**

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All

**Executive Portfolio**

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**Councillor Wood**  
**Portfolio Holder for Policy and Community**

**Document Information**

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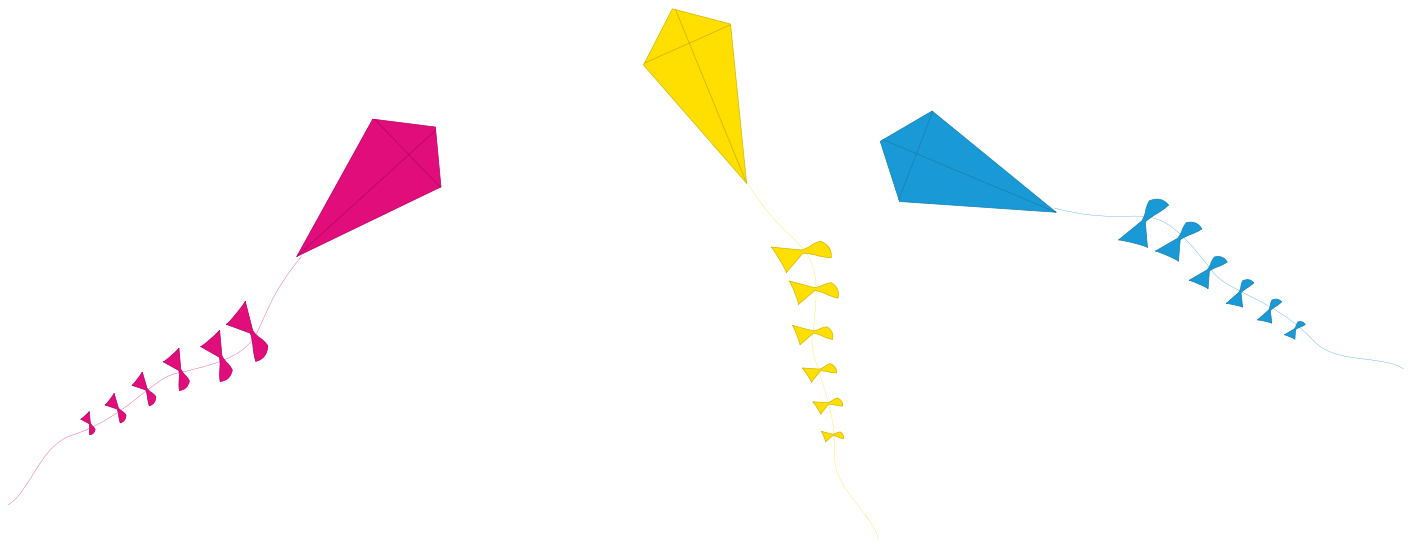
<b>Appendix No</b>	<b>Title</b>
Appendix 1	<i>Oxfordshire 2030</i>
Appendix 2	<i>Oxfordshire 2030 Delivery Plan</i>
Appendix 3	<i>Oxfordshire 2030 – Responses to Executive Comments</i>
Appendix 4	<i>Local Area Agreement – Renegotiated Targets</i>
Appendix 5A	<i>Place Survey NI scores for Cherwell</i>
Appendix 5B	<i>Place Survey headline results for Cherwell</i>

<b>Background Papers</b>	
None	
<b>Report Author</b>	Claire Taylor and Helen Couperthwaite, Community and Corporate Planning.
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# Oxfordshire 2030

A partnership plan for  
improving quality  
of life in Oxfordshire





# Oxfordshire 2030

A partnership plan for  
improving quality  
of life in Oxfordshire



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Oxfordshire 2030 identifies how we will respond to the challenges facing Oxfordshire over the next 20+ years. It sets out a long-term vision for Oxfordshire's future. Our vision is an ambitious one:

“By 2030 we want Oxfordshire to be recognised for its economic success, outstanding environment and quality of life; to be a place where everyone can realise their potential, contribute to and benefit from economic prosperity and where people are actively involved in their local communities.”

This strategy has been developed by the Oxfordshire Partnership on behalf of the people living and working in Oxfordshire. The partnership brings together people from Oxfordshire's most influential organisations and groups to tackle the issues that are important to local people. Oxfordshire 2030 is about partnership working. It has been developed through extensive consultation and collaboration and will be regularly reviewed and updated.


This is a diverse and changing county. There are pockets of deprivation amongst prosperous communities; areas of outstanding natural beauty and areas of significant housing and commercial development. Our rural areas, market towns and Oxford itself have different local identities, challenges and priorities. In consequence this strategy seeks to recognise broad priorities whilst recognising that action needs to reflect the needs of our local communities.


When we unite around our common aims, we can achieve a great deal working together. This strategy provides the framework to support partnership action. We have set out our key pledges and targets and will publish details annually on how successful we are in achieving them.

 **Councillor Keith R Mitchell CBE**

Chairman of the Oxfordshire Partnership and Leader of Oxfordshire County Council

 **Mary Harpley**  
Chairman Cherwell Community Planning Partnership and Chief Executive Cherwell District Council

 **Rt Rev Colin Fletcher**  
Chairman South Oxfordshire Partnership and Bishop of Dorchester

 **Rev John Robertson**  
Chairman Vale Partnership and Vicar of Grove

 **David Neudegg**  
Interim Chairman West Oxfordshire Strategic Partnership and Chief Executive West Oxfordshire District Council

 **Jackie Wilderspin**  
Chairman Oxford Strategic Partnership and Head of Partnerships and Equalities, Oxfordshire PCT

Oxfordshire 2030 is a Sustainable Community Strategy. It sets out a long-term vision for Oxfordshire's future. **Our ambition is to:**

- Create a world class economy for Oxfordshire building particularly on the high tech sector.
- Have healthy and thriving communities. We want to sustain what is good about our city, towns and villages but also respond to the needs of the 21st century including the impact of demographic and lifestyle changes.
- Look after our environment and respond to the threat of climate change and the potential for more extreme weather conditions. The threat of flooding is a particular concern.
- Break the cycle of deprivation by addressing the regeneration needs of disadvantaged communities; reducing the gap between the best and worst off and supporting people to maximise their talents and raise their aspirations.

The strategy has the support of all the key statutory agencies in the county as well as voluntary and business sector endorsement. Our expectation is that key agencies will reflect the vision and priorities in their own corporate plans and in their resource allocation so we ensure that we deliver the vision.

## What is a Sustainable Community Strategy?

All local authorities have a duty to work with partner organisations to produce a Sustainable Community Strategy – a document which demonstrates how local organisations and agencies will work together to improve the economic, social and environmental well-being of their area.

### There are three main strands within the strategy:

- Place – where housing and other development will be concentrated.
- Major themes – Largely centred on economic and community well being.
- Cross cutting issues – Tackling inequality, responding to climate change and sustainability – ensuring that our approach to improving our economy, environment and communities takes account of the need for long-term sustainable solutions – for example: living within our environmental means and actions that help communities to be more resilient and self-supporting.

## The Oxfordshire Partnership

The task of developing Oxfordshire 2030 has been taken on by the Oxfordshire Partnership which represents public, business and voluntary sector interests from across the county.

The Oxfordshire Partnership is the over-arching strategic partnership for the county and provides the form for setting the strategic vision for the county and for capturing the vision in the Sustainable Community Strategy. There are similar partnerships for each district and their strategies will pick up more detailed issues and focus on the needs of local communities.



### The main objectives of the Oxfordshire Partnership are:

- To develop Oxfordshire 2030 - a Sustainable Community Strategy for Oxfordshire.
- To strengthen partnership working to ensure that everyone is working in the same strategic direction, sharing resources, information and expertise to address key issues and local priorities.
- To promote equality, respect and diversity and improve the quality of life for everyone who lives in, works in, or visits Oxfordshire.

### The evidence:

In developing the strategy, the partnership looked at the long-term social, economic and environmental trends, issues and other plans and strategies affecting the future of the county. Organisations from the partnership, including the police, health services, businesses, the voluntary and community sectors and elected members of local councils were invited to events in 2007 to debate the implications of these trends. They then agreed priorities for action for wider consultation with the public.

See the website for more information on the role of the Oxfordshire Partnership and the development of the strategy [www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk)

# Understanding Oxfordshire

Detailed information on the trends and issues affecting Oxfordshire can found on our website [www.oxfordshireobservatory.info](http://www.oxfordshireobservatory.info)

Oxfordshire is a county alive with enterprise, learning and history. It has become internationally renowned as a place of architectural and natural beauty, a centre of excellence for higher education, research and innovation and a designated European Centre of Culture.

The county includes three areas of outstanding natural beauty: the Cotswolds, the Chilterns and the North Wessex Downs and is crossed by the River Thames and its tributaries. The internationally famous city of Oxford is surrounded by numerous historic towns and villages set in beautiful countryside. Oxfordshire is at the north-western edge of the South East region and, with its central location in England, has strong links to London and the Midlands, as well as west to the Cotswolds and along the M4 corridor.

Economic prosperity and the quality of the environment make Oxfordshire an attractive place in which to live and work. People in Oxfordshire in general live long and healthy lives. However there are pockets of relative deprivation where residents have lower wages and low skills, poor housing, young people do not fulfil their potential at school and where older people have poorer health than most.

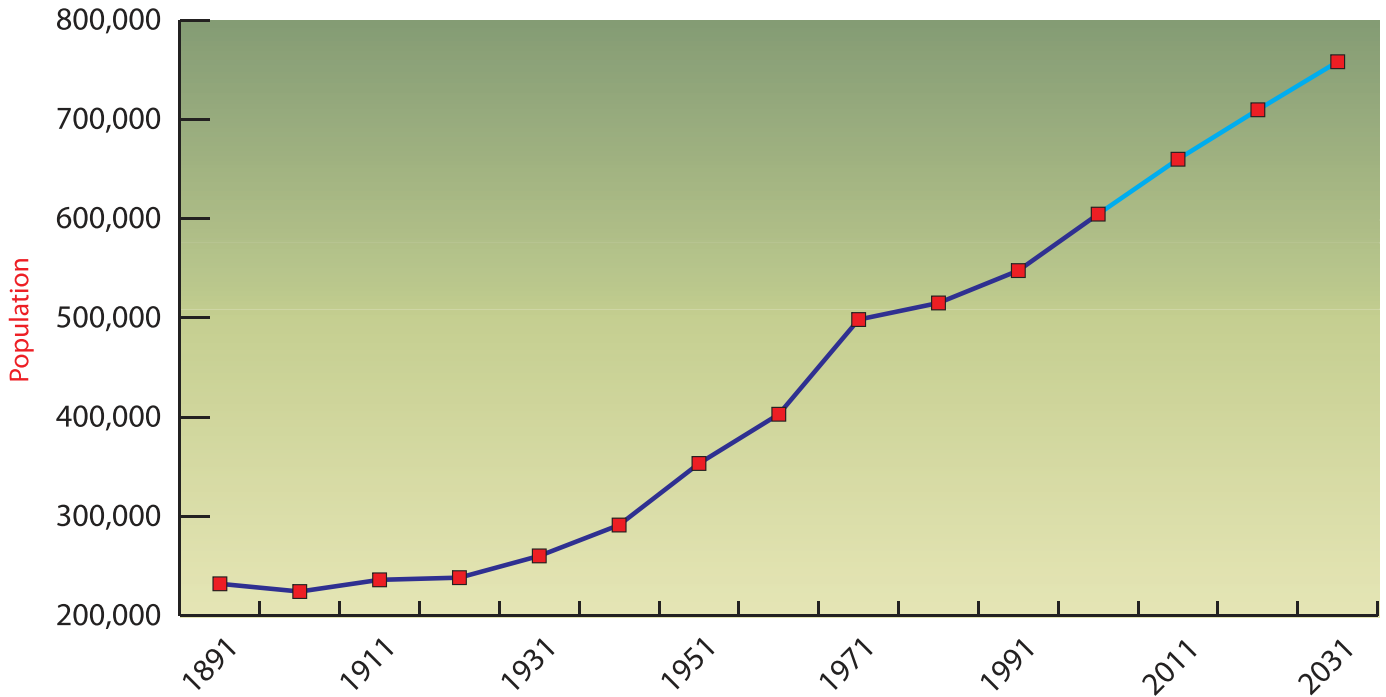
## Oxfordshire in context

- In mid-2006, an estimated 632,000 people lived in Oxfordshire.
- Oxfordshire is the most rural county in the South East region - over 50% of people in Oxfordshire live in settlements of less than 10,000 people.
- Our largest settlement is Oxford city with a population of 149,100, with 42,500 students attending either Oxford University or Oxford Brookes University (Total students, Higher Education Statistics Agency - not students in residence).
- Around one-third of the population lives in our market towns.



## Population growth

- The population of Oxfordshire has more than doubled since the 1940s.



- Between 2006 and 2026 Oxfordshire's total population is forecast to grow by over 12%, whilst the number of people aged 75 and over is projected to grow by 60% over the same period. This trend is similar to that expected nationally and is driven by increasing life expectancy and the current age profile of the county.

Region	mid 2001	mid 2026
Oxfordshire	607,300	711,800
Cherwell	132,000	165,900
Oxford	135,500	171,100
South Oxfordshire	128,300	135,000
Vale of White Horse	115,800	127,700
West Oxfordshire	95,700	111,900

- In 2006 the proportion of people from non-white ethnic groups in Oxfordshire was 7.7%.

## Oxfordshire's environment

- 78% of the land in Oxfordshire is under agricultural management and almost a quarter of the land is designated an area of outstanding natural beauty.
- The number of cars owned by people living in Oxfordshire increased from 175,000 to over 300,000 (+78%) between 1981 and 2001.
- Traffic on Oxfordshire's roads increased by 12.5% in the 10 year period to 2006.
- 10.2 tonnes of carbon dioxide per person were emitted in Oxfordshire in 2005: 26.5% of the emissions were from domestic sources i.e. our homes, 38.2% from industry and 35.3% from road transport.

*The Ridgeway*



## A vision for the future

“By 2030 we want Oxfordshire to be recognised for its economic success, outstanding environment and quality of life; to be a place where everyone can realise their potential, contribute to and benefit from economic prosperity and where people are actively involved in their local communities.”

### Our strategic objectives are:

1. **World class economy:** To build on Oxfordshire’s vibrant economy and make sure that everyone has an opportunity to be included in that success.
2. **Healthy and thriving communities:** Oxfordshire is a great place to live for most but not all, and we need to tackle crime, anti-social behaviour, health inequalities, lack of housing and congestion and respond effectively to the demographic challenges we face over the next 20 years. We also want our city, market towns and villages to be communities with a heart.
3. **Environment and climate change:** To respond to the challenges of climate change by minimising the effects of flooding, looking after our environment, reducing waste and use of energy to improve the quality of life for all.

*Oxford Science Park*





4. **Reducing inequalities and breaking the cycle of deprivation:** Whilst Oxfordshire is a pleasant and prosperous place to live and work, there are pockets of deprivation typified by some or all of the following:

- Low educational attainment
- Family breakdown
- Worklessness
- Crime and anti-social behaviour
- Poor health
- Poor housing.

These problems are linked and mutually reinforcing. They can combine to create a complex vicious cycle. Central to our vision is ensuring that everyone has an equal opportunity to succeed in life. The Partnership will work together to reduce inequalities and narrow the gap between the least and most deprived individuals and communities in Oxfordshire.

We also recognise that in relation to everything we do, **we must:**

Reduce the gap between the best and worst off. We will do this by improving the outcomes for the worst-off and bringing them closer to the outcomes enjoyed by the best-off. This will mean targeting resources to the localities or communities experiencing the worst outcomes as we implement all our plans.



*Job Centre Plus*

**Be sustainable** as we work to deliver our vision we must consider the social, economic and environmental impacts of our work, and ensure the resources and capacity needed to deliver change exist and are sustainable. We must also ensure that we meet the needs of the present without compromising the ability of future generations to meet their own needs.

There is a strong track record of local organisations working collaboratively to deliver services and outcomes across the public, private, voluntary, community and faith sectors. There is a strong infrastructure of partnerships including county-wide partnerships (for example The Children's Trust Board working for all our young people) and local partnerships (for example Crime and Disorder Reduction Partnerships who work together to reduce crime, anti-social behaviour and substance misuse).

Oxfordshire 2030 provides a context for this work. The strategy is supported by a Delivery Plan ([www.oxfordshirepartnership.org.uk/oxfordshire2030](http://www.oxfordshirepartnership.org.uk/oxfordshire2030)) which sets out specific and measurable medium term priorities for the partnership. For example targets to reduce crime, anti-social behaviour, improve health, housing, transport, and educational attainment and workforce skills.

The Delivery Plan contains the following:

- Three year targets that are in our Local Area Agreement (LAA) – an agreement between the Government and partners in Oxfordshire which reflects some of the highest priority key targets.
- Key targets which are important locally but not in the local area agreement.

Within Oxfordshire we have a countywide local strategic partnership and five local strategic partnerships at district level. We are all working together to achieve the shared vision for the future. This approach means that we can make best use of our resources, joining up where necessary, whilst ensuring very local issues are also tackled.

### Monitoring progress and measuring change

The strategy is important for defining goals but at regular intervals we need to take stock to see if circumstances have changed. We will do this at least every five years. We also need to monitor progress against targets on an annual basis as well as taking stock of broader quality of life indicators.

The Local Area Agreement and the Delivery Plan will be monitored on a quarterly basis and progress will be reported to the Oxfordshire Public Service Board, which is responsible for managing the Local Area Agreement. It will also be formally reported to the Government once a year. We will produce an annual report which will analyse current performance and future trends.

**This section is about land use planning rather than general planning for the future.**

Oxfordshire has to balance the need to protect and enhance its special environment, both urban and rural, with the needs for economic growth and housing. There is also a need to ensure that physical and social infrastructure (such as public transport, health services and schools), both within Oxfordshire and neighbouring areas, are provided at the right time. Only by balancing these requirements will the county be able to achieve its objectives of securing a world class economy and healthy and thriving communities whilst tackling climate change and addressing environmental issues.



*New housing in Oxfordshire*

Currently the framework for the overall spatial planning strategy for Oxfordshire is provided by the Structure Plan ([www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)). However, this will change very soon when the South East Plan is approved by the Government. Below the regional level there will be Local Development Frameworks prepared by each of the five district councils and a minerals and waste development framework prepared by the county council.

A draft South East Plan was prepared by the South East England Regional Assembly (SEERA) and submitted to the Secretary of State in March 2006 and was subjected to a public examination in late 2006 and early 2007. The public examination panel's report was published in August 2007, and the Secretary of State published her proposed changes to the plan in July 2008.

These included a review of the greenbelt south of Oxford in order to facilitate an urban extension of at least 4,000 homes. The Secretary of State's final decision following consultation is awaited.

After the preparation of the South East Plan the government invited submissions for a number of 'eco towns'. "Weston Otmoor" between Weston on the Green and the M40 is one of 15 sites across the country currently under consideration. A decision as to whether this proposal is included in any finally approved list is expected in 2009. This section of the strategy will be updated in 2009 to reflect the requirements of the South East Plan and/or Eco Town provision.

## Links to Local Development Frameworks

Critical to the delivery of 2030 goals is the provision of the physical and social infrastructure. The planning system will play an important role in helping us deliver sustainable communities by facilitating provision of, for example:

- Affordable homes and housing options
- Shops, business sites and premises
- Schools and health facilities
- Transport networks for pedestrians, cyclists, bus and rail users, and private and commercial road users
- Parks
- Flood defences

*Rail services in Oxfordshire*



To make sure this happens all five district councils are developing local development frameworks (LDF's) – a collection of policies and plans to guide development in the local area which are essential tools in order to shape communities and ensure that services are delivered to meet local needs. These frameworks, along with the South East Plan and other major plans such as the minerals and waste development framework, will guide how much development and building there is in your area, where it is located and what infrastructure (roads, schools, community facilities) are needed to support it.

### **Housing**

Housing demand is high in the South East. The Draft South East Plan proposed housing growth of 2,360 dwellings each year (within Oxfordshire) until 2026 but the Secretary of State has proposed an increase to 2,760 pa. The draft plan proposed that at least 50 per cent of all new houses (in the central Oxfordshire sub region), should be 'affordable' to meet the needs of young people and those on low incomes, although the Secretary of State has suggested that this be reduced to 40%. Growth points have been designated within the county at Oxford and Didcot. Once the South East Plan is approved then Oxfordshire 2030 will be updated to reflect any changes.

### **Community**

The South East Plan embraces the concept of 'lifetime neighbourhoods' with inclusive, well designed living environments for all ages. A lifetime neighbourhood would provide all residents with the best possible chance of health, wellbeing and social inclusion, particularly as they grow older. This would require an accessible and pleasant built environment in which residents of all ages are not unnecessarily excluded by age, physical or cognitive ability, and remain able to work, socialise and participate for as long as possible. We will work to respond to older people's needs and experiences for example, in relation to the use of public transport, access to residential care services, access to shops, amenities and leisure space, their perception of security, neighbourhood and place, and the desire to congregate, socialise and participate.

### **Employment**

The main locations for the provision of additional land for employment will be at Bicester and Didcot, in particular to provide for the education, scientific and technological sectors and the expansion and relocation of existing local firms. In Oxford, the West End Development, the Northern Gateway and potentially the Science Park to the South of the city will provide employment opportunities. In Banbury development for employment will take place mainly on previously developed land.

## **Traffic congestion**

Road traffic has grown rapidly in Oxfordshire, particularly on the M40 and A34, and congestion is a significant problem. The county council, in partnership with Network Rail and the Highways Agency is promoting a package of measures called 'Access to Oxford' designed to ease congestion around the county. However, further traffic management and development of transport networks particularly around our market towns will be needed.

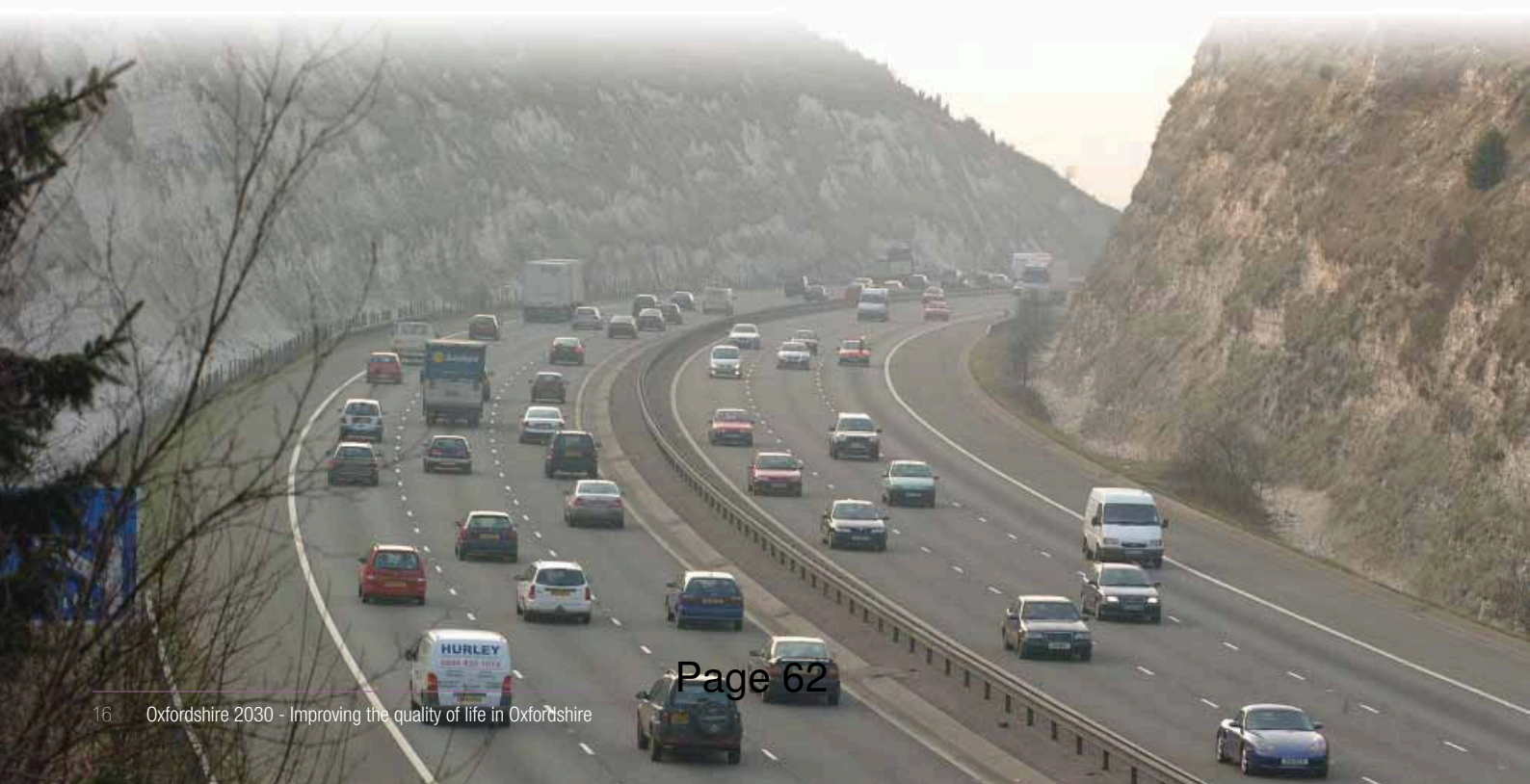
Oxfordshire's principal road network is already operating at near capacity and traffic growth is predicted to increase significantly over the next few years. There is a backlog on infrastructure development both in road and rail. This is likely to be a growing problem both for businesses and individuals. The resultant traffic congestion will also add to pollution.

## **Natural resources**

Thames Water, through its resources management plan, has proposed a major new reservoir to the south west of Abingdon near the village of Steventon, although the need for this is still being examined. Consultation on the water resources management plan took place during the Summer of 2008.

Oxfordshire has extensive deposits of sand, gravel and limestone and is an important producer of aggregate minerals for construction work mostly within the county. Aggregates are needed both for new development and to maintain the existing built fabric and infrastructure. The draft South East Plan sets out plans for extraction rates but following central government guidelines are now being reviewed.

*M40 in Oxfordshire*



# World class economy

**Oxfordshire is an economically vibrant area. Compared with the rest of the UK unemployment is low and the economy is prosperous. We have a lot to be proud of: the highest level of research and development in western Europe; a concentration of high-wage, high-tech industry; and of course, world-renowned universities. But global economic conditions and competition mean we have to work even harder to secure a world class economy for the county.**

## Key issues include:

- Supporting and growing our high technology businesses and increase high value employment.
- The need for Oxfordshire to continue to secure inward investment to help existing businesses to 'go global'.
- The need to provide the best possible business support to grow existing businesses.
- Improving infrastructure, in particular transport to reduce congestion.
- Increasing the supply of affordable housing.
- Raising educational attainment, improving workforce skills and encouraging lifelong learning.
- Local regeneration initiatives.
- Improving the sustainability of rural economies.

## Current position

Oxfordshire's economy has sustained continued growth and stability over an extended period and is recognised as an economic powerhouse within the South East and UK and also on the world stage. It has an exceptional concentration of research and development (7.9% of the workforce compared with 2.9% for the South East) with world renowned establishments such as the critical triangle of universities, hospitals and medical research leading to high technology spin offs, and the Diamond Synchrotron on the Harwell Science and Innovation Campus. In the South East Plan and the Regional Economic Strategy, Oxford city and central Oxfordshire is seen as a regional hub – a centre of economic activity and a Diamond for Investment and Growth. The county as a whole has strong sectors in tourism, motorsports (Banbury is a sub regional hub and other areas in north Oxfordshire), and publishing industries.

In terms of gross value added (GVA) Oxfordshire performance ranks in the top 10% for the UK, having increased more than Cambridgeshire but significantly less than Berkshire since 1995. Oxfordshire GVA per head has been consistently above the South East average.

## **Military**

The armed forces are the largest employer in the county with 30,000 military personnel at bases in Bicester, Abingdon, Benson, Brize Norton, Shrivenham and Didcot. These bases have special needs, for example changes to employment are expected over the medium term, and these have been reflected in our planning.

## **Rural economy**

The county's market towns depend largely on small businesses to provide the shops and services that communities need.

Oxfordshire is the most rural county in the South East and its pleasant rural landscape, the high quality of its built environment and culture make it a place where businesses want to operate and people want to live and work. Farming plays a vital role in the economy with 78% of the land in Oxfordshire under agricultural management.

Our county is varied and offers visitors and residents a number of unique rural and urban attractions. We work with partners to promote strong tourism brands (for example Oxford, Cotswolds and Bicester Village) which highlights the energetic and cosmopolitan city of Oxford, our bustling market towns, picturesque rural communities and areas of outstanding natural beauty.

*Thame town centre - Photo by David R Walker*





Our many historic rural towns and villages provide access to a wide range of goods and services and a base for both established and new businesses from thatching to software engineering and local retail, financial services and distribution. Business is everywhere in the county from isolated rural parishes to high tech business parks near our major road and rail routes.

### **Culture and leisure**

High quality cultural, sport, leisure and recreational activity is a key factor in making Oxfordshire a good place for business. They provide employment and improve the quality of life of everyone in the county. There are more than 70 festivals, world class museums and heritage attractions including the Ashmolean and Blenheim Palace; high quality theatre, art galleries and sporting events and access to the countryside, parks and rivers.

As global competition intensifies, maintaining growth and prosperity becomes more and more challenging and we need to focus on **economic regeneration** – particularly

- Urban renaissance of Oxford's West End.
- Developing the Southern Oxfordshire Science Vale as an international centre for innovation and enterprise. The Science Vale is an area of economic growth in southern central Oxfordshire whose future is defined by four points – Harwell science and innovation campus, Milton Park, Didcot and Grove.
- Developing the Bicester economy with greater emphasis on a high value, high wage, and high tech economy to keep pace with planned housing growth.
- Developing the Banbury economy by attracting mid and high-tech industries.

*The castle complex at Oxford's West End*



## Workforce skills

Although the county has the highest concentration of degree level qualifications of any county (at the time of the Census 2001 survey, around 28% people aged 16 to 74 in Oxfordshire had a degree or higher, the highest proportion of any county in England), a significant proportion of the working age population are without qualifications and

are therefore ill equipped to meet the needs of businesses operating in very competitive markets. Despite this high percentage of graduates and the low rate of unemployment, the county has 30 areas within the worst 10% in England on education, skills and training deprivation and three areas in Oxford ranked within the worst 1% in England on this measure.

According to the 2005 National Employer Skills Survey, Oxfordshire employers were more likely to have recruitment issues and skills gaps than in either the Milton Keynes, Oxfordshire and Buckinghamshire area as a whole or across the South East region.

Educational attainment in our schools is a cause for concern with performance not as strong as in comparable areas of the country. There is a need not just to raise GCSE performance in schools, but for all young people in the county to aspire to share in the sense of opportunity which its economy provides.



*Elms Road Nursery, Botley Primary and Matthew Arnold school pupils*

Investment in transport and housing infrastructure lags behind the pace of economic development. This has contributed to increasing levels of congestion and shortages of affordable housing. The lack of affordable housing is especially a problem for those in essential service jobs not sharing in the high wage economy.

Traffic congestion nationally and locally is getting worse. As the population grows it is likely that congestion around the county will continue to worsen unless action is taken to address it. Taking into account national and local travel trends and levels of committed and expected future development, growth in all traffic on Oxfordshire roads is predicted to be over 25% over the period to 2026 - well above the national average of 18%.

Oxfordshire is a mostly rural county and for many the car is (and for the foreseeable future will continue to be) the predominant mode of travel. However a significant minority do not have access to a car, affecting their ability to reach services and employment. The county's road network is well-developed, and provides car users with direct links to all major destinations. However, for those people who do not have access to a car for all or part of the time, getting to key destinations can be far from easy.



*The 'hamburger' roundabout in Headington*

Improvements to the railways such as East-West Rail, improvements to Oxford Station as well as smaller schemes at local stations (for example Grove) have the potential to improve public transport services. Enhancements to bus infrastructure will have a similar impact. The county council has secured funding from Government for a major project called 'Access to Oxford', including improvements for rail, bus and general road traffic, which is to be delivered in 2013-2015.

The need and demand for affordable housing (social, rented and intermediate) is high in Oxfordshire as it is throughout the South East region and beyond. However, lack of land and the desire to protect the county's unique historical, environmental and cultural heritage will inhibit our ability to satisfy demand.

Oxfordshire is in a strong position to sustain economic growth. There are some things that Oxfordshire has right and should treasure – the balancing of economic and environmental interests and the links between universities, science, innovation and entrepreneurship

## **We pledge to**

- ✓ Collaborate across public, business and voluntary sectors to build on Oxfordshire's economic success.
- ✓ Create the conditions for everyone to have access to jobs.
- ✓ Ensure that educational attainment and skill levels are amongst the very best in the country so we provide a well qualified, motivated workforce to meet the needs of business.
- ✓ Grow the economy whilst achieving a sustainable balance between jobs, housing and the environment.
- ✓ Tackle traffic congestion across Oxfordshire, particularly on trunk roads and around market towns, Oxford city and other hot spots.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

*Affordable housing in Witney*



## How we will measure success

### By 2030 we expect:

- Education and skills levels to have risen well above the national average.
- GVA (gross value added) to be in the top 10% nationally.
- The ratio of housing supply to demand and the quality and affordability of housing to be improved.
- Those who are of working age but not in work, full time education or training and those not actively seeking work, to be the lowest in the country.
- Oxfordshire to be known throughout the world as a centre of science and innovation excellence.
- Journey times on Oxfordshire roads to be within the most reliable 10% in the country.
- Access to services and facilities by public transport, walking and cycling to have improved.

## Our priorities for action

Details of action planned for the medium and longer term are set out in the accompanying Delivery Plan [www.oxfordshirepartnership.gov.uk/oxfordshire2030](http://www.oxfordshirepartnership.gov.uk/oxfordshire2030)

## Key partnerships to develop the theme

Oxfordshire Economic Partnership  
Learning & Skills Partnership  
Housing Partnership  
Environment Partnership  
District Local Strategic Partnerships

People enjoy living in Oxfordshire. Surveys show us that over 90% of the people in Oxfordshire like living in their communities. We are fortunate to have a population that is generally healthier than elsewhere, with longer than average life expectancy. However, there are pockets where life expectancy is lower in parts of the county. Levels of crime are generally lower than average. We have a diverse population: as the most rural county in the south-east of England, half our population live in rural areas but a quarter live in Oxford city with the remainder living in our bustling market towns. The profile of a 'typical' Oxfordshire resident is changing. There are now many more people over 85 living in the county and the number of people with learning disabilities living here has also increased. Our black and minority ethnic communities account for 5% of Oxfordshire's population overall and 13% in Oxford city. We want to ensure that everyone is safe from harm, able to live a healthy lifestyle and is valued in the community in which they live, work, grow up and grow old. We also want to ensure people have the ability to participate and contribute to their communities.

**Healthy and thriving communities implies that:**

- \* **Our towns, neighbourhoods and villages are communities with a heart, where local people work with each other and with service providers to improve their areas.**
- \* **We work together to support and protect all vulnerable groups including older people and those with disabilities**
- \* **People are physically and mentally healthy and live longer**
- \* **Oxfordshire is a place where people feel safe and welcomed. Our foundations are strong: there are concerns about anti-social behaviour but generally our city, towns and villages are safe and pleasant places in which to live.**

## **Key issues include:**

- Housing has become unaffordable particularly for many young people within urban and rural areas.
- Maintaining local services in rural communities.
- Older people and those with disabilities want more choice and control over their care, wish to live independently and have access to high quality services when they need them.
- Preventing ill-health in the ageing population.
- Community engagement and self help is less strong than it once was and the community and voluntary sector needs strengthening to support this.
- Crime is relatively low but fear of crime and concern about anti-social behaviour – and particularly as a result of alcohol or drug abuse – is a growing concern for many people.

- Life expectancy is improving year on year, particularly in our affluent communities, but there are growing concerns about the effects of unhealthy lifestyles in some of our communities.
- Regeneration of deprived local communities.
- Involving more people in making decisions about their communities - including those who have not been involved in the past (for example, young people and those from different cultures and backgrounds).
- Putting our energy and resources into communities that are experiencing rapid change due to housing development, population and demographic change and where there is the greatest need to prevent ill-health, reduce crime and other problems.
- Encouraging a new generation of volunteers who actively support their communities.
- Valuing culture, sport, recreation and leisure as being vital to maintaining good quality of life and in providing opportunities for economic growth and employment.

## Current position

Oxfordshire is a diverse county in terms of the range of urban and rural environments and ethnicity. A quarter of the population live in the city of Oxford with a similar proportion in our market towns and half the population living in rural areas. The population is ageing with substantial growth in the proportion of the population aged 85 and over. There is also a growing proportion of people with learning disabilities.

Black and minority ethnic communities are 5% of the population for the County overall and 13% in the city of Oxford with 10.9% in the Banbury Grimsbury ward and a sizeable population in Didcot.

Although our population is generally healthier than elsewhere, with life expectancy above the average, there are significant variations and inequalities between local communities. This is reflected in the wide gap in life expectancy between the best and worst off.

*Central Oxford Mosque*

## Communities with a heart

People want to live in communities where services are well planned and coordinated; where the local centre provides good shopping provision; where there is a good quality environment; where there is access to good quality housing and services; where there is access to high quality culture, sport and leisure. We also want places where local people help shape the future for their city, town, village or neighbourhood and who work to contribute to the solution of local problems.

In some areas of the city and our market towns there is a need to better join up activity as well as requirements for more active engagement to break the cycle of deprivation, in relation to skills, community safety and health.

*'Aunt Sally' in Oxfordshire - Photo by Brian Miller*



We acknowledge the difficulties of people commuting longer distances to work and people working longer hours which have an impact on the amount of time people have available to input into their communities. Despite this we know that there are at least 3,000 voluntary and community groups in Oxfordshire and many people are involved and working hard to make life better for local people and their communities. However we are heavily reliant on those who are community spirited and active in our communities and we need to engage more people to build on that good work in the future.

A feeling of identity and 'sense of place' is critical to making Oxfordshire an even better place. Oxfordshire residents have a strong affiliation to the county and to their local community and there is a real sense of community and belonging. Distinctive local activities and events – such as the popular game of "Aunt Sally", the rural touring programme which brings live arts events to local community spaces, the annual Leveller's Day in Burford as well as one off special events and festivals like "Luminox" in Oxford reinforce this sense of identity and provide occasions for a whole community to come together.

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Our voluntary, community and faith organisations are vital to the well-being of local people and communities as are our parish, town, district and county councils who provide local services and local democratically elected representation to make sure that services are responsive to local people's needs.

Voluntary, community and faith organisations play a vital role in Oxfordshire life, both in providing services to people who need them and in making volunteering opportunities available for people to get involved in their communities. We will work to ensure that our community organisations receive the support they need to develop and operate effectively in order to meet the needs of the people they serve.

Participation in culture, sport, leisure and recreation are also important to how people experience and perceive the place where they live – contributing to a distinctive identity, engendering pride and a sense of belonging while helping to sustain community cohesion. The need to improve play opportunities for children and young people is also important in order to support thriving communities. The Oxfordshire Play Partnership is working with all local authorities (including parish and town councils) and relevant VCS organisations to increase and improve play opportunities

A strong local cultural life and a choice of leisure and recreational opportunities deliver benefits which strengthen communities and contribute to a rich quality of life for all while having a positive impact on the economy, tourism, educational attainment and community safety.

*'Luminox' in Oxford*



## We would like Oxfordshire to be a community where:

- People feel they have a say in their own communities but also put something back in terms of neighbourliness, running local projects e.g. neighbourhood watch, fund raising, event organising etc.
- There are strong and positive relationships between people from different backgrounds in the community.

*Bicester Resource Centre*



Oxfordshire communities are well thought of with over 90% of the people in Oxfordshire saying they like living in their local communities. A recent analysis of parish plans also shows that a growing number of local people are working with their parish council to actively plan for the future of their community. Oxford City Council has had area committees for some years and are developing their approach to neighbourhood planning. Typically community-led plans reveal concerns about the 'environment' with 'access to services and travel', 'affordable housing and activities for young people' also raised.

## Demographic change

One of the key areas of change facing us all is the ageing of our population. As a result of our improved longevity and declining birth-rate there is a profound shift in the structure of our population. Improvements in income, health care and healthier lifestyles have led to more people living longer. This has led to an increase in the number of relatively fit and active older people, many of who are and want to continue to be active contributors in employment, in their families and communities as volunteers, employees



*Shotover Day Centre*

and carers. Older people make an important contribution to economies and communities as consumers and for their expectations as citizens. It also means more people will need support to remain independent in later life.

However, the distribution of income amongst the older population is very uneven. Older people have one of the highest risks of poverty of all age groups and experience social exclusion due to a range of factors including reduced social contact, poorer health, low income and lack of mobility. The greatest consumers of health and social care are those over 85 which is the section of the population growing at the fastest rate. There is also an increase in the number of younger people who have experienced some form of learning or physical disability from birth, or who have survived a trauma. This will place increased financial pressure on both the county council's adult care services and the Oxfordshire NHS.

There is a real danger that our healthy population will become less healthy over the next 20 years. The incidence of obesity is rising and so is alcohol consumption. Apart from the health implications, excessive alcohol consumption amongst people also gives rise to anti-social behaviour and so increases fear of crime.

Responding to these challenges will involve a renewed emphasis on prevention and provision of support to individuals to live their lives independently and successfully. We will also need to emphasise (even more strongly than we do now) the importance of family carers and the support they need to carry out this role effectively and with due regard to their personal needs. We want to shift the emphasis to prevention so that we can intervene early, providing support to help the person stay independent and delay the need for costly intensive support for as long as possible.

## **Safer communities**

Oxfordshire does not have high crime levels; indeed parts of the county have very low crime levels compared to the rest of the country. However alcohol-fuelled anti-social behaviour and drug related crime are particular problems in some areas and generally fear of crime is disproportionately high throughout Oxfordshire. Statutory agencies (such as the local authority anti-social behaviour teams) and voluntary agencies are working with the Police to tackle crime and anti-social behaviour but we also need local communities to help find local solutions.

### **We pledge to**

- ✓ Work with local people including the voluntary, community and faith organisations and the military to sustain and build supportive, cohesive, resilient and well planned communities.
- ✓ Tackle crime and anti-social behaviour – particularly where the cause is the abuse of alcohol or other substance misuse.
- ✓ Work to prevent all forms of extremism that threaten the well-being of local people and communities.
- ✓ Support the people of Oxfordshire to achieve a healthy and positive old age, concentrating on the groups in greatest need.
- ✓ Ensure every child gets every opportunity for a good start in life.
- ✓ Improve support and opportunities for independent living.
- ✓ Promote healthy lifestyles including an increase in physical activity.
- ✓ Defend access to local services particularly in rural communities.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

## How will we measure success?

### By 2030 we expect

- Everybody feels welcomed and safe in their local community.
- Volunteering and community self help are stronger than the national average.
- People are living longer by staying healthy.
- A reduction in the gap in between the best and worst off.
- Crime and anti-social behaviour to be in the bottom quartile in the country.
- Local communities to have developed and implemented a community-led plan (for example: a parish plan or a local community action plan) and have achieved a range of tangible improvements.

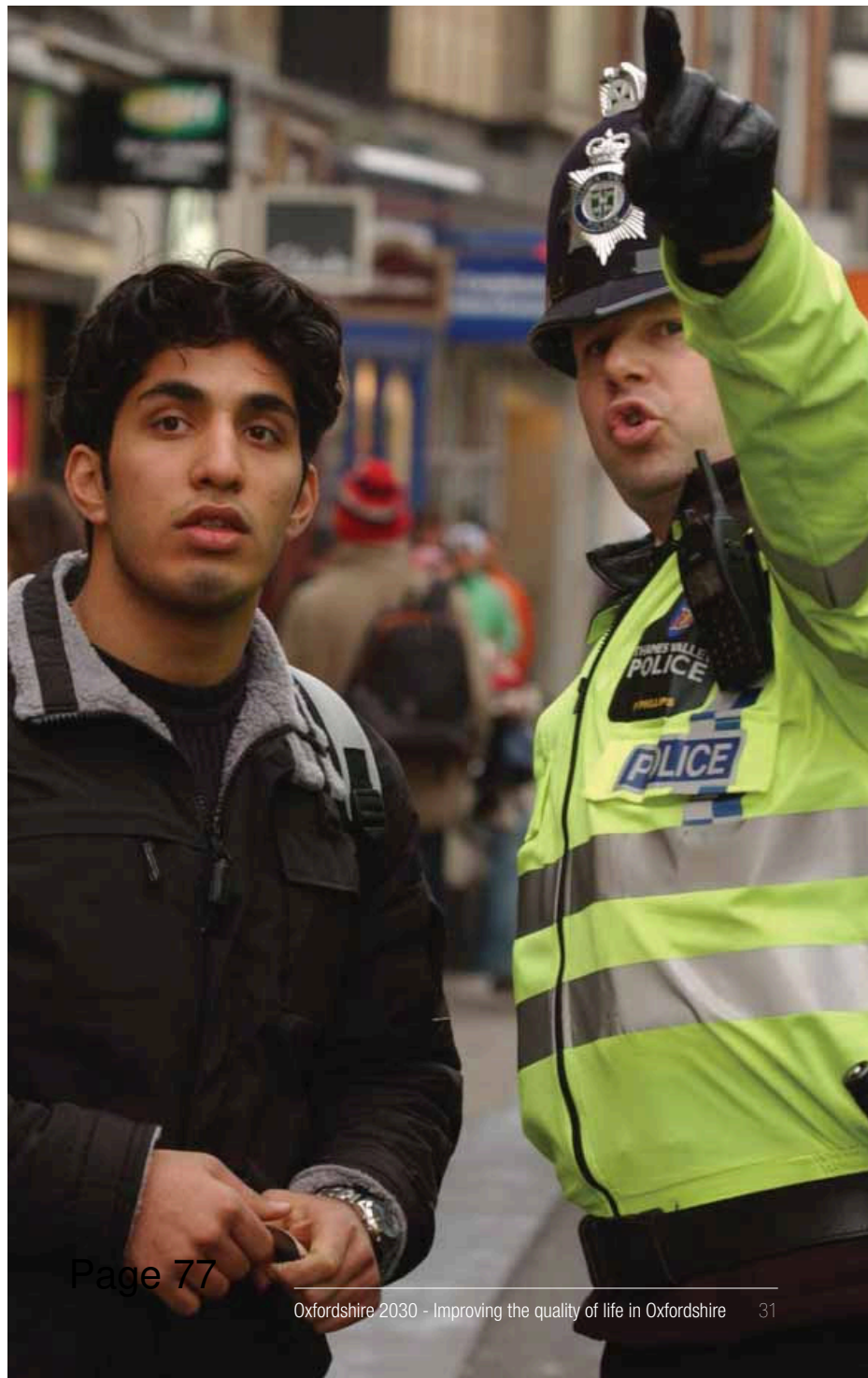
*Police officer in central Oxford*

### Our priorities for action

Details of action planned for the medium and longer term are set out in the accompanying Delivery Plan [www.oxfordshirepartnership.org.uk/oxfordshire2030](http://www.oxfordshirepartnership.org.uk/oxfordshire2030)

### Key partnerships to develop the theme

- Health and Well-being Partnership
- Oxfordshire Sports Partnership
- Oxfordshire Safer Communities Partnership
- Crime and Disorder Reduction Partnerships
- Oxfordshire Voluntary Sector Development Partnership
- District Local Strategic Partnerships



**Dreaming spires, rambling green spaces, buildings steeped in rich history: few could doubt that we enjoy an exceptional environment. We recognise our important role as custodians of the environment now and for future generations. Our challenge is to protect our areas of natural beauty while meeting the demands of a 21st century lifestyle and an expanding and ageing population. We recognise that the future of our environment is closely linked to the national and international response to the global challenge of climate change. We are committed to making our contribution.**

**Individuals, communities, the public sector and businesses will all need to play their part both in reducing carbon emissions and making our county as resilient as possible to the effects of climate change.**

**Our aspiration is to conserve and enhance our natural and built environment while balancing this against the needs of a thriving economy and the impact of climate change.**

## **Key issues are:**

- Reducing our carbon footprint and adapting to climate change.
- Ensuring that all developments reduce carbon emissions and increase resilience to climate change.
- Preserving and enhance the character of our city, our market towns and villages.
- Enhancing the quality of the natural environment, landscapes and biodiversity.
- Addressing flooding risks.
- Reducing the landfill of waste.
- Dealing with the environmental impact of population growth and development while maintaining the character of our towns, villages and countryside.
- Protecting and enhancing biodiversity.

## **Current position**

Our climate is changing. Temperatures are likely to rise by 1.8-4.0° C by the end of the century, depending on the extent of remedial action to reduce carbon emissions. The increase in the next 20-30 years (between 0.5-1.0° C here in the UK) will probably happen regardless of remedial action because of the impacts of carbon already emitted.

A good quality local environment can help improve health, reduce crime and contribute to our economy. Our environment is precious and the impacts of climate change will be wide ranging and affect our lifestyles and economy. We recognise the need to ensure that ambitious growth plans and the need for new housing do not adversely affect the rural and built environments that give Oxfordshire its character and provide valuable recreational resources for the whole community. We want to keep Oxfordshire clean and green – improving street and environmental cleanliness is a priority.

Access to transport is crucial to our aim of balancing environmental and economic needs. Our park and ride schemes, priority bus routes and the real-time bus information service make public transport accessible and user friendly. We continue to have the highest public transport use of any county.

Tackling and adapting to climate change (managing and reducing the impact of climate change on our environment) and protecting our environment are two of the most important issues we face.



*An Oxford Park and Ride bus*

We already experience water shortages, more extreme weather conditions, heat waves, intense winter storms and flooding. Climate change will increase the frequency, severity and cost of such events and could have devastating impacts, especially on those whose future is dependent upon their environment. It is therefore important that we work together to tackle climate change and plan for its impacts - both the positives and negatives. We can all play our part, for example, by reducing our waste, energy and water consumption and using greener transport options.

## Managing the impact of climate change

A number of public, private and voluntary and community sector organisations have developed action plans for reducing their carbon footprint. An increasing number of businesses are doing this too, because they recognise that reducing carbon emissions is both good for the environment and can reduce their costs. Using resources effectively and reducing wastes are economically critical to businesses. Supporting our businesses to be efficient with resources is part of them becoming and remaining world class.

*Save energy by switching things off*



Some of the measures to reduce emissions require investment, such as improved building insulation or better heating and lighting controls, but a great deal too can be achieved through changes in behaviour, for example: switching off electrical appliances when they are not in use. The use of renewable sources of energy also needs to be explored.

Disposing of waste in landfill sites is not sustainable because of its effect on greenhouse gas emissions, the speed at which landfill sites are being filled, and the associated financial penalties which are imposed by government. Therefore reducing waste and then finding better ways of dealing with it is vital. Oxfordshire's domestic waste levels are already low and recycling rates are high compared with the rest of the country, but international comparisons are less favourable.



The Oxfordshire Waste Partnership (which includes the five Oxfordshire districts and the county council) has agreed a strategy for reducing waste and increasing reuse and recycling, but even if recycling rates matched the best in Europe there will still be a need for new waste treatment arrangements. The county council is in the process of procuring treatment facilities for food, garden and residual waste. The latter waste will be burned in a new plant currently proposed to be built at an existing landfill site at either Ardley or Sutton Courtenay. The plant will provide electricity for the grid and potentially combined heat and power.



*Cotswold landscape*

## **Protecting the environment**

Oxfordshire has four National Nature Reserves, more than one hundred Sites of Special Scientific Interest, seven Special Areas of conservation, and many local nature reserves. There are three Areas of Outstanding Natural Beauty; the Chiltern Hills, the Cotswolds and the North Wessex Downs. Oxford city provides an important historic environment and at the heart of the county, Blenheim Palace & Parks is a world heritage site, and there are over 200 conservation areas and thousands of listed buildings across Oxfordshire.

Oxfordshire currently has the most effective county biodiversity partnership in England. Within Oxfordshire we have access to wildlife through public rights of way and open green space, bringing well recognised benefits for health and well-being.

## We pledge to

- ✓ Reduce carbon emissions and improve energy and water efficiency by public sector organisations, and encourage residents and businesses to do the same.
- ✓ Reduce waste and increase re-use and recycling by households and businesses.
- ✓ Minimise the effects and risk of flooding.
- ✓ Ensure new development is built to high environmental standards.
- ✓ Support individuals, communities and businesses, to respond to climate change and to improve efficiency in their use of energy and water.
- ✓ Keep Oxfordshire clean and green.
- ✓ Protect and enhance the biodiversity of the county.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

## How will we measure success?

### By 2030 we expect:

- Commercial and domestic waste reduction, re-use and recycling to be comparable with the best in Europe.
- Public sector and domestic energy and water use below the UK average.
- All new housing developments to include sustainable drainage.
- Oxfordshire's greenhouse gas emissions reduced to levels comparable with the best in the UK - a 50% reduction in CO<sub>2</sub>, on 2008 levels by 2030.
- Oxfordshire's natural and built environment is preserved, protected and enhanced.

## Our priorities for action

Details of action planned for the medium and longer term are set out in the accompanying Delivery Plan [www.oxfordshirepartnership.org.uk/oxfordshire2030](http://www.oxfordshirepartnership.org.uk/oxfordshire2030)

## Key partnerships to develop the theme

Oxfordshire Waste Partnership  
Oxfordshire Environment Group  
Climate Change Partnership  
District Local Strategic Partnerships

Oxfordshire is an affluent county but there are pockets of deprivation. It is important to tackle these problems for economic reasons, to ensure we sustain a stable and cohesive society and to give individuals every chance to succeed. Key areas for attention will include:

- Improving educational attainment and skills.
- Promoting healthy lifestyles.
- Working with local people to address local community concerns.
- Focusing attention on the localities in greatest need to make a real difference.

*Crime in Oxfordshire is significantly below the national average*



### Current position

Oxfordshire is, in general, an affluent county with low levels of social exclusion compared with England as a whole. Unemployment, poverty, poor health, poor housing and crime are all significantly below the national average. But stubborn inequalities remain, within particular groups of people and specific geographical localities. We recognise that pockets of deprivation and groups of people experiencing inequality occur in rural as well as urban areas of the county and that rural deprivation is particularly difficult to address as it is scattered across a large number of often small settlements.

In such communities there may be evidence of worklessness (those who are of working age but not in work, full time education or training and those not actively seeking work), poor housing and crime. Individuals may be living in relative poverty often related to low income, poor qualifications and skills and associated low self esteem. Lifestyles may also be unhealthy.

### Improving skills



The cycle of deprivation is a description of what happens when people or areas suffer from a combination of linked factors including employment, poor skills, low incomes, poor housing, crime, poor health and worse access to services. The combination of several or all of these elements leads to disadvantage that can continue from one generation to the next. We recognise that extra effort is required to break this cycle so that everyone has an equal opportunity to succeed and to achieve their full potential in life.

We also recognise that there is a high “turnover” of residents in some communities with people moving onwards to pursue jobs, secure the housing and access to services they need and this can undermine a sense of local community. This trend needs to be reversed if the aspiration for all our communities to be thriving communities is to be delivered.

### **Our approach will be focused on the following:**

- Raising educational achievement and skill levels – We want to raise educational achievement for all but there is a particular need to address the achievement of some Black and Minority Ethnic communities, children in public care and people in communities where people have few qualifications and in particular to equip local people with the skills needed by local businesses.
- Family support – to break the cycle of deprivation, work with families to promote the importance of education and skills, addressing parenting skills, and reduce teenage pregnancy and promote healthy lifestyles.
- Regenerating local communities – there are several areas of the city and of some of our market towns where statutory agencies need to work together and with local people to improve the area. This will include work to
  - Improve the supply and quality of housing for those who require it and support the vulnerable including those experiencing homelessness
  - Reduce the impact of crime in identified hot spots and divert young people from anti-social behaviour.

## We pledge to

- ✓ Reduce the gap between the best and worst off.
- ✓ Increase educational attainment and skill levels.
- ✓ Tackle crime and anti social behaviour hot spots.
- ✓ Regenerate deprived local communities.

## How will we measure success?

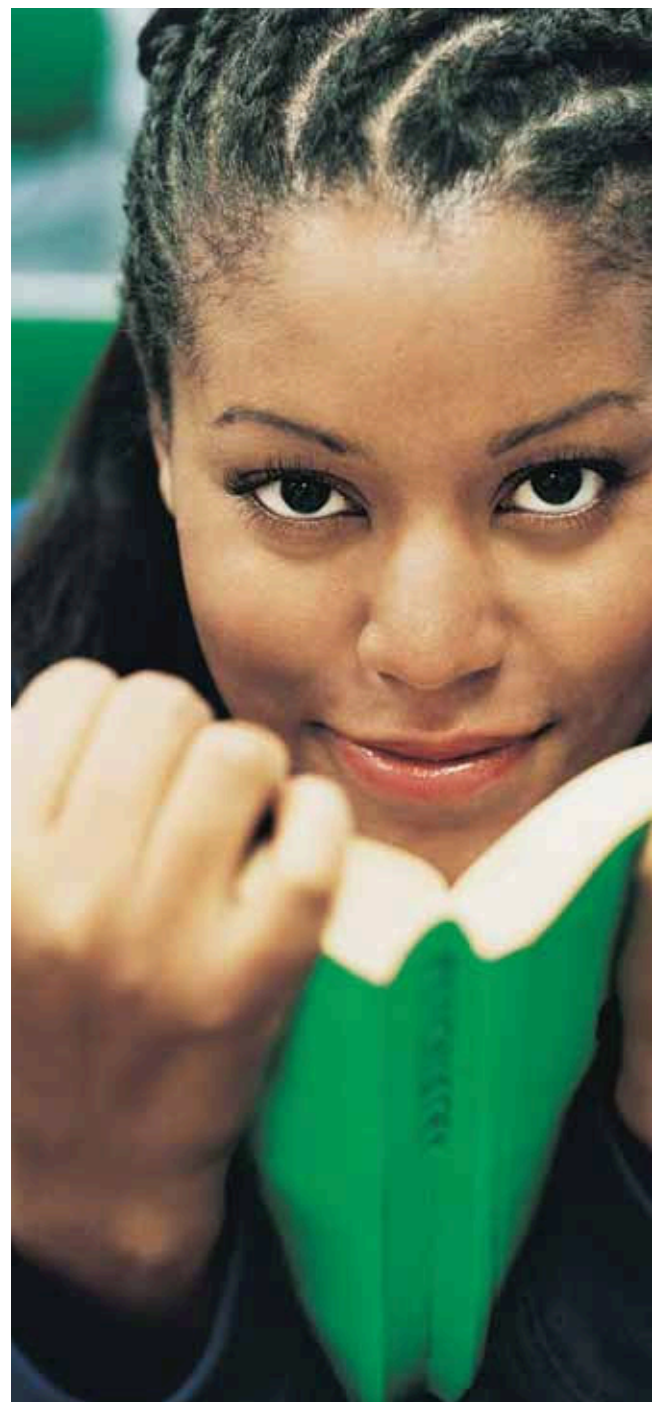
- No communities to be amongst the worst 10% in the country for aspects of deprivation.
- Educational attainment and skill levels to have risen well above the national average.
- Health inequality measured in differences in death and disease rates between the best and worst off will be reduced.
- Worklessness (those who are of working age but not in work, full time education or training and those not actively seeking work) to be in the lowest 20% in the country.
- Crime and fear of crime to be below the national average.

## Our priorities for action

Details of action planned for the medium and longer term are set out in the accompanying Delivery Plan [www.oxfordshirepartnership.org.uk/oxfordshire2030](http://www.oxfordshirepartnership.org.uk/oxfordshire2030)

## Key partnerships to develop the theme:

- Oxfordshire Voluntary Sector Development Partnership
- Children and Young People Partnership
- Health and Well-being Partnership
- Oxfordshire Safer Communities Partnership
- Economy Partnership
- Environment Partnership
- District Local Strategic Partnerships



## Local distinctiveness

Oxfordshire is a diverse county and, although we have identified a number of countywide priorities, there are geographical variations in terms of how important those priorities are for different parts of the county.

The five district Local Strategic Partnerships (LSPs) in Oxfordshire have all produced community strategies relevant to their local areas, which reflect their own ambitions, aims and objectives. These local ambitions have fed into and helped to identify the countywide priorities set out in this document.

This section sets out how the key issues within each district and a summary of their priorities for action. Local Strategic Partnerships will have an important role to play in implementing both the countywide and local priorities identified within this strategy.

Oxfordshire Partnership: [www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk)



Cherwell Community Planning Partnership: [www.cherwell-dc.gov.uk](http://www.cherwell-dc.gov.uk)



Oxford Partnership: [www.oxfordpartnership.org.uk](http://www.oxfordpartnership.org.uk)



South Oxfordshire Partnership: [www.southoxon.gov.uk](http://www.southoxon.gov.uk)

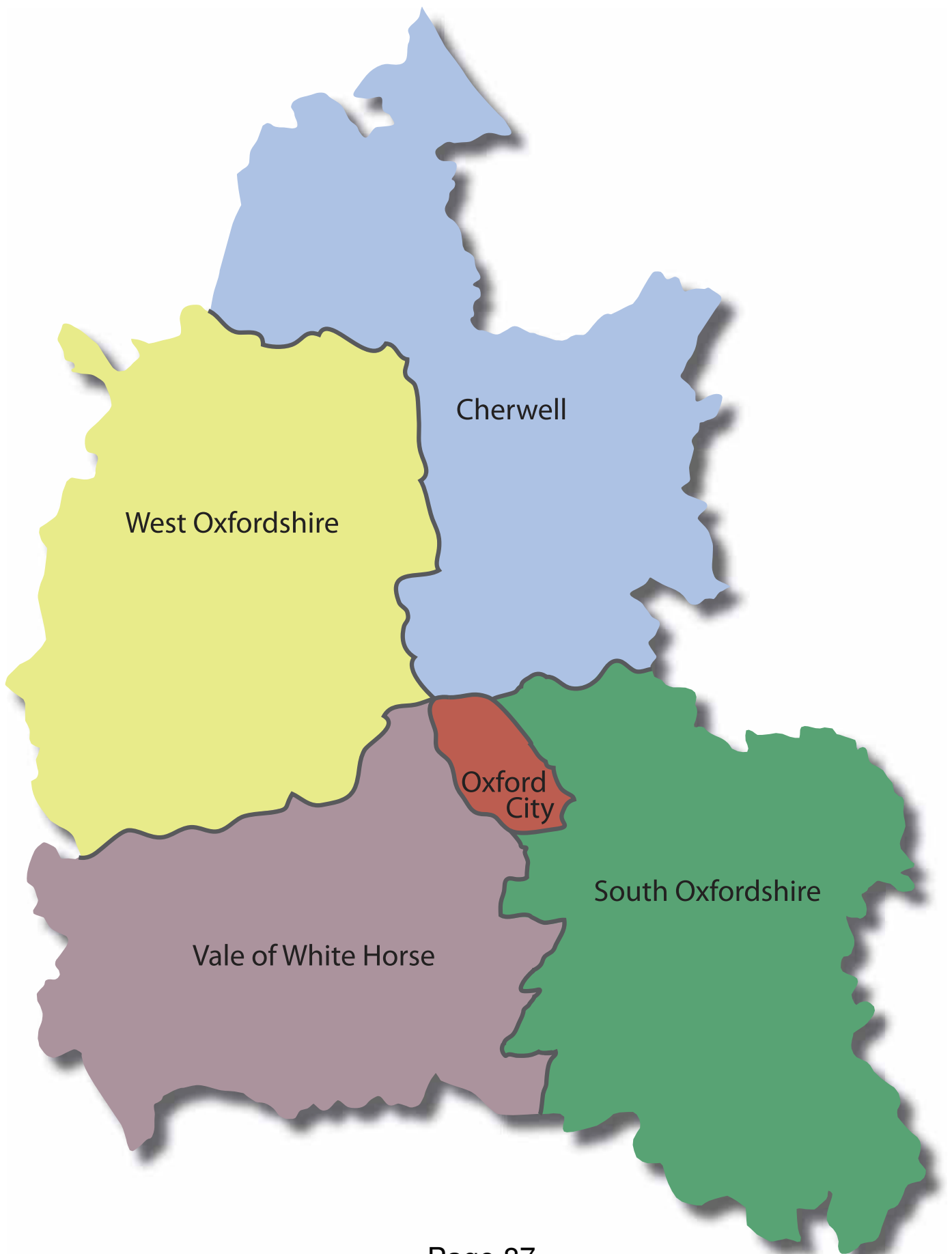


Vale Partnership: [www.thevalepartnership.org.uk](http://www.thevalepartnership.org.uk)



West Oxfordshire Partnership: [www.westoxon.gov.uk](http://www.westoxon.gov.uk)





West Oxfordshire

Cherwell

Oxford City

South Oxfordshire

Vale of White Horse

Banbury Cross - Photo by Dave Rutt



Cherwell covers an area of 590km<sup>2</sup> in north Oxfordshire. Named after the River Cherwell which flows through it, the district offers a unique and successful combination: its fine rural landscape provides some of the most attractive and picturesque scenery in Oxfordshire, whilst thriving commercial and industrial centres bring prosperity and economic strength in a highly accessible and desirable location.

Cherwell is a relatively affluent area but there are significant differences in wealth distribution. Banbury in particular has pockets of severe deprivation, second only to Oxford in the county. Other forms of deprivation derive

from rural isolation. 137,600 people live in Cherwell. Over 62% of the population live in the principal centres of Banbury, Bicester and Kidlington; the rest in more than 70 smaller settlements between 50 and 3,500 people. 85% of the district is attractive farmland and 14% lies within the Oxford Green Belt, contributing to making Cherwell the 12th least densely populated district in the South East. So Cherwell's population faces both urban and rural challenges. Banbury, Cherwell's urban centre, is an industrial town whose services, which include the Horton Hospital, support a large rural hinterland which stretches beyond Oxfordshire.

Cherwell's population increased by almost 12% between 1991 and 2001 and by a further 4.5% since. Growth predictions of a further 8% by 2016 and a cumulative 15.6% by 2026 are significantly higher than regional and national rates. Most of the recent growth has been in Banbury and Bicester and this will continue. Bicester's population is projected to grow by 13.8% between 2001 and 2016. The rapid growth across the district will put pressure on the local infrastructure.

Cherwell's population profile is changing. The 2001 Census showed that 3.9% of the district's population was of non-white ethnic origin. These low numbers were generally highly dispersed, apart from higher concentrations in some Banbury Wards. 2006 estimates indicate that the non-white population has grown to 5.9% overall. In 2001 7.5% of the population considered themselves to belong to a group other than white British. By 2006 this had grown to 10.7%. Experience suggests that this growth comes and continues to come from migrant workers from Polish and other Eastern European communities.



Cherwell now has the highest proportion of 0-15 year olds in Oxfordshire. By 2031 the population is forecast to age dramatically, with numbers in each of the over 65s, over 75s and over 85s bands increasing by at least 23 percentage points more than national rates, and by more than 47 percentage points in the case of the over 85s.

## Priorities for Cherwell include:

### World class economy

- Raise the standards in schools and colleges with vocational as well as educational qualifications, to meet the needs of Cherwell's businesses.
- Improve educational achievement, particularly in secondary schools where outcomes are sometimes below county and national averages. This problem is highlighted in Bicester where there is a marked migration of pupils either to outside of the county or to private schools.
- Work to attract further mid and high-tech as well as knowledge-based industries to Cherwell with a view to providing more local, attractive employment opportunities. The employment mix in Cherwell means that earnings from Cherwell workplaces are 3.9% below the national average, but residents' earnings are, however, above national averages.
- Make it easier for you to get where you need to go. Cherwell residents travel further to work than people in the rest of the South East and nationally. It should be noted that many people in the north of the district tend to look towards Banbury rather than Oxford.
- Increasing the number of affordable homes remains one of Cherwell's top priorities. The 2007 median house price to income ratio is 8.9, up from 7.7 in 2005, above both South East and English averages.

*Shoppers at Bicester Village*



## Healthy and thriving communities

- Help you feel safe in your home and community, working to reduce further the very low levels of crime in Cherwell. Overall crime levels dropped by 13.2% between 2003/04 and 2007/08 (a real reduction of 794 reported crimes), compared with a 10.9% reduction across the Thames Valley. However, in 2006 residents felt less safe than those in any other Oxfordshire district in terms of being alone and walking alone during the day or at night.
- Registration with GPs is low in parts of North Oxfordshire.
- Co-ordinate, improve and provide more diverse and accessible health provision and advice through improved education, partnership working, better local access and increased choice.
- Make it easier for you to lead a healthy and active life.
- Reduce teenage conception rates as Cherwell has a high and rising rate with four out of six Banbury wards in the highest 20% in England in 2005.
- Improve local services and opportunities in rural areas. 11 rural wards in Cherwell have areas that feature in the 10% most deprived nationally for barriers to housing and services.
- Develop the unique characters of Banbury, Bicester and Kidlington and engender a sense of pride, belonging to the community and heritage.
- Improving the quality of life for all, particularly older people, the young, disabled people and ethnic minorities recognising and supporting the important role of the family, carers, voluntary sector and faith communities.

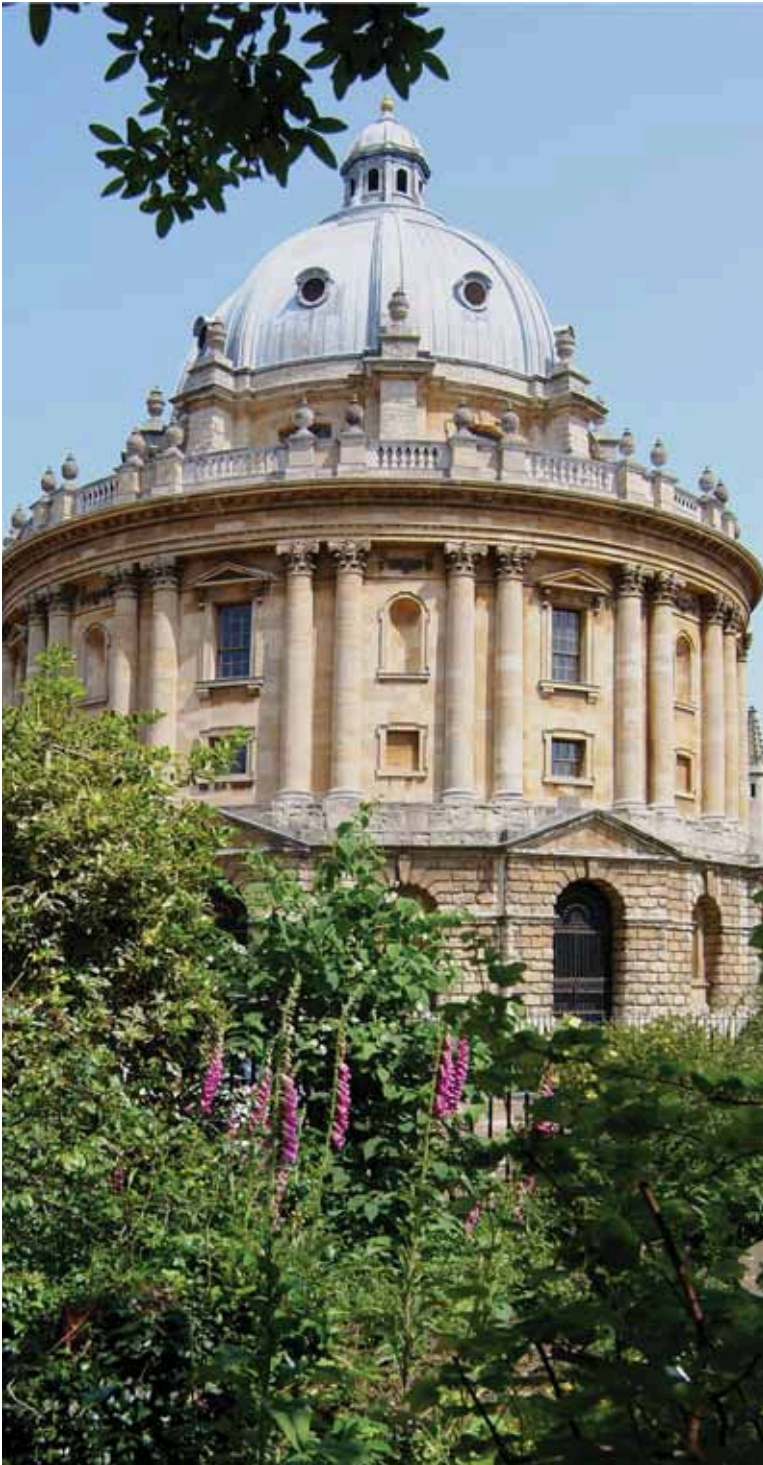
## Environment and climate change

- Protect and enhance our environment, wildlife habitats and the countryside.
- Protect and enhance our built environment. It should be noted that Cherwell has a rich built heritage, with approximately 3,000 listed buildings (8.6% of the South East's total) and 54 conservation areas.
- Reduce carbon emissions. Per capita carbon dioxide emissions in Cherwell in 2004 were significantly higher than regional and national levels, although domestic emissions were the lowest in Oxfordshire.
- Improve further our already high recycling rates (48% of domestic waste was recycled in 2007/08) so that we can reduce the amount of landfill waste.
- Prepare for and respond to the effects of climate change.
- Conserve resources and reduce energy consumption.

## Local Development Framework

The Local Development Framework (LDF) will support and facilitate the delivery of the aims within the sustainable community strategy. Find out more at [www.cherwell.gov.uk](http://www.cherwell.gov.uk)

# Oxford city



Radcliffe Camera, Oxford

Oxford is centrally located within England, and is at the heart of the county of Oxfordshire.

Oxford is one of the most photographed, filmed, and written about cities in the world. The enduring images are of historic Oxford and these images are vital to our flourishing tourist industry because it is historic Oxford that tourists visit in millions. It is, however, only one part of our city's story. Oxford at the beginning of the 21st century, while still with its historic core and green spaces, is a far cry from its media stereotype.

The population of Oxford in mid-2007 was estimated to be 151,000<sup>1</sup>. In marked contrast to other parts of the county, Oxford is ethnically and culturally diverse, with the third highest minority ethnic population in the South East. The city is not only culturally diverse but also youthful. 32% of Oxford's population consists of 16-29 year olds. This is twice the national average<sup>2</sup>. Over 30,000 students studied full-time at the two universities<sup>3</sup> in 2005/06; this is the highest proportion of students in England and Wales<sup>4</sup>.

1. Source: Mid Year Estimates 2007, Office for National Statistics

2. Source: 2001 Census, Office for National Statistics

3. Source: Higher Education Statistics Agency

4. Source: 2001 Census, Office for National Statistics

Oxford is an affluent city. However, median earnings of residents (£488 per week) are lower than the regional average<sup>5</sup> and the city contains pockets of severe deprivation. Of 85 areas in Oxford, 18 are among the 30% most deprived areas in England<sup>6</sup>. These areas suffer multiple levels of deprivation - low skills, low incomes and high levels of crime.

The city is home to around 3,400 businesses providing 108,000 jobs. There has been little change in the total number of jobs in Oxford over the last 30 years. As manufacturing has



declined, these jobs have been replaced by jobs in health, education and the service sectors. 89% of employees now work in services, including 42% in public administration, education and health<sup>7</sup>. Other key features of the local economy include the bioscience sector, IT, software and creative media businesses and university spin-off companies. The impact of the education economy, universities and major teaching hospital are positive drivers for the economy but add to the transitional population and puts pressure on the housing market. Oxford has a high level of in-commuting, with around half its workforce living outside its boundary<sup>8</sup>.

*Blackwell Publishing offices in Oxford*

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5. Source: Annual Survey of Hours and Earning 2007, Office for National Statistics

6. Source: Indices of Deprivation 2007, Department for Communities and Local Government

7. Source: Various, available from Nomis ([www.nomisweb.co.uk](http://www.nomisweb.co.uk))

8. Source: 2001 Census, Office for National Statistics

The city is a densely packed urban space - covering 46 sq km (29 sq miles) - with very high levels of housing density. There are severe pressures on housing stock, with large concentrations of homes in multiple occupation and significant numbers of homeless and other vulnerable groups. House prices in Oxford are almost ten times greater than annual incomes<sup>9</sup>. This ratio is considerably higher than the South East average. Consequently the average joint attainable mortgage is far lower than the average price of houses.

As house buying in the city is out of reach of most households, there is a huge demand for more affordable rented housing in Oxford. The draft South East Plan states that 7,000 new houses should be developed in Oxford city during the 20 year period 2006 – 2026 (350 per year) and includes a review of the green belt which may result in opportunities to meet some of the housing pressures in the city.

Contemporary Oxford is a global brand. It is an economic hub at the centre of the South East Plan's central Oxfordshire sub-region and the Regional Economic Strategy's "Diamond for Investment and Growth". As such it is part of a sub-region with the greatest concentration of research and development in western Europe, with a world-class knowledge economy that underpins continued prosperity not just in Oxfordshire but in the south-east of England and beyond.

Oxford is a top international tourist destination and attracted approximately 8.8 million visitors in 2005<sup>10</sup>. The city attracted the designation "European Centre of Culture" in 2002, associated with the UK hosting of "European Capital of Culture" in 2008. The city centre is a regional shopping destination, which performs extremely well and has a low vacancy rate. Oxford is ranked sixth as a retail centre of regional importance in the South East. The renaissance of the West End is an exciting joint project between SEEDA, Oxford City Council and Oxfordshire County Council. The vision is for the creation of a vibrant quarter of the city centre for all with a mix of uses and facilities to further develop opportunities for tourism, culture and retail.

Over 3,000 voluntary and community groups exist in Oxfordshire with a large proportion providing services to the residents of Oxford city<sup>11</sup>.

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9. Source: Ratio of median house price to median earnings 2007, Department for Communities and Local Government

10. Source: The Economic Impact of Tourism Oxford 2005, Tourism South East

11. Oxford City Council provided £1.6m in grants to community and voluntary sector organisations in 2006/7

## Priorities of the Oxford Strategic Partnership

The Oxford Strategic Partnership's vision is to make Oxford a world class city for everyone.

The Partnership recognises that strengthening the local economy is a cross cutting issue that impacts on the Partnership's five key priorities and objectives:

- To tackle the urgent need for more affordable housing.
- To improve the health and social welfare of the people of Oxford by providing opportunities and improving services for the vulnerable and those experiencing disadvantage and deprivation.
- To work towards Oxford city becoming a carbon neutral city and a centre of excellence for climate change adaptation and mitigation initiatives.
- To work in partnership to improve the public realm in all areas of the city
- To make Oxford a more cohesive and safer place.

These priorities link strongly to the three key themes of Oxfordshire 2030

- World class economy
- Healthy and thriving communities
- Environment and climate change

## Priorities in the Local Development Framework

The Oxford Sustainable Community Strategy (SCS) and the Local Development Framework and Core Strategy are being prepared in close collaboration, with city council planners reporting regularly to the Strategic Partnership. As a result, the aspirations set out in the emerging Core Strategy vision are very similar to those in the SCS vision. The Core Strategy argues that Oxford should:

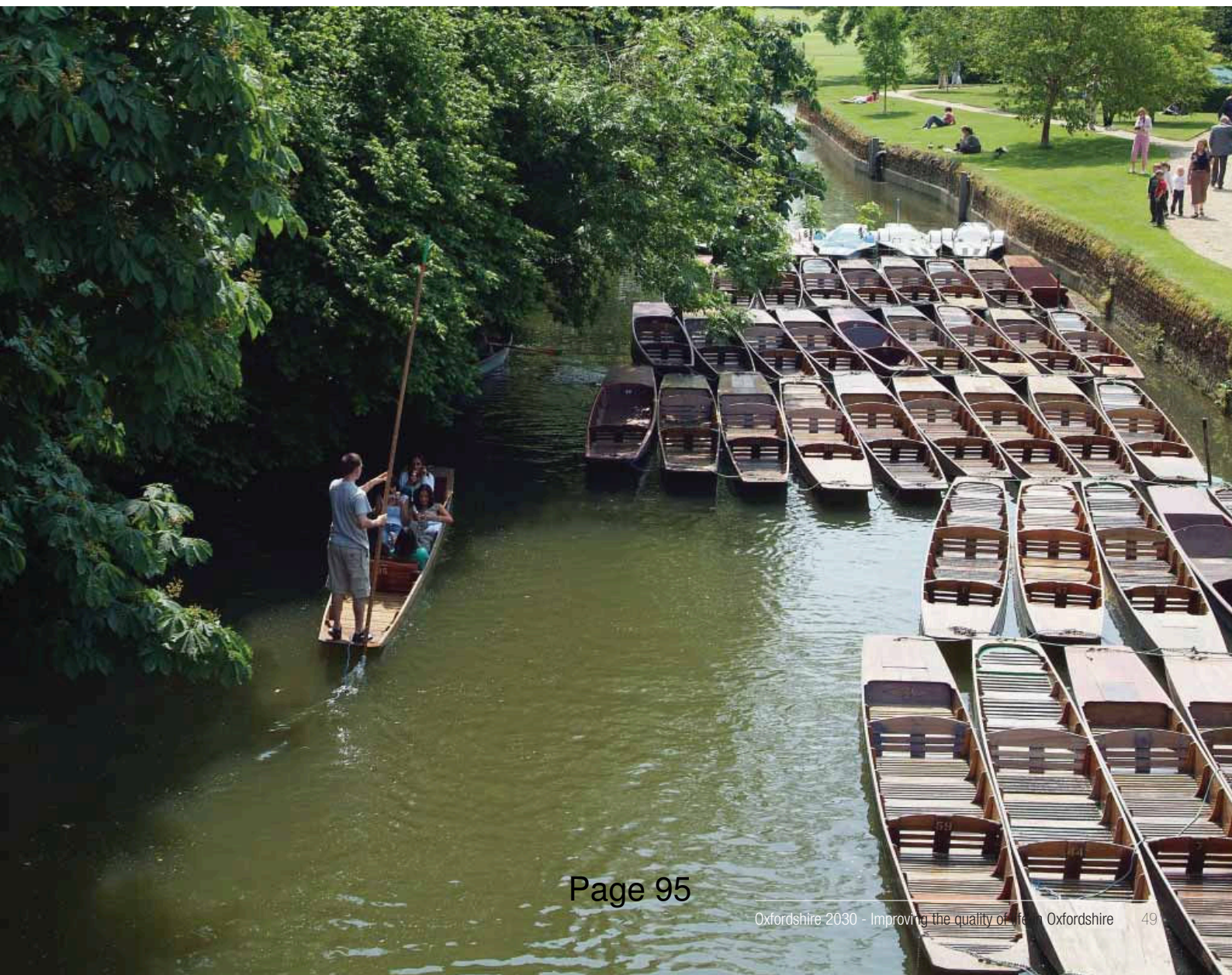
- Build on its unique heritage and international reputation. It emphasises the importance of new developments contributing to the distinctive character of particular areas of Oxford.
- Be at the forefront of measures to tackle climate change.
- Enhance its role as a sub-regional capital and service centre, e.g. by promoting sustainable tourism and the renaissance of the West End.
- Build on its strengths as a centre of excellence in areas such as higher education, health services, car manufacturing, and medical and scientific research.

**More specifically, the Core Strategy also proposes:**

- Achieving a high level of affordable housing from residential development and by requiring an appropriate contribution from commercial development.
- Adopting strong planning policies on flood protection and minimising the use of energy and natural resources in new developments to mitigate the impact of climate change.
- Addressing the theme of health and social inclusion by:
  - promoting the provision of high quality convenient local health services
  - prioritising new green spaces in areas with a significant current shortage
  - promoting regeneration in the most deprived areas of the city

Find out more at [www.oxfordpartnership.org.uk](http://www.oxfordpartnership.org.uk)

*River Isis in Oxford*



# South Oxfordshire

South Oxfordshire is a mainly rural area of 253 square miles, adjoining Oxford in the north, and Reading in the south, with Wycombe and Maidenhead a few miles to the east. It has beautiful countryside, which includes rolling downland, wooded hills, historic parkland, low-lying farmland and riverside meadows rich in biodiversity. The River Thames, runs through South Oxfordshire from the north-west of the district to Goring.

Around 35 per cent of South Oxfordshire's 128,000 residents live in the four towns of Didcot, Henley, Thame and Wallingford with the majority (65%) living in the more than eighty villages and settlements of varying sizes throughout the district. Didcot, recently designated a New Growth Point, has benefited from investment in a new shopping centre, cinema and the Cornerstone Arts Centre and the three historic market towns each have their own distinctive character and heritage.

Agriculture is the main land use in South Oxfordshire but the district also contains many science and high value businesses, particularly in and around Didcot, and the four towns all provide a range of businesses and employment opportunities.

*Wallingford*





## Economic issues

- Unemployment rates are low, currently running at less than 1%.
- The future viability of the market towns is a key concern and the survival of independent business and specialist retail outlets and improvements to visitor facilities and marketing are seen as central to the towns' prosperity.
- Farm based employment has declined by almost one-fifth since 1990.
- Small businesses thrive in South Oxfordshire; businesses registering for VAT in 2002 had the highest survival rate (77%) in the county.
- Overall the level of qualifications of residents is high, but 20% of the workforce has no formal qualification and 28% of businesses in the district report a skills gap.

## Social issues

- A higher proportion of people are over the age of retirement in South Oxfordshire (20.3%) compared with the national average, and the projected increase in the population aged 75 and over between 2006 and 2026 is 66%.
- South Oxfordshire is one of the least deprived parts of the country but pockets of deprivation exist.
- People in South Oxfordshire are relatively healthy but there are 170 deaths from smoking each year, 14% of people are binge drinkers, obesity rates are rising and only 23% of adults participate in the recommended weekly level of activity.
- In May 2007 the average house price was £400,200 compared with a national average of £211,000 and the overall annual shortfall in affordable housing in South Oxfordshire is 835 units.
- South Oxfordshire experiences low levels of reported crime and feelings of safety are improving but alcohol related antisocial behaviour is a key concern amongst residents and alcohol related accident and emergency admissions are rising.
- Young people have a poor image amongst many adults but many communities also recognise that facilities and access to transport for young people need to be improved.
- Many people rely on community and voluntary action to help them to access public and other services.



*The old Brakspear brewery, Henley-on-Thames - Photo by Eric Hardy*

## Environmental issues

- South Oxfordshire has the highest car ownership to household ratio in the country.
- poor air quality issues in South Oxfordshire are directly linked to congestion and transport emissions.
- Domestic energy consumption and CO<sub>2</sub> emissions in South Oxfordshire are higher than the Oxfordshire, South East and UK averages.
- The amount of domestic waste recycled or composted has increased year on year but the total amount of domestic waste collected per head has also increased.



## World class economy

- Create and support vibrant and thriving economies in market towns and villages.
- Achieve sustainable balance of business growth, new and more locally-based jobs and environmental protection.
- Increase inward investment.
- Develop a skilled and motivated workforce matched to local business needs and opportunities.

## Healthy and thriving communities

- Reduce crime and fear of crime in the district.
- Meet people's housing needs in South Oxfordshire.
- Balance housing development with protecting and enhancing the environment.
- Improve the support service for voluntary, community and faith groups.
- Support local people to develop inclusive plans for their area.
- Promote and support opportunities for people of all ages to get involved in community life and support inclusive and cohesive communities.
- Promote access to services.
- Improve people's health and well-being by providing quality health care and proactively working in partnership to prevent ill-health.

*Didcot Parkway railway station - Photo by Paul Ashton*

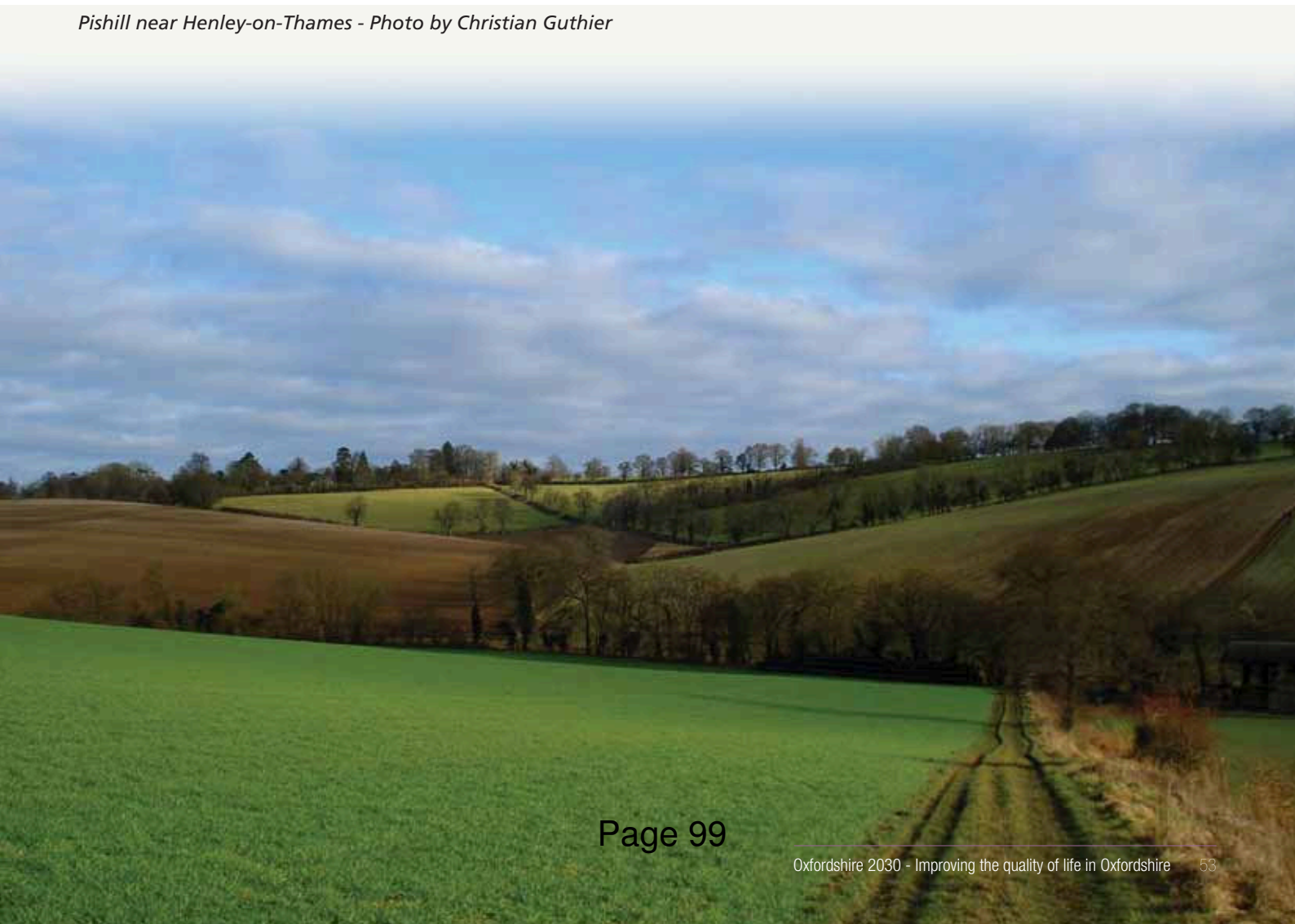
## Environment and climate change

- Protect and enhance the quality of our built and natural environment.
- Protect and improve the quality of our public open spaces.
- Reduce waste.
- Conserve resources and reduce energy consumption.
- Prepare for and respond to the effects of climate change.
- Maintaining and improving the quality of the natural environment and landscape.

## Local Development Framework

The Local Development Framework (LDF) will support and facilitate the delivery of the aims within the Sustainable Community Strategy (SCS). The SCS document provides examples of how the Core Strategy and other LDF policies will support delivery of a key aims within each of the theme areas. Further information about the development of the LDF is available at [www.southoxon.gov.uk/yourplaceyourfuture](http://www.southoxon.gov.uk/yourplaceyourfuture)

*Pishill near Henley-on-Thames - Photo by Christian Guthier*



# Vale of White Horse

The Vale of White Horse (the 'Vale') covers an area of 580 square kilometres and extends from the edge of Oxford in the north east almost to the edge of Swindon in the south west. The north east of the district contains parts of the Oxford Green Belt and in the south the Downs form part of the North Wessex Downs Area of Outstanding Natural Beauty. The River Thames forms the northern and part of the eastern boundary of the district.

The Vale is far more than its rural character might suggest: the two power stations at Didcot and the reservoir at Farmoor make major contributions to the power and water supply of the wider region. The UK Defence Academy at Watchfield, the Saïd Business School's Executive Education Centre at Egrove Park, and Oxford Brookes University's Westminster Campus all provide higher education facilities. There are extensive employment areas including Milton Park and the Harwell Science and Innovation Campus – one of the largest research centres in Europe. Together these two sites employ about 11,000 people.

Just over half of the Vale's 117,300 residents live in the five main settlements of Abingdon, Botley, Faringdon, Grove and Wantage. The rest of the population lives in over 70 villages and hamlets.

*Abingdon Town Hall - Photo by Martin Beek*



In autumn 2007 the Vale Partnership prepared an 'Issues and Options' report. The report outlined the issues that the Vale will face in the future and started to consider ways in which they might be addressed. The Partnership then consulted with residents and businesses to learn more about what the issues facing the Vale in the future might be, and how local people and businesses would suggest dealing with them. Hundreds of residents wrote in and attended meetings and this feedback helped with the preparation of the Vale's Strategy for Sustainable Communities (the Sustainable Community Strategy).

### **Social issues**

- The Vale has an ageing population. Between 2006 and 2026 the population in the district aged over 75 is estimated to increase by 65%.
- Many residents have reasonable incomes but in 2007 6,000 residents (5% of the Vale's population) were dependent on means tested benefits and around 1,900 children live in low income households.
- It is estimated that 20% of adults in the Vale are obese.
- In terms of reported crime, the Vale is one of the safest districts in South East England, but the fear of crime is a real concern locally.
- Many young people say they do not have things to do in their leisure time.
- In 2006 around 44% of pupils in the Vale's state schools did not achieve five or more A\* to C GCSE passes.
- There is a good sense of community in the Vale but many residents acknowledge that they do not have the time to be involved in their local community.
- The average house price in the Vale is nearly nine times higher than the average income.
- The Vale is a rural district and access to services and jobs in many areas is difficult, with many people having to use a car rather than public transport.



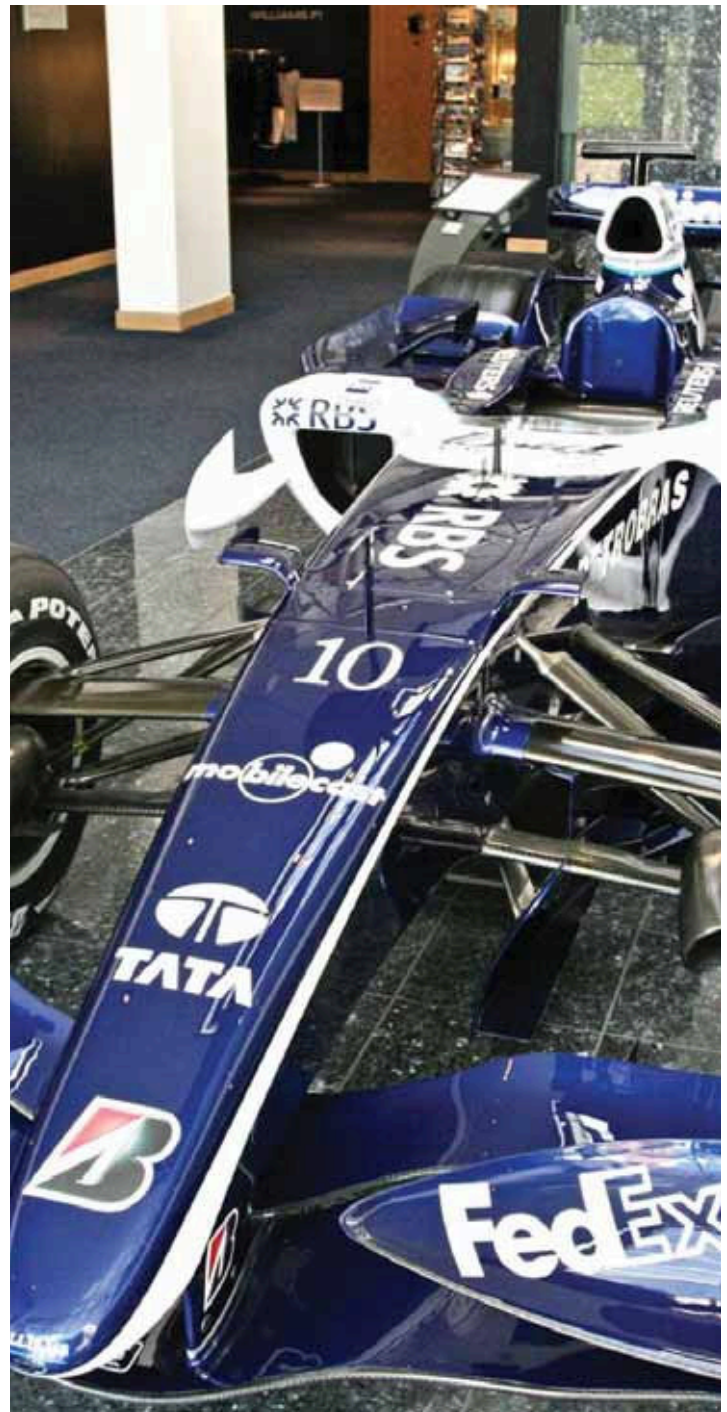
*Wantage town centre - Photo by T Hartberg*

## Economic issues

- Traffic congestion, particularly on the A34, will continue to affect the competitiveness of local businesses.
- The Vale has six times the national average of research and development jobs but China, India and other emerging economies are investing heavily in the skills needed to compete with our economy.
- Our town centres are not all enjoying the full benefits of the Vale's economic success.
- Farming continues to change, with higher grain prices making livestock farming difficult and an increased interest in growing biomass or crops for bio-fuel; both of which have the potential to change the look of the countryside.

## Environment issues

- On 20 July 2007 a record amount of rain caused extensive flooding in the Vale, a sign that flooding and other extreme weather conditions may become more frequent in the future.
- In 2006 every person in the Vale produced an average of a third of a tonne of rubbish.
- There is a substantial body of evidence that the Earth's climate is changing as a result of an increase in greenhouse gases which are trapping more heat at the planet's surface.
- The growing population in the Vale and the South East will place increasing pressure on water supplies; Thames Water is consulting on proposals to build a large reservoir near Abingdon.
- The draft South East Plan proposes that 11,550 new homes should be built in the Vale between 2006 and 2026.

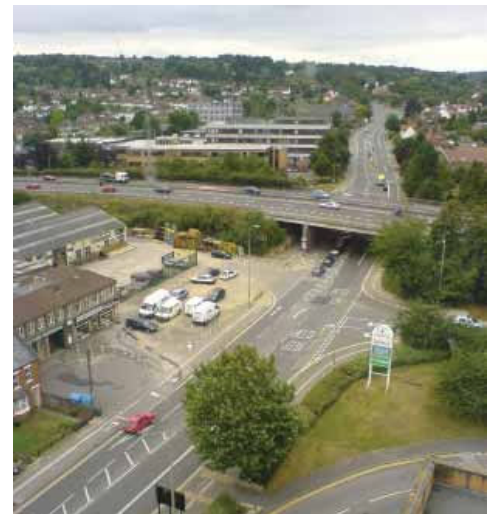


*Williams F1 headquarters, Grove - Photo by David Kerrigan*

## Priorities for action

### Healthy and thriving communities

- Healthier communities.
- Improving quality of life for older people.
- Safer communities.
- Fostering a greater sense of community.
- A good understanding of town and parish priorities.
- Involving young people.
- Helping those without cars to access jobs and services.
- Affordable homes.
- Good quality homes.
- Access to good quality green spaces, sport, cultural and leisure facilities.



Botley - Photo by Jules Marshall

### World class economy

- Addressing economic weaknesses.
- Building on our economic strengths.
- Maintaining and enhancing the health and vitality of the Vale's market town centres.

### Environment and climate change

- A low carbon Vale.
- Living with extreme weather conditions.
- Using resources wisely.
- Reducing waste and increasing recycling.
- A high quality natural and historic environment.



Faringdon - Photo by Stephen Martin

## Local Development Framework

The common aim of the Vale's Strategy for Sustainable Communities and the Local Development Framework is to create good places to live and work. Some actions will be tackled specifically through policies and proposals in the Local Development Framework; whilst others will be addressed through the Strategy for Sustainable Communities.

Find out more at [www.whitehorsedc.gov.uk/community\\_support\\_and\\_advice/community\\_strategy/default.asp](http://www.whitehorsedc.gov.uk/community_support_and_advice/community_strategy/default.asp)

# West Oxfordshire

West Oxfordshire lies to the west of the city of Oxford on the western edge of the South East region, and adjoins the county boundaries with Gloucestershire and Warwickshire. The upper reaches of the River Thames form the southern boundary and the Cotswold Hills cover the north-western part of the district.

West Oxfordshire is one of the most attractive parts of Britain, a charming blend of bustling market towns, picturesque villages and breathtaking natural scenery. A third of the district is in the Cotswold Area of Outstanding Natural Beauty, and 2% lies within the Green Belt surrounding Oxford city. The district has a population of about 100,000 people and an overall density of around 1.4 persons per hectare, making it one of the most rural authorities within the South East region. Residents and visitors enjoy a high quality environment, with a strong sense of place derived from the character of its buildings set in attractive rolling countryside and wooded river valleys. This places great importance on protecting and enhancing the environment, and managing the impacts of climate change.

West Oxfordshire has a rich architectural and historic heritage ranging from Cotswold stone cottages and dry stone walls to the splendour of Blenheim Palace, a World Heritage Site.

*Blenheim Palace, Woodstock*





There are two distinct landscape types, the Cotswold Hills and the Upper Thames Clay Vale. Several rivers such as the Windrush, Evenlode, Thames and Cherwell contribute to the district's rich biodiversity and offer opportunities for leisure and recreation, including through use of restored gravel pits. There are more than 500 miles of public footpaths, bridleways and way-marked routes across the district.

There are around 130 separate settlements, but few larger towns. 40% of the population lives in the two largest centres (Witney and Carterton), and forecasts suggest that by 2016 nearly half of the population will live in just 3% of the district's area. West Oxfordshire has a higher proportion of residents of retirement age than any of the other Oxfordshire districts or the South East overall, and this proportion is forecast to increase significantly over the next ten years. Carterton is home to RAF Brize Norton, the proposed expansion of which means the high proportion of people in the district working in or linked to the service community is likely to increase.



*Charlbury - Photo by Richard Potts*

The area faces no major social problems, and crime figures are amongst the lowest in the country. The local economy performs well, with above average levels of entrepreneurial activity, low unemployment and a tight labour market. The area is an attractive place to live for skilled staff, with a diverse economy including clusters of high technology industry and a strong tourism sector worth over £200 million annually to the district's economy. However, high house prices in the district can make it difficult for young people and families to stay in the area, and combined with an ageing population this creates challenges for communities in maintaining the vibrancy and prosperity of the towns and villages.

Main roads such as the A40, A44, A361 and A4095 provide access to larger centres outside of the district but within easy reach, including Oxford, Swindon, Cheltenham and Banbury. The Cotswold and Cherwell Valley railway lines pass through the area, and there is a network of bus services and community transport schemes. Despite this, about a quarter of the

population lives in areas ranked within the worst 10% in England in terms of accessibility to a range of services. As a result many rural residents have no alternative but to rely on cars (where available), meaning the district faces specific challenges in ensuring all residents can access the services and facilities they need now and in the future.

## Priorities for action

### World class economy

- Sustain economically prosperous and vibrant towns and villages.
- Create an environment that encourages a diverse range of business types and employment across the district.
- Developing skills that support local business success.
- Developing appropriate business development and support in the local area.
- Give young people the best chance of gaining employment and becoming economically independent.



*Brize Norton air base - Photo by Ashley Middleton*

### Healthy and thriving communities

- Facilitate vibrant, inclusive and sustainable communities, and address the specific challenges of living in rural West Oxfordshire in terms of access to services and facilities.
- Ensure that all policy and service delivery is subject to testing to make sure it considers the impact on rural issues and areas (rural proofing).
- Joint working to improve access to services, including a co-ordinated approach to minimising the barriers experienced by older people.
- Promote and help facilitate investment in new infrastructure and better public transport.
- Create a joined-up approach to improving health and well-being, and promote and support healthy lifestyle choices.
- Address the inequalities in health in West Oxfordshire, and health issues and support needs specific to an ageing population such as mental health and wellbeing and social inclusion.
- Improve the promotion of the welfare of children and young people in the district, and support communities to offer a wide range of positive activities for young people.
- To promote the provision of new affordable homes, including better access to affordable housing and improvement in the affordability of existing accommodation.
- Further reduce crime and nuisance and fear of crime across the district to improve the quality of life in our neighbourhoods, and address neighbourhood concerns.

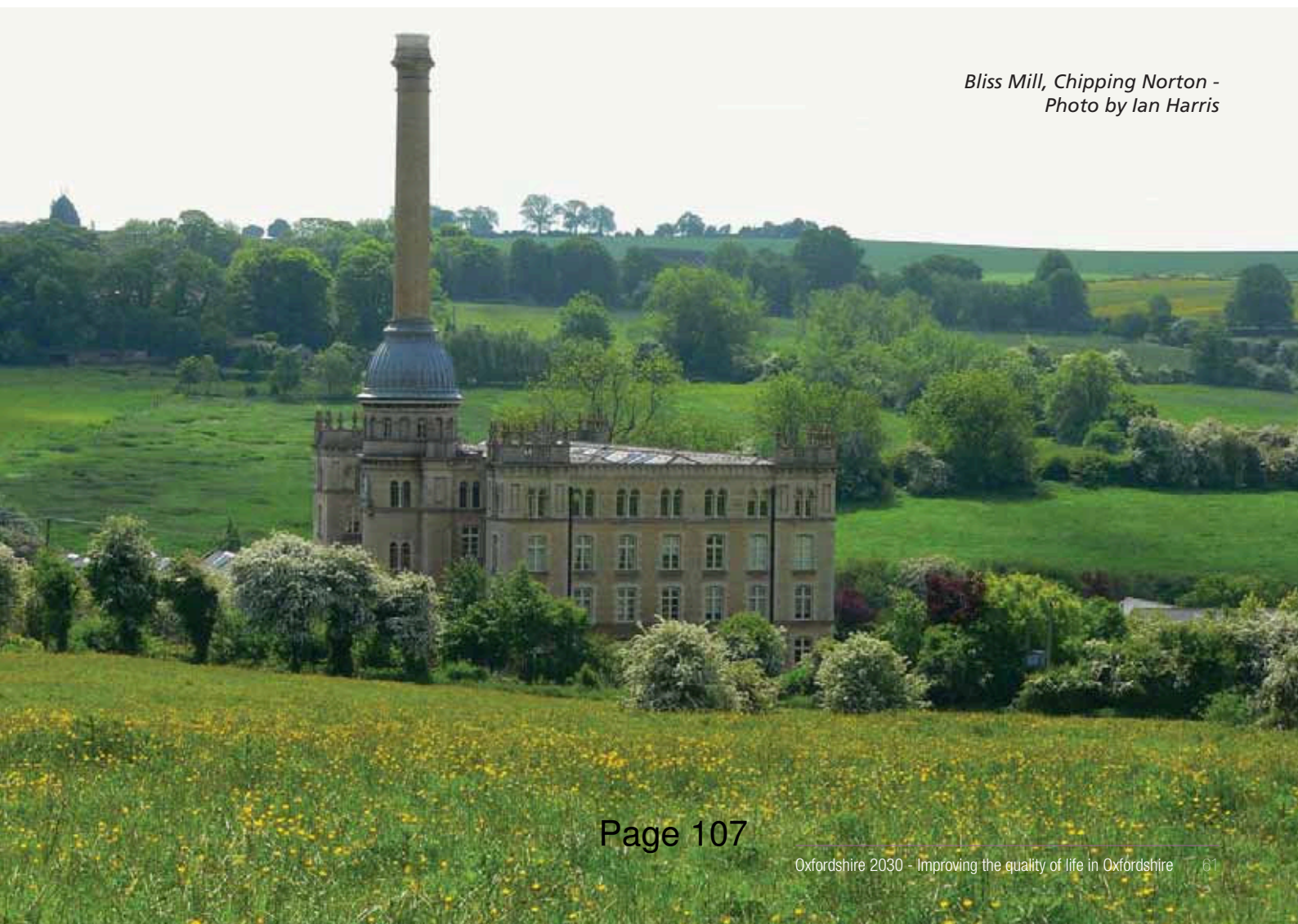
## Environment and climate change

- Maintain and enhance the natural environment across West Oxfordshire.
- Maintain and improve the built environment across West Oxfordshire.
- Take a more sustainable approach to resource management across the district.
- Reduce our greenhouse gas emissions and adapt to the impacts of climate change.

## Local Development Framework

Shaping Futures, the Sustainable Community Strategy (SCS) for West Oxfordshire, and the Core Strategy for the Local Development Framework (LDF) are being prepared in close collaboration, with joint consultation undertaken in the initial stages. As a result, the emerging Core Strategy is expected to support and facilitate the delivery of the aims within the SCS. Further information about the development of the LDF is available at [www.westoxon.gov.uk/planning/LDF.cfm](http://www.westoxon.gov.uk/planning/LDF.cfm)

Find out more at [www.westoxon.gov.uk](http://www.westoxon.gov.uk)



*Bliss Mill, Chipping Norton -  
Photo by Ian Harris*

# How can I get involved?

Oxfordshire Partnership wants as many local people and organisations as possible to know about what we do, how we are performing and how people can get involved in our work. There are lots of ways you can get involved. You can receive newsletters, help promote our activities, attend meetings and events, take part in consultations, and discuss issues with your local councilors.

## Subscribe to our newsletter

Newsletters are available by email and include updates about the work of the Partnership. To subscribe email **[oxfordshirepartnership@oxfordshire.gov.uk](mailto:oxfordshirepartnership@oxfordshire.gov.uk)**

## Attend meetings

Anyone is welcome to attend Oxfordshire Partnership meetings where strategic countywide issues are discussed. Information about meeting dates is available at **[www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk)**

If you would like to attend a meeting of your district local strategic partnership please contact them directly.

- Oxfordshire Partnership - 01865 323967  
**[oxfordshirepartnership@oxfordshire.gov.uk](mailto:oxfordshirepartnership@oxfordshire.gov.uk)**
- Cherwell Community Planning Partnership - 01295 221751  
**[community.planning@cherwell-dc.gov.uk](mailto:community.planning@cherwell-dc.gov.uk)**
- Oxford Partnership: Oxford City Council - 01865 249811  
**[info@oxfordpartnership.org.uk](mailto:info@oxfordpartnership.org.uk)**
- South Oxfordshire Partnership: South Oxfordshire District Council - 01491 824033  
**[partnerships@southoxon.gov.uk](mailto:partnerships@southoxon.gov.uk)**
- Vale Strategic Partnership: Vale of White Horse District Council - 01235 520202  
**[comments@whitehorsedc.gov.uk](mailto:comments@whitehorsedc.gov.uk)**
- West Oxfordshire Strategic Partnership: West Oxfordshire District Council - 01993 861000

## Talk to your councillor

You and your community are represented by county and district councillors who will be happy to talk to you about any issues you would like to raise. For example you might want to talk to them about improvements you would like to see in your area. You can check who your councillors are at **[www.oxfordshire.gov.uk/councillors](http://www.oxfordshire.gov.uk/councillors)**. You can also talk to your

parish council, town council or area committee representatives to highlight local concerns. Read more about town and parish council at [www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk) Oxford city residents can find out more about area committees at [www.oxford.gov.uk](http://www.oxford.gov.uk)

## Find out more about your Local Strategic Partnership

The six Local Strategic Partnerships (LSPs) in Oxfordshire have all produced community strategies relevant to their local areas, which reflect their own ambitions, aims and objectives. The local ambitions of the five district LSPs have fed into and helped to identify the countywide priorities set out in this document. You can find out more about each of them on the following websites:

Oxfordshire Partnership: [www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk)



Cherwell Community Planning Partnership: [www.cherwell-dc.gov.uk](http://www.cherwell-dc.gov.uk)



Oxford Partnership: [www.oxfordpartnership.org.uk](http://www.oxfordpartnership.org.uk)



South Oxfordshire Partnership: [www.southoxon.gov.uk](http://www.southoxon.gov.uk)



Vale Partnership: [www.thevalepartnership.org.uk](http://www.thevalepartnership.org.uk)



West Oxfordshire Partnership: [www.westoxon.gov.uk](http://www.westoxon.gov.uk)



## Feedback

We welcome your comments about the work of Oxfordshire Partnership. Please contact the Partnership team with your comments: [oxfordshirepartnership@oxfordshire.gov.uk](mailto:oxfordshirepartnership@oxfordshire.gov.uk) or telephone 01865 323967.

# Membership of the Oxfordshire Partnership

Organisation / sector	Members	
Oxfordshire County Council	Cllr Keith Mitchell	Leader of the Council – Chairman
Health	Fred Hucker	Chairman, Primary Care Trust
Thames Valley Police	Francis Habgood	Thames Valley Police Assistant Chief Constable (Local Policing)
District councils	Cllr Bob Price Cllr Ann Ducker  Cllr Barry Norton  Cllr Barry Wood Cllr Tony de Vere	Leader Oxford City Council Leader South Oxfordshire District Council  Leader West Oxfordshire District Council  Leader Cherwell District Council Leader Vale of White Horse District Council
District LSPs	Jackie Wilderspin Rev John Robertson Mary Harpley  Bishop Colin Fletcher  David Neudegg	Chairman Oxford Strategic Partnership Chairman Vale Partnership Chairman Cherwell Community Planning Partnership Chairman South Oxfordshire Partnership Interim Chairman West Oxfordshire Strategic Partnership
Parish/town councils	<i>City:</i> Cllr David Rundle Cllr M J Leeding (Forest Hill with Shotover)  <i>South Oxfordshire:</i> Cllr Kester George (South Harpsden)  <i>Vale of White Horse:</i> Cllr Ian Charlton (Kingston Bagpuize with Southmoor)	Up to five representatives. Further consultation is required with third tier authorities / Oxfordshire Association of Local Councils to clarify representation.

Organisation / sector	Members	
Parish/town councils (continued)	<p><i>West Oxfordshire:</i> Mrs Catherine Hitchens (Fifield)</p> <p><i>Cherwell:</i> Cllr David Wood (Caversfield)</p>	Up to five representatives. Further consultation is required with third tier authorities / Oxfordshire Association of Local Councils to clarify representation.
Learning, skills, education	<p>Bob Walding</p> <p>Julie Maxton</p> <p>Prof John Raftery</p> <p>TBC</p>	<p>Executive Director Learning and Skills Council Thames Valley</p> <p>Registrar Oxford University</p> <p>Pro Vice-Chancellor (External) Oxford Brookes University</p> <p>Chair of the Learning Partnership</p>
Private Sector	<p>Frank Nigriello</p> <p>Derek Holmes</p> <p>Nick Merry</p> <p>Elizabeth Sale</p> <p>Miranda Markham</p>	<p>Chairman of Oxfordshire Economic Partnership</p> <p>Editor Oxford Times</p> <p>Chairman Oxford United Football Club</p> <p>President Oxfordshire Chamber of Commerce</p> <p>Community Relations Manager, Value Retail</p>
Government Office for the South East	Chris Farthing	GOSE Locality Manager for Oxfordshire (Thames Valley)
SEEDA	Warren Ralls	Area Director
Voluntary, Community and faith sectors	<p>Alison Baxter</p> <p>Bede Gerrard</p> <p>TBC</p> <p>Martin Briggs</p>	<p>Director Oxfordshire Community Voluntary Action</p> <p>County Ecumenical Officer Churches together in Oxfordshire</p> <p>Voluntary and Community Sector elected representative</p> <p>Voluntary and Community Sector elected representative (Oxfordshire Consortium of Citizens Advice Bureau)</p>
BME sector	Patrick Tolani	Director, Oxfordshire Racial Equality Council

Organisation / sector	Members	
Culture, tourism and leisure	Sarah Maxfield	Chief Executive, Oxford Inspires  <i>Further consultation is required with the sector to clarify representation</i>
Environment	Robin Buxton	Chair, Oxfordshire Environment Group  <i>Further consultation is required with the network of forums and partnerships in this area to clarify representation</i>
Rural communities	Linda Watson	Chief Executive, Oxfordshire Rural Community Council
<b>Total</b>	<b>37 members</b>	
<b>Others who attend as required / by invitation</b>		
County council, health, other	County council - Chief Executive District council Chief Executives Chief Executive PCT Director of Public Health Chairs of the thematic partnerships - for example: Children and Young People's Partnership. <i>Purpose is to link these partnerships with this Board and report on LAA and other strategic targets and emerging issues</i>	
Support team	Partnership Working Unit, Corporate Core, Oxfordshire County Council	

## Glossary

**Sustainable Community Strategy (SCS)** - The long term vision and action plan articulating the aspirations, needs and priorities of the local community, prepared by the Local Strategic Partnership. The strategy is evidence based. For Oxfordshire this is Oxfordshire 2030.

**Local Strategic Partnership (LSP)** - is a multi-agency partnership representing all sectors of the community which oversees development of the vision for the local area through the Sustainable Community Strategy. There are six LSPs in Oxfordshire that relate to each local authority's area.



**Oxfordshire Partnership (OP)** - the countywide Local Strategic Partnership. It brings together organisations from the public, private, voluntary and community sectors within the county, with the objective of working together to improve the quality of life for Oxfordshire.

**Local Area Agreement (LAA)** - is a three year agreement between the local area (in this case Oxfordshire) and government to deliver a range of improvement targets. The LAA priorities are drawn from the vision for the area as articulated in the sustainable community strategy.

**Public Service Board (PSB)** - is responsible for negotiation and delivery of the LAA on behalf of the Oxfordshire Partnership. It brings together decision makers from the key public sector organisations in the county.

**Government Office of the South East (GOSE)** - represents central government in the region and promote better and more effective integration of Government policies and programmes at a regional and local level. We work with the Government Office to agree our Local Area Agreement.

**South East England Development Agency (SEEDA)** - is the Government funded agency responsible for the economic and social development of the South East of England.

**South East England Regional Assembly (SEERA)** - is a partnership of the region's councils and communities, representing the interests of South East England. It brings councils and communities together to make decisions on the South East region's priorities for planning, transport and housing.

**Office for National Statistics (ONS)** - The Office for National Statistics produces independent information to improve our understanding of the UK's economy and society. We use these statistics to inform our planning for the future and priorities for action within the county.

**Gross Value Added (GVA)** - measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom. It is used in the estimation of the UK's gross domestic product (GDP), which is a key indicator of the state of the whole economy.

**Breaking the cycle of deprivation** - In some of the poorest families there is often a cycle of deprivation typified by some of the following low educational attainment, family breakdown, worklessness, crime and poor health and housing. This passes from generation to generation, and even by the age of a few years old, the life chances of young children are shaped. The aim is to break this vicious cycle in those areas/families where it can be seen.

**Black and Minority Ethnic (BME)** - describes people living in Britain of African, Caribbean, South Asian, other Asian origins (including those who identify with more than one ethnic origin), and people from other communities who have a common experience of discrimination because of their race and who are not from the majority white community.

**'sense of place'** - is a feeling of identify and belonging to the area around you or the community you live in. It is what characterises a place as distinct and unique from others and contributes to a sense of well-being and community cohesion.

**Local Development Framework (LDF)** - is a folder of local development documents that outlines how planning will be managed in an area. In Oxfordshire there is a local development framework in each district council as well as one for minerals and waste planning for the whole county. These documents guide how much development and building there is in your area, where it is located and what infrastructure (roads, schools, community facilities) are needed to support it.

اشكال بديلة لهذا المنشور موجودة حسب الطلب. هذه تشمل لغات مختلفة و الطبعة البارزة وطريقة بريل و اشربة كاست و اقراص الحاسوب او البريد الالكتروني.  
Arabic

আপনি যদি অনুরোধ করেন তাহলে এই পুস্তিকাটি বিকল্প ছাঁদে, যেমন, অন্য কোনও ভাষায়, বড় হরফে, ব্রেইলে, অডিও-ক্যাসেটে, কমপিউটারের ডিস্কে বা ইমেলের মারফত পেতে পারেন।  
Bengali

“本刊物備有其他的格式可供索取。這些包括有其他語言版，大字版，盲人用版，錄音帶版，電腦磁碟版或電子郵件版。”  
Chinese

प्रार्थना करने पर यह प्रकाशन दूसरे रूपों में प्राप्त किया जा सकता है। जिस में सम्मिलित है, दूसरी भाषाओं में, बड़े छापे में, ब्रेअल, सुनने की टेप पर, कम्प्यूटर की डिस्क पर या ई-मेल द्वारा।  
Hindi

“ਇਹ ਪੁਸਤਕ ਬੇਨਤੀ ਕਰਨ ਤੇ ਹੋਰ ਰੂਪਾਂ ਵਿਚ ਵੀ ਉਪਲਬਧ ਹੈ। ਜਿਵੇਂ ਕਿ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਛਾਪੇ ਤੇ, ਬ੍ਰੇਲ ਵਿਚ, ਸੁਣਨ ਵਾਲੀ ਟੇਪ ਤੇ, ਕੰਪਿਊਟਰ ਡਿਸਕ ਜਾਂ ਈ ਮੇਲ ਤੇ।”  
Punjabi

“اس اشاعت کو متبادل اشكال میں درخواست کرنے پر حاصل کیا جاسکتا ہے۔ اس میں دوسری زبانیں، بڑا پرنٹ، بریل (جسے اندھے چھو کر پڑھ سکیں)، آڈیو کیسٹ، کمپیوٹر ڈسک یا ای میل شامل ہیں۔”  
Urdu

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Polish

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# Oxfordshire 2030 Delivery Plan

Delivering on our pledges  
to improve quality of life  
in the county



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Oxfordshire 2030 is a Sustainable Community Strategy. It sets out a long-term vision for Oxfordshire's future.

“ By 2030 we want Oxfordshire to be recognised for its economic success, outstanding environment and quality of life; to be a place where everyone can realise their potential, contribute to and benefit from economic prosperity and where people are actively involved in their local communities. ”

### **Our ambition is to:**

- Create a world class economy for Oxfordshire building particularly on the high tech sector.
- Have healthy and thriving communities. We want to sustain what is good about our city, towns and villages but also respond to the needs of the 21st century including the impact of demographic and lifestyle changes.
- Look after our environment and respond to the threat of climate change and the potential for more extreme weather conditions. The threat of flooding is a particular concern.
- Break the cycle of deprivation by addressing the regeneration needs of disadvantaged communities; reducing the gap between the best and worst off and supporting people to maximise their talents and raise their aspirations.

### **Our main strategic objectives are therefore:**

1. A world class economy
2. Healthy and thriving communities
3. The environment and climate change
4. Reducing inequalities and breaking the cycle of deprivation

### **We recognise that in relation to everything we do we must:**

- Reduce the gap between the best and worst off. We will do this by improving the outcomes for the worst-off and bringing them closer to the outcomes enjoyed by the best-off. This will mean targeting resources to the localities or communities experiencing the worst outcomes as we implement all our plans.
- Be sustainable. As we work to deliver our vision we must consider the social, economic and environmental impacts of our work, and ensure the resources and capacity needed to deliver change exist and are sustainable.

The strategy has the support all the key statutory agencies in the county as well as voluntary and business sectors' endorsement. The expectation of the Oxfordshire Partnership is that key agencies will reflect the vision and priorities in their own corporate plans and in their resource allocation so we ensure that we deliver the vision.

## **The Delivery Plan contains the following:**

- Three year targets that are in our Local Area Agreement (LAA) – an agreement between the Government and partners in Oxfordshire which reflects some of the highest priority key targets.
- Key targets which are important locally but not in the Local Area Agreement

We officially agreed our Local Area Agreement 2008-11 with Government in June 2008. At the original negotiation it was not possible to agree three year targets for all our chosen indicators. It was agreed that these gaps would be filled during the first year of the agreement through the review and refresh process. We are currently scoping the indicators that will be refreshed and are having regard to the current economic situation in doing so. This will in turn be reflected in the Oxfordshire 2030 Delivery Plan.

# Managing performance

## The governance and performance management framework for the Oxfordshire partnership is currently under review. The principles are as follows:

Progress in meeting targets and objectives is managed by the thematic partnerships responsible for that theme. Some targets cut across partnerships and in these cases agreements will be made about who shall be responsible for delivery.

Partnerships are responsible for developing action plans which show how we will achieve our targets. The detail of the targets is not reflected in this plan but will be available through the performance reports. We are also developing project and risk management principles.

LAA and Local targets are monitored by the Oxfordshire Public Service Board ([www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk)) who report to the Oxfordshire Partnership and to the public on progress. In addition the Oxfordshire Partnership will review quality of life indicators annually to ensure that action being taken is having a beneficial effect on the lives of local people. Local targets are managed by Local Strategic Partnerships in each district and district Local Strategic Partnerships also contribute to relevant countywide targets - please see the local distinctiveness section. We are all working together to achieve the shared vision for the future. This approach means that we can make best use of our resources, joining up where necessary, whilst ensuring very local issues are also tackled.

Local Area Agreement targets – agreed by the Oxfordshire Partnership and with the Government	<ul style="list-style-type: none"> <li>• Progress managed by thematic partnerships.</li> <li>• Progress monitored by the Public Service Board quarterly.</li> <li>• Six monthly reports to GOSE / Government</li> </ul>	Oxfordshire Partnership  produces  an annual review of  progress based  on quality of life indicators
Local targets – agreed by the Oxfordshire Partnership	<ul style="list-style-type: none"> <li>• Progress reported quarterly to the Public Service Board</li> </ul>	
District targets + contribution to countywide targets where relevant – agreed by District Local Strategic Partnerships	<ul style="list-style-type: none"> <li>• Progress monitored by District Local Strategic Partnerships</li> </ul>	

All performance reporting shall be available on the Oxfordshire Partnership website. ([www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk))

# Criteria for agreeing targets and actions in this plan

## Targets and actions in this Delivery Plan have been included because:

- They will deliver on the strategic objectives in Oxfordshire 2030.
- They can only be achieved through partnership working – not “business as usual” for the public sector or any organisation acting alone.
- They came out of the consultation events we held in 2007 to develop Oxfordshire 2030.
- They are targets agreed with the Government for the Local Area Agreement.
- They are targets agreed by the Oxfordshire Partnership as being Local targets.
- There is an emphasis on, or contribution to, preventing problems developing further in the future, for example, reducing childhood obesity to improve health and well-being later in life, or reducing the risks of flooding to housing and businesses.

There are many plans and strategies in the county. Strategic county-wide partnerships, for example, Oxfordshire Children and Young People’s Trust, have their own priorities and action plans. There are five district Local Strategic Partnerships – the Oxford Strategic Partnership, Cherwell Community Planning Partnership, West Oxfordshire Strategic Partnership, South Oxfordshire Partnership and the Vale Strategic Partnership. They each have their own challenges, priorities and action plans.

This Delivery Plan does not replace these. Its purpose is to align our objectives where relevant to the priorities in Oxfordshire 2030 in order to deliver better outcomes for everyone in the county and raise the profile and importance of acting together to get things done.



## **Strategic objective: World class economy**

Oxfordshire is an economically vibrant area. Compared with the rest of the UK unemployment is low and the economy is prosperous. We have a lot to be proud of: the highest level of research and development in western Europe; a concentration of high-wage, high-tech industry; and of course, world-renowned universities. But global economic conditions and competition mean we have to work even harder to secure a world class economy for the county.

### **We pledge to:**

- ✓ Collaborate across public, business and voluntary sectors to build on Oxfordshire's economic success.
- ✓ Create the conditions for everyone to have access to jobs.
- ✓ Ensure that educational attainment and skill levels are amongst the very best in the country so we provide a well qualified, motivated workforce to meet the needs of business.
- ✓ Grow the economy whilst achieving a sustainable balance between jobs, housing and the environment.
- ✓ Tackle traffic congestion across Oxfordshire, particularly on trunk roads and around market towns, Oxford city and other hot spots.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>1. Collaborate across public, business and voluntary sectors to build on Oxfordshire's economic success</p>	<ul style="list-style-type: none"> <li>● Increase the GVA per head of Oxfordshire's population from its current position of 13th out of 131 NUTS3 (county) regions nationally to one of the top 10 in the NUTS3 league by 2010</li> <li>● Increase the economic impact of tourism, increasing the value of tourism activity for local businesses. The aim therefore is to increase the value of tourism activity that directly benefits local business in terms of direct business turnover from the 2006 baseline of £1,198,616,000 (from economic impact model data commissioned from Tourism South East)</li> <li>● Increase the promotion of cultural and sporting events within tourism and create 5 new festivals/ events with a national profile by 2012</li> </ul>	<ul style="list-style-type: none"> <li>● VAT registered businesses showing growth. NI 172</li> <li>● New business registration rate NI 171</li> <li>● Average earnings of employees in the area NI 166</li> <li>● Partners receive clear and timely intelligence about Oxfordshire's economy and the issues and opportunities facing it.</li> <li>● Strengthened town centre economies through retail, employment and tourism data on individual towns</li> </ul>	Oxfordshire Economic Partnership
<p>2. Create the conditions for everyone to have access to jobs</p>	<ul style="list-style-type: none"> <li>● Reduce the numbers of working age people on out of work benefits. (LAA target NI 152)</li> <li>● Increase the number of those joining Oxfordshire County Council apprenticeship schemes by 100% by December 2010 (2009 target is 50/2010 target is 100)</li> <li>● Increase numbers of Level 2 Health and Social Qualifications in the workforce. (PCT / Learning &amp; Skills Partnership to set target by Jan 09). Local target</li> </ul>	<ul style="list-style-type: none"> <li>● Oxfordshire's overall employment rate is above the average for the South East. NI 151</li> <li>● Job density (number of jobs filled to working age population) QoL 14</li> <li>● % of the working age population that is in employment QoL 11</li> <li>● Working age people have access to employment by public transport. NI176</li> </ul>	Oxfordshire Learning & Skills Partnership and Oxfordshire Economic Partnership

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>3. Ensure that educational attainment and skill levels are well above the national average so we provide a well qualified, motivated workforce to meet the needs of the business</p>	<ul style="list-style-type: none"> <li>● Increase the numbers / percentage of all 16 to 18 year olds who are in education, training or employment. (LAA target NI 117)</li> <li>● Reduce the inequality gap in the achievement of a Level 3 qualification by the age of 19. (LAA target NI 81)</li> <li>● Mandatory educational attainment targets (LAA NIs 72, 73, 74, 75, 83, 87, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101)</li> <li>● Increase the percentage of the working age population qualified to at least Level 2 or higher. (LAA target NI 163)</li> <li>● Increase the percentage of the working age population qualified to at least Level 3 or higher. (LAA target NI 164)</li> </ul>	<ul style="list-style-type: none"> <li>● All young offenders and care leavers to be in education, training or employment.. NI 45</li> <li>● Increase the percentage of the working age population qualified to at least level 4 or higher. NI 165</li> <li>● Reduce skills gaps in the current workforce as reported by employers. NI 174</li> <li>● Ensure that attainment, and skills levels are well above the average so we provide a well qualified, motivated workforce to meet the needs of businesses and public sector employers</li> </ul>	<p>Oxfordshire Children's Trust</p> <p>Oxfordshire Learning &amp; Skills Partnership</p>
<p>4. Grow the economy whilst achieving a sustainable balance between jobs, housing and the environment</p>	<ul style="list-style-type: none"> <li>● Increase net additional homes provided. (LAA target NI 154)</li> <li>● Number of affordable homes delivered (gross) (LAA target 155)</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure housing supply (including affordable housing) meets targets agreed in the South East Plan.</li> <li>● House price to income ratio QoL 41</li> </ul>	<p>Oxfordshire Housing Partnership</p>

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>5. Tackle traffic congestion particularly on trunk roads and around market towns, Oxford city and other hotspots</p>	<ul style="list-style-type: none"> <li>● Increase access to services and facilities by public transport, walking and cycling. (LAA target NI 175)</li> <li>● Increase the percentage of school pupils who travel to school by walking, cycling, by bus or through car sharing (LAA target NI 198)</li> </ul>	<ul style="list-style-type: none"> <li>● More reliable journey times (reduced average journey time per mile during morning peak times) NI 167</li> <li>● Delivery of major strategic transport projects including improvements to M40 Junction 9 and 10/ East-West rail/ 'Access to Oxford' and Quadrant Strategic Transport package.</li> <li>● Implementation of localised transport packages/ improvements to deal with congestion hotspots throughout central Oxfordshire</li> </ul>	<p>Oxfordshire Children's Trust</p> <p><i>Partnership arrangements to be confirmed subject to the current review of governance</i></p>
<p>6. Reduce the gap between the best and the worst off by targeting our work appropriately</p>		<ul style="list-style-type: none"> <li>● Develop targets and objectives that improve the outcomes for the worst-off and bring them closer to the outcomes enjoyed by the best off</li> </ul>	<p>Oxfordshire Economic Partnership</p> <p>Oxfordshire Learning &amp; Skills Partnership</p> <p>Oxfordshire Children's Trust</p> <p>Oxfordshire Housing Partnership</p>

## **Strategic objective: Healthy and thriving communities**

People enjoy living in Oxfordshire. Surveys show us that over 90% of the people in Oxfordshire like living in their communities. We are fortunate to have a population that is generally healthier than elsewhere, with longer than average life expectancy. However, there are pockets where life expectancy is lower in parts of the county. Levels of crime are generally lower than average. We have a diverse population: as the most rural county in the south east of England, half our population lives in rural areas, but a quarter live in Oxford city with the remainder living in our bustling market towns. The profile of a 'typical' Oxfordshire resident is changing. There are now many more people over 85 living in the county and the number of people with learning disabilities living here has also increased. Our black and minority ethnic communities account for 5% of Oxfordshire's population overall and 13% in Oxford city. We want to ensure that everyone is safe from harm, able to live a healthy lifestyle and is valued in the community in which they live, work, grow up and grow old. We also want to ensure people have the ability to participate and contribute to their communities.

### **Healthy and thriving communities implies that:**

- \* Our towns, neighbourhoods and villages are communities with a heart, where local people work with each other and with service providers to improve their areas.
- \* We work together to support and protect all vulnerable groups including older people and those with disabilities.
- \* People are physically and mentally healthy and live longer.
- \* Oxfordshire is a place where people feel safe and welcomed. Our foundations are strong: there are concerns about anti-social behaviour but generally our city, towns and villages are safe and pleasant places in which to live.

### **We pledge to:**

- ✓ Work with local people including the voluntary, community and faith organisations and the military to sustain and build supportive, cohesive, resilient and well planned communities.
- ✓ Tackle crime and anti-social behaviour - particularly where the cause is the abuse of alcohol or other substance misuse.
- ✓ Work to prevent all forms of extremism that threaten the well-being of local people and communities.
- ✓ Support the people of Oxfordshire to achieve a healthy and positive old age, concentrating on the groups in greatest need.
- ✓ Ensure every child gets every opportunity for a good start in life.
- ✓ Improve support and opportunities for independent living.
- ✓ Promote healthy lifestyles including an increase in physical activity.
- ✓ Defend access to local services particularly in rural communities.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>7. Work with local people including the voluntary, community and faith organisations and the military to sustain and build supportive, cohesive, resilient and well planned communities</p>	<ul style="list-style-type: none"> <li>● Increase participation in regular volunteering (LAA target NI 6)</li> <li>● Improve the overall/general satisfaction of residents with the local area (LAA target NI 5)</li> <li>● Increase the number of people who feel that they are treated fairly when using local services. (LAA target NI 140)</li> <li>● Increase the number of communities benefiting from involvement in local community planning to 8 -10 communities starting per annum and 20 already in development (April 09)</li> <li>● Increase the number of actions (identified as local priorities in community-led plans) are progressed within one year of publication to at least 50%. (April 09)</li> </ul>	<ul style="list-style-type: none"> <li>● Create an environment for a thriving voluntary, community and faith sector by supporting the VCS Delivery Plan and objectives. NI 7.</li> <li>● Areas in the most deprived 20% of wards nationally will show a consistent improvement in deprivation scores (measured by indices of multiple deprivation domain scores. Proxy indicators on mortality rates, crime, skills, housing, education, income, benefits uptake and employment)</li> </ul>	<p>Oxfordshire Voluntary Sector Development Partnership</p> <p>Local authorities plus town and parish councils</p>
<p>8. Tackle crime and anti-social behaviour</p>	<ul style="list-style-type: none"> <li>● Reduce hate crime in Oxfordshire (Actions to reduce hate crime commence November 2008. Baseline and target to be set June 2009). Links to NI1 and NI 140</li> <li>● Reduce the assault with injury crime rate. (LAA target NI 20)</li> <li>● Deal with local concerns about anti-social behaviour and crime. (LAA target NI 21)</li> <li>● Reduce repeat incidents of Domestic Violence. (LAA target NI 32)</li> <li>● Reduce first time entrants to the Youth Justice System aged 10 – 17. (LAA target NI 111)</li> <li>● Reduce the harm caused to young people under 18 caused by the use of illicit drug and alcohol use (LAA1/S&amp;SC)</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce the re-offending rates of priority and prolific offenders (NI 30)</li> </ul>	<p>Oxfordshire Safer Communities Partnership</p> <p>Town and parish councils (includes parish meetings)</p>

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
	<ul style="list-style-type: none"> <li>● Reduce crime rates including vehicle crime, burglary, theft, criminal damage, assault, woundings and robbery (LAA1/S&amp;SC)</li> <li>● Increase the number of drug users in effective treatment (LAA target NI 40)</li> </ul> <p><b>Targets to be set by Safer Communities Partnership date TBC</b></p> <ul style="list-style-type: none"> <li>● An increase in the number of young people engaged in organised activities</li> <li>● A decrease in the number of young people entering the criminal justice system</li> <li>● A reduction in the number of complaints of antisocial behaviour associated with public houses</li> <li>● Improve public perceptions around the levels of anti social behaviour and the behaviour of others (NI 17)</li> <li>● A reduction in alcohol related A&amp;E admissions</li> <li>● A reduction in the number of alcohol related assaults</li> <li>● A reduction in the level of alcohol related criminal damage</li> <li>● A reduction in the number of shops and pubs found to be prepared to sell alcohol to children</li> <li>● Reduce priority crime and fear of crime</li> <li>● Reduce harm caused by drug misuse to individuals, the family and wider community through increased numbers entering drug treatment programmes. Increase the number of offenders completing the programme and quantities of drugs seized</li> <li>● Reduce the rate of domestic violence</li> </ul>		

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>9. Work to prevent all forms of extremism that threaten the well-being of local people and communities</p>	<ul style="list-style-type: none"> <li>● Build resilience to violent extremism (NI 35)</li> </ul>		<p>Oxford Building Resilience Amongst Communities Delivery Group</p> <p>Town and parish councils</p> <p>Oxfordshire Partnership</p>
<p>10. Support the people of Oxfordshire to achieve a healthy and positive old age, concentrating on the groups in greatest need</p>	<ul style="list-style-type: none"> <li>● Increase the number of vulnerable people achieving independent living. (LAA target NI 141)</li> </ul>	<ul style="list-style-type: none"> <li>● Increase the percentage of over 65s who say that they receive the information, assistance and support they need to exercise choice and control in their lives. NI 139</li> <li>● Shift the emphasis to prevention and work together with the public to promote health and wellbeing and self care. (NI 137 Healthy life expectancy at age 65 – place survey)</li> <li>● Improve the range and availability of extra care housing or other support to enable older people to live at home – we will provide 840 units of extra care housing by 2013</li> </ul>	<p>Oxfordshire Health &amp; Well-being Partnership</p>



Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>11. Ensure every child gets every opportunity for a good start in life</p>	<ul style="list-style-type: none"> <li>● Improve the stability of placements of looked after children: number of moves. (LAA target NI 62)</li> <li>● Increase young people's participation in positive activities. (LAA target NI 110)</li> <li>● Reduce the under 18 conception rate. (LAA target NI 112)</li> <li>● Increase the number of schools in the healthy schools programme (LAA1/CYP4)</li> <li>● Reduce the number of vulnerable homeless 16/17 year olds (LAA1/CYP7).</li> <li>● Reduce hospital admissions caused by unintentional and deliberate injuries to children and young people (LAA target NI 70)</li> <li>● Reduce obesity among primary school age children in year 6 (LAA target NI 56)</li> <li>● Increase the number of young people participating in the youth service (LAA1/CYP13, links to NI 110)</li> <li>● Reduce the number of half days missed by children looked after (LAA1/CYP14)</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce the percentage of a) children and b) over 60s that live in households that are income deprived.</li> <li>● Increase the number of care leavers who are living in suitable accommodation for their needs</li> </ul>	<p>Oxfordshire Children's Trust</p>
<p>12. Improve support and opportunities for independent living</p>	<ul style="list-style-type: none"> <li>● Increase the number of vulnerable people achieving independent living. (LAA target NI 141)</li> <li>● Reduce the delays in transferring people from hospital to home and other types of care (NI 131)</li> <li>● Increase the numbers of carers receiving needs assessment or review and a specific carer's service, or advice and information (LAA target NI 135)</li> </ul>	<ul style="list-style-type: none"> <li>● Increase the number of extra care housing units provided each year.</li> <li>● Increase the percentage of over 65s who say that they receive the information, assistance and support they need to exercise choice and control in their lives. NI 139</li> </ul>	<p>Oxfordshire Health &amp; Well-being Partnership</p>

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
	<ul style="list-style-type: none"> <li>● Reduce the number of households living in temporary accommodation. (LAA target NI 156)</li> <li>● Establish a common referral assessment process (LAA1/HCOP8)</li> </ul>	<ul style="list-style-type: none"> <li>● Achieve the 365 Alive fire safety scheme to reduce fatalities from household fires</li> <li>● Shift the emphasis to prevention and work together with the public to promote health and wellbeing and self care. (NI 137 Healthy life expectancy at age 65 – place survey)</li> <li>● Improve the range and availability of extra care housing or other support to enable older people to live at home – we will provide 840 units of extra care housing by 2013</li> </ul>	Oxfordshire Housing Partnership
13. Promote healthy lifestyles including the increase of physical activity	<ul style="list-style-type: none"> <li>● Reduce the gap in all-age all cause mortality between the worst and best 20% (LAA target NI 120)</li> <li>● Increase adult participation in sport. (LAA target NI 8)</li> <li>● Improve mental health and well-being in the adult population, especially among vulnerable groups and those living in areas with worse outcomes focusing in particular on employment and housing</li> </ul>	<ul style="list-style-type: none"> <li>● Increase healthy life expectancy at age 65. NI 137</li> <li>● Increase life expectancy at birth (QoL indicator 33)</li> <li>● Increase the number of people who quit smoking NI 123</li> <li>● Reduce the harm to health caused by harmful or hazardous consumption of alcohol (alcohol harm related hospital rates NI39)</li> <li>● Reduce obesity rates in the adult population</li> </ul>	Oxfordshire Health & Well-being Partnership

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
<p>14. Defend access to local services particularly in rural communities</p>	<ul style="list-style-type: none"> <li>Ensure that the impact of decisions made by public service providers that affect local and rural services is assessed through a customer impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of consistent customer / equality standards across public service providers</li> </ul>	<p>Partnership arrangements to be confirmed subject to the current review of governance</p>
<p>15. Reduce the gap between the best and the worst off by targeting our work appropriately</p>		<ul style="list-style-type: none"> <li>Develop targets and objectives that improve the outcomes for the worst-off and bring them closer to the outcomes enjoyed by the best off</li> </ul>	<p>Oxfordshire Voluntary Sector Development Partnership Local Authorities (including Town and Parish Councils) Oxfordshire Safer Communities Partnership Oxford Building Resilience Amongst Communities Delivery Group Oxfordshire Children's Trust Oxfordshire Health and Well-being Partnership Oxfordshire Housing Partnership</p>

## **Strategic objective: Environment and climate change**

Dreaming spires, rambling green spaces, buildings steeped in rich history: few could doubt that we enjoy an exceptional environment. We recognise our important role as custodians of the environment now and for future generations. Our challenge is to protect our areas of natural beauty while meeting the demands of a 21st century lifestyle and an expanding and ageing population. We recognise that the future of our environment is closely linked to the national and international response to the global challenge of climate change. We are committed to making our contribution.

Individuals, communities, the public sector and businesses will all need to play their part both in reducing carbon emissions and making our county as resilient as possible to the effects of climate change.

Our aspiration is to conserve and enhance our natural and built environment while balancing this against the needs of a thriving economy and the impact of climate change.

### **We pledge to:**

- ✓ Reduce carbon emissions and improve energy and water efficiency by public sector organisations, and encourage residents and businesses to do the same.
- ✓ Reduce waste and increase re-use and recycling by households and businesses.
- ✓ Minimise the effects and risk of flooding.
- ✓ Ensure new development is built to high environmental standards.
- ✓ Support individuals, communities and businesses, to respond to climate change and to improve efficiency in their use of energy and water.
- ✓ Keep Oxfordshire clean and green.
- ✓ Protect and enhance the biodiversity of the county.
- ✓ Reduce the gap between the best and the worst off by targeting our work appropriately.

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
16. Reduce carbon emissions and improve energy and water efficiency by public sector organisations, and encourage residents and businesses to do the same	<ul style="list-style-type: none"> <li>● Reduce CO<sub>2</sub> emissions caused by local authority activities (LAA target NI 185)</li> </ul>		Oxfordshire Environment Partnership
17. Reduce waste and increase re-use and recycling by households and businesses	<ul style="list-style-type: none"> <li>● Reduce the amount of residual household waste per head (LAA target NI 191)</li> <li>● Increase the amount of household waste recycled and composted (LAA target NI 192)</li> </ul>	<ul style="list-style-type: none"> <li>● At least 55% of household waste is recycled or composted by 2020. NI 192</li> </ul>	Oxfordshire Waste Partnership
18. Minimise the effects and risk of flooding	<ul style="list-style-type: none"> <li>● Develop plans that help Oxfordshire adapt to climate change (LAA target NI 188)</li> <li>● Carry out a minimum of 25% more drainage clearing focussed on areas vulnerable to flooding (action plan to be agreed in January 09 by the long term flooding issues group)</li> </ul> <p><b>Oxfordshire Environment Partnership to develop strategy and local targets (date TBC) which</b></p> <ul style="list-style-type: none"> <li>● Increases our preparedness and responsiveness to flooding including managing flooding events including improvements to joint emergency planning</li> <li>● Supports EA to implement all planned flooding alleviation schemes</li> </ul>	<ul style="list-style-type: none"> <li>● Improve our resilience to flood through flood risk management NI 189</li> </ul>	Oxfordshire Environment Partnership

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
	<ul style="list-style-type: none"> <li>Supports the district councils to ensure new developments reduce the risk and minimise the impact of flooding</li> <li>Ensures all flooding alleviation schemes planned by local authorities are implemented</li> <li>Ensure waste, minerals and highways plans include measures to reduce flood risks</li> </ul>		
19. Ensure new development is built to high environmental standards	<ul style="list-style-type: none"> <li>The district councils will ensure the delivery of new housing development to at least code level 3 in the Code for Sustainable Homes (which is expected to be a national requirement in building regulations by 2010)</li> <li>The district councils Local Development Frameworks, to be adopted by 2011, will include a range of policies and proposals to deliver higher environmental standards and to reflect the delivery of the minimum requirements in the Code for Sustainable Homes</li> </ul>	<p><b>All developments:</b></p> <ul style="list-style-type: none"> <li>Incorporate high standards of energy efficiency in design and construction in line with best practice</li> <li>Achieve high levels of water efficiency in line with current best practice</li> </ul>	Spatial Planning Partnership (to be agreed)
20. Support individuals, communities and businesses to respond to climate change and to improve efficiency in their use of energy and water	<p><b>Oxfordshire Environment Partnership to</b></p> <ul style="list-style-type: none"> <li>develop a programme and local targets (date TBC) which engage residents, communities and businesses in energy and water reduction. Measures: Per capita water consumption (Thames Water). Energy consumption measured through per capita CO<sub>2</sub> emissions (NI 186). Average annual domestic consumption of gas and electricity (kwh) (QoL 26)</li> </ul>	<ul style="list-style-type: none"> <li>50% reduction in CO<sub>2</sub> emissions from Oxfordshire on 1990 levels by 2030 (need to look further as gov't target 60% by 2050) per capita CO<sub>2</sub> emissions in the county. NI186</li> </ul>	Oxfordshire Environment Partnership Town and parish councils

Pledges	Medium term objectives (LAA and Local targets for next 3 years)	Longer-term objectives	Lead partnerships
21. Keep Oxfordshire clean and green	<ul style="list-style-type: none"> <li>● Improve street and environmental cleanliness (reduce levels of graffiti, litter, detritus and fly posting) (LAA target NI 195)</li> <li>● Improved street and environmental cleanliness – reduce fly tipping. (LAA target NI 196)</li> </ul>		Waste Partnership Local authorities / Public Service Board Town and parish councils
22. Protect and enhance the biodiversity of the county	<p><b>Oxfordshire Environment Partnership to</b></p> <ul style="list-style-type: none"> <li>● Implement actions set out in Habitat action plans for Oxfordshire</li> <li>● Report annually on core/contextual biodiversity indicators as part of the annual monitoring report</li> <li>● Report annually on NA 197 (biodiversity) on local wildlife sites</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain and enhance status of UK biodiversity action plan habitats/species in the county</li> <li>● Implement conservation target area and habitat action plan objectives and help accommodate to the consequences of climate change</li> </ul>	Oxfordshire Environment Partnership
23. Reduce the gap between the best and the worst off by targeting our work appropriately		Develop targets and objectives that improve the outcomes for the worst-off and bring them closer to the outcomes enjoyed by the best off	Oxfordshire Environment Partnership Oxfordshire Waste Partnership Spatial Planning Partnership (to be agreed)

Oxfordshire is a diverse county and, although we have identified a number of countywide priorities, there are geographical variations in terms of how important those priorities are for different parts of the county.

The five district Local Strategic Partnerships (LSPs) in Oxfordshire have all produced community strategies relevant to their local areas, which reflect their own ambitions, aims and objectives. These local ambitions have fed into and helped to identify the countywide priorities set out in this document.

This section sets out how the key issues within each district and a summary of their priorities for action. Local Strategic Partnerships will have an important role to play in implementing both the countywide and local priorities identified within this strategy.



District priorities	Local actions and targets
Reducing Inequalities and breaking the cycle of deprivation is a cross cutting theme	
<p><b>World class economy</b></p> <p>Make it easier for you to get where you need to go</p>	<ul style="list-style-type: none"> <li>● Complete transport studies and infrastructure needs assessment of the main urban areas and incorporate the results in the Local Development Framework</li> </ul>
<p>Support business success by fostering innovation and helping to recruit and retain skilled employees</p>	<ul style="list-style-type: none"> <li>● Create 6,200 additional jobs by 2011</li> <li>● Improving educational achievements</li> </ul>
<p>Improve local services and opportunities in rural areas</p>	<ul style="list-style-type: none"> <li>● Complete a review of planning policy through the local development framework</li> <li>● Establish improved support initiatives for existing rural services to assist ongoing viability</li> <li>● Encourage the creation of new services to rural areas to meet established demand and gaps in provision</li> </ul>
<p>Develop the unique characters of Banbury, Bicester and Kidlington and engender a sense of pride, belonging to the community and heritage</p>	<ul style="list-style-type: none"> <li>● By 2012 complete environmental enhancement schemes for Parsons Street, Banbury</li> </ul>
<p>Secure housing growth that meets the Government targets and the needs of the district through an appropriate mix of market and affordable housing</p>	<ul style="list-style-type: none"> <li>● Achieve an annual average rate of new homes constructed of 600, at least 100 of which are affordable</li> </ul>
<p><b>Healthy and thriving communities</b></p> <p>Help you feel safe in your home and community, working to reduce further very low levels of crime</p>	<ul style="list-style-type: none"> <li>● By 2012 reduce crime by 5% and achieve a perception of feeling safe in Cherwell by 80% of residents</li> </ul>

District priorities	Local actions and targets
<p>Make it easier for you to lead a healthy and active life</p>	<ul style="list-style-type: none"> <li>● Increase participation in active recreation by 1% per annum</li> <li>● Improve all age mortality rates in Banbury</li> </ul>
<p>Co-ordinate, improve and provide more diverse and accessible health provision and advice through improved education, partnership working, better local access and increased choice</p>	<ul style="list-style-type: none"> <li>● Ensure local health care and social service provision meet the needs of the local population particularly in relation to local accessibility</li> <li>● Continue determined efforts to retain the Horton Hospital's status as a District General Hospital</li> </ul>
<p><b>Environment and climate change</b></p> <p>Protect our environment, wildlife habitats and the countryside, by working with others</p>	<ul style="list-style-type: none"> <li>● Achieve a measurable improvement to biodiversity</li> </ul>
<p>Keep streets and open spaces clean and free from litter, graffiti and abandoned vehicles and well maintained</p>	<ul style="list-style-type: none"> <li>● By 2012 achieve 80% resident satisfaction with street and environmental cleanliness</li> </ul>
<p>Help you recycle so we can reduce the amount of landfill waste</p>	<ul style="list-style-type: none"> <li>● By 2012 recycle 55% of household waste</li> <li>● By 2012 reduce the amount of waste sent to landfill by 5,000 tonnes</li> </ul>

Find out more at [www.cherwell.gov.uk](http://www.cherwell.gov.uk)

District priorities	Local actions and targets
<p><b>World class economy</b></p> <p>Improved position in the retail hierarchy</p>	<ul style="list-style-type: none"> <li>● Developing the Northern Gateway site for employment uses</li> </ul>
<p>Affordable housing</p>	<ul style="list-style-type: none"> <li>● Regeneration of the West End of the city and implementation of the West End Cultural Strategy. Creating an estimated 1,000 new homes and 5,000 jobs</li> <li>● Ensure the development of 1,200 new and affordable homes in the city (NI 154 and 155)</li> </ul>
<p>Skills and employment</p>	<ul style="list-style-type: none"> <li>● % population qualified to level 2 and level 3 (tbc)</li> </ul>
<p><b>Healthy and thriving communities</b></p> <p>A thriving place to live and visit</p>	<ul style="list-style-type: none"> <li>● Ensure that 85% of people are satisfied with their neighbourhoods (NI5)</li> </ul>
<p>Improve life changes and life expectancy</p>	<ul style="list-style-type: none"> <li>● Raise the levels of adult participation in sport by 4% (NI 8)</li> <li>● Increase benefits take up by 20%</li> <li>● Reduce the age mortality gap between the best and worst areas within the city by % (tbc) (NI 120)</li> </ul>
<p>Reduce homelessness</p>	<ul style="list-style-type: none"> <li>● Aim to reduce the use of temporary accommodation for the homelessness to below 50 households (NI 156)</li> </ul>
<p>Reduce crime and the fear of crime</p>	<ul style="list-style-type: none"> <li>● Reduce the number of assaults with injury in domestic violence incidents, all alcohol related crime and violence</li> <li>● Reduce concerns about anti-social behaviour (N1 21)</li> </ul>
<p>Community cohesion</p>	<ul style="list-style-type: none"> <li>● Provide positive activities for young people in the most deprived areas of Oxford by investing £120,000 in free holiday activities for 5-19 year olds.</li> <li>● Increase number of people from different backgrounds who believe that they get on well together in their local area (NI 1)</li> </ul>

District priorities	Local actions and targets
<p><b>Environment and climate change</b></p> <p>Pollution / mitigation</p>	<ul style="list-style-type: none"> <li>● Reduce the Council's CO<sub>2</sub> emissions by 800 tonnes per annum (% reduction on 2005/06 levels (NI 185). (Getting Our House in Order – Carbon Management Strategy and Implementation plan maps a way to meeting our target of 25% reduction of CO<sub>2</sub> emissions by 2010/11 and 3% year on year beyond 2010/11)</li> </ul>
<p>Adaptation</p>	<ul style="list-style-type: none"> <li>● Provide £100,000 of fuel poverty grants that will improve energy efficiency and the health and comfort of residents.</li> <li>● Develop a Climate Change Action Plan (aim for level 3 of NI 188 by 2010/11)</li> </ul>
<p>Congestion</p>	<ul style="list-style-type: none"> <li>● Access to services, transport/cycling/walking(NI 175)</li> </ul>
<p>Reduce waste</p>	<ul style="list-style-type: none"> <li>● Reduce domestic landfill by 45% (NI 191 and NI 192)</li> </ul>
<p>Improved public realm</p>	<ul style="list-style-type: none"> <li>● Improve the quality of our streets so that 90% reach the national quality standard (NI 195)</li> <li>● Achieve the Green Flag for 5 of our parks</li> </ul>

Find out more at [www.oxford.gov.uk](http://www.oxford.gov.uk)

District priorities	Local actions and targets
<p><b>World class economy</b></p>	<ul style="list-style-type: none"> <li>● Improving the vitality of town centres and prospects for rural businesses</li> <li>● Supporting the establishment of new small businesses to increase productivity</li> </ul>
<p><b>Healthy and thriving communities</b></p>	<ul style="list-style-type: none"> <li>● Increasing the supply of homes, including affordable homes</li> <li>● Promoting healthy lifestyles</li> <li>● Tackling antisocial behaviour</li> </ul>
<p><b>Environment and climate change</b></p>	<ul style="list-style-type: none"> <li>● Conserving environmental resources</li> <li>● Maintaining and improving the quality of the natural environment and landscape</li> </ul>

Find out more at [www.southoxon.gov.uk](http://www.southoxon.gov.uk)

District priorities	Local actions and targets
<p><b>World class economy</b></p>	<p><b>Maintenance of high and stable levels of economic growth and employment</b></p> <ul style="list-style-type: none"> <li>● Addressing economic needs</li> <li>● Building on our economic strengths</li> <li>● Maintaining and enhancing the health and vitality of the Vale’s market town centres</li> </ul>
<p><b>Healthy and thriving communities</b></p>	<p><b>Social progress which recognises the needs of everyone</b></p> <ul style="list-style-type: none"> <li>● Healthier communities</li> <li>● Improving quality of life for older people</li> <li>● Safer communities</li> <li>● Fostering a greater sense of community</li> <li>● A good understanding of local need</li> <li>● Involving young people</li> <li>● Helping those without cars to access jobs and services</li> <li>● Affordable homes</li> <li>● Good quality homes</li> <li>● Access to good quality green spaces, sport, cultural and leisure facilities</li> </ul>
<p><b>Environment and climate change</b></p>	<p><b>Effective protection of the environment and wise use of natural resources</b></p> <ul style="list-style-type: none"> <li>● A low carbon Vale</li> <li>● Living with extreme weather conditions</li> <li>● Using resources wisely</li> <li>● Reducing waste and increasing recycling</li> <li>● A high quality natural and historic environment</li> <li>● Protecting the natural environment</li> <li>● Enhancing the built heritage</li> </ul>

Find out more at [www.whitehorsedc.gov.uk](http://www.whitehorsedc.gov.uk)

District priorities	Local actions and targets
<p><b>World class economy</b></p> <ul style="list-style-type: none"> <li>● Sustaining economically prosperous and vibrant towns and villages</li> </ul>	<ul style="list-style-type: none"> <li>● Increase participation in regular volunteering by local people</li> <li>● Increase in the number of communities developing community-led plans</li> <li>● Maintain and increase the number of retail businesses in the district's principal towns and villages</li> <li>● Increase the economic value of the Visitor Economy (tourism and wider hospitality) to West Oxfordshire</li> </ul>
<ul style="list-style-type: none"> <li>● Campaigning to improve the transport infrastructure including the provision of public transport</li> </ul>	<ul style="list-style-type: none"> <li>● NI 177 Bus journeys originating in the local area</li> <li>● NI 175 Access to services and facilities by public transport, walking and cycling</li> </ul>
<p><b>Healthy and thriving communities</b></p> <ul style="list-style-type: none"> <li>● Maintaining and improving the health and well-being of all residents in West Oxfordshire</li> <li>● Further reducing crime and nuisance and the fear of crime across the district to improve the quality of life in our neighbourhoods</li> <li>● Supporting individuals and young families who want to stay in the area that they grew up in</li> <li>● Addressing the specific challenges of living in rural West Oxfordshire in terms of access to services and facilities</li> <li>● Supporting and assisting young people to make the transition from childhood to adulthood</li> </ul>	<ul style="list-style-type: none"> <li>● N1 120 – reduce the gap in all age, all-cause mortality by 10% in 2011</li> <li>● N1 8 – increase in adult participation in sport by 4% by 2012</li> <li>● Maintain our position within the top quartile in terms of low levels of all crime per 1,000 population within the Thames Valley Force (March 08 baseline)</li> <li>● Maintain the current percentage of the population who are not afraid of crime during the day and night (baseline Neighbourhood engagement 07/08)</li> <li>● Contribution to achievement of the district council's target for provision of new affordable housing</li> <li>● Increase in the number of households purchasing under Homebuy or discount market housing schemes with the benefit of financial assistance</li> <li>● Reduction in the percentage of potentially homeless 16 and 17 year olds who actually become homeless</li> <li>● Increase in the number of joint initiatives that seek to improve rural access to services</li> <li>● NI 110 Young people's participation in positive activities</li> <li>● Conduct annual strata surveys of young people to understand issues they face</li> </ul>

District priorities	Local actions and targets
<ul style="list-style-type: none"> <li>Supporting the elderly to maintain their independence and health</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the number of individuals registered in primary care with acquired +65 mental health problems</li> <li>NI 139 – Increase the number of people over 65 who say that they receive the information assistance and support needed to exercise choice and control to live independently PSA17</li> </ul>
<p><b>Environment and climate change</b></p> <ul style="list-style-type: none"> <li>Keeping West Oxfordshire as a clean, beautiful place of high environmental quality whilst seeking to reduce the causes of and adverse impact of climate change</li> </ul>	<ul style="list-style-type: none"> <li>NI 195 Improved Street and Environmental Cleanliness – 96% of litter inspections to be grade B or above by 2012</li> <li>N1 196 Improved street and environmental cleanliness – reduce reported incidents of fly-tipping by 10% by 2012</li> <li>N1 188 Adapting to climate change – to achieve level 3 by 2010</li> </ul>

Find out more at [www.westoxon.gov.uk](http://www.westoxon.gov.uk)



**The priorities will be delivered through a range of plans and targets which will be incorporated within partner's corporate plans. Contact District Local Strategic Partnerships for further information on local action plans/parish plans.**

## **Countywide plans**

Local Area Agreement  
Joint Strategic Needs Assessment  
Race Equality Scheme  
Comprehensive Equality Policy  
Disability Equality Scheme  
Oxfordshire Structure Plan  
South East Plan (central Oxfordshire sub region)  
Emergency Plan  
Local Transport Plan  
Economic Development Strategy for Oxfordshire  
Rural Framework  
Carbon Management Programme  
Joint Municipal Waste Strategy  
Oxfordshire Supporting People Strategy  
Public Health Strategy for Oxfordshire  
Commissioning Strategy for Older People  
Children and Young People's Plan  
Oxfordshire County Council Corporate Plan  
Oxfordshire Biodiversity Action Plan  
Oxfordshire Voluntary Sector Development Partnership

## **Sub-regional plans**

Structure Plan  
Minerals and Waste Local Plan

## **Key regional plan**

South East Plan  
Regional Housing Strategy  
Regional Economic Strategy  
Regional Transport Strategy

اشكال بديلة لهذا المنشور موجودة حسب الطلب. هذه تشمل لغات مختلفة و الطبعة البارزة وطريقة بريل و اشرطة كاست و اقراص الحاسوب او البريد الالكتروني.  
Arabic

আপনি যদি অনুরোধ করেন তাহলে এই পুস্তিকাটি বিকল্প ছাঁদে, যেমন, অন্য কোনও ভাষায়, বড় হরফে, ব্রেইলে, অডিও-ক্যাসেটে, কমপিউটারের ডিস্কে বা ইমেলের মাধ্যমে পেতে পারেন।  
Bengali

“本刊物備有其他的格式可供索取。這些包括有其他語言版，大字版，盲人用版，錄音帶版，電腦磁碟版或電子郵件版。”  
Chinese

प्रार्थना करने पर यह प्रकाशन दूसरे रूपों में प्राप्त किया जा सकता है। जिस में सम्मिलित है, दूसरी भाषाओं में, बड़े छापे में, ब्रेअल, सुनने की टेप पर, कम्प्यूटर की डिस्क पर या ई-मेल द्वारा।  
Hindi

“ਇਹ ਪੁਸਤਕ ਬੇਨਤੀ ਕਰਨ ਤੇ ਹੋਰ ਰੂਪਾਂ ਵਿਚ ਵੀ ਉਪਲਬਧ ਹੈ। ਜਿਵੇਂ ਕਿ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਛਾਪੇ ਤੇ, ਬ੍ਰੇਲ ਵਿਚ, ਸੁਣਨ ਵਾਲੀ ਟੇਪ ਤੇ, ਕੰਪਿਊਟਰ ਡਿਸਕ ਜਾਂ ਈ ਮੇਲ ਤੇ।”  
Punjabi

“اس اشاعت کو متبادل اشکال میں درخواست کرنے پر حاصل کیا جاسکتا ہے۔ اس میں دوسری زبانیں، بڑا پرنٹ، بریل (جسے اندھے چھو کر پڑھ سکیں)، آڈیو کیسٹ، کمپیوٹر ڈسک یا ای میل شامل ہیں۔”  
Urdu

Na życzenie publikacja jest dostępna w innych formatach. Do nich należą wersje w innych językach, drukowane dużą czcionką, alfabetem Braille'a, w wersji audio, na dysku komputerowym, lub jako email.  
Polish

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## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
Whole document Oxford centric, north of county not reflected	Amendments made, consider this is now largely acceptable.	Page 15 – current position – first para – last sentence amend to read ‘...motorsports ( <b>Banbury is a sub regional hub and other areas in North Oxfordshire</b> ), and publishing industries.’  Page 24 – first para very Oxford centric. Include reference to historic market towns, Cotswold and ironstone villages.	Done  Done		
Document refers to SE region needs to recognise north of county borders East Mids, West Mids	Amendments made, specifically on Cherwell page and p12 - first para – talks about neighbouring areas				
P3 Foreword reads as though document belongs to county council and is form one source, not in spirit of partnership	All LSP Chairs to sign.				
P6 Bloxham is on map with cities	Bloxham still on map. Really point of reference.	Ask for <b>Bloxham</b> to come off the map on p8.	Not done.	Ask for <b>Bloxham</b> to come off map on p6.	Done
P7 doesn't mention migration stats	Not amended and no explanation.	Page 9 -Inward migration to Cherwell is significant. In 2001 7.5% of the population considered themselves to belong to a group other than white British; by 2006 this had grown to 10.7%. Our research and experience demonstrates that this growth has come and continues to come from migrant workers from Polish and other Eastern European communities.  This also needs to be reflected on page 20 – current position – second para – need to include the % in Banbury and Didcot (Banbury Grimsbury ward has 10.9%). But white non British are also a significant community in Cherwell.	Not included, suggests add into Cherwell section – it is already there so suggest no further action.  Not included, suggests add into Cherwell section – but as Oxford as % why not Banbury and	Page 18, 7.3, change to read ‘...13% in the city of Oxford with <b>10.9% in the Banbury Grimsbury ward</b> and a sizeable population in	Done

(Note, page numbers vary with subsequent drafts)

## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
			Didcot? (page 18, 7.3) in new version.	Didcot...'	
P9 Healthy and thriving communities: focus housing, congestion as opposed to transport	Comments around congestions run throughout the document, in most cases it has been amended to be less Oxford centric and include reference to trunk roads and market towns. But suggest amendment to p17.	Page 17 – ‘we pledge to’ – change last bullet point to read ‘Tackle traffic congestion across Oxfordshire, particularly on trunk roads and around <b>market towns</b> , Oxford City and other hotspots’.	Done		
P11/12 worried if go to specifics rather than county averages	Hard as some Cllrs OK with averages and others not!				
P11/12 with boundaries, a lot of services in north of district are cross border e.g. Horton Hospital document doesn't reflect this 2 counties visions feed in to Oxfordshire pct and an Oxfordshire vision is not helpful	Cherwell page makes this clearer and p12 – first para mentions ‘health services’ and ‘neighbouring areas’.				
P11/12 School catchment is cross border issue which is not reflected	As above.				
P12 landfill and waste not covered	Mentioned in ‘environment and climate change’ theme.				
P12 Affordable housing not defined in document	Wording has been changed – more about housing being unaffordable.				
P12 Traffic congestion , access to Oxford focussed on access to other market towns ignored	Suggested amendments largely taken onboard.				
P13 Focus on high tech	Not amended and no	Page 15 – ‘key issues include’ – first bullet point	Done		

(Note, page numbers vary with subsequent drafts)

## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
industry our focus in Banbury is on mid tech e.g. manufacturing to enable employment of local people, employment needs to be suitable for workforce we are producing from our local education system	explanation. Page 30 – Cherwell page mentions mid and high tech.	add in reference to mid tech industries so read ‘...our <b>mid and</b> high technology businesses..’			
P15 'well above national avg not qualified, doesn't say by how much ratio of housing supply to demand to be improved by. Education achievement letting down county should be targets to improve	We would expect this sort of detail in the delivery plan, although measures are in delivery plan targets aren't but there is a link to OP website.	Make clearer that delivery plan includes measures and that the targets and resources are detailed in separate action plans that can be found on the Oxfordshire Partnership website (assuming this is the case).	Not done, suggests that 'the detailed action plans are currently in development and once these are finalised they will be available on the Oxfordshire Partnership website.' Not sure that clear enough, the delivery plan contains measures not targets.	Add a footer on each page in the delivery plan to say ' <b>Detailed action plans and targets will be available on <a href="http://www.oxfordshirepartnership.org.uk">www.oxfordshirepartnership.org.uk</a> once they are available</b> '	Not done
P17 sense of community no mention of conservation areas to promote sense of place	Not included, comment said that this wasn't considered critical.				
P19 Youth, volunteering and deprivation should be specific mention of supporting youth groups	Not included. Volunteering generally part of LAA. Comment above around funding could help to address this point.				
Environment and climate	Quite a lot of change made				

(Note, page numbers vary with subsequent drafts)

## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
change should be worded as adaptation to it as it is going to happen anyway	to environment and climate change section to better reflect adapting to as well as minimising climate change.				
P26 Need to mention protecting high value landscapes from wind turbines	Not mentioned. Environment and climate change section talks about 'preserve and enhance the character of our city, our market towns and villages' and 'enhancing the quality of the natural environment, landscapes and biodiversity', also mentions 'the use of renewable sources of energy also needs to be explored'. Is more needed?				
Market Towns initiative had its day and done a disservice to villages	n/a				
P16 needs to mention town and parish councils as the closest elements of government to the people, bottom up small government needs to be emphasised	More is mentioned about town and parish council – especially on page 6.				
Large No. in No Oxfordshire not registered with a GP	Not mentioned and no explanation.	Need to include reference to the fact that within north Oxfordshire there are a large number of people not registered with a G.P. This is evidence by the PCT reasons for the new health centre in Banbury.	Not included, suggests should be part of Cherwell section.	Page 29, 10.10, second bullet, add 'Registration with G.P.s is low in parts of north Oxfordshire.'	Done
Targets need to be achievable	Agreed. Assumption that as targets have come from the various partnerships that they are. The delivery				

(Note, page numbers vary with subsequent drafts)

## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
	plan doesn't include all targets and LAA information only lists measures.				
Document needs glossary	Not included, but hopefully less relevant now that in clearer English.				
P26 Homelessness in Oxford needs to be mentioned, Oxford City need to mention, access to city needs to be mentioned	Not included. Need to be careful as wanted less Oxford centric. The Oxford City response doesn't mention homelessness.				
Why is Cherwell mentioned in Sq km when city and others in sq miles?	Will put in sq miles!	Page 30 – first line to read '...Cherwell covers an area of 590km2 ( <b>228 square miles</b> )...'	Done.		
The links between the District LSPs and the delivery of the Oxfordshire 2030 Pledges and Targets are not clear.	Made clearer.	The links between the District LSPs and the delivery of the Oxfordshire 2030 Pledges and Targets are still not clear or strongly enough represented in the Strategy.	Response: 'there is further work to be done by district colleagues in terms of strengthening the local distinctiveness section and the delivery plan, which will then ensure that this is represented in the strategy'.	A diagram showing how District LSPs link into Oxfordshire 2030 and the delivery plan would be useful.	Not done
		There are still not clear links between the statistical evidence, pledges and actions.	Response: 'we feel that the current position section makes this link – a website link has been	Agreed difficult at this time but could not a very simplistic diagram listed 'thematic partnerships' as a block be included?	Not done

(Note, page numbers vary with subsequent drafts)

## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
		The links between Oxfordshire partnership, Thematic partnerships and District LSPs needs to be clearly set out.	added within the strategy if further information is required on the evidence base'. Suggest leave as is.  Response: a model has not been included as the review of partnerships is still underway ..we will include a diagram when this has been agreed'.	Otherwise these important links could be lost.	
Page 6 – contact details		Helen Couperthwaite, Community and Corporate Planning Officer, 01295 221751, <a href="mailto:community.planning@cherwell-dc.gov.uk">community.planning@cherwell-dc.gov.uk</a>	Format changed, no longer requires named contact.	Page 43 – add email address as well as website address: <a href="mailto:community.planning@cherwell-dc.gov.uk">community.planning@cherwell-dc.gov.uk</a>	Done.
Page 6 - find out more about your Local Strategic Partnership		Page 6 – Find out more about your LSP – second sentence – amend to read ‘ <b>The</b> local ambitions <b>of the five District LSPs</b> have fed ...’	Done.		
Page 16 – economic regeneration		Page 16 – last bullet point before ‘workforce skills’ add ‘ <b>Banbury traditionally has a manufacturing base and needs to attract mid and high tech industries</b> ’.	Suggests reference to Banbury has been included – but made it sound like Banbury and Bicester have similar needs – not sure this is true, suggest	Page 14, 6.10, third bullet point, take out ‘ <b>and Banbury</b> ’, but add new bullet point that reads ‘ <b>Developing the Banbury economy by attracting mid and high tech industries</b> ’.	Done.

(Note, page numbers vary with subsequent drafts)



## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
			Banbury needs a separate bullet point.		
Page 21 - typos		<p>Page 21 – para starting ‘Participation in culture...’ – last word on second line needs to read ‘<b>identity</b>’.</p> <p>Second to last line needs to put ‘<b>VCS</b>’ out in full.</p> <p>Last para before ‘democratic change’ not clear what it means. In Banbury there have been large numbers of immigrants who have integrated well in schools and in the town.</p>	<p>Done</p> <p>Done</p> <p>Para taken out.</p>		
Page 22 – more emphasis?	With the Horton in mind, under the pledges we asked for ‘ensure local provision of key health services’. The draft now says ‘defend access to local services particularly in rural communities’ – suggest we also ask for ‘ensure local provision of key health services’.	Page 22 – additional pledge to read ‘ <b>ensure local provision of key health services</b> ’.	Not done, suggests ‘defend access to local services particularly in rural communities’ is sufficient. Suggest we push for ‘ <b>ensure local provision of key health services</b> ’ so that there is more emphasis on health services.	Page 21– additional pledge to read ‘ <b>ensure local provision of key health services</b> ’.	Not done.
Page 25 - clarification		Page 15 – managing the impact of climate change – para 3 – line 6 – make clear that Oxfordshire Waste Partnership includes the 5 Oxfordshire Districts and the County Council. Also recognise that whilst recycling rates matched the best in Europe this was largely	Partially done – mentioned who on OWP but not credited us with recycling – suggest		

(Note, page numbers vary with subsequent drafts)

## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
		because of Cherwell.	sufficient.		
Page 28 – re-stress previous comment.		Page 28 – first bullet point – in Cherwell white working class males tend to be the lowest performers and some BMEs are actually very high performers. The point needs to better reflect the diversity of the county.	Not done, suggests include as part of Cherwell section. Probably out of context there so leave as is.		
Page 31 – Cherwell page		Page 31 – bullet point starting ‘make it easier for you to get..’ – change second sentence to read <b>‘It should be noted that whilst those in the southern end of the district look towards Oxford most in the north look towards Banbury.’</b>	Done		
<b>Delivery Plan</b>					
P5 Junctions 9 and 10 should be mentioned as also traffic congestion	Not included, no explanation.	Page 7 – bottom of the page – make reference to junction 10 as well as junction 9 on M40 so reads ‘...including improvements to M40 <b>Junctions 9 and 10</b> , East-west...’	Done.		
P6 mention funding for youth groups	See comment above – need better links to where information about funding can be found.				
P8 resist violent extremists	More is included about violent extremism.				
P9 doesn't mention exams and qualifications	The relevant NIs (many of which are in LAA) are included – again this might be a signposting issue to targets.				
P3 many different cross border issues, some partners may want to act alone	Cross border issues are referred to in actual strategy – see above.  Partners acting alone is n/a as this is a partnership				

(Note, page numbers vary with subsequent drafts)

## Oxfordshire 2030 – Responses to Executive Comments

Comments from Executive on 1 September 2008	Oxon 2030 initial response	Further comments made	Oxon 2030 response	Final comments made	Oxon 2030 response
	document and only partnership activities are to be included.				
Economy issues are oxford centric	The document is now much less Oxford centric.				
P9 area committees are not in all areas and don't always work we don't want them here, document written based on oxford	Agreed area committees not all areas – they are mentioned as this is what Oxford City has rather than Town and Parish Councils.				
P10 Participation with diverse communities should be through parish and town councils	Not included. Looks like information is missing for this pledge.	Page 12 – pledge 8 – more information needed here, need to include the importance of Town and Parish Councils in delivering this pledge.	Response 'we will note the importance of town and parish councils in delivering this pledge'. Suggest this is sufficient.		
Children's centres need to be properly resourced, town and parish councils have to top up a present	Not an issue for the delivery plan – but better signposting to resources would pick this up – see above.				
P11 reducing temporary accommodation, but need to be able to cope	This should be an issue for the Housing partnership to consider – better signposting to action plans should help – see comment above.				
P11 public transport need to ensure cross boundary	Picked up in Strategy on page 12 – first para.				
Nothing in actions about 3,000 military personnel in Bicester not picked up as a minority	Military personnel now included in both strategy and delivery plan.				

## Appendix 4: OXFORDSHIRE LOCAL AREA AGREEMENT: 2008-11

### OVERVIEW

The indicators chosen for the Local Area Agreement (LAA) are directly related to the priorities identified in Oxfordshire 2030, the sustainable community strategy, which has been developed by the Oxfordshire Partnership following community engagement.

Three indicators (marked with '££' in the table) are affected by the economic downturn. The need to renegotiate these targets has been agreed with GOSE but has been deferred until later in 2009/10 when more realistic target setting will be possible.

### KEY

££ Denotes targets impacted by the economic downturn. Renegotiation of these targets has been deferred until late 2009/10

& Denotes targets that have specific arrangements built into the negotiated baseline and target.

### TARGET DETAILS

Indicator	Baseline Year	Baseline	Indicator is measured as:	2008	/ 2009	2009	/ 2010	2010	/ 2011	Lead
* NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people DCSF DSO	2006/07	<b>92 per 10K of the population</b>	Rate per 10K	<b>86 per 10K of the population</b>		<b>106 per 10K of the population</b>		<b>104 per 10K of the population</b>		Oxfordshire Children's Trust

Indicator	Baseline Year	Baseline	Indicator is measured as:	2008	/ 2009	2009	/ 2010	2010	/ 2011	Lead
* NI 110 Young people's participation in positive activities PSA 14	Tell Us 3 survey summer 2008	71.70%	% respondents	Baseline year	71.70%		78.50%		85%	Oxfordshire Children's Trust
* NI 111 First time entrants to the Youth Justice System aged 10 – 17 PSA 14	2007/08 financial year	1420 (rate per 100,000 population aged 10-17)	No.	1390		1360		1330		Oxfordshire Children's Trust
* NI 117 16 to 18 year olds who are not in education, training or employment (NEET) PSA 14	Nov 06-Jan 07 3 mths average	4.8%	%		4.2%		4.0%		3.6%	Oxfordshire Children's Trust
* NI 152 (££) Working age people on out of work benefits PSA 8	Average of Aug 06 to May 07 DWP / NOMIS	5.9% of the working age population on out of work benefits.	%		5.9% Renegotiation required during 09/10		5.9% Renegotiation required during 09/10		4.9% Renegotiation required during 09/10	Learning and Skills Partnership
* NI 164 (&) Working age population qualified to at least Level 3 or higher PSA 2	2006 Calendar year	57.0%	%	1.2 percentage points increase on baseline	58.2%	2.7 percentage point increase on baseline	59.7%	4.2 percentage point increase on baseline	61.2%	Learning and Skills Partnership

Indicator	Baseline Year	Baseline	Indicator is measured as:	2008 / 2009		2009 / 2010		2010 / 2011		Lead
* NI 20 (&) Assault with injury crime rate PSA 25	2008/09	Recorded AWLSI rate of X crimes per 1000 population	No.	Baseline year		2.7% decrease on baseline		5.4% decrease on baseline		Safer Communities Partnership
* NI 21 (&) Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 22	Oct 2008 survey	28.10%	%	Baseline year		n/a		& 28.1% plus the minimum change required to demonstrate a statistically significant improvement plus a further 3.4 percentage points improvement in addition to this minimum.		Safer Communities Partnership
• NI 32 Repeat incidents of domestic violence PSA 23	2008/09	35%	%	Baseline year		n/a		32%		Safer Communities Partnership
* NI 40 Drug users in effective treatment PSA 25	2007/08	1636 drug users in effective treatment	No.	1685	(equivalent to 3% increase on baseline)	1702	(equivalent to 4% increase on baseline)	1719	(equivalent to 5% increase on baseline)	Safer Communities Partnership

Indicator	Baseline Year	Baseline	Indicator is measured as:	2008	/ 2009	2009	/ 2010	2010	/ 2011	Lead
* NI 154 (££) Net additional homes provided PSA 20	Averages covering 2001/02 to 2006/07	Avg. 2,551 per annum between 2001/02 & 2006/07 Avg. 3,284 per annum between 2004/05 & 2006/07	No.	[original target 3043] <b>Requires renegotiation during 09/10</b>		[original target 3262] <b>Requires renegotiation during 09/10</b>		[original target 2797] <b>Requires renegotiation during 09/10</b>		Spatial Planning and Infrastructure Partnership
* NI 155 (££) Number of affordable homes delivered (gross) PSA 20	Avg. of 04/05, 05/06 & 06/07	589 completed affordable units	No.	{original target 735] <b>Renegotiation required during 09/10</b>		[original target 868] <b>Renegotiation required during 09/10</b>		[original target 934] <b>Renegotiation required during 09/10</b>		Spatial Planning and Infrastructure Partnership
* NI 8 Adult participation in sport DCMS DSO	12 months to Oct 06	23.5%	%		25.5%		26.5%		27.5%	Health & Well-being Partnership

Indicator	Baseline Year	Baseline	Indicator is measured as:	Indicator is measured as:						Lead
				2008	/ 2009	2009	/ 2010	2010	/ 2011	
* NI 120 (&) All-age all cause mortality rate PSA 18	2005-07 3-yr rolling average	160.6 (a standard statistical measure where lower numbers imply improving performance)	No.	157.4		154.2		151		Health & Well-being Partnership
* NI 175 (&) Access to services and facilities by public transport, walking and cycling DfT DSO	2007/08 Q4 outturn (taken Q1 08/09)	74.4%	%	76.10%		77.10%		78.10%		Spatial Planning and Infrastructure Partnership
* NI 185 (&) CO2 reduction from Local Authority operations PSA 27	2008/09 Financial year	To be set Aug 09	%	Baseline year		3%		6% reduction from baseline		Environment and Waste Partnership
* NI 191 Residual household waste per household (hhd) Defra DSO	2007/08	727Kg	No.	725Kg		723 kg		715 kg		Environment and Waste Partnership
* NI 196 (&) Improved street and environmental cleanliness – fly tipping Defra DSO	2007/08	“Effective” grading (6,344 incidents)	No.	“Effective” grading (6,154 incidents)	(3%)	“Effective” grading (5,969 incidents)	(6%)	“Effective” grading (5,730 incidents)	(10%)	Environment and Waste Partnership



Indicator	Baseline Year	Baseline	Indicator is measured as:	2008	/ 2009	2009	/ 2010	2010	/ 2011	Lead
* NI 5 Overall/general satisfaction with local area CLG DSO	2008 Place survey	86.40%	%	Baseline year			n/a		87.50%	Oxfordshire Chief Executives/Officers Group
* NI 6 Participation in regular volunteering CO DSO	2008 Place survey	28.70%	%	Baseline year			n/a		30.40%	Oxfordshire Voluntary Sector Development Partnership
* NI 140 Fair Treatment by local Services	2008 Place survey	77.50%	%	Baseline year			n/a		79.10%	Oxfordshire Chief Executives/Officers Group
* NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year CLG DSO	2007/08	0	No.	(3.1% reduction from baseline)	£15.75m savings from baseline	(6.3% reduction from baseline)	£31.50m savings from baseline	(9.6% reduction from baseline)	£47.25m savings from baseline	Oxfordshire Chief Executives/Officers Group

## Appendix 5: Place Survey National Indicator Scores

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NI1:	75.0% agreed that their local area is a place where people from different backgrounds get on well together
NI2:	56.9% feel they belong to their neighbourhood
NI3:	Civic participation in local area - 13.2%
NI4:	31.1% agree that they can influence decisions locally
NI5:	83.6% were satisfied with their local areas as a place to live
NI6:	26.6% participate in regular volunteering
NI17:	12.9% of respondents perceive high levels of anti-social behaviour in their local area
NI21:	26.9% agree that the police and other public services are successfully dealing with anti-social behaviour and crime in their local area
NI22:	33.2% agreed that parents take responsibility for the behaviour of their children
NI23:	25.7% think that there is a problem with people not treating each other with respect and dignity
NI27:	24.6% agree that the police and other public services are seeking people's views about anti-social behaviour and crime in their local area
NI37:	18.0% were aware of civil protection arrangements
NI41:	20.8% believe that people being drunk or rowdy in public places is a problem in their local area
NI42:	23.4% think that people using or dealing drugs is a problem in their local area
NI119:	77.8% felt that their health was good
NI138:	90.2% of over 65 year olds were satisfied with both their local area as a place to live and their home
NI139:	32.3% believe that older people are able to get the support and services they need to continue to live at home for as long as they want to
NI140:	74.8% felt that have been treated with respect and consideration by local public services

**OXFORDSHIRE COUNTY COUNCIL**

**CHERWELL DISTRICT COUNCIL**  
**PLACE SURVEY TOPLINE TABLES (WEIGHTED DATA)**

**SECTION 1: About your local area**

	<b>Q1 Most important in making somewhere a good place to live</b>	<b>Q2 Most needs improving in this local area</b>
BASE	1237	1237
	%	%
Access to nature	26	7
Activities for teenagers	22	48
Affordable decent housing	32	23
Clean streets	38	21
Community activities	11	15
Cultural facilities (e.g. libraries, museums)	8	9
Education provision	31	9
Facilities for young children	15	18
Health services	44	12
Job prospects	16	16
The level of crime	52	18
The level of pollution	10	8
The level of traffic congestion	20	34
Parks and open spaces	24	11
Public transport	30	21
Race relations	2	3
Road and pavement repairs	11	27
Shopping facilities	24	18
Sports and leisure facilities	13	17
Wage levels and local cost of living	13	14
Other	2	4
None of these	-	-
Don't know	-	1

<b>Q3: Overall, how satisfied or dissatisfied are you with your local area as a place to live?</b>	
BASE	1237
	%
Very satisfied	28
Fairly satisfied	55
Neither satisfied nor dissatisfied	10
Fairly dissatisfied	5
Very dissatisfied	2
<b>Net satisfied</b>	<b>83</b>
<b>Net dissatisfied</b>	<b>6</b>
Non response	1

<b>Q4: And how satisfied or dissatisfied are you with your home as a place to live?</b>	
BASE	1237
	%
Very satisfied	50
Fairly satisfied	40
Neither satisfied nor dissatisfied	5
Fairly dissatisfied	3
Very dissatisfied	2
<b>Net satisfied</b>	<b>90</b>
<b>Net dissatisfied</b>	<b>5</b>
Non response	-

<b>Q5: How strongly do you feel you belong to your <u>immediate neighbourhood</u>?</b>	
BASE	1237
	%
Very strongly	16
Fairly strongly	37
Not very strongly	26
Not at all strongly	14
Don't know	5
<b>Net strongly</b>	<b>54</b>
<b>Net not strongly</b>	<b>41</b>
Non response	1

## Section 2: Your local public services

**Q6: Here are some things that people have said about their local public services. To what extent do you think that these statements apply to public services in your local area?**

BASE : 1237	A great deal	To some extent	Not very much	Not at all	Don't know	Non response
<b>Local public services.....</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
are working to make the area safer	7	48	24	5	13	3
are working to make the area cleaner and greener	14	51	20	6	7	3
promote the interests of local residents	5	31	37	11	13	4
act on the concerns of local residents	5	33	31	12	16	4
treat all types of people fairly	11	39	12	7	27	4

**Q7: Please indicate how satisfied or dissatisfied you are with each of the following public services in your local area.**

BASE : 1237	Very satisfied	Fairly satisfied	Neither/nor	Fairly dissatisfied	Very dissatisfied	Don't know	Haven't used the service	Net satisfied	Net dissatisfied	Non response
	%	%	%	%	%	%	%	%	%	%
Thames Valley Police	12	35	20	9	5	1	16	<b>48</b>	<b>14</b>	2
Oxfordshire Fire and Rescue Service	26	25	10	-	-	3	33	<b>51</b>	<b>1</b>	2
Your GP (Family doctor)	43	37	10	4	1	1	3	<b>80</b>	<b>5</b>	2
Your local hospital	32	36	11	4	2	1	12	<b>68</b>	<b>6</b>	2
Your local dentist	25	26	12	6	6	3	18	<b>51</b>	<b>12</b>	3

<b>Q8: How satisfied or dissatisfied are you with each of the following services provided or supported by Cherwell District Council and Oxfordshire County Council?</b>									
BASE : 1237	Very satisfied	Fairly satisfied	Neither/nor	Fairly dissatisfied	Very dissatisfied	Don't know	Net satisfied	Net dissatisfied	Non response
	%	%	%	%	%	%	%	%	%
Keeping public land clear of litter and refuse	10	45	18	16	6	1	<b>55</b>	<b>22</b>	3
Refuse collection	27	42	11	10	9	1	<b>69</b>	<b>18</b>	1
Doorstep recycling	23	38	15	11	5	6	<b>60</b>	<b>15</b>	3
Local tips/Household waste recycling centres	18	44	18	5	3	7	<b>62</b>	<b>8</b>	5
Local transport information	11	29	29	13	4	11	<b>40</b>	<b>17</b>	3
Local bus services	18	30	20	12	6	12	<b>49</b>	<b>18</b>	2
Sport/leisure facilities	7	29	28	13	6	14	<b>35</b>	<b>19</b>	4
Libraries	16	35	23	7	2	14	<b>52</b>	<b>9</b>	3
Museums/galleries	7	21	28	7	6	25	<b>27</b>	<b>13</b>	6
Theatres/concert Halls	3	15	23	13	11	29	<b>18</b>	<b>24</b>	7
Parks and open spaces	12	43	24	9	3	6	<b>55</b>	<b>12</b>	3

<b>Q9: Please indicate how frequently you have used the following public services provided or supported by Cherwell District Council and Oxfordshire County Council?</b>									
BASE : 1237	Almost every day	At least once a week	About once a month	Within the last 6 months	Within the last year	Longer ago	Never used	It does not apply/don't know	Non response
	%	%	%	%	%	%	%	%	%
Local tips/Household waste recycling centres	2	10	29	35	7	6	6	2	2
Local transport information	2	7	17	24	11	8	18	8	5
Local bus services	7	14	14	16	9	11	22	6	2
Sport/leisure facilities	3	15	11	14	11	14	21	8	4
Libraries	1	8	18	12	10	19	24	6	3
Museums/galleries	-	1	7	16	12	16	27	17	5
Theatres/concert Halls	-	1	4	14	11	15	31	19	5
Parks and open spaces	14	25	19	16	7	5	7	5	3

<b>Q10: To what extent do you agree or disagree that Cherwell District Council and Oxfordshire County Council provide value for money?</b>		
	<b>Cherwell District Council</b>	<b>Oxfordshire County Council</b>
BASE	1237	1237
	%	%
Strongly Agree	4	
Tend to agree	28	
Neither agree or disagree	34	
Tend to disagree	15	
Strongly disagree	6	
Don't know	10	
<b>Net agree</b>	<b>32</b>	
<b>Not disagree</b>	<b>21</b>	
Non response	2	

<b>Q11: How satisfied or dissatisfied are you with the way Cherwell District Council and Oxfordshire County Council runs things?</b>		
	<b>Cherwell District Council</b>	<b>Oxfordshire County Council</b>
BASE	1237	1237
	%	%
Very satisfied	6	
Fairly satisfied	43	
Neither satisfied nor dissatisfied	29	
Fairly dissatisfied	10	
Very dissatisfied	4	
Don't know	6	
<b>Net satisfied</b>	<b>49</b>	
<b>Net dissatisfied</b>	<b>15</b>	
Non response	2	

<b>Q12: How well informed do you feel about each of the following?</b>								
BASE : 1237	Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know	<i>Net well informed</i>	<i>Net not well informed</i>	Non response
	%	%	%	%	%	%	%	%
How and where to register to vote	44	41	8	4	2	<b>85</b>	<b>8</b>	1
How your council tax is spent	17	50	21	8	3	<b>66</b>	<b>29</b>	1
How you can get involved in local decision-making	5	24	37	21	10	<b>29</b>	<b>58</b>	3
What standard of service you should expect from local public services	5	29	36	18	8	<b>34</b>	<b>53</b>	4
How well local public services are performing	4	33	33	17	8	<b>37</b>	<b>51</b>	4
How to complain about local public services	6	25	34	21	10	<b>31</b>	<b>56</b>	4
What to do in the event of a large-scale emergency e.g. flooding, human pandemic flu	3	14	31	39	10	<b>17</b>	<b>69</b>	3
Overall, how well informed do you feel about local public services	3	36	37	18	5	<b>39</b>	<b>55</b>	<b>2</b>

<b>Q13: Do you agree or disagree that you can influence decisions affecting your local area?</b>	
BASE	1237
	%
Definitely agree	3
Tend to agree	24
Tend to disagree	37
Definitely disagree	21
Don't know	14
<b>Net agree</b>	<b>26</b>
<b>Net disagree</b>	<b>58</b>
Non response	1

<b>Q14: Generally speaking, would you like to be more involved in the decisions that affect your local area?</b>	
BASE	1237
	%
Yes	25
No	11
Depends on the issue	60
Don't know	3
Non response	1



<b>Q15: Overall, about how often over the last 12 months have you given unpaid help to any group(s), club (s) or organisation(s)?</b>	
BASE	1237
	%
At least once a week	15
Less than once a week but at least once a month	9
Less often	11
I give unpaid help as an individual only and not through group(s), club(s) or organisation(s)	10
I have not given any unpaid help at all over the last 12 months	45
Don't know	7
Non response	2

<b>Q16: In the past 12 months have you...</b>			
BASE : 1237	Yes	No	Non response
	%	%	%
Been a local councillor (for the local authority, town or parish)	2	92	6
Been a member of a group making decisions on local health or education services	4	90	6
Been a member of a decision-making group set up to regenerate the local area	3	91	6
Been a member of a decision-making group set up to tackle local crime problems	3	91	6
Been a member of a tenants' group decision-making committee	2	91	7
Been a member of a group making decisions on local services for young people	4	90	6
Been a member of another group making decisions on services in the local community	6	89	5

<b>Q17: To what extent do you agree or disagree that in your local area, parents take enough responsibility for the behaviour of their children?</b>	
BASE	1237
	%
Definitely agree	6
Tend to agree	25
Neither agree or disagree	18
Tend to disagree	27
Definitely disagree	17
Don't know	5
<b>Net agree</b>	<b>31</b>
<b>Net disagree</b>	<b>44</b>
Non response	1

<b>Q18: To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together?</b>	
BASE	1237
	%
Definitely agree	5

Tend to agree	47
Tend to disagree	13
Definitely disagree	5
Don't know	22
Too few people in local area	3
All the same background	4
<b>Net agree</b>	<b>53</b>
<b>Net disagree</b>	<b>18</b>
Non response	1

<b>Q19: In your local area, how much of a problem do you think there is with people not treating each other with respect and consideration?</b>	
BASE	1237
	%
A very big problem	6
A fairly big problem	18
Not a very big problem	50
Not a problem at all	18
Don't know/No opinion	7
<b>Net problem</b>	<b>24</b>
<b>Net not a problem</b>	<b>68</b>
Non response	1

<b>Q20: In the last year would you say that you have been treated with respect and consideration by your local public services.....</b>	
BASE	1237
	%
All of the time	20
Most of the time	45
Some of the time	17
Rarely	4
Never	1
Don't know/no opinion	13
Non response	1

<b>Q21: In your opinion, are older people in your local area able to get the services and support they need to continue to live at home for as long as they want to?</b>	
BASE	1237
	%
Yes	32
No	14
Don't know	53
Non response	1

	<b>Q22 How safe it is felt outside in the local area after dark</b>	<b>Q23 How safe it is felt outside in the local area during the day</b>
BASE	1237	1237
	%	%
Very safe	17	51
Fairly safe	40	36

Neither safe nor unsafe	15	7
Fairly unsafe	19	3
Very unsafe	6	1
Don't know	2	-
<b>Net safe</b>	<b>56</b>	<b>87</b>
<b>Net unsafe</b>	<b>25</b>	<b>4</b>
Non response	2	2

<b>Q24: Thinking about this local area, how much of a problem do you think each of the following are...</b>								
BASE : 1237	A very big problem	A fairly big problem	Not a very big problem	Not a problem	No opinion	Net problem	Net not a problem	Non response
	%	%	%	%	%	%	%	%
Noisy neighbours or loud parties	2	10	36	48	2	<b>12</b>	<b>84</b>	2
Teenagers hanging around the streets	9	25	40	21	1	<b>34</b>	<b>62</b>	2
Rubbish or litter lying around	8	22	41	22	1	<b>29</b>	<b>63</b>	7
Vandalism, graffiti and other deliberate damage to property or vehicles	6	16	40	27	2	<b>22</b>	<b>67</b>	9
People using or dealing drugs	6	13	28	35	15	<b>19</b>	<b>62</b>	3
People being drunk or rowdy in public places	5	13	40	32	7	<b>19</b>	<b>71</b>	3
Abandoned or burnt out cars	3	4	21	62	8	<b>6</b>	<b>84</b>	2

	<b>Q25 The police and local public services seek people's views</b>	<b>Q26 The police and local public services are successfully dealing with</b>
BASE	1237	1237
	%	%
Strongly agree	8	5
Tend to agree	16	21
Neither agree or disagree	28	32
Tend to disagree	21	14
Strongly disagree	10	7
Don't know	14	18
<b>Net agree</b>	<b>24</b>	<b>26</b>
<b>Net disagree</b>	<b>31</b>	<b>21</b>
Non response	2	3

<b>Q27: Gender</b>	
BASE : 1237	
	%
Male	45
Female	53
Non response	2

<b>Q28: Age</b>	
BASE : 1237	
	%

18 – 24	9
25 – 34	16
35 – 54	38
55 – 64	14
65+	18
Non response	4

<b>Q29: Health</b>	
BASE : 1237	
	<b>%</b>
Very good	31
Good	46
Fair	18
Bad	3
Very bad	1
Non response	2

<b>Q30: Household</b>	
BASE : 1237	
	<b>%</b>
Owned outright	30
Buying on mortgage	44
Rent from council	3
Rent from Housing Association/Trust	6
Rented from private landlord	13
Other	1
Non response	3

<b>Q31: How many children aged 17 or under are living in household</b>	
BASE	1237
	%
None	67
One	14
Two	12
Three	5
Four	-
More than four	-
Non response	3

<b>Q32: How many adults aged 18 or under are living in household</b>	
BASE	1237
	%
None	6
One	13
Two	60
Three	11
Four	6
More than four	1
Non response	2

<b>Q33: Employment status</b>	
BASE	1237
	%
Employee in full-time job (30 hours plus per wk)	46
Employee in part-time job (under 30 hours per week)	10
Self employed full or part-time	7
On a government supported training programme (e.g. Modern Apprenticeship/ Training for Work)	-
Full-time education at school, college or university	2
Unemployed and available for work	2
Permanently sick/disabled	3
Wholly retired from work	19
Looking after the home	7
Doing something else	1
Non response	3

<b>Q34: Long-standing illness, disability or infirmity</b>	
BASE	1237
	%
Yes	24
No	72
Non response	4

<b>Q35: illness or disability limit activities</b>	
BASE	1237
	%
Yes	65
No	33
Non response	2

<b>Q36: Ethnicity</b>	
BASE	1237
	%
<b>White</b>	
British	87
Irish	2
Any other white background	3
<b>Mixed</b>	
White & Black Caribbean	-
White & Black African	-
White & Asian	-
Any other mixed background	-
<b>Chinese and other ethnic groups</b>	
Chinese	-
<b>Black or Black British</b>	
Caribbean	1
African	1
Any other black background	-
<b>Asian or Asian British</b>	
Indian	1
Pakistani	1
Bangladeshi	-
Other ethnic group	1
Non response	3

<b>Q36a: Religion</b>	
BASE	1237
	%
None	20
Christian	72
Buddhist	-
Hindu	1
Jewish	-
Muslim	1
Sikh	-
Other	1
Non response	4

# Agenda Item 10

## Executive

### **MEDIUM TERM FINANCIAL STRATEGY AND 2008/09 PROJECTED REVENUE & CAPITAL OUT-TURN**

**6 April 2009**

#### **Report of Strategic Director for Customer Service and Resources and the Chief Accountant**

##### **PURPOSE OF REPORT**

This report presents the proposed revised Medium Term Financial Strategy, setting out the context, objectives, and fundamental principles for the planning of the Council's financial resources over the next four years.

This report also summarises the Council's revenue and capital projections for the financial year 2008/09 as at 28<sup>th</sup> February 2009.

This report is public
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##### **Recommendations**

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The Executive is recommended:

- 1) To approve the new Medium Term Financial Strategy (MTFS) and, specifically:
  - i) the objective to eliminate revenue dependence on investment income by 2012/13
  - ii) the intention to relax our 'debt-free' policy to give us future flexibility (although any proposal to do this will be subject to further discussion)
- 2) To note the revenue and capital projections at Feb/May 2009 (Appendix 2 and 3).
- 3) To agree that a provision of £80,000 be made from the Investec interest gains achieved in December 2008 to fund support for the Horton Hospital and to fund work to increase the community benefit of places of worship in Bicester.
- 4) To agree that the accrued interest expected from investments at risk in the Icelandic Bank Glitner of £551k be written off to zero in the 2008/09 financial statements.
- 5) To agree that £3,897,623 of capital schemes listed in Appendix 2a approved as part of the 2008/09 budget and profiled for expenditure in 2008/09 are carried forward for utilisation in 2009/10.
- 6) To agree that £300,000 of the Woodgreen capital schemes profiled for expenditure in 2009/10 be brought forward for utilisation in March 2009.



## Executive Summary

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### Medium Term Financial Strategy

- 1.1 The strategy commits us to eliminating our revenue dependency on investment income within the remaining 4-year lifetime of the strategy. This requires some limited and reducing support from reserves during the period to ensure effective implementation while protecting service levels during any transition period.
- 1.2 A number of potential actions are identified to secure the required reduction in net expenditure – circa £2.6m at today's values. These actions are neither an exhaustive nor prescribed list.
- 1.3 Some of these actions will drive savings. The Council's public promises and high priority areas remain the focus for investment. Non customer-facing support services together with lower priority services and services delivering poor value for money will be the main focus of savings proposals. Working in partnership with others, strategic procurement and delivering services in different ways offer further opportunities to reduce costs.
- 1.4 Other actions aim to generate additional, sustainable income. Changes to our approach to asset management will be key to this, via plans to share overheads and co-locate with partners.
- 1.5 Eliminating our revenue dependency on investment income enables the Council to utilise this income in a number of different ways, including:
  - Growing the capital base to allow for future investment
  - Funding capital financing arrangements for major scheme
  - Funding short-term one-off revenue based activities in the future
- 1.6 The investment strategy review, now underway, will include consideration of appropriate future capital funding mechanisms. In reviewing our approach it may become appropriate to change the Council's current "debt free" status. The Council has reaped all the financial benefits associated with the current policy and our declining capital base is unlikely to be able to support all desirable activities. The Medium Term Financial Strategy proposes that we relax this policy to give us the flexibility to consider borrowing in the future.
- 1.7 The proposed revised Medium Term Financial Strategy is attached at [Appendix 1](#).

### Revenue and Capital Projections

- 1.8 In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue and capital position is reported monthly to the Corporate Management Team and formally to the Executive on a quarterly basis. This is the final budget monitoring report prior to the financial year end 2008/09.
- 1.9 Due to the downturn in the economy, impact of the credit crunch on Council services and the volatility of the financial markets, the Council has been faced

with a number of budget pressures that could not have been foreseen. This has resulted in officers spending additional time on projections in order to take compensatory steps to reduce potential overspends and to ensure minimal impact on front line services.

- 1.10 Projections until the end of the financial year, building on the December position and making reasonable and robust assumptions up to 31<sup>st</sup> March 2009, indicate a likely overspend against budget of £251k. This can be split between an overspend in services of £430k and an investment income deficit of £251k. The latter assumes full loss of the Icelandic bank interest for the current and previous financial year. The General Fund reserve of £1.95m is adequately funded to meet this deficit.
- 1.11 The latest projection for the capital programme indicates a capital outturn of £25m subject to recommendations 5 and 6.
- 1.12 The variances which result from these revenue and capital projections are within the Council's stated tolerances of +2% / -5%.
- 1.13 A number of compensatory actions have been taken to offset in part the impact of the downturn in the economy and the interest impact of the investment in the failed Icelandic bank.
- 1.14 If the Glitner interest is returned during the administration process there is a potential that this will give rise to additional income. If this should be the case, officers will make recommendations for reallocating these funds.

## **Background Information**

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### **Revenue Projection 2008/09**

- 2.1 The projected revenue out-turn for 2008/09 is set out in Appendix 2 which summarises the main variances between outturn and the 2008/09 budget by Directorate.
- 2.2 The downturn in the economy has given rise to a number of unanticipated budget pressures. One of the most immediate impacts of the credit crunch in Cherwell, like elsewhere, is the rapid slowdown in the housing market. This year we expect to be £158k short in land charges income and £297k short in planning fee income. We have also seen fluctuating fuel costs and we are forecasting an extra £45k in the cost of fuel for the full year. These combine into a projected £500k shortfall related to the downturn which we can reasonably say we could not have forecast.
- 2.3 We have £6.5m in Glitner, one of the failed Icelandic banks, with accrued interest to the end of 2008/09 of £551k yet to be paid. These were long term investments and we were not expecting either the capital or the interest imminently. The fact that we have no access to this money at the moment makes no difference to our ability to deliver services or meet operational costs.

- 2.4 We are working closely with the LGA and Deloitte and Touche, who have been appointed as administrators of Glitner, to seek recovery of our principal sum and accrued investment income.
- 2.5 While this money is currently deemed at risk, we have for the purpose of the projections since September 2008 assumed the worst and assumed that the £551k of accrued interest will not be received. We propose in this report to write it off formally in the 2008/09 accounts.
- 2.6 We have not yet made any assumption on the likelihood of repayment of the £6.5m principal sum and in line with official guidance from CIPFA we do not propose any impairment of these investments at this stage. We will review this as part of the 2008/09 closedown report.
- 2.7 We have benefited as a result of the uncertainty of the interest rates in the first 9 months of the year and project that we will receive £810k additional investment income compared to budget. The continued reduction in interest rates, currently 0.5%, will result however in a reduction in investment income for the last quarter of 2008/09 and we have therefore reduced our December forecast by £145k.
- 2.8 We propose to make a provision of £80k of this gain (from Investec returns in December) to enable support for the Horton Hospital (detailed in a later report on this meeting's agenda) and to increase the community benefit of places of worship in Bicester, which will be subject to detailed report in 2009/10.
- 2.9 The residual investment income gain of £730k will wholly offset the Glitner write off of £551k and partly compensate for the economic downturn effects referred to above.

### **Capital Projection 2008/09**

- 2.10 The projected spend for capital schemes in 2008/2009 is £24,731,367 of which £17,499,367m relates to the Sports Centre Modernisation Project. This includes £300,000 bought forward from the 2009/10 programme and schemes totalling £3,897,623 deferred to 2009/10.
- 2.11 Appendix 3a summarises the main variances between projected capital outturn and the 2008/09 budget.
- 2.12 The £300,000 relates to the Woodgreen scheme and the requirement to bring forward this approved expenditure in order to meet the opening date of 18 July 2009.
- 2.13 Appendix 3b summarises the £3,897,623 of capital schemes budgeted to be spent in 2008/09 that will now slip into 2009/10.

### **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 The Medium Term Strategy (MFTS) is the Council's key financial planning document. It is driven by our Corporate Plan and the four strategic priorities which lie at the heart of it. These strategic priorities underpin the decisions Councillors make about services and funds.

- 3.2 The current economic climate has highlighted the vulnerability of the Council's revenue dependency on investment income. This, together with our reducing capital base, demands a fundamental shift in the Council's approach to financial planning in the medium-term.
- 3.3 The Council is well placed to meet the challenges described above and is in a strong financial position to do so. The proposed revised Medium-Term Financial Strategy is designed to ensure this financial strength is sustained in the long term.
- 3.4 This report also illustrates the Council's provisional performance against the 2008/09 Revenue and Capital Budget.

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

**Option One** To review current performance levels and consider any actions arising.

**Option Two** To approve or reject the recommendations above or request that Officers provide additional information.

## **Consultations**

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Corporate Management Team Jan – March 2009  
 Extended Management Team 10/03/09

## **Implications**

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**Financial:** Financial Effects – The Medium Term Financial Strategy sets the framework for the Council's medium-term financial planning, enabling it to meet future financial commitments and the financial effects are as outlined in the report.

It should be noted that the information in this report is in the format used for budget monitoring purposes. Proactive action will continue to be taken as part of the budget monitoring process to identify areas of underspend or additional income that can offset the unavoidable additional costs currently forecast.

Efficiency Savings – There are no efficiency savings arising from this report directly however the budget 2008/09 was based on a number of efficiencies carrying forward from Gershon and achieving our targets for 2008/09. In addition to our own internal efficiency targets we also have to meet the Governments 3% efficiency target – National Indicator 179. Not all of our efficiencies can be counted towards this target and the finance team are therefore undertaking an exercise to allow progress against the Government target to be reported.

Comments checked by Phil O`Dell, Interim Head of Finance, 01295 227098.

**Legal:** There are no legal implications arising from this report.  
Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686.

**Risk Management:** Without a clear Medium Term Financial Strategy, the Council runs the risk of not being able to deliver its service objectives in future years.  
The revenue and capital position to date highlights the relevance of maintaining a minimum level of reserves and budget contingency to absorb the financial impact of changes during the year.  
Comments checked by Rosemary Watts, Insurance and Risk Manager, 01295 221566.

#### **Wards Affected**

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All

#### **Corporate Plan Themes**

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An Accessible and Value for Money Council

#### **Executive Portfolio**

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**Councillor James Macnamara**  
**Portfolio Holder for Resources**

#### **Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Medium Term Financial Strategy 2009/2013
Appendix 2	Revenue Projection 2008/9 and Analysis
Appendix 3a	Provisional Capital Outturn 2008/2009
Appendix 3b	Capital Analysis - c/f to 2009/10 Capital Programme
<b>Background Papers</b>	
2009/10 Budget Booklet 2009/10 Capital Asset Strategy 2009/10 Investment Strategy	

<b>Report Author</b>	Julie Evans, Strategic Director Customer Service and Resources Karen Curtin, Chief Accountant
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**Proposed  
MEDIUM TERM FINANCIAL STRATEGY  
2009/10 to 2013/14**

**CONTEXT**

1. The Medium Term Strategy (MTFS) is the Council's key financial planning document. It is driven by our Corporate Plan and the four strategic priorities which lie at the heart of it. These strategic priorities are aligned with the District's ambitions as set out in the Community Plan and associated Medium-Term Strategies. They underpin the decisions Councillors take about services and funds.
2. The Council's strategic priorities are:

Cherwell, A District of Opportunity;  
A Safe and Healthy Cherwell;  
A Cleaner, Greener Cherwell;  
Cherwell, An Accessible, Value for Money Council.
3. The first three strategic priorities derive from the seven Medium-Term Strategies in which the Council is the lead partner; the fourth links to the ambition that all the District's communities will benefit from the delivery of the Community Plan.
4. The Cherwell Community Plan is currently being refreshed by the Local Strategic Partnership. Changes to this will affect our Corporate Plan and therefore this MTFS. The implications of these will be accommodated as part of a programmed review.
5. The updated Local Area Agreement (LAA), which comes into effect from 1 April, lays out the improvement that partners across Oxfordshire aim to achieve against 35 local priorities. Those improvement targets to which we contribute are integrated into our service planning processes for 2009/10 and 2010/11.

**CURRENT FINANCIAL POSITION**

6. The Council is in a very sound financial position; it has cash balances of £111m, usable capital receipts of £85m and fixed assets of £86m.
7. The cash balances of £111m, include £12m held as earmarked reserves, most of which are invested in long-term marketable securities through fund managers and by the Council's in-house team.
8. The useable capital receipts of £85m have been accumulated over a number of years from the disposal of assets, of which the largest single element has been the housing stock through voluntary transfers and right-to-buy sales. Capital receipts can only be applied against capital expenditure and cannot be used to help defray the day to day running costs of the Council.
9. Fixed assets include land and buildings used in the delivery of the Council's services (£53m), properties held for the investment income they yield rather than direct

service delivery (£27m) and vehicles, plant and equipment used in service delivery (£6m).

10. The council tax for 2009-10 is £123.50 for a band D property. This is below the level of council tax that might be expected for this type of authority, based upon figures used previously by the Government in calculating grant distribution.
11. The Council's finances have been affected by the economic recession. On the expenditure side, for example, the rise in fuel prices in mid 2008 added significantly to the Council's costs, although this levelled off late in the year. In terms of income, the Council has seen its investment income reduced significantly following the dramatic fall in interest rates and there is the potential loss of capital and interest following the failure of the Glitnir Bank in Iceland. The Council is one of over 120 local authorities to have invested in Icelandic banks. Planning fee income and land charges fees have also reduced.
12. In common with most employing organisations, whether in the public, private or voluntary sector, the Council does show a pension fund liability. This currently stands at £27.9m, falling due over a period of more than thirty years, but does fluctuate as market conditions change and actuarial assumptions are altered. Recent changes to the legislation should reduce the pressure on the pension fund and the Council's own contributions are regularly reviewed to ensure that it can meet its commitments.
13. The financial forecasts prepared as we set the 2009/10 budget showed shortfalls of £1.9m and £2.1m for the financial years 2010/11 and 2011/12. These figures now stand at £1.4m and £0.8m respectively. These shortfalls are due to the continuing lack of appropriate levels of Government funding, rising demand for Council services and the significant reduction in interest earned on the Council's investments following the dramatic fall in interest rates in late 2008.

## **DEMOGRAPHIC FACTORS**

14. Demographic factors affect the Council's planning in a number of ways:
  - Changes in total population affect the Council's entitlement to Government grant under the current grant distribution formula
  - Changes in the number of households affect the tax-base for council tax purposes, and consequently the total amount raised from this source
  - The characteristics of both population and households have implications for the type and nature of the services we provide
  - Changes in population and households affect the demand for our services
15. Cherwell's population increased by almost 12% between 1991 and 2001 and has increased by a further 4.5% since. Growth predictions of a further 8% by 2016 and a cumulative 15.6% by 2026 are significantly higher than regional and national rates. Most of the recent growth has been in Banbury and Bicester and this will continue. Bicester's population is projected to grow by 13.8% between 2001 and 2016.
16. The Regional Spatial Strategy (South East Plan) to 2026 directs further, substantial, housing growth into the District (13,400 homes / average completion rate of approximately 700 per annum). It is also likely that the South East Plan will be



subject to early review, with additional growth requirements arising for Cherwell. Those new growth requirements may partly result from a national level decision designating Cherwell as an Eco Town location. This level of new housing development will need to be matched by local job growth and economic development. Overall there will be a significant impact on demand for many of the services delivered by the Council. There are some particular, and more immediate, impacts on the resources required for the Council's work as Local Planning Authority, and for partnership working on infrastructure planning. Many wider service impacts will arise in the medium and longer-term.

17. Government funding and developer contributions through planning agreements and obligations will assist with the provision of the required infrastructure. However this will not cover the full local costs of capital investment, and will make very little contribution to ongoing revenue expenditure arising from both resident population growth and pressures from people in neighbouring districts using our services.
18. The Government's decision on the Eco Towns programme and the Council's own Local Development Framework will determine plans for growth in the District. These plans will be taken into account in future reviews of the MTFs. Work will be commissioned to model the income and expenditure effects of the projected level of growth. The MTFs will be updated to reflect the latest information on development progress and our assessment of service impacts.
19. While the main impacts from the next phase of growth had been expected to start materialising in 2010/11, the current economic climate is slowing severely the sale of houses and housebuilding, so growth pressures may ease in the short term. But the recent decline in planning applications brings a significant immediate budget pressure in reduced planning fee income. This gives rise to a service and financial planning challenge around how to maintain organisational capacity (staff and skills) so that the Council is well prepared when the workloads recover. This will be a key area for development in future MTFs iterations and represents an important area of potential risk for the Council.

## **TREASURY MANAGEMENT**

20. The Council achieved debt-free status in March 2003, and has a current policy of retaining this position. This has significant implications in terms of both revenue and capital.
21. The move to a debt-free position provided significant improvements in the projected net interest position for the General Fund and these are reflected in the MTFs. In addition, it provided 100% usability of housing Right-to-Buy receipts and added flexibility arising from the proceeds from the transfer of the Council's housing stock in March 2004.
22. With the introduction from April 2004 of the Prudential Framework for capital, the Council benefited from transitional arrangements for debt-free authorities (under regulation 21). The benefits from such arrangements expired in 2006/2007.
23. It has to date been to the Council's advantage to remain debt-free. However, in light of our declining capital base, our reducing but continuing dependence on investment

income to support revenue funding, and our commitment to invest in the community, we need flexibility in the future.

24. Interest rate changes are a significant factor for the Council, as an increase or decrease of 0.25% in rates would have an estimated impact of around £184k on investment receipts in 2009/10. The Bank of England's Monetary Policy Committee has cut rates to the current unprecedented levels of 0.5% as concerns over the economy and the credit crunch continue to impact.
25. Inflation provides for further uncertainty. The rate for CPI has been above the target level of 2.0% since May 2006 and the increase to 4.4% in July 2008 represented a record high since the series began. This added short-term revenue pressures particularly in relation to fuel costs which continued to rise faster than any other element. Since November 2008 inflation has dropped rapidly as food and fuel prices have eased and there has been a significant drop in economic activity.

### **FINANCIAL PROJECTIONS - REVENUE**

26. The key aim of the MTFS is to develop a series of financial projections to determine the achievability and sustainability of the financial plans which are required to deliver the Council's strategic priorities and future ambitions for the District.
27. The key assumptions for the preparation of these projections are shown in Appendix A.
28. The net level of ongoing unavoidable spending pressures, at £0.3m for 2009/10, is much lower than in previous years. This, coupled with significant reductions in the Council's cost base has provided the Council with time to address the significant challenges in this MTFS for the years 2010/11 and 2011/12. The projected shortfall figure of £1.4m in 2010/11 can be almost wholly attributed to the residual dependency on investment income.
29. The projections have been constructed to include £564k of specific risk provision for 2009/10 and earmarked reserves relating to interest rate impact and managing during an economic downturn in 2009/10 and 2010/11.

### **FINANCIAL PROJECTIONS – GOVERNMENT FUNDING**

30. A big issue in relation to future funding is the level of Government grant which the Council will be entitled to. Although this has been set for the period up to and including 2010/11, future settlements are critical to effective longer-term financial planning and to ensure real financial sustainability.
31. The Government's spending plans include increased investment in services which are not provided by District Councils and assume ongoing efficiencies of 3% per annum in cash terms. Cherwell's Government funding is therefore unlikely to increase significantly during the years of this Strategy and it assumes a 3% p.a. increase in 2010/11 and 2% p.a thereafter. These factors, combined with the gearing

effect which disproportionately places any extra burden on the council tax, make it increasingly difficult to balance the Council's budget each year while keeping council tax increases to an acceptable level.

32. The Government operates a system of protection to handle significant changes for individual authorities. The current 3-year settlement confirmed the 'Floor' (minimum level increase) for District Councils in 2008/09 at 1.0%, compared with 2.7% for 2007/08. The 'Floor' level for District Councils for both 2009/10 and 2010/11 is just 0.5%. This suggests a difficult period for the Council.

33. The impact of the 2008/09 settlement for Cherwell is shown below:

2007/08 Final	£9,947,783
2008/09 Final	£10,310,045
2009/10 Final	£10,610,610
2010/11 Provisional	£10,939,539

34. CSR2007 has included an assumption of at least 3% efficiencies per annum (measured cumulatively) to 2010/11. Our performance will be measured using the new national indicator on efficiency (NI179).

#### **FINANCIAL PROJECTIONS – CAPITAL**

35. The projected closing balance of uncommitted capital funding across the life of the Strategy is:

2008/09	£ 83,000
2009/10	£ 64,000
2010/11	£ 53,000
2011/12	£ 48,000
2012/13	£ 40,000

36. The proceeds of dwelling sales under the Right to Buy scheme have been a major source of regular ongoing capital receipts for many years. However, from 2005/06 there has been evidence of a significant reduction in sales, which is combined with the ending of the transitional relief from the effects of the national pooling of housing capital receipts.

#### **COST REDUCTION ACTIONS TO DATE**

37. The Council has responded to cost pressures in a robust and structured fashion. We have taken steps to drive down our cost base via restructuring, reduced overhead costs, improved collaborative procurement and other efficiencies, while adopting a rigorous approach to budgetary control. Effective value for money reviews are a key part of this strategy and have identified both significant financial savings and improvements in service provision. We have also put in place a more systematic process for reviewing our fees and charges for services. The Council's success in ensuring that its MTFs, revenue and capital budgets are soundly based and that

good value for money is achieved has been recognised in the Audit Commission's 'performing well' score for Use of Resources in December 2008. Our various actions have meant that we have reduced our net expenditure by 16% (to £20m) between 2007/08 and 2009/10.

38. The Council remains committed to the identification of efficiency measures and the delivery of value for money services. The identification and reporting of efficiency gains, under the philosophy of the Gershon initiative, has been integrated within the existing corporate processes operated by the Council. This has served to avoid any unnecessary additional or duplicated effort, whilst ensuring that gains are considered at the most appropriate point in the annual process

## **FINANCIAL STRATEGY**

39. We need to find contributions of £1.4m in 2010/11 to produce a balanced budget. If we take into account the forecast investment income contribution (£1.1m) then to successfully **eliminate** dependency on investment income we need to reduce net costs by £2.6m. 3 years is a more realistic timeframe in which to make the required changes to the organisation and our services. This requires a reducing general fund contribution over the 3 year period.

40. The compilation of this MTFs has served to confirm a set of key parameters which are both appropriate and achievable in the context of the Council's overall objectives. These include:

- Council Tax increases at / below forecast inflationary levels
- Savings target of £870k each year for years 2010/11 – 2012/13
- Risk and interest smoothing of £1m
- Retention of recovering interest contributions in excess of savings to increase capital base
- Reserves target level of £6m in the medium-term, with a £2m working balance requirement

41. The level of council tax increases assumed is expected to result in the Council remaining among the lowest levels of increase for Districts in the country.

42. Both the General Fund and reserves will be in line with the forecast projections within the medium-term 5-year projection period.

43. Risk analysis has also been undertaken to identify the impact of potential changes in a number of the key variables, and to identify measures to mitigate against the highest areas of risk.

## **OPERATIONAL IMPLEMENTATION**

44. We will use the coming year, 2009/10, to put into place a series of cost containing measures. Our primary focus will be to protect front line services, deliver support to those in need and do what we can to protect and stimulate the local economy. We

will actively seek to take advantage of revenue gains associated with early implementation of such measures where possible.

45. We will seek sustainable ways of securing a phased elimination of contributions from investment income as a result of delivering services in different ways, working with others to share costs wherever possible, improving our contract management skills and focussing on the innovative use and management of our assets.

46. We will focus on 3 specific objectives. We have identified a range of tools we will deploy as appropriate to meet those objectives. The tools identified within this document do not constitute an exhaustive list. Furthermore, we recognise many of the tools will be applied to different services in different ways at different times. We recognise one size does not fit all.

### **Objective 1**

47. Successfully deliver the current year's spending plans to budget.

#### *Key areas of focus*

- This will be delivered via a suite of measures including effective budgetary control relating to capital and revenue expenditure, accurate profiling and forecasting, effective project management to deliver savings targets explicit within the current budget to time and cost assumptions, and the effective management of working capital, cash-balances, assets and the Council's investment portfolio.
- Understanding our communities and the impact of the downturn enabling us to anticipate effects in a timely and accurate way underpins our approach.

### **Objective 2**

48. To secure cost reductions in the current and coming financial year to offset the forecast shortfalls that flow directly from the economic downturn.

#### *Key areas of focus*

- An interim workforce planning strategy, enabling flexible resourcing of services in keeping with fluctuations in demand
- Effective employee relations to ensure salary expectations are managed within the overall cash envelope for the ongoing job evaluation exercise.
- Opportunity savings in relation to early or planned retirements, labour turnover and early completion of scheduled projects taken where ongoing business need remains unaffected, or where reshaping of the structure of the organisation enables efficient re-alignment of existing resources to accommodate ongoing business need.
- Providing innovative investment to stimulate the local economy with particular emphasis on the housing market. Enabling our investments to work harder, delivering both community benefit and revenue returns.

- Value for money reviews of overhead based costs for example goods and services such as insurance, fuel, utilities and occupancy levels of operational Council buildings.
- Revised treasury management and capital finance strategies to provide:
  - Increased efficiency in working capital;
  - A revision of our risk appetite to reflect the order of priorities as security, yield and liquidity;
  - An extended range of instruments;
  - Consideration of pooled investments
- Revised asset management strategy focussed on securing revenue contributions as a result of shared costs. Providing where possible, added value services in addition to the Council's traditional Landlord role. Providing flexibility in charging, enabling the utilisation of marginal pricing where advantageous to the Council's fixed costs base.
- Strategic procurement of goods and services. Wherever possible, in partnership with others at the time of tender. Securing "open contracts to allow other parties to join retrospectively providing additional financial benefits to all parties.
- Effective contract management modelled on commercial good practice to secure improved value for money. Retrospective consideration of collaborative potential and alternative financing models in key contractual areas.
- Reduction in service-based indirect costs associated with service delivery via a review of management arrangements, enabling greater investment in front line resources
- Outsourcing and shared service arrangements for non customer facing transactional services.

### **Objective 3**

49. Securing sustainable improvements to both costs and revenue sources to enable elimination of dependency on investment income.

#### *Key areas of focus*

- Continuation of our value for money programme.
- Potential shared service delivery vehicles and /or outsourced arrangements for back office support functions.
- Potential strategic alliances at operational levels with one or more public sector partners enabling greater sharing of overheads and joint use of resources.

### **BUDGET PROCESS**

50. The service and financial planning process for 2010/11 will build directly on the process which has been successfully developed over the last three years. However,

the implementation of savings in the current financial year will provide a base for the requisite full year effect in 2010/11. We will report progress towards achieving these savings quarterly to the Executive.

## **BUDGET CONSULTATION**

51. Over recent years the Council has developed public budget consultation to identify spending and savings priorities to inform the budget process. The findings from this work have identified trend information, which has produced reasonably consistent results.
52. An allowance will be made to cover some qualitative consultation with residents, probably through focus groups or an interactive workshop as part of the 2010/11 Budget process.
53. This consultation may be used to 'test' different spending and savings options or to explore various proposals with residents that emerge from the value for money review programme or proposed sustainable savings initiatives.

## **SUMMARY**

54. The MTFS has reviewed the key elements of the existing strategy, confirming that these are still both appropriate and realistic in the coming year with clear proposals for action to ensure our future priorities are resourced both over the medium-term and in the longer-term. In doing so, a framework has been determined for detailed work to develop the Council's 2010/11 budget.
55. Financial modelling has determined a sustainable approach to securing the elimination of dependency on investment income, which requires support from reserves to a maximum contribution of £750k in 2010/11 reducing to £500k and £250k in the following 2 years. This makes provision for some growth elements.
56. Work on the financial projections for the MTFS has been accompanied by risk analysis work, and the recommended strategy reflects this in terms of the setting of the target level of reserves.

## Appendix A

The main assumptions included in the budget forecast are:

1. Base – 2009/10 Approved Budget, with known changes for 2010/11.
2. General inflation on expenditure:

	2009/10	2010/11	2011/12	2012/13	2013/14
Inflation	2%	1.8%	2%	2.1%	2.1%

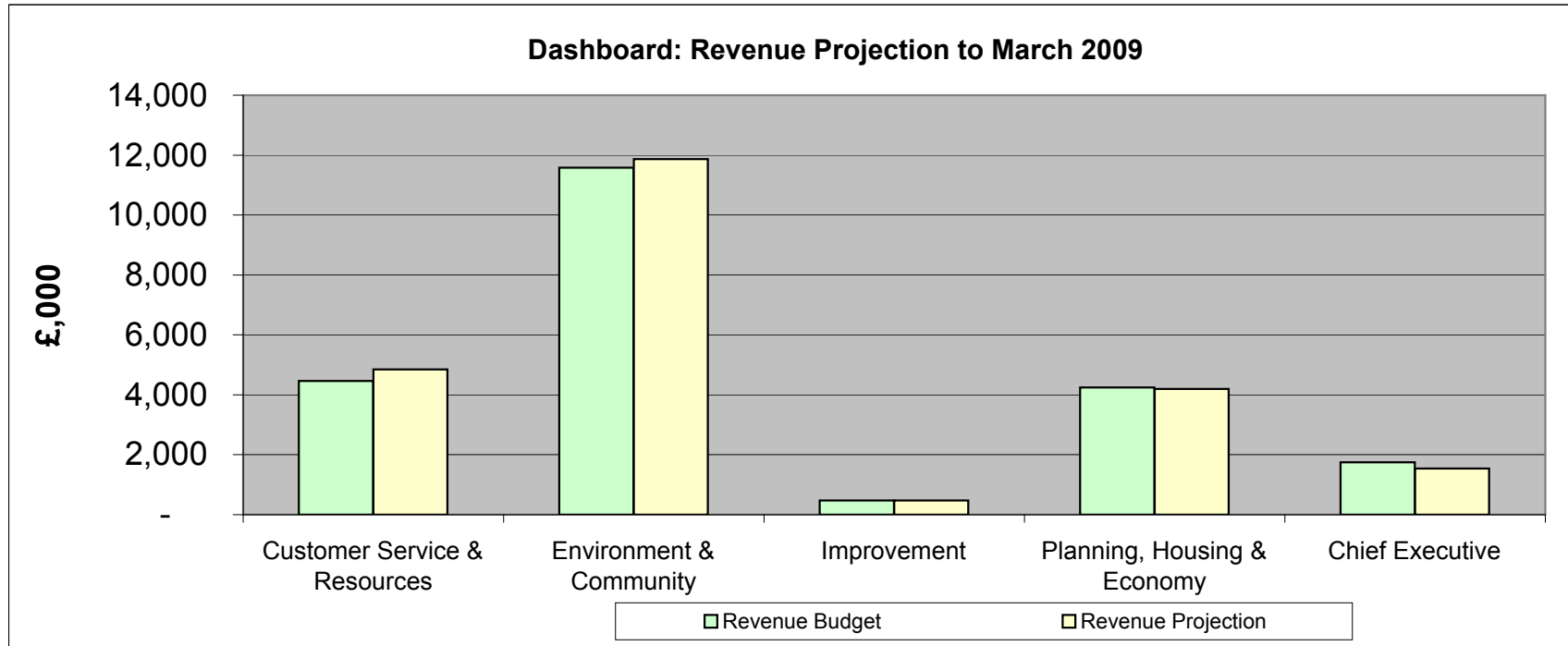
3. Increased central provisions have been made for fuel, electricity and gas based on current knowledge of these markets
4. Employee budgets include: total allowance for pay and increments at the following %

	2009/10	2010/11	2011/12	2012/13	2013/14
Inflation	3%	1.25%	1.5%	2.1%	2.1%

5. Employee budgets - assume an employee turnover saving of 2% of gross pay budget which is included in risk provision calculation.
6. Property Rental income – based on projections from the portfolio, reflecting actual incidence of rent reviews. Overall effect is equal to % assumed under the assumed level of inflation in 2 above.
7. Income and Charges – general assumption of inflation built into base.
8. Interest rate – based on latest market projections (on average 2% for 2010/11)
9. Major contracts and agreements, in term are rolled forward based on the specified inflation indices in the contract or agreement.
10. Grants and Subsidies are analysed for sensitivity based on possible range of implications, dependent on government approach

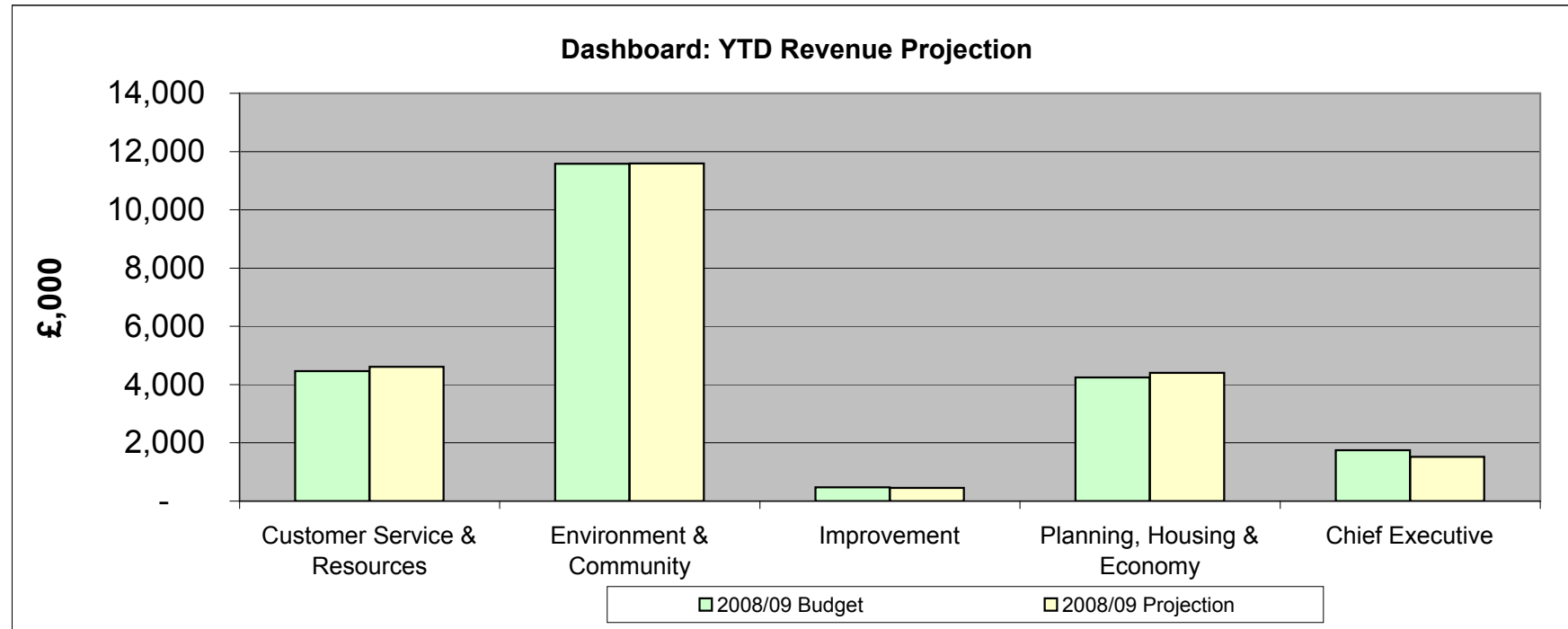


## APPENDIX 2



	<b>Revenue Budget £,000</b>	<b>Revenue Projection £,000</b>	<b>Variance £,000</b>
Customer Service & Resources	4,459	4,849	390
Environment & Community	11,578	11,870	292
Improvement	472	472	0
Planning, Housing & Economy	4,243	4,198	-45
Chief Executive	1,747	1,540	-207
<b>Services</b>	<b>22,499</b>	<b>22,929</b>	<b>430</b>
Investment Income	- 4,815	- 4,994	-179
<b>Net Position</b>	<b>17,684</b>	<b>17,935</b>	<b>251</b>

## APPENDIX 3



	2008/09 Budget	2008/09 Projection	Variance
	£,000	£,000	£,000
Customer Service & Resources	4,459	4,610	151
Environment & Community	11,578	11,588	10
Improvement	472	456	-16
Planning, Housing & Economy	4,243	4,402	159
Chief Executive	1,747	1,525	-222
<b>Services</b>	<b>22,499</b>	<b>22,581</b>	<b>82</b>
Investment Income	(4,815)	(4,724)	91
<b>Net Position - Overspend</b>	<b>17,684</b>	<b>17,857</b>	<b>173</b>

### Revenue Projection 2008/09 Variance by Category

	Budget Refinements & Risk Reserve	Economic Reasons	Glitner Interest Reversal	Vacancy Savings	Redeployment Admin review	Additional Expenditure offset by Savings	Additional Income	Additional Income	Training
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Postage & Carriage	70								
SCM April 08 Month	104					45			
SCM Risk reserve	-100								
Support Allocation	-220								
NNDR Calculations	28								
Planning Income		320							
Land Charge Income		155							
Additional Fuel Costs		70							
Interest - additional rates & balances							-460		
Reverse Glitner Accrual			551						
CEX Vacancy Savings				-35					
CEX Additional Costs						25			
CEX Savings						-107			-76
CSR HOF Costs						47			
CSR Redeployment					117				
CSR Savings						-51			
CSR Vacancy Savings				-57					
EAC Additional Costs						240			
EAC Concessionary Fares								-100	
EAC Additional Income							-65		
EAC Savings						-118			
EAC Vacancy Savings				-33					
IMP Vacancy Savings				-16					
PHE Additional Costs						139			
PHE Use of Reserves						-80			
PHE Savings						-132			
PHE Vacancy Savings				-88					
	-118	545	551	-229	117	8	-525	-100	-76

Analysis of Variance by Category	Total	CSR	EAC	PHE	IMP	CEX	EXM
	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Glitner Interest Reversal	551						551
Economic Reasons	545	155	70	320			
Additional Expenditure offset by Savings	8	-4	167	7		-82	
Redeployment Admin review	117	117					
Budget Refinements & Risk Reserve	-118	-60	-29			-29	
Vacancy Savings	-229	-57	-33	-88	-16	-35	
Concessionary Fares	-100		-100				
Training Cost Reduction	-76					-76	
Additional Income	-525		-65				-460
	173	151	10	239	-16	-222	91



<b>Capital Projection 2008/09</b>			
			3,874
	ICT - Infrastructure		
ICTI*	ICTI002	Edge Network Closets	10,000
ICTI*	ICTI003	Power Over Ethernet (POE) Switches	2,000
ICTI*	ICTI004	Network Recabling	150,000
ICTI*	ICTI005	Oxfordshire Community Network Upgrades	5,000
			167,000
	ICT - Operational		
ICTO*#	ICTO001	wired - Replacement of Server Operating Systems	50,000
ICTO*	ICTO002	Renewal of Laptops	5,000
ICTO*	ICTO003	Network Instrusion Protection	10,000
ICTO*	ICTO004	Replacement Netwrok Switches	100,000
ICTO*#	ICTO005	wired - Replacement of Clients PC's	32,281
ICTO*	ICTO006	Renewal of Corporate Servers & Virtualisation Prog	50,000
ICTO*	ICTO007	Replacement Server Operating Systems	1,691
ICTO*	ICTO008	Telephone Handset, Licensing & Devices	40,000
ICTO*	ICTO009	Wireless Networking	15,000
ICTO*	ICTO010	Reserve Servers	44,280
ICTO*	ICTO011	Renewal of PC's	7,864
ICTO*	ICTO012	Server Operating System	5,000
ICTO*	ICTO013	Print Strategy	25,000
			386,116
	ICT - Information Services		
ICTS*	ICTS001	Integration of Systems for Customer Service Imp	35,000
ICTS*	ICTS002	Website Extension	57,000
ICTS*	ICTS003	Ariel Imagery	2,650
ICTS*	ICTS004	Business System Upgrades	4,449
ICTS*	ICTS005	GIS	6,413
			105,512
	Environment & Community		
	Safer Community & Community Development		
EACC*	EACC001	CCTV	1,396
EACC*	EACC002	Hanwell Fields Community Centre	1,373
EACC*	EACC003	Community Centre Refurbishments	290
EACC*	EACC004	SSCF	11,516
			14,575
	Environmental Services		
EACE*	EACE001	Refurbishment of Claremont Toilets	1,080
EACE*	EACE003	Climate Change Initiatives Fund	21,779
EACE*	EACE005	Vehicle Replacement Programme	949,119
EACE*	EACE006	Recycling Bins	6,510

<b>Capital Projection 2008/09</b>			
			978,488
	Health & Recreation		
EACH*	EACH001	Tooleys/ Museum	102,540
EACH*	EACH002	North Oxfordshire Academy Track/ Throw Cage	30,000
EACH*	EACH003	Hanwell Fields Sports Pavilion	183,935
EACH*	EACH004	Village Hall, Recreation Play Grants	40,927
EACH*	EACH008	Replacement of Fittings/Lamps to Floodlight Cooper	15,000
EACH*	EACH009	Refurbishment/Improvement to Willy Freund Youth Ce	31,840
EACH*	EACH012	Woodgreen Leisure Centre inc Car Parks & Footways	500,000
EACH*	EACH013	PLAY WELL IN CHERWELL GRANT	(35,432)
EACH*	EACH014	Banbury Visitor Management Plan	14,000
			882,810
	Urban & Rural		
EACU*	EACU001	Improvements to Retained Housing Open Spaces	30,000
EACU*	EACU002	Off Road Parking Facilities	156,000
EACU*	EACU003	Circular Walks DDA Works	5,707
EACU*	EACU004	Town Centre Environmental Improvments	31,337
EACU*	EACU005	Street Scene Replacement Programme	50,000
EACU*	EACU006	Christmas Illuminations	23,649
EACU*	EACU007	Off Street Parking	1,821
			298,514
	Planning Housing & Economy		
	Economic Development & Estates		
PHEE*	PHEE001	Watts Way Car Park Kidlington	38,400
PHEE*	PHEE002	Banbury Pedestrianisation	90,998
PHEE*	PHEE005	St Mary's Churchyard Wall Repairs	25,000
PHEE*	PHEE007	Bicester Town Centre Redevelopment	93,354
PHEE*	PHEE008	Future Regeneration Schemes Preliminary Prof Fees	50,000
PHEE*	PHEE009	Access to 60 Tadmarton Road, Bloxham	2,560
			300,312
	Housing Services		
PHEH*	PHEH001	LASHG - Ploughley Road Ambroseden	66,800
PHEH*	PHEH002	LASHG - London Road Bicester	93,600
PHEH*	PHEH003	LASHG - Spirit Motor Site	225,000
PHEH*	PHEH004	Choice Based Lettings	6,074
PHEH*	PHEH005	Disabled Facilities Grants	875,000
PHEH*	PHEH006	Other Discretionary Grants	313,703
PHEH*	PHEH009	PRIVATE SECTOR GOLDING STRATEGY	(10,369)
PHEH*	PHEH010	Merton Street Flats	100,000
PHEH*	PHEH011	Local Authority Social Housing Grant	44,334
PHEH*	PHEH012	THE SANCTUARY ACQUISITION SCHEME	959,000
PHEH*	PHEH013	GOSE Capital Grant	
			2,673,142



<b>Capital Slippage to 2009/10</b>		
<b>Customer Service &amp; Resources</b>		
<b>Business Services</b>		
CSRB002	Access to Highfield Depot	22,100
CSRB003	Depots - Redevelopment/ Changes	26,360
CSRB004	Town Centre Offices - Refurbishment	56,520
CSRB005	Town Centre Offices - Roof Repairs	28,758
CSRB007	Bodicote House- Window Replacement	30,000
CSRB008	Old Bodicote House Garage	29,920
CSRB010	Local Land Charges	22,200
		<b>215,858</b>
<b>Finance</b>		
CSRF003	Budget Module	15,000
		<b>15,000</b>
<b>Legal</b>		
CSRL001	Legal/Democratic IT Investment	14,700
		<b>14,700</b>
<b>ICT - Customer Services</b>		
ICTC003	CSC Government Connect	31,637
		<b>31,637</b>
<b>ICT - Home and Remote Working</b>		
ICTH001	Home & Remote Working	6,126
		<b>6,126</b>
<b>ICT - Infrastructure</b>		
ICTI001	Replacement Air - Conditioning in Data Centre	30,000
ICTI006	ocn Upgrades New Installs/De-install	10,000
		<b>40,000</b>
<b>ICT - Operational</b>		
ICTO007	Replacement Server Operating Systems	8,309
ICTO010	Reserve Servers	10,720
ICTO011	Renewal of PCs	52,136
ICTO014	Corporate Data Storage & Access (Sharepoint)	15,000
ICTO015	Service Desk Software	25,000
ICTO016	Data Encryption Software	20,000
		<b>131,165</b>
<b>ICT - Information Services</b>		
ICTS003	Ariel Imagery	15,350
ICTS005	GIS	5,938
		<b>21,288</b>
<b>Environment &amp; Community</b>		
<b>Safer Community &amp; Community Development</b>		
EACC001	CCTV	148,604
EACC002	Hanwell Fields Community Centre	5,727
EACC003	Community Centre Refurbishments	28,010
		<b>182,341</b>
<b>Environmental Services</b>		
EACE002	Fuel Tank	20,000
EACE003	Climate Change Initiatives Fund	3,221
		<b>23,221</b>
<b>Health &amp; Recreation</b>		
EACH001	Tooleys/ Museum	35,960
EACH004	Village Hall, Recreation Play Grants	59,073
EACH009	Refurbishment/Improvement to Willy Freund Youth Ce	33,160
EACH010	Roof Repairs at Spiceball Park Sports Centre	10,000
EACH011	Wheeled Sports Facilities in Banbury	25,000
EACH013	PLAY WELL IN CHERWELL GRANT	35,432
EACH014	Banbury Visitor Management Plan	14,000
		<b>212,625</b>
<b>Urban &amp; Rural</b>		
EACU003	Circular Walks DDA Works	14,293
EACU006	Christmas Illuminations	6,351



<b>Capital Slippage to 2009/10</b>		
EACU007	Off Street Parking	84,408
		<b>105,052</b>
<b>Planning Housing &amp; Economy</b>		
<b>Economic Development &amp; Estates</b>		
PHEE001	Watts Way Car Park Kidlington	5,000
PHEE002	Banbury Pedestrianisation	9,002
PHEE004	Bicester Pedestrianisation	25,000
PHEE006	Castle Quay Refurbishment	675,000
		<b>714,002</b>
<b>Housing Services</b>		
PHEH004	Choice Based Lettings	35,106
PHEH006	Other Discretionary Grants	110,000
PHEH010	Merton Street Flats	50,000
PHEH012	THE SANCTUARY ACQUISITION SCHEME	41,000
		<b>236,106</b>
<b>Planning &amp; Affordable Housing</b>		
PHEP001	Traffic Calming in Villages	15,000
PHEP002	The Granary Manor Farm	4,002
		<b>19,002</b>
<b>Sports Centre Modernisation</b>		
SCMP001	Sports Centre Modernisation Programme	1,891,000
		<b>1,891,000</b>
<b>Chief Executives</b>		
CEXC001	Intranet	38,500
CEXC002	Renew Survey Software	
		<b>38,500</b>
	<b>Total Capital</b>	<b>3,897,623</b>
<b>Capital Summary</b>		
	Customer Service & resources	475,774
	Environment & Community	523,239
	Planning Housing & Economy	969,110
	Sports Centre Modernisation	1,891,000
	Chief Executives	38,500
		<b>3,897,623</b>

# Agenda Item 11

## Executive

### ADDRESSING HEALTH INEQUALITY AND DEPRIVATION IN CHERWELL

6 April 2009

#### Report of Strategic Director Environment & Community

##### PURPOSE OF REPORT

To consider the factors affecting health inequality and deprivation in the District and the approach to addressing these.

This report is public

##### Recommendations

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The Executive is recommended to:

- (1) Endorse the approach outlined in the report to address health inequality and deprivation in Banbury.
- (2) Agree to develop clear targeted outcomes for improvement.
- (3) Nominate the Portfolio Holder for Community, Health and Environment as the lead member

##### Executive Summary

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###### Introduction

- 1.1 The Council has agreed to support a multi-agency approach to improve the health inequalities and deprivation evident in Banbury. This report considers how that should be progressed based on the current relevant data.

###### Proposals

- 1.2 It is proposed that a multi agency group be established in order to share relevant data, commission further research if required, establish a base line from which specific and targeted joint actions with outcome based targets are agreed and improvement monitored over the long term

- 1.3 Whilst the focus could initially be on the wards of Grimsbury & Castle, Ruscote and Neithrop, all Banbury wards will be included as they each have differing issues relevant to them. From the data available, it is possible to identify issues specific to parts of individual wards from which targeted actions can be agreed.

**Conclusion**

- 1.4 Addressing health inequality and deprivation can only be undertaken successfully on a multi agency and long term basis.

## Background Information

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- 2.1 In July 2008, the Executive received a presentation from the Oxfordshire Director of Public Health on his second Annual Report and the implications for the Cherwell District. In it, he outlined five strategic objectives which were:
- Demographic time bomb
  - Breaking the cycle of deprivation in:
    - a) children and families
    - b) specific places
  - Mental Health – avoiding a Cinderella service
  - Obesity – a major cause of long term disease and disability
  - Killer disease – TB, pandemic flu, superbugs
- 2.2 The meeting also considered the adoption of the Joint Public Health Strategy and Action Plan for Cherwell which was underpinned by the Cherwell data as a subset of the Oxfordshire data. Arising from this there were several key conclusions;
- There is a need to develop joint work with Oxfordshire Social Services around ill-health prevention in the elderly.
  - The good recreation provision and health promotion initiatives should continue to address the growing obesity issue.
  - There is a growing health inequality gap as measure by all-age, all-cause mortality between the best and worst wards in the District.
  - Health inequality has a very high level of correlation with deprivation and requires the cycle of deprivation to be broken.
  - There are serious enduring hot spots of deprivation in specific wards continuing down the generations which are disguised by the general picture of good health across the District.
- 2.3 At its July 2008 meeting the Executive agreed to support a geographically focussed multi-agency approach to improve health inequalities evident in Banbury. This report outlines progress to date and which proposals to take this forward. The proposals have been influenced by some data analysis jointly with the Oxfordshire Primary Care Trust (PCT).
- 2.4 Across Oxfordshire, this agenda is also gathering pace. The Oxfordshire Partnership, the Oxfordshire Public Services Board and the Oxfordshire Health and Well being Partnership have all agreed that deprivation and health inequality are key county wide issues which need to be addressed. The proposal to find local solutions for Banbury within a county framework is therefore consistent with the wider strategic view and will also ensure support from many agencies.
- 2.5 It must be remembered that the context for this exercise is that Banbury and indeed Cherwell generally has above national average levels of good health and the extent of deprivation is relatively small. Nevertheless, it is important that those in the Cherwell communities who have poorer health and general well being than others should be supported to improve their quality of life.
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## Key Issues for Consideration

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### What is meant by Health Inequalities?

3.1 The most common measure of this is the difference between the worst and best rates for all-age, all-cause mortality. When the Cherwell District is assessed in terms of the gap between the top 20% and the bottom 20% of wards, the gap is getting wider. This is because the better off continue to live longer while the worst off remain about the same. This is also the case in Oxford City which, together with Cherwell, has the effect of making the gap wider for the whole county even though the other Oxfordshire districts have gaps that are getting narrower.

3.2 The directly age-standardised mortality rate for wards in Cherwell which demonstrates the widening gap is as follows:

Year	Top 20%	Bottom 20%	Difference
2003/05	759.29	1,226.19	466.9
2004/06	671.70	1,189.60	517.90
2005/07	605.80	1,177.25	571.44

3.3 Health inequalities are the result of a complex and wide-ranging set of interrelated factors. People are more likely to suffer from poorer health and an earlier death compared with the rest of the population if they are on low incomes, in insecure employment, live in poor housing, have lower educational attainment, or are homeless.

3.4 Annex 1 contains a high level summary of the key health and deprivation data for Banbury. From this, a number of conclusions can be drawn which are:

- Grimsbury & Castle has a nationally high and rising teenage conception rate, which is the worst in Oxfordshire. Neithrop, Ruscote and Hardwick are also high.
- Grimsbury & Castle and Neithrop have the worst average life expectancy in the District.
- Ruscote, Neithrop and Grimsbury & Castle consistently feature as the wards in greatest need according to the 2007 indices of deprivation.
- Different wards have different issues. As a consequence, it will be necessary to look across all Banbury wards to identify issues of concern which are or could contribute to health inequality in order to address.
- Further analysis and potentially further research/data gathering will be necessary to establish all relevant data to ensure that there is consistent and robust relevant health specific data at a local level.

3.5 The 2007 Indices of Deprivation is made up of seven domains which relate to income, employment, health and disabilities, education skills and training, housing, living environment and crime. When a more detailed analysis of the individual localities within each ward is undertaken using these domains, it becomes clear that the localities have issues specific to them see Annex 1 with its accompanying map of the town showing the breakdown of each ward into smaller lower super output areas (LSOAs). It is possible therefore to identify specific localities to target action and intervention most relevant to them and not to adopt a 'one size fits all' approach.

## **Key Principles to be Adopted**

- 3.6 In approaching this exercise, there are a number of key principles which should be considered. They are as follows;
- Focus on health inequality issues, actions and interventions. This will by its very nature need long term economic, social and environmental actions to be fully effective.
  - Be clear on the outcomes sought underpinned by good data and a clear baseline position. It is important to seek outcomes which are relevant to the communities targeted and which address specific health inequality issues.
  - Use positive terminology throughout. This will be important for partner, media and, most relevant, public engagement.
  - This is an ongoing programme, not a project and as such, there will be a need to embed options in mainstream service provision of all participating agencies.

## **Stages in the Process**

- 3.7 The first stage in the process should be to identify the communities most in need. From the analysis undertaken to date, Banbury is the initial focus but within that, the wards of Ruscote, Neithrop and Grimsbury & Castle feature strongly. Further more detailed analysis will be required on a multi-agency basis to determine what are the most important issues to address and where in each of the wards.
- 3.8 Because different wards have different issues and if real improvement is to be achieved, then targeted action will be necessary. It may be necessary to adopt a phased approach over several years. From the initial data, the following wards/LSOAs can be identified as the potential areas of the first phase of activity. Annex 1 clearly indicates that there are many other wards and LSOAs which are also worthy of action and these may be in subsequent phases. However, it must be stressed that further multi agency data sharing and analysis must be undertaken before any form of phasing and commitment to ensure that the focus of attention is correct geographically and for the type of activity.
- Ruscote ward (all bar LSOA 005C for education skills and training, crime and living environment.
  - Grimsbury and Castle LSOAs 004A and 004B for employment, health and disability, teenage pregnancy, education, skills and training plus crime and living environment
  - Neithrop LSOAs 003A and 003D for education skills and training, health and crime
- 3.9 The next stage should be one of formally engaging partners and providing leadership. For an exercise of this nature, local partnerships and local leadership within a county framework is suggested. From this, work with local communities to identify local needs, prioritise actions to address them and to facilitate partnership working at a strategic and local level will emerge.

Through the Cherwell Community Planning Partnership, the following co-partners should be engaged;

- **County Council** – in respect to the needs of children and young people in relation to education, training and youth provision and to adults needing social care.
- **The Primary Care Trust** – to tackle health and inequalities through the development of local health Improvement Plans.
- **The Police** – to tackle crime, fear of crime and antisocial behaviour through the development of local Community Safety Plans and the NAGS
- **Banbury Town Council** – to contribute to the delivery of many local actions, particularly associated with the voluntary sector, and environmental improvements.
- **Cherwell & North Oxfordshire College** – to promote local training opportunities and develop local plans for estate based education and training outreach.
- **Job Centre Plus** – to provide information and advice, job seeking skills and support for employers and employees to tackle entrenched unemployment.
- **Voluntary Sector Organisations** – in delivering the desired outcomes, including social enterprises, Registered Social Landlords, volunteering opportunities, faith groups and churches, community groups and associations, sports clubs, youth clubs
- **Role of the Private Sector** – through providing business support, working with Business Parks and Enterprise Hubs, involvement in training and skills development programmes, the provision of work experience and job placement schemes.
- **Local Schools** – to engage directly with children and families.
- **Local GPs** – to influence key local health issues and to assist in delivering targeted interventions.

3.10 Following this will be the key stage of developing with partners a clear plan for the delivery of targeted interventions and implementation.

### **Resources and Funding**

3.11 This is a critical exercise in addressing a local and Oxfordshire priority. Reference was made earlier to embedding actions in the mainstream services provided by all partners. This will require in many cases the effective diversion of current resources to those actions and areas associated with the greatest need.

3.12 In addition, new actions and initiatives will inevitably be required and which will need funding. An initial bid was made recently to the Public Services Board (PSB) jointly with the PCT and Oxford City to provide additional funding for this process whilst no decision has yet been taken. However, the view expressed by the PSB that projects which address issues of deprivation and support the local economy would be given priority is encouraging.

3.13 As the lead for the exercise, the Council will be expected to use its organisational capabilities in the following way:

- Utilise Council land and assets to drive the physical regeneration process.
- Utilise Council community development and tenant and resident networks to ensure effective community engagement in the process.

- Utilise its wide service base to contribute to the agreed actions and interventions.

### **A Wider District Perspective**

3.14 Whilst the focus is understandably on Banbury initially, it will be important not to lose sight of the rest of the District. It is acknowledged that there are localised issues of health inequality and deprivation elsewhere which should not be ignored. As a consequence, it is intended once the Banbury exercise is well established and with the benefit and experience of the lessons learnt from the process, that a similar analysis and approach will be applied to the rest of the District. In this way, actual and emerging issues affecting health inequality can be addressed in a proactive manner.

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

- |                   |  |
|-------------------|--|
| <b>Option One</b> | The Council could attempt to address those issues relevant to its own services and function on its own. This is not recommended due to the wide and cross organisation nature of the health inequality issues.                   |
| <b>Option Two</b> | The Council could choose not to participate and leave the exercise to other bodies to pursue. Again, this is not recommended because left unaddressed, the inequalities and level of deprivation evident is likely to get worse. |

### **Consultations**

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- |                            |   |
|----------------------------|---|
| <b>Primary Care Trust</b>  | Initial dialogue has taken place with the PCT.  |
| <b>Oxford City Council</b> | The City Council has also been engaged due to the fact that it is also embarking on a similar exercise. |

### **Implications**

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**Financial:** There will clearly be some financial implications arising from this targeted work. However, in the first instance, it is intended to redirect existing resources and current services where appropriate and to supplement with additional funding hopefully via a successful Public Services Board funding bid for Local Area Agreement reward grant.

Comments checked by Karen Muir, Service Accountant, 01295 221545

**Legal:** There are currently no significant legal implications associated with the type of activity nor the intended partnership process for which this Council has good experience.

Comments checked by Liz Howlett, Head of legal and Democratic Services, 01295 221686



- Risk Management:** There are some risks associated with this exercise. The most notable are;
- that the exercise will create stigma and negativity due to the issues to be addressed
  - that there will be insufficient resource and partnership buy in to be fully effective
  - That there maybe in some cases a difficulty in measuring real outcomes because of so many inter related aspects.

It is intended that these risks be identified and managed by the local partnership when set up

Comments checked by Rosemary Watts, Risk Management and Insurance Officer, 01295 221266

**Equalities** At the heart of these proposals is the intention at the very least to reduce and ideally eradicate health inequality in Cherwell. In doing so, many other aspects of economic, social and environmental benefit will be addressed and greater equity of access to opportunity be provided.

Comments checked by Ian Davies, Strategic Director Environment and Community, 01295 221698

**Wards Affected**

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**All Banbury Wards**

**Corporate Plan Themes**

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**A District of Opportunity  
 A Safe and Healthy Cherwell District Council  
 A Cleaner, Greener Cherwell  
 Cherwell: An Accessible, Value for Money Council**

**Executive Portfolio**

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The lead for this exercise should be Councillor George Reynolds, Portfolio Holder for Community, Health and Environment. However, because the exercise is so wide ranging, it is expected that actions taken will require the input and support of a number of other portfolio holders.

**Document Information**

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Appendix No	Title
None	
<b>Background Papers</b>	
1.	IMD data provided by the Oxfordshire Data Observatory. <a href="http://www.oxfordshireobservatory.info/wps/portal/dataobservatory">http://www.oxfordshireobservatory.info/wps/portal/dataobservatory</a>
2.	The Health Needs Assessment for Banbury and Surrounding areas produced by the Better Healthcare Programme Board, Oxfordshire PCT, August 2008.

3. CACI Acorn Health Datasets

<b>Report Author</b>	Ian Davies, Strategic Director Environment & Community
<b>Contact Information</b>	01295 221698 ian.davies@Cherwell-dc.gov.uk

## 1. Introduction

This annex presents data relating to areas in Banbury and draws on the Index of Multiple Deprivation (IMD). This is a nationally developed dataset which ranks super output areas (SOAs - an area smaller than ward level) in terms of how disadvantaged they are. The information is widely used and nationally comparable. The datasets draw on information from 2007.

The advantage using this data is that comparisons can be made in both nationally and in terms of trend, that is whether an area's position has improved since that last IMD dataset in 2004, (NB. The IMD dataset uses a ranking system whereby the lower the score the greater the level of deprivation)

The factors (or domains) that make up the index cover the following seven issues:

1. Income deprivation
2. Employment deprivation
3. Health deprivation and disability
4. Education, skills and training deprivation
5. Barriers to housing and services
6. Living environment deprivation
7. Crime

In addition to the IMD dataset other sources of information have been used to illustrate issues relating to health in Banbury (sources have been included).

The map at the end of this annex identifies the wards and super output areas in Banbury referred to in this paper.

## 2. Areas of Multiple Deprivation

In Oxfordshire there are 12 super output areas that fall into the 20 most deprived nationally (taking into account the seven deprivation domains). Two of these areas are in Cherwell, both in the Banbury Ruscote Ward.

**Table 1: Oxfordshire SOAs in the 20% most deprived areas nationally**

Rank in Oxfordshire	SOA name	LA name	% rank nationally
1	Northfield Brook 018B	Oxford	11.41
2	Barton and Sandhills 005A	Oxford	12.38
3	Barton and Sandhills 005B	Oxford	13.34
4	Blackbird Leys 018A	Oxford	14.10
5	Northfield Brook 018C	Oxford	14.25
6	Banbury Ruscote 005B	Cherwell	16.72
7	Banbury Ruscote 005F	Cherwell	16.85
8	Blackbird Leys 017B	Oxford	17.15
9	Rose Hill and Iffley 016E	Oxford	17.29
10	Rose Hill and Iffley 016F	Oxford	17.68
11	Littlemore 016A	Oxford	18.82
12	Blackbird Leys 017A	Oxford	19.33

### Banbury Ruscote 005B

- Banbury Ruscote 005B has one domain (education, training and skills) ranked in the most deprived 10% nationally for 2007, compared to two in 2004.
- Banbury Ruscote 005B saw relative improvement in five of the seven domains between 2004 and 2007. The area became relatively more deprived in the health and employment domains.

**Table 2: Analysis by domain of Banbury Ruscote 005B (2004 and 2007)**

	2004	2007
Domain	%Rank nationally	%Rank nationally
Overall	15.29	16.72
Income	10.24	15.05
Employment	27.70	20.42
Health, deprivation and disability	41.83	33.78
Education, skills and training	5.25	5.85
Barriers to housing and services	64.26	65.92
Crime	15.36	16.18
Living environment	7.63	15.63

- Key
- Ranked in the top 10% most deprived nationally
  - Ranked in the top 20% most deprived nationally
  - Ranked in the top 30% most deprived nationally

### Banbury Ruscote 005F

- Education, skills and training in Banbury Ruscote 005F is ranked amongst the 5% most deprived areas nationally.
- Crime and living environment are the only domains where relative improvement is recorded between 2004 and 2007.

**Table 3: Analysis by domain of Banbury Ruscote 005F (2004 and 2007)**

	2004	2007
Domain	% Rank nationally	%Rank nationally
Overall	19.42	16.85
Income	21.51	15.04
Employment	25.32	21.00
Health, deprivation and disability	35.68	22.68
Education, skills and training	6.67	4.91
Barriers to housing and services	75.44	73.80
Crime	9.62	19.06
Living environment	16.17	26.35

- Key
- Ranked in the top 10% most deprived nationally
  - Ranked in the top 20% most deprived nationally
  - Ranked in the top 30% most deprived nationally

### 3. Issues around the deprivation domains in Banbury

#### Income

The income domain shows that three areas in Banbury are within the 20% most deprived areas in England. Banbury Grimsbury and Castle and two areas in Banbury Ruscote.

**Table 4: Cherwell SOAs in the 20% most deprived areas nationally (2007) for the income domain**

Rank in Oxfordshire	SOA name	% rank nationally
7	Banbury Grimsbury and Castle 004B	14.72
8	Banbury Ruscote 005F	15.04
9	Banbury Ruscote 005B	15.05

Additional information available from the office of national statistics drills down into income deprivation affecting children and older people.

For the Banbury there are a number of areas that appear within the top 30%.

**Table 5: Income Deprivation Affecting Children (2007)**

Area	% rank nationally	% of Children in ID households
Banbury Grimsbury and Castle 004B	9.29	49
Banbury Ruscote 005B	15.77	40
Banbury Ruscote 005F	15.93	40
Banbury Grimsbury and Castle 004A	18.30	37
Banbury Ruscote 005D	23.79	32
Banbury Ruscote 005E	25.12	31
Banbury Ruscote A	27.94	28

**Table 6: Income Deprivation Affecting Older People (2007)**

Area	% rank nationally	% of Older People in ID households
Banbury Neithrop 003B	11.9	36
Banbury Grimsbury and Castle 004B	14.9	34
Banbury Hardwick 002A	18.0	31
Banbury Ruscote 005F	18.9	31
Banbury Ruscote 005A	20.0	30
Banbury Grimsbury and Castle 004A	24.3	27
Banbury Hardwick 002C	28.1	25

#### Employment

Banbury Grimsbury and Castle (004A) is the only Oxfordshire SOA that appears in the 20% most deprived areas nationally for the employment domain.

**Table 7: Oxfordshire SOAs in the 20% most deprived areas nationally (2007) for the employment domain**

Rank in Oxfordshire	SOA name	% rank nationally
1	Banbury Grimsbury and Castle 004A	18.37

## Health and Disability

There are five SOAs in Oxfordshire in the 20% most deprived areas nationally for the health domain. Three of the five SOAs are in Oxford City, and 2 are in Cherwell. Carfax 008B is the only Oxfordshire SOA in the 10% most deprived areas nationally for the health domain.

**Table 10: Cherwell SOAs within the 20% most deprived areas nationally (2007) for the health domain**

Rank in Oxfordshire	SOA name	% rank nationally
4	Banbury Grimsbury and Castle 004B	12.83
5	Banbury Grimsbury and Castle 004A	18.02

## Education, Skills and Training

Thirteen Oxfordshire SOAs fall within the 5% most deprived areas nationally (Banbury Ruscote 005A and 005F are included amongst this number).

Thirty seven Oxfordshire SOAs are in the 20% most deprived. Of the 20% most deprived SOAs in England; 16 are in Oxford City (12 in top 10%), 13 in Cherwell, 4 in South Oxfordshire, 3 in West Oxfordshire and 1 in the Vale of White Horse.

**Table 12: Cherwell SOAs within the 20% most deprived areas nationally (2007) for the education domain**

Rank in Oxfordshire	SOA name	% rank nationally
4	Banbury Ruscote 005A	2.60
13	Banbury Ruscote 005F	4.91
14	Banbury Ruscote 005E	5.69
15	Banbury Ruscote 005B	5.85
18	Banbury Neithrop 003A	8.69
19	Bicester Town 014A	9.20
20	Banbury Ruscote 005D	9.51
23	Banbury Grimsbury and Castle 004B	12.75
26	Bicester West 014D	14.62
28	Banbury Neithrop 003D	16.62
31	Bicester East 013D	18.62
36	Banbury Hardwick 002A	19.34
37	Banbury Ruscote 005C	19.92

## Barriers to housing and services

In Oxfordshire 107 SOAs (26.5%) are in the 20% most deprived areas in England under the barriers to housing and services domain. 22 of these are in the Cherwell District, however none fall within any of the Banbury wards.

This reflects the high house prices and rural nature of the area which has an impact on the affordability of housing and the access to local services.

## Crime

Twenty six Oxfordshire SOAs fall within the 20% most deprived nationally. Of these twenty one are in Oxford City and five are in Cherwell, four in Banbury.

**Table 13: Cherwell SOAs within the 20% most deprived areas nationally (2007) for the crime domain**

Rank in Oxfordshire	SOA name	% rank nationally
16	Banbury Grimsbury and Castle 004A	12.94
17	Bicester Town 015D	13.11
21	Banbury Ruscote 005B	16.18
23	Banbury Neithrop 003D	18.34
24	Banbury Ruscote 005F	19.06

## Living environment

Of the 13 Oxfordshire SOAs within the 20% most deprived areas nationally, 8 are in Oxford City and 5 are in Cherwell.

**Table 14: Cherwell SOAs within the 20% most deprived areas nationally (2007) for the living environment domain.**

Rank in Oxfordshire	SOA name	% rank nationally
2	Banbury Grimsbury and Castle 004A	13.04
3	Banbury Ruscote 005A	13.78
4	Banbury Ruscote 005E	14.83
6	Banbury Ruscote 005B	15.63
10	Banbury Ruscote 005D	18.71

## 4. Other Data

The Health Needs Assessment for Banbury and Surrounding areas produced by the Better Healthcare Programme Board (Oxfordshire PCT) highlights a number of health issues at ward level.

- **Average Life Expectancy:** in Banbury Grimsbury and Castle, Neithrop, Ruscote wards are all identified as having lower life expectancy than the English average (pg 54 of the report).
- **Under 18 conception rates:** in Banbury Grimsbury and Castle, Ruscote, Hardwick, Neithrop, and Calthorpe wards are all above the England 'hotspot' rate for the period 2003/05 (pg 78 of the report).

The Oxfordshire Data Observatory has purchased a series of 'lifestyle' datasets from CACI. The 'Acorn Health' dataset provides an overview of the district by super output area in terms of health (taking into account factors such as existing health problems, diet, exercise, deprivation, age, etc).

The map at the end of this annex identifies the acorn health areas in Banbury.

For Banbury there are a number of areas that are identified as having existing health problems. These areas are:

1. Banbury Easington, parts of 006D (existing problems)
2. Banbury Calthorpe, parts of 007D (existing problems)
3. Banbury Grimsbury and Castle, parts of 004A (existing problems)
4. Banbury Grimsbury and Castle, parts of 004B (existing problems)
5. Banbury Grimsbury and Castle, parts of 004E (existing problems)
6. Banbury Grimsbury and Castle, parts of 004F (existing problems)
7. Banbury Neithrop, parts of 003C (existing problems)
8. Banbury Neithrop, parts of 003D (existing problems)
9. Banbury Ruscote, parts of 005E (existing problems)
10. Banbury Ruscote, parts of 005F (existing problems)

There are also a number of areas identified as having future problems or being areas of possible concern, these are included on the Banbury Acorn Health Categories Map at the end of this annex.

## **5. Conclusions**

The IMD and Acorn Health datasets, coupled with health information from the Horton health needs assessment point to a number of areas in Banbury where a local intervention may be appropriate. In terms of general deprivation issues Banbury Ruscote 005B and Banbury Ruscote 005F are the areas of greatest need in Banbury.

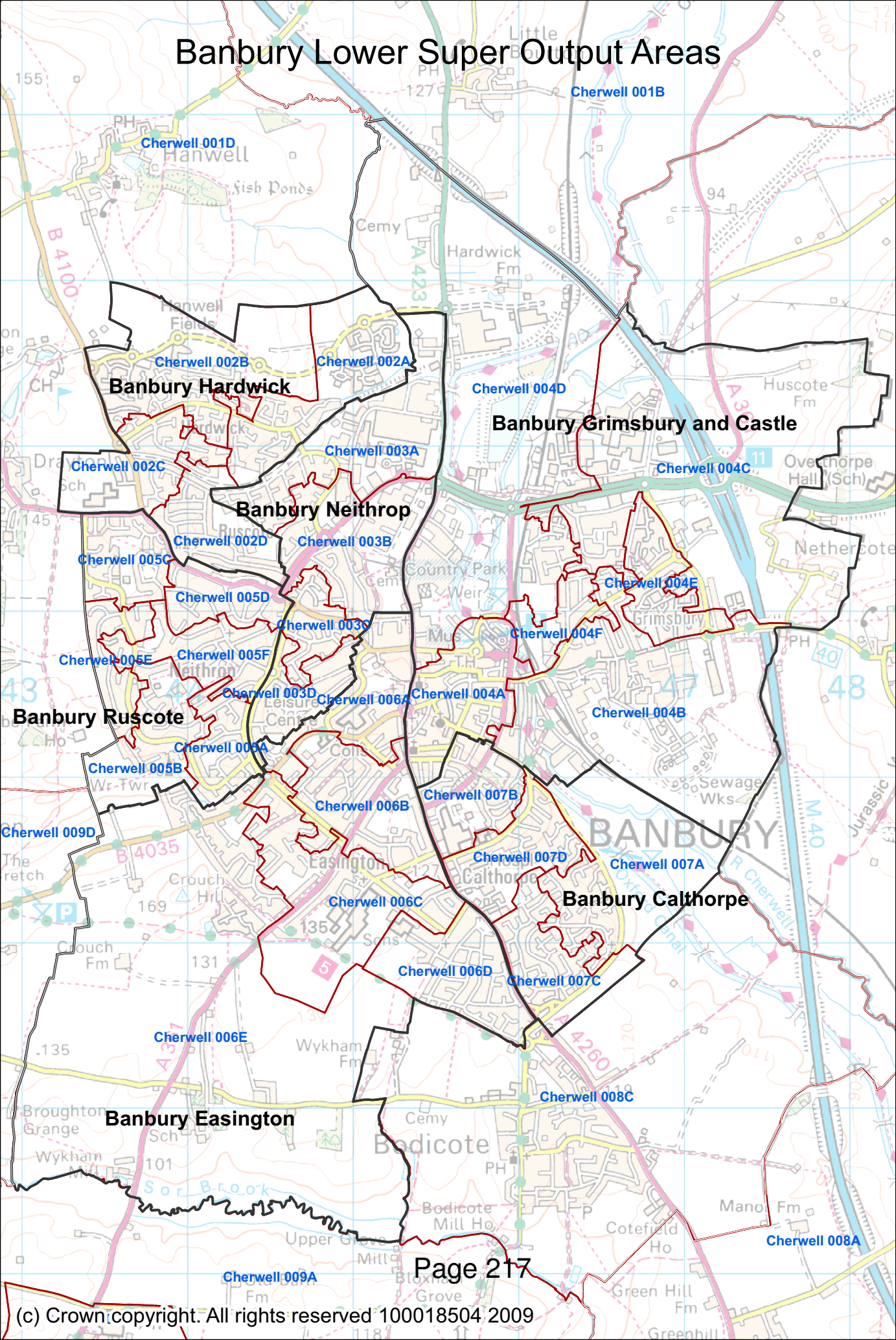
Focusing more specifically on health areas in Banbury Grimsbury and Castle (004B and 004A) come out less well using the health deprivation dataset and are also highlighted in the Acorn Health dataset as areas with possible problems.

## **6. Sources**

1. This annex draws on the analysis of the IMD provided by the Oxfordshire Data Observatory.  
<http://www.oxfordshireobservatory.info/wps/portal/dataobservatory>
2. The Health Needs Assessment for Banbury and Surrounding areas produced by the Better Healthcare Programme Board, Oxfordshire PCT, August 2008.
3. CACI Acorn Health Datasets



# Banbury Lower Super Output Areas



# Agenda Item 12

## Executive

### ENVIRONMENTAL CRIME & ENFORCEMENT

6 April 2009

#### Report of Head of Environmental Services

##### PURPOSE OF REPORT

To consider an increase the areas of environmental enforcement, to introduce a reduced fine for early payment of litter fixed penalty notices and to increase the number of staff able to issue fixed penalty notices

This report is public
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##### Recommendations

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The Executive is recommended:

- (1) To note the achievements of the enforcement team
- (2) To authorise the issuing of Fixed Penalty Notices for smoking related litter following a publicity campaign during the Summer 2009
- (3) To reduce the fixed penalty notice fine for litter to £50 if paid early (within 7 days)
- (4) To authorise additional staff able to issue Fixed Penalty Notices

##### Executive Summary

###### Introduction

- 1.1 In 2007/08 as part of the Council's increased investment in the Cleaner Greener Cherwell, an additional £55,000 was allocated for litter enforcement activities. In November 2007, two litter enforcement officers were recruited to join the Environmental Services enforcement team.
- 1.2 Since December 2007 regular enforcement litter patrols have taken place in all three urban centres as well as in some residential areas. These patrols have not only taken place Monday – Friday during office hours but have also included early morning, early evening and Saturday patrols.

- 1.3 Since introduction of these patrols 82 fixed penalty notices have been issued and 5 successful prosecutions for littering have taken place.
- 1.4 The introduction of two litter enforcement officers to the enforcement team has allowed the flexibility of the team to increase enforcement in a number of other areas including dog fouling, abandoned vehicles and fly tipping.
- 1.5 Since dog fouling is an area of concern raised in Annual Customer Satisfaction surveys, the litter enforcement officers now also target dog fouling in known problem localities with some early morning and early evening patrols in residential areas.
- 1.6 Payment of fixed penalty notices has been a problem with many people looking to pay by instalments. This often has proved time consuming and by introducing a reduction to £50 if paid within 7 days, some of these problems are likely to be overcome.
- 1.7 One area which has not been addressed is that of cigarette litter. Since the smoking ban, cigarette litter has become a problem in certain areas. Some offices, public houses and night clubs have installed cigarette litter bins. However, following a publicity campaign to raise awareness during the coming summer, fixed penalty notices are proposed for cigarette litter.

### **Proposals**

- 1.8 It is intended to develop an intensive media campaign aimed at informing the general public of the issues surrounding smoking related litter and fixed penalties notices. Enforcement in this area will target hot spot areas, for example seating areas outside coffee shops, public houses and places of work where there is a build up of smoking related litter.
- 1.9 Approximately 25% of all the littering Fixed Penalty Notices issued require follow up action. This includes up to three reminder letters and on occasions phone calls and meetings. By reducing the level of fine to £50 from £75 for early payment, it is hoped that much time consuming activity will be avoided, will bring the Council in line with many other authorities and it is also anticipated that it will help reduce confrontation on the street.

### **Conclusion**

- 1.10 The performance of the Enforcement team has been good and the overall enforcement capability is contributing towards a Cleaner Greener Cherwell. By making some amendments further performance improvements in enforcement can be expected.

## Background Information

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- 2.1 Over the past few years the Council have invested significant additional sums in the street cleansing service. The overall strategy to keep the District clean is based on a balance between a high performing street cleansing team, educating the public regarding litter issues and taking enforcement action.
- 2.2 The Council has increased investment in the street cleansing service during 2005/06, 2006/07 and 2007/08. This investment has included increasing the hours of street cleansing cover into the early evening, increasing the staffing levels, investing in new vehicles and equipment, graffiti removal and the introduction of neighbourhood blitz events.
- 2.3 In November 2007, two litter enforcement officers were recruited to carry out litter patrols and issue fixed penalty notices for litter. This addition meant that enforcement action has been taken against litter, dog fouling, abandoned vehicles and fly tipping. In addition enforcement action has been taken involving partnership working with Oxfordshire County Council on trade waste abuses at Alkerton and Ardley Waste sites and with the Environment Agency on businesses transporting waste without a Waste Carriers licence.
- 2.4 **Litter enforcement** – Since December 2007, 82 fixed penalty notices have been issued for litter of which 95% of these have been paid. In addition, 5 successful prosecutions have been made for littering resulting in total fines and costs of £1,982.
- 2.5 **Dog Fouling** – With the introduction of the litter enforcement officers, some early morning and early evening patrols in known dog fouling problem localities have taken place resulting in 7 fixed penalty notices (In comparison only 1 was issued in 2007/08). One prosecution for dog fouling is currently underway.
- 2.6 **Fly tipping** - In 2007/08, 4 successful prosecutions for fly tipping were achieved as well as 4 cautions. In 2008/09 2 successful prosecutions have been achieved with 6 cases in the process of going to court and 2 cautions issued.
- 2.9 **Abandoned Cars** – Although the number of cars which have been removed for being abandoned has fallen to around five per month, the number of reports of abandoned vehicles are still around 45 per month. In 2008/09, 76 fixed penalty notices for abandoned vehicles have been issued. In addition two successful prosecutions for abandoned vehicles have been achieved, and a further prosecution is pending.
- 2.10 **Partnership working with Oxfordshire County Council** – The County Council do not hold the enforcement powers for business trade waste problems at Ardley & Alkerton waste sites. These powers sit with the District Council. The enforcement team have worked closely with Oxfordshire County Council on a number of operations and respond to requests from the waste site staff to deal with allegations of trade waste being deposited as domestic waste. The enforcement officers also spend time on both sites monitoring the activities of the site.

- 2.11 **Partnership working with the Environment Agency** – The enforcement team have worked with the Environment Agency, Trading Standards and the Police in operations against businesses carrying waste without a Waste Carriers licence, and were successful in issuing 6 Fixed Penalty Notices for trade waste offences. Further operations are also planned over the next 12 months.
- 2.12 Payment of fixed penalty notices has been a problem with some 25% of notices requiring a number of reminder letters and/or phone calls being made. Additionally some payments are requested to be paid by instalments and the administration can be quite costly. By having a reduced payment of £50 if paid within 7 days, there is a greater incentive for these notices to be paid quickly.
- 2.13 Currently there are two litter enforcement officers. However, there are other staff with suitable training and support who are able to issue fixed penalty notices. The Value for Money Review for Street Cleansing identified this in the action plan. It is proposed that the Street Cleansing Manager Brendan Bodger and the Street Cleansing Supervisor Paul Devine are authorised to issue fixed penalty notices.
- 2.14 Since the smoking ban, smoking related litter has been a problem in some areas. Cigarette related litter is classed as litter and can be covered by litter fixed penalty notices. However our enforcement officers have concentrated on other litter issues and smoking related litter has not being a priority.
- 2.15 To act as a deterrent for cigarette litter, fixed penalty notices should be issued. However since many people may not be aware that cigarette ends are classed as litter it would be sensible to carry out publicity work before commencing issuing fixed penalty notices. It would also be appropriate in some cases to install a small number of cigarette litter bins in known problem public areas. This would have the primary effect of improving cleanliness but would also aid the prosecution process should that be necessary.

### **Key Issues for Consideration/Reasons for Decision and Options**

- 3.1 Enforcement activity is an important element in improving levels of cleanliness across the District. Working in conjunction with schools and public awareness campaigns and the continued improvement in the performance of our Street Cleansing team, has lead to increased cleanliness standards. Enforcement activities in the current areas seem to be producing results and raising awareness of cleanliness issues.
- 3.2 No Enforcement resources have been allocated to the waste and recycling service. Problems have been overcome through education and information rather than enforcement. This approach is unlikely to be as effective for littering, dog fouling, abandoned vehicles and fly tipping because of the nature of the offences which means that greater emphasis needs to be placed on enforcement. However education and raising awareness has been used in conjunction with enforcement.

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

- Option One** To increase the number of staff able to issue fixed penalty notices and to reduce the fixed penalty notice charge for littering for early payment.
- Option Two** To keep the status quo

**Consultations**

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**Oxfordshire Waste Partnership** The proposed plans have been discussed with the OWP Co-ordinator and other OWP partner councils

**Implications**

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- Financial:**
- The financial effects of increasing the number of staff able to issue fixed penalty notices and to give a reduced charge for early payment are very small and not significant.
  - Issuing fixed penalty notices for cigarette litter will increase overall fixed penalty notice income.

Comments checked by Karen Muir 01295 221545

**Legal:** Successful prosecutions of environmental crime are necessary to maintain confidence in the system

Comments checked by Nigel Bell 01295 221687

**Risk Management:** There are publicity and risks regarding reputation from increasing the range of enforcement activity. However the introduction of litter fixed penalty notices have been well received by the local media.

Comments checked by Rosemary Watts 01295 221566

**Wards Affected**

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All

**Corporate Plan Themes**

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Cleaner Greener Cherwell

**Executive Portfolio**

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**Councillor George Reynolds**  
**Portfolio Holder for Community, Health & the Environment**

**Document Information**

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Appendix No	Title
None	
Background Papers	
None	
Report Author	Ed Potter, Head of Environmental Services

<b>Contact Information</b>	01295 221902 ed.potter@cherwell-dc.gov.uk
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# Agenda Item 13

## Executive

### CORPORATE SCORECARD, 2009/10

6 APRIL 2009

### Report of THE CHIEF EXECUTIVE and HEAD OF IMPROVEMENT

#### PURPOSE OF REPORT

This report presents the proposed format and content of Corporate Scorecard for the 2009/10 through which the Council will monitor its priority targets around service delivery and organisational performance.

This report is public

#### Recommendations

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The Executive is recommended to:

- 1) Agree the format and content of the proposed 2009/10 Corporate Scorecard.

#### Executive Summary

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##### Introduction

- 1.1 This report presents the proposed 2009/10 Corporate Scorecard.

##### Proposals

- 1.2 The award of an Excellent rating under the national Comprehensive Performance Assessment inspection regime is clear evidence of the huge improvement in performance the Council has made since its previous assessment in 2004. An important factor in delivering and sustaining this improvement has been a rigorous approach to performance management. A key part of this has been our adoption of a scorecard approach which enables us to combine information on the delivery of our corporate priorities, our key services and the aspects of organisational performance that most support service delivery.
- 1.3 We made significant changes to the Corporate Scorecard for 2008/09 so that it had a clear focus on what is most important to the Council and made the information easier to understand. The response to these changes from both councillors and officers has been very positive. The changes we are



suggesting for 2009/10 are in the main changes which are required either by external events (e.g. the introduction of the Comprehensive Area Assessment) or by our sharpened focus on the performance of our strategic partnerships.

## **Conclusion**

- 1.4 The Council has transformed many aspects of its performance in recent years and this has been underpinned by the clear focus on service and organisational priorities contained in the Corporate Scorecard.

## **Background Information**

### **2.1 The Corporate Scorecard**

This report sets out the proposed format for the Corporate Scorecard in 2009/10. The feedback from councillors and officers to changes made to the Corporate Scorecard in 2008/09 has been very positive and the intention is to retain the same overall approach and keep changes to a minimum. As referred to above some changes are necessary because of external changes and changes in Council priorities. Others are desirable because they allow us to rationalise and simplify the current format and add new frameworks to improve the information available.

- 2.2 It is proposed that in 2009/10 the Corporate Scorecard is made up of the following frameworks:

- Working in Partnership (Local Area Agreement and the Cherwell Community Plan summaries);
- Corporate Plan Promises;
- Priority Service Indicators (summary);
- Financial Performance;
- Human Resources;
- Customer Feedback; and
- Inspection Scores.

To supplement the information in the Corporate Scorecard we also provide more detailed background information. It is proposed this will cover:

- Local Area Agreement (details)
- Corporate Plan and National Indicators;
- Significant Partnerships;
- Priority Service Indicators (details);
- The Corporate Improvement Plan;
- Strategic Service Projects; and
- Strategic Organisational Risks.

A mock up of the Corporate Scorecard and other frameworks for 2009/10 is attached, with the exception of that for the Corporate Improvement Plan. This will be the subject of a separate report to the Executive at its meeting on 27 April.

### **2.3 Service Plans**

In 2008/09 the performance against the individual service plans was not monitored through the corporate Performance Management Framework. Instead successes, exceptions and emerging issues were reported separately and included in the quarterly performance report to the Executive. During

2009/10 the service plans will all be loaded onto Performance Plus. This will allow us to monitor and report the delivery of the service plan as a whole. Because it will take some time for this to bed down we will not be reporting the status of each plan until the second quarter performance report to the Executive, though successes, exceptions and emerging issues will continue to be reported in the meantime.

## 2.4 Proposed Changes – Corporate Scorecard

**Working in Partnership.** A new section containing a summary of performance against the Local Area Agreement (LAA) targets is proposed. This will monitor performance against the 13 LAA targets which are of most relevance to District Councils. The Community Plan will be replaced by the sustainable Community Strategy in due course.

**Corporate Plan Promises.** This has been updated to take into account the new Corporate Plan Promises contained in the updated Corporate Plan agreed at the Council meeting on 23 February 2009.

**National Indicators.** The separate framework for National Indicators has been discontinued. The National Indicators have been incorporated into other frameworks (Local Area Agreement and Corporate Plan for example) to better reflect how we will manage our performance in 2009-10.

**Best Value Performance Indicators.** A selection of these indicators is retained as they cover key aspects of service delivery (see below) but re-named Priority Service Indicators.

## 2.5 Proposed Changes – Other Frameworks

**Local Area Agreement.** This will show the performance of each of the thirteen National Indicators included in the Local Area Agreement which are most relevant to District Councils.

**Successes, Exceptions and Emerging Issues.** These are currently reported through the framework to which they relate, then brought together in a separate section, and then summarised in the covering report. It is proposed to end this duplication by deleting the separate section but keeping the summary in the covering report.

**Corporate Plan.** This has been updated to take into account the changes to the Corporate Plan agreed at the Council meeting on 23 February 2009. National Indicators will be included under the respective strategic priority.

**Partnerships.** This is a new framework to reflect the importance of this issue to the Comprehensive Area Assessment and the work completed on improving the management of partnerships over the past year. A summary performance of the seventeen significant partnerships is proposed.

**Priority Service Indicators.** It is proposed to retain a selection of Best Value Performance Indicators but rename them Priority Service Indicators. These focus on the performance of high profile public services.

**Strategic Service Projects.** The projects included in the Strategic Service Projects have been updated to reflect completed and new projects.

**Growth Items.** This will be deleted as there is only one growth item in 2009/10 and this will be monitored at service level.

**Risk Management.** This is a new framework that will start the integration of risk management into the Performance Management Framework. This will only cover the six strategic risks and any net risks rated high (currently one). Risks relating to partnerships will be included in that framework.

### **Key Issues for Consideration/Reasons for Decision and Options**

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3.1 The purpose of the report is to agree the 2009/10 Corporate Scorecard.

**Options** To agree overall approach to managing performance as set out in the proposed Corporate Scorecard or to delete or add performance frameworks and the details within each framework. .

### **Consultations Not Applicable**

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### **Implications**

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**Financial:** Key indicators of financial performance are monitored through the Corporate Scorecard.

Comments checked by Karen Curtin, Senior Accountant, 01295 221551

**Legal:** No legal implications.

Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686

**Risk Management:** The report proposes to integrate reporting of risk and performance through the Corporate Scorecard for 2009/10.

Comments checked by Rosemary Watts, Risk Management & Insurance Officer , 01295 221566

**Data Quality:** We have put arrangements in place to ensure that all information reported through the Corporate Scorecard meets corporate standards for data quality.

Comments checked by Neil Lawrence, Project Manager, Improvement Team, 01295 221801

### **Wards Affected**

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All

### **Corporate Plan Themes**

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The Corporate Scorecard covers all of the Corporate Plan Themes

## Executive Portfolio

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**Councillor Debbie Pickford**  
**Portfolio Holder for Organisational Development and Improvement**

### Document Information

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<b>Appendix No</b>	<b>Title</b>
1	Corporate Scorecard 2009/2010 (Mock Up)
2	Local Area Agreement 2009/2010 (Mock Up)
3	Corporate Plan 2009/2010 Action Plan (Mock Up)
4	Priority Service Indicators 2009/2010 (Mock Up)
5	Significant Partnerships 2009/2010 (Mock Up)
6	Strategic Service Projects 2009/2010 (Mock Up)
7	Risk Management 2009/2010 (Mock Up)
<b>Background Papers</b>	
<b>Report Author</b>	Mike Carroll, Head of Improvement
<b>Contact Information</b>	01295 227959 mike.carroll@Cherwell-dc.gov.uk

## Corporate Scorecard

April 2009 - March 2010

Total GREEN	0	0
AMBER	0	0
RED	0	0
NO DATA (N/A)	0	0

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter One	Quarter Two
<b>Working in Partnership</b>					
Local Area Agreement	Community & Corporate Planning	Quarterly			
Cherwell Community Plan	Community & Corporate Planning	Quarterly			
<b>Corporate Plan Promises</b>					
<b>A district of opportunity</b>					
Work with partners to start the Bicester town centre development	Economic Development & Estates	Monthly			
Contribute to the creation of 200 new jobs	Economic Development & Estates	Monthly			
Help and support Cherwell's residents and businesses through uncertain times	Economic Development & Estates	Monthly			
Deliver 100 affordable homes	Housing Services	Monthly			
Make major improvements to Parsons Street, Banbury	Economic Development & Estates	Monthly			
<b>A safe and healthy Cherwell</b>					
Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents compared to 2008/09	Safer Communities & Community Development	Monthly			
Continue to support the provision of the best possible services at the Horton Hospital	Recreation & Health	Monthly			
Continue to support new and improved health care services in Bicester and surrounding area	Recreation & Health	Monthly			
Open our new Spiceball leisure centre and improved Bicester and Kidlington leisure centres and re-open the Woodgreen Open Air Pool	Recreation & Health	Monthly			
<b>A cleaner, greener Cherwell</b>					
Increase residents' satisfaction with street and environmental cleanliness from 66% to 70% by improving the removal of dog mess and abandoned vehicles	Environmental Services	Monthly			
Remove 90% of fly tipping within 48 hours	Environmental Services	Monthly			
Increase the household recycling rate to 50% by 31 March 2010	Environmental Services	Monthly			
Reduce the Council's vehicle emissions by 10%	Environmental Services	Monthly			

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter One	Quarter Two
<b>An accessible, value for money Council</b>					
Make it easier for local businesses to trade with us	Economic Development & Estates	Monthly			
Take the steps needed to reduce our costs by a further £1m by the beginning of 2010/11	Finance; Improvement Team	Monthly			
Place 10 new 'Link Points' in our rural areas to provide residents and businesses with a greater choice of access to our services	Customer Service & Information Systems	Monthly			
<b>Performance Indicators</b>					
Performance against Priority Service Indicators	Improvement Team	Monthly			
<b>Financial Performance</b>					
Percentage variance on revenue budget expenditure against profile (+2% / -5%)	Finance	Monthly			
Percentage variance on capital budget expenditure against profile (+2% / -5%). Capitala: Sports Centre Modernisation	Finance	Monthly			
Capitalb: Other Capital Projects	Finance	Monthly			
£ in efficiency savings against a target of £260,000	Finance	Monthly			
<b>Human Resources</b>					
Staff turnover	Human Resources	Quarterly			
Number of days lost through sickness	Human Resources	Quarterly			
Workforce capacity	Human Resources	Quarterly			
<b>Customer Feedback</b>					
Ensure that at least 90% of our customers when asked are satisfied with our customer service when contacting the Council	Customer Service & Information Systems	Monthly			
Ensure that at least 79% of residents when asked say they feel safe at home and in the community	Safer Communities & Community Development	Annual			
Ensure that 72% of our customers when asked feel well informed about the Council	To be determined	Annual			

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter One	Quarter Two
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Collected for information only (no RAG score):

Other Surveys					
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance		
Customer Satisfaction Survey (for information purposes only)	Community & Corporate Planning	Annual	Satisfaction survey completed. General trend of improvement. Overall satisfaction: 2006 = 60% 2007 = 65% 2008 = 67%. Some areas of weakness around Anti-Social Behaviour, CCTV, communications and contact.		
Service Satisfaction Surveys (for information purposes only)	All Services	To be determined	No information at present		
Inspection Scores					
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance	Previous rating	Current rating
CPA / CAA	Improvement Team; Community & Corporate Planning	Annual		Good	Excellent
Use of Resources	Finance	Annual		3	3
Direction of Travel	Improvement Team; Community & Corporate Planning	Annual		Average	Average
Data Quality	Improvement Team; Community & Corporate Planning	Annual	Latest assessment March 2009.	2	2
Equalities Framework	Community & Corporate Planning	Annual	Aim for 2009/10 will be to receive a rating of 'Achieving' under the new Equalities framework for Local Government dependant upon an external assessment.	2	3
Investors in People	Human Resources	Annual	Awarded January 2009.	Awarded	Awarded

APPENDIX 2 Local Area Agreement 2009/2010							
	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
<b>Cherwell: A District of Opportunity</b>							
NI154 Net additional homes provided							
NI155 Number of affordable homes delivered (gross)							
NI156 Number of households living in temporary accommodation							
<b>A Safe and Healthy Cherwell</b>							
NI8 Adult participation in sport and active recreation							
NI21 Dealing with local concerns about anti-social behaviour and crime issues by the local council and police							
<b>A Cleaner, Greener Cherwell</b>							
NI188 Planning to Adapt to Climate Change							
NI191 Residual household waste per household							
NI192 Percentage of household waste sent for reuse, recycling and composting							
NI195a Improved street and environmental cleanliness (litter)							
NI195b Improved street and environmental cleanliness (detritus)							
NI195c Improved street and environmental cleanliness (graffiti)							



	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
NI195d Improved street and environmental cleanliness (fly posting)							
NI196 Improved street and environmental cleanliness - fly tipping							
<b>Cherwell: An Accessible, Value for Money Council</b>							
NI5 Overall/general satisfaction with local area							
NI140 Fair Treatment by local services							
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year							

**APPENDIX 3  
Corporate Plan  
2009/2010 Action Plan**

	Quarter One	Quarter Two	Comment
<b>Cherwell: A District of Opportunity</b>			
DCP01.1.2 Submit LDF Core Strategy			
DCP01.1.3 Complete Canalside Regeneration Area Supplementary Planning Document draft			
DCP01.2.2 Work with partners to start Bicester town centre development			
DCP01.2.3 LDF Core Strategy submission to include justification for new employment land provision			
DCP01.3.2 Contribute to the creation of 200 new jobs			
DCP01.3.3 Help and support Cherwell's residents and businesses through uncertain times			
DCP01.4.2 Deliver £200,000 funding for transport infrastructure through developer contributions			
DCP01.5.2 Achieve 300 new homes			
DCP01.5.3 Deliver 100 affordable homes			
DCP01.6.4 Fully integrate Choice Based Letting and housing advice available through CCC			
DCP01.6.5 Temporary Accommodation Strategy operational			
DCP01.7.2 Spend £400,000 on investing in better quality housing for vulnerable people			
DCP01.8.3 Make major improvements to Parsons Street, Banbury			
DCP01.8.4 Undertake improvements to open markets			
DCP01.8.5 Invest in enhancement of market square in Bicester			
DCP01.8.6 Implement the Banbury Visitor Management Plan			

	Quarter One	Quarter Two	Comment				
DCP01.8.7 Prepare a Banbury Residents Parking Scheme							
DCP01.9.3 Complete review of planning policy framework for villages through LDF							
DCP01.9.4 Carry out web-based consultation with parishes on the forward plan							
National Indicators							
	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
NI154 Net additional homes provided							
NI155 Number of affordable homes delivered (gross)							
NI156 Number of households living in Temporary Accommodation							

**Corporate Plan  
2009/2010 Action Plan**

	Quarter One	Quarter Two	Comment
<b>A Safe and Healthy Cherwell</b>			
DCP02.1.6 Ensure at least 79% of residents say they feel safe at home and in the community			
DCP02.1.7 Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents			
DCP02.1.8 30% of CCTV recorded incidents to result in arrests (est target 1,400)			
DCP02.1.9 Invest in the digital upgrade of CCTV network and the use of fibre optic cables			
DCP02.2.3 Support 4 voluntary neighbourhood initiatives to reduce anti-social behaviour			
DCP02.2.4 Invite the public to a minimum of 3 public NAG meetings to develop local priorities			
DCP02.3.1 Support the provision of the best possible services at the Horton Hospital			
DCP02.3.2 Support new and improved health care services for Bicester and surrounding areas			
DCP02.3.4 Work with Primary Care Trust to deliver new GP-led health centre in Banbury			
DCP02.3.5 Establish a programme to address health inequalities in the District			
DCP02.4.1 Help increase participation in active recreation by 1%			
DCP02.4.3 Increase number of new walkers participating annually in local health walks by 10%			
DCP02.4.4 Secure funding to deliver the Bicester Multi-Sports Village project			
DCP02.5.2 Open new Spiceball and improved Bicester & Kidlington leisure centres, re-open Woodgreen			
DCP02.5.3 Replace synthetic pitch surfaces at Coopers School and North Oxon Academy			

	Quarter One	Quarter Two	Comment				
DCP02.6.4 Support and improve 30 community recreation venues through grant aid funding							
DCP02.6.5 increase numbers of new older people participating in group activities by 300							
DCP02.6.6 Increase participation by young people in positive activities by 1%							
DCP02.6.7 Support Banbury Town Council in preparing football development plan for town							
National Indicators							
	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
NI015 Serious violent crime rate							
NI016 Serious acquisitive crime rate							
NI020 Assault with injury crime rate							
NI08 Adult participation in sport and active recreation							

**Corporate Plan  
2009/2010 Action Plan**

	Quarter One	Quarter Two	Comment				
<b>A Cleaner, Greener Cherwell</b>							
DCP03.1.3 Increase residents' satisfaction with street & environmental cleanliness from 66% to 70%							
DCP03.1.4 Remove 90% of fly tipping within 48 hours of reporting							
DCP03.1.5 Achieve 94% of land inspected at an acceptable litter standard.							
DCP03.2.3 Increase the household recycling rate to 50% by 31 March 2010							
DCP03.2.4 Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010							
DCP03.2.5 Introduce a food waste recycling service							
DCP03.3.1 Undertake 10 county wildlife site surveys							
DCP03.4.2 Reduce the Council's vehicle emissions by 10%							
DCP03.5.2 Inform all businesses on actions they can take to reduce carbon emissions							
DCP03.6.2 Achieve at least 72% resident satisfaction with green spaces and public areas							
<b>National Indicators</b>							
	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
NI191 Residual household waste per household							
NI192 Percentage of household waste sent for reuse, recycling and composting							
NI194i Emissions of NOx							

	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
NI194ii Percentage reduction in NOx emissions							
NI194iii Emissions of PM10							
NI194iv Percentage reduction in PM10 emissions							
NI195a Improved street and environmental cleanliness (litter)							
NI195b Improved street and environmental cleanliness (detritus)							
NI195c Improved street and environmental cleanliness (graffiti)							
NI195d Improved street and environmental cleanliness (fly posting)							

**Corporate Plan  
2009/2010 Action Plan**

	Quarter One	Quarter Two	Comment
<b>Cherwell: An Accessible, Value for Money Council</b>			
DCP04.01.2 Ensure that at least 90% of our customers are satisfied with our customer service			
DCP04.01.4 Provide customers with a simple choice of numbers to access Council services			
DCP04.02.2 Work towards achieving excellent status in the Equality Standard for Local Government			
DCP04.03.2 90% of complaints received are resolved within Stage One			
DCP04.03.3 95% of all complaints that are escalated to Stage Two are resolved			
DCP04.03.4 No complaints escalated from Stage Three to the Ombudsman			
DCP04.04.4 Retain overall score of 3 in UoR Assessment and secure score of 4 for at least 1 KLoE			
DCP04.04.5 Secure £600,000 efficiency savings of which £200,000 procurement savings			
DCP04.04.6 Make it easier for local businesses to trade with us			
DCP04.05.2 Take steps to reduce our costs by further £m by 2010/11			
DCP04.06.2 Produce a combined annual report of performance and finance			
DCP04.07.4 Promote the web based Positive Activities Offer to young people			
DCP04.07.5 Place 10 new 'Link Points' in rural areas			
DCP04.07.6 Enable access to a limited number of our partners' services through our access points			
DCP04.07.7 Promote local events through the North Oxfordshire.com website			



	Quarter One	Quarter Two	Comment				
DCP04.08.2 Increase the number of public Council meetings which are webcast							
DCP04.09.2 Ensure that 72% of our customers when asked feel well informed about the Council							
DCP04.10.2 We will increase the percentage of transactions completed electronically to 50%							
National Indicators							
	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
NI14 Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer							
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year							

APPENDIX 4 Priority Service Indicators 2009/2010							
	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
<b>Business Services</b>							
BUS 006 % of buildings accessible to people with a disability							
<b>Development Control &amp; Major Developments</b>							
DCMD 001 % of appeals against refusal upheld							
<b>Environmental Services</b>							
ES 001 % of abandoned vehicles investigated in 24 hours							
ES 002% of abandoned vehicles removed within 24 hours							
<b>Exchequer</b>							
EXCH 001 % of Council Tax collected							
EXCH 002 % of NDR collected							
EXCH 003 Average time to process new HB/CTB claims							
EXCH 004 Average time to process change in circumstances							
EXCH 005 % of HB overpayments recovered							
EXCH 006 % of HB overpayments recovered including outstanding							
EXCH 007 % of HB overpayments written off							
<b>Finance</b>							
FIN 001 % of invoices paid on time							

	Last Month Actual	Last Month Target	Last Month Performance	Current Month Actual	Current Month Target	Current Month Performance	Comment
<b>Housing Services</b>							
HS 001 Housing advice: repeat homelessness cases							
<b>Human Resources</b>							
HR 018 Work days lost due to sickness							
<b>Planning &amp; Affordable Housing Policy</b>							
PAHP 001 Number of conservation areas in LA area							
PAHP 002 % of 219a with up-to-date character appraisals							
PAHP 003 % of 219a with published management proposals							
<b>Recreation &amp; Health</b>							
RH 001 Number of visits/usage's to museums in person per 1,000 population							
RH 002 Number of pupils visiting museums							

<b>APPENDIX 5 Significant Partnerships 2009/2010</b>			
	Quarter One	Quarter Two	Comment
<b>Oxfordshire-wide Partnerships</b>			
Supporting People			
Children and Young People's Partnership			
Oxfordshire Housing Partnership			
Oxfordshire Waste Partnership			
Oxfordshire Economic Partnership			
Oxfordshire Safer Communities Partnership			
Oxfordshire Voluntary Sector Development Partnership (OVSDP)			
Health and Well Being Partnership Board			
<b>Cherwell-specific Partnerships</b>			
Cherwell Community Planning Partnership			
Cherwell Safer Community Partnership			
Homelessness Strategy Partnership			
Cherwell Registered Social Landlords Partnership and Sanctuary Housing Group			
Cherwell M40 Investment Partnership			
Kidlington Village Centre Management Board			
Banbury Town Centre Partnership			
Bicester Vision			
Central Oxfordshire Steering Group			

**APPENDIX 6****Strategic Service Projects 2009/2010**

	Quarter One	Quarter Two	Comment
Accommodation Refurbishment			
Banbury Bankside Development			
Banbury Canalside			
Banbury Cultural Quarter			
Banbury Health Clinic			
Banbury Pedestrianisation			
Bicester Town Centre Redevelopment			
Flood Alleviation			
RAF Upper Heyford			
SW Bicester Development			
Weston Otmoor Eco Town			

APPENDIX 7 Risk Management 2009/2010				
Risk Heading	Description	Risk Rating	Change since last Quarter	Risk Mitigation this Quarter
<b>Strategic Risks</b>				
Council fails to deliver its community leadership role	Changes resulting from Local Government White Paper and new emphasis on improved 2 tier working fail to deliver the best outcome for local residents and other stakeholders in terms of improved service and/or increased efficiencies.	Medium		
Failure to deliver fair and equitable access to services to everyone (SDEC)	Failure to deliver fair and equitable access to services to everyone and meet legislative requirements and CPA expectations re equality and accessibility	Medium		
Failure to demonstrate continuous improvement/meet public expectations for a cleaner	Failure to demonstrate continuous improvement and to meet public expectations for a cleaner District.	Medium		
Failure to have robust financial arrangements in place to deliver the Council's Strategic Agenda	As the Council's available capital reduces with investment so must our dependency on interest to support revenue expenditure and our capital assets will need to be rebuilt to fund future infrastructure investments.	Medium		
(Partnership) Failure to adapt to the economic issues and pressures in the District (SD PHE)	General economic conditions create a more or less favourable backdrop to Council activities.	Medium		

Risk Heading	Description	Risk Rating	Change since last Quarter	Risk Mitigation this Quarter
Failure to adapt to social issues and pressures in the District (SDEC)	Failure to understand the needs and issues facing the Council's diverse communities and lack of effective engagement with hard-to-reach groups. Failure to fulfil the community leadership role in the event of a significant social issue (eg closure of large employer in the district, review of healthcare provision, etc)	Medium		
<b>High' Rated Risks</b>				
Chris21 - E-recruitment	Improved quality service to become an employer of choice through introduction of Chris21 e-recruitment module is now unlikely due to Contractor's failure to deliver contract. Original implementation date April 2007, later revised to May 2008 and now estimated September 2009. Currently awaiting progress report from Frontier.			

# Agenda Item 14

## Executive

### SUPPORT FOR THE HORTON HOSPITAL

6 APRIL 2009

#### Report of Strategic Director Environment & Community

##### PURPOSE OF REPORT

To consider a request for a donation to the cancer appeal fund

This report is public
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##### Recommendations

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The Executive is recommended to:

- (1) Agree to donate £30,000 to support the Brodey Centre Cancer Care Appeal Fund

##### Executive Summary

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###### Introduction

- 1.1 A request has been received for a donation to the £300,000 Brodey Centre Cancer Care appeal fund to expand the current cancer care services provided at the Horton General Hospital.

###### Proposals

- 1.2 It is recommended that the Council supports the appeal fund as this will assist in the delivery of improved and extended much needed services at the Horton General Hospital.

###### Conclusion

- 1.3 To donate £30,000 to the appeal fund.



## **Background Information**

- 1.1 The Oxford Radcliffe Hospitals Cancer Campaign is aimed at expanding the Brodey Centre (Cancer Outpatient Department at the Horton Hospital Banbury). The Brodey Centre was built with donations from the public and opened in 1998. Since then some 2,000 patients per annum have benefited from having outpatient cancer chemotherapy treatment in Banbury.
- 1.2 As cancer treatment improves, more patients are having chemotherapy. Patients with chronic leukaemia are treated as outpatients and day case patients in the Brodey Centre. The largest haematology workload at the Brodey Centre involves chemotherapy for lymphomas (Hodgkin's and non-Hodgkin's) and transfusions for patients with bone marrow failure syndromes.
- 1.3 More space is needed for patients and their relatives and friends to wait, for patients to have treatment and for staff to undertake associated administrative/clinical work. It is hoped to double the treatment space, extend the waiting area and provide desk space for the chemotherapy, breast care and palliative care nurses. The plan is to keep the current homely yet professional atmosphere.
- 1.4 The appeal is looking to raise £300,000 including furnishings and equipment. To date, almost £250,000 has been raised. The Oxford Radcliffe Hospitals Trust is committed to funding current and future staff requirements which will be part of the budget setting and business planning process. It has already invested in extra clinical and support staff to enable the Centre to treat more patients, and offer them access to important clinical trials. In addition, it will fund on-costs such as the ongoing maintenance of the building and equipment.

## **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 A key issue is the extent to which this extended facility and service will meet current and future local demand. The Trust has a strong commitment to providing out-patient chemotherapy at the Brodey Centre. Predicted levels of activity clearly show that chemotherapy services are at the forefront of delivering effective and efficient treatment to cancer patients. The national cancer reform strategy sets out the need to ensure that patients have fast access to high quality treatment for cancer including drug treatment (i.e. chemo) and reiterates that such care 'should be delivered locally wherever possible to maximise patients convenience'. Extending the Brodey Centre allows this goal to be achieved.
- 3.2 It could be argued that the Trust should be paying for this. The key point here is the differences that gifts can make to this expansion mainly impact patient comfort, flexibility for the Centre's future and the suitability of the space available for clinical staff to work together as an efficient team. While valued by patients and staff alike, limited NHS funding does not always allow such projects to be funded when set beside more immediate and basic needs. Over the longer term, the Trust will spend significantly more than the fundraising target to support future staffing and equipment. Charitable gifts act as a jump-start, enabling patients to feel the benefit of the Trust's investment more immediately.

The following options have been identified. The approach in the recommendation is believed to be the best way forward as per Option 1

**Option One** To make a donation to the appeal fund of varying levels  
**Option Two** Not to make a donation

### **Consultations**

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None undertaken

### **Implications**

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**Financial:** A donation of £30,000 can be funded as a result of the additional investment income received in January 2009 from the Councils investments with Investec. These have seen a short term increase as a result of the sharp decline in Bank of England base interest rate. £30,000 can be commuted to an earmarked provision for this appeal.

Comments checked by Karen Curtin, Chief Accountant, 01295 221551

**Legal:** There are no legal issues arising from this report

Comments checked by Liz Howlett, Head of legal and Democratic Services, 01295 221686

**Risk Management:** There are no risk issues arising from this report other than reputational should the Council decide not to donate

Comments checked by Rosemary Watts, Risk Management and Insurance Officer, 01295 221566

### **Wards Affected**

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All Wards

### **Corporate Plan Themes**

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Under the Council's Safe and Healthy strategic priority, there is a five year aim to help to deliver improved healthcare for Bicester and Banbury. A donation to the Brodey Centre appeal is entirely consistent with this aim and strategic priority.

### **Executive Portfolio**

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**Councillor George Reynolds**  
**Portfolio Holder for Community, Health and Recreation**

### **Document Information**

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<b>Appendix No</b>	<b>Title</b>
None	
<b>Background Papers</b>	
None	
<b>Report Author</b>	Ian Davies, Strategic Director Environment and Community
<b>Contact Info'n</b>	01295 221698 ian.davies@Cherwell-dc.gov.uk

## Executive

### Review and update of the Constitution

6 April 2009

### Report of Head of Legal and Democratic Services

#### PURPOSE OF REPORT

To seek approval from the Executive to recommend to Council the changes to the constitution proposed

This report is public
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#### Recommendations

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The Executive is recommended:

- (1) To consider and comment on the proposed changes to the constitution
- (2) To approve, subject to any amendments the Executive may wish to make, and subject to any comments or amendments from the Standards committee on 8 April, the attached Introduction, Terms of Reference and Scheme of Delegation, Rules of Procedure and Planning Guidance and to recommend to Council that these documents be approved.
- (3) To recommend to Council that delegated powers be given to the Head of Legal and Democratic Services, to make any minor or consequential amendments that may be needed, in particular with inconsistencies or duplications that may exist within the part of the constitution not yet reviewed.
- (4) To recommend to Council that the financial limit for key decisions for 2009/2010 be £50,000

#### Executive Summary

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##### Introduction

- 1.1 The objectives of this review of the constitution are to update the constitution, make it easier to use, remove inconsistencies and duplication and make the decision making process better value for money.
- 1.2 This review has not covered the codes and protocols section other than to revise the planning guidance in the light of the adoption of public speaking at planning committees and to tie in with the new planning procedure rules. The

codes and protocols section will be reviewed when the new code of conduct is issued later in the year.

### **Proposals**

- 1.3 The Introduction is intended to explain to the public, and new councillors and staff, how the Council works. It replaces the existing Articles, Summary and the Access to Information Procedure rules.
- 1.4 The Terms of Reference and the Scheme of Delegation will now be Part One of the constitution. This sets out from the Council downwards what each committee does and then sets out both general and specific delegations to staff. All the delegations are now in one place and specific powers are listed under the specific Head of Service. All acronyms are removed.
- 1.5 The Rules of Procedure will now be Part Two of the constitution. This sets out, again starting with full Council, the procedure rules to be followed. The rules are in one place and have been written to be as clear and easy to follow as possible.
- 1.6 Annually updated information will not be in the constitution. This has consisted of a list of councillors and wards, the schedule of meetings and structures within the organisation. This information is very useful but changes too quickly for it to be held in the constitution. This information will be available through the committee management system and in hard copy through the Yearbook for those who prefer it.

### **Conclusion**

- 1.7 This has been a major piece of work. The Codes and Protocols section remains to be reviewed and rewritten in full and that will be the next stage of the project later in the year. Where there are inconsistencies with what is adopted here and what has not yet been reviewed I am seeking delegated powers to amend to make it consistent.
- 1.8 The constitution is the governance infrastructure of the authority. It is largely invisible but impacts every day in how we work, deal with the public, enforce legislation and take decisions. These changes are intended to increase transparency, improve efficiency and value for money and provide a clear guide for all on how we work. This should help the authority to comply with the duty to promote democracy contained in the Local Democracy, Economic Development and Construction Bill.

## Background Information

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- 2.1 The Council's constitution has not been reviewed for many years. It has been added to as required but consequential inconsistencies and duplications have not been dealt with. It has simply increased in size and complexity. This is unhelpful for everyone and leaves the Council open to potential challenge if people are not sure about their authority to take action.
- 2.2 The Terms of Reference and Scheme of Delegation starts with full Council. Full Council can take any action which the authority is legally able to take. Full Council must explicitly delegate power to enable any other body or person to act on behalf of the Council. The Council delegates to the Executive all the powers and functions which it is able to under relevant legislation. The Executive ensures the authority takes decision within the budget and policy framework adopted by the Council. It monitors the budget and performance of the authority and takes all key decisions unless it explicitly delegates these. Key decisions are those affecting more than one ward or involving a "significant" sum. What is significant is for the authority to decide in the context of its own budget and the economic climate.
- 2.3 Individual portfolio holders manage their areas of responsibility by taking the non key decisions in their area. Their role is crucial. The audit trail for individual decisions is as important as for decisions of the Executive.
- 2.4 All Terms of Reference have been updated and reviewed (for example removing reference to PRP).
- 2.5 Below this sits the officer scheme of delegation. This is critical for the day to day management and running of the organisation. The existing powers have all been pulled into one place to make them easier to find. The powers have then been reviewed to make sure they fit with responsibilities following the restructure and are up to date and relevant. Values have been increased where necessary to reflect the reality of today's costs. Changes flowing from the Improvement Plan for Planning have been included, as well as changes flowing from the new Contract Rules of Procedure adopted in January 2008. Personnel Committee no longer approves all posts provided the proposed posts are within budget so not increasing the establishment, but it retains responsibility for approving restructures of 5 posts or more and other strategic functions. The 'general' part of Personnel and General is moved to Council. Powers have deliberately been made more general to avoid problems with defence lawyers challenging our prosecutions on the issue of authority to take action.
- 2.6 The Rules of Procedure have been reviewed (or written where they did not exist). In particular focusing on those committees where the public are directly involved or affected, that is planning, licensing, standards and scrutiny.
- 2.7 Although the Codes and Protocols are not being reviewed the planning guidance needed updating in the light of the decision to allow public speaking at planning committee (and the detailed procedure rules for this are set out in the Rules of Procedure section) and to remove duplications that now exist because some parts of the planning guidance sits better in the revised

planning procedure rules. The procedure rules for public speaking were approved by the planning committee on the 12 March

- 2.8 The Overview and Scrutiny section has been revised to include a list of excluded matters. This is as a result of legislation which comes into force on 1 April 2009. Basically the legislation excludes matters relating to planning and licensing applications and individuals from being the subject of a member reference to a scrutiny committee. Most local authorities, including Cherwell, have been operating these exclusions on an informal basis for several years. The legislation formalises this position to make sure that there is a clear understanding of what matters are appropriate for scrutiny and why.

### **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 Councillors, staff and the public will benefit from a clearer guide as to how we work. It will also help the Council defend any challenges when authority is exercised, whether by committees, individual portfolio holders or individual members of staff.

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

<b>Option One</b>	Leave the constitution as it is. This is not recommended as it is out of date. It is also very difficult to find what you need and therefore leaves the Council open to challenge because it is not used properly.
<b>Option Two</b>	Update the layout, formatting and presentation only and ensure references to legislation are correct. This would be a huge improvement in itself and could be adopted
<b>Option Three</b>	Approve the draft appendices attached which both update and improve presentation and streamline decision making to ensure democratic accountability and efficient decision making

### **Consultations**

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<b>Corporate Management Team</b>	All feedback has been incorporated into the final draft
<b>Extended Management Team</b>	Individual Heads of Service have given detailed feedback on their specific powers
<b>Executive and Personnel and General Committee</b>	Executive members and members of the Personnel and General Committee have been informally consulted before the draft documents were finalised and their comments and suggestions are included

### **Implications**

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<b>Financial:</b>	There should be efficiency savings from greater clarity about what does, and does not, need to go through the
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Executive and greater clarity on who can decide what.

Comments checked by Eric Meadows, Service Accountant, PH&E, 01295 221552

**Legal:**

It is important for the Council to have a robust constitution supporting effective decision making. It is also important to be able to defend challenges in the courts to authority to act.

Comments checked by Liz Howlett, Head of Legal and Democratic Services 01295 221686

**Risk Management:**

Risk of challenge will be mitigated by a robust constitution

Comments checked by Rosemary Watts, Risk Management and Insurance Officer. 01295 221566

**[Other Implications]**

[Click here and insert comments of consultee]

Comments checked by [Insert name], [Insert job title] 01295 22[Insert extension number]

**Wards Affected**

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All

**Corporate Plan Themes**

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Accessible Value for Money Council

**Executive Portfolio**

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**Councillor Barry Wood**  
Portfolio Holder for Policy and Community Planning

**Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix One	Introduction
Appendix Two	Terms of Reference and Scheme of Delegation
Appendix Three	Rules of Procedure
Appendix Four	Planning Guidance
<b>Background Papers</b>	
The existing Cherwell District Council constitution	
<b>Report Author</b>	Liz Howlett, Head of Legal and Democratic Services
<b>Contact Information</b>	01295 221686 liz.howlett@Cherwell-dc.gov.uk

# INTRODUCTION



## **The council's constitution**

Cherwell District Council has agreed this constitution which sets out how the council operates, how decisions are made and the procedures which are followed. The processes are intended to make the council transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the council to choose. In the case of any conflict between this constitution and legislation, the legislation will prevail.

### **What is in the constitution?**

The constitution sets out who has the power to take what decisions, how those decisions are taken and the codes and protocols which are followed when we make decisions .

There are three parts:

1. The scheme of delegation (who does what)
2. The rules of procedure (how they do it)
3. Codes and protocols (the expected standards of behaviour)

In addition there is annually updated information (such as a list of current councillors and scheduled meetings for the year) which are not part of the constitution but are available from our website or in hard copy.

The following is a list of annually updated information which can always be found on our website ([www.cherwell.gov.uk](http://www.cherwell.gov.uk)) or obtained in hard copy by contacting Legal and Democratic Services,

- Calendar of meetings (these are agreed for a whole municipal year ahead, that is from May to the following April). Exceptional or special meetings may be added to this. Meetings may be cancelled if there is no business or may be moved if there are deadlines to be met, for example, to ensure a response to government consultation is sent in time.
- Agenda for all meetings
- Minutes of all meetings
- A list of wards in the district
- A list of district councillors and contact details
- Details of who on the executive is responsible for what (called "portfolio holders").
- Details of who is on which committee, joint committee and who represents the council on which outside body.

## **How the council operates**

The council is composed of 50 councillors with one-third elected three years in four. Councillors serve a four year term. A councillor elected at a by-election will serve the remainder of the four year term for the particular seat in question. Councillors are democratically accountable to residents of their Ward. The overriding duty of councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them. Councillors represent their communities and act as advocates for individual constituents. They have to balance different interests and govern for the good of the area as a whole.

Councillors must be registered voters of the Cherwell district, or must own or lease land in the district for at least the last 12 months preceding their consent to be nominated, and must not otherwise be disqualified.

Councillors have to agree to follow a code of conduct to ensure high standards in the way they undertake their duties. The code of conduct is set out in this constitution. The council's standards committee trains and advises them on the code of conduct, investigates and considers whether to take action on any alleged breaches.

All councillors meet together as "The Council". Meetings of the council are open to the public and press, unless the council has passed a resolution that they be excluded on the grounds that information deemed to be "exempt" i.e. personal or confidential, as defined by statute, is likely to be revealed. At council meetings, councillors decide the council's overall policies and set the budget each year. The council is responsible for appointing the Leader and various committees, and for holding the executive and the committees to account for the decisions they take.

## **Principles of decision making**

Any decision made by the council will be made in accordance with the following principles and in accordance with the procedure rules set out in part two of this constitution,

- Proportionality, that is, the action taken will be proportionate to the desired outcome
- Decisions will be taken following due consultation and taking into consideration professional advice from officers
- Due regard will be shown for human rights and all decisions will be based on balancing the rights of the individual against the public good
- Open transparent decision making
- Clarity in the aim and desired outcome of decisions
- Decisions will be taken that comply with the law and this constitution

When acting in a quasi judicial role the council will follow a proper procedure which complies with the rules of natural justice and the right to a fair trial contained in Article 6 of the European Convention on Human Rights.

## **Access to information by councillors**

All councillors are entitled to inspect any document (except those only available in draft) in the possession or under the control of the Council unless it contains exempt or confidential information (as defined and set out in this Introduction) in which case Councillors will be required to demonstrate a need to know. This does not preclude the Council from deciding to provide members with information over and above this entitlement.

## **The Executive**

Under the Local Government Act 2000, Cherwell District Council chose to have an executive with a Leader.

The executive takes strategic key decisions. Individual executive members are responsible for many day to day decisions. The executive is made up of a Leader and other councillors. The Leader is appointed to the executive by The Council. The Leader then appoints individual councillors to the other positions in the executive. When major (or “key”) decisions are to be discussed or made, these are published in the Leader’s Forward Plan in so far as they can be anticipated. All meetings of the executive are open to the public and press except where “exempt” i.e. personal or confidential matters are being discussed. The executive has to make decisions which are in line with the council’s overall policies and budget. If it wishes to make a decision which is outside the budget or policy framework, this must be referred to The Council to decide.

Certain decisions, in particular non-key decisions, may be taken by individual members of the executive (called portfolio holders).

The Council has discretionary powers to set up area committees or forums but has decided not to do so at this time.

The Council may establish joint arrangements or joint committees in accordance with current legislation.

## **Overview and Scrutiny**

The Overview and Scrutiny Committee and the Resources and Performance Scrutiny Board carry out the overview and scrutiny functions and support the work of the Executive and the Council as a whole. They allow citizens to have a greater say in Council matters and may hold public inquiries into matters of local concern. This may include reviewing the work of the Council’s partners and other public sector organisations. Overview and scrutiny meetings are open to the public. The committees publish reports and recommendations which advise the Executive and the Council as a whole on its policies, budget and service delivery. The Overview and Scrutiny Committee also monitors the decisions of the Executive as published in the Forward Plan (as set out in the Executive Procedure Rules). The Overview and Scrutiny Committee can

“call-in” or challenge a decision which has been made but which has not yet been implemented.

The Council also appoints members to any countywide joint overview and scrutiny committee(s).

### **Non-Executive Decisions**

Decisions on some matters (for example planning applications and licensing) cannot be taken by the Executive by law, and are either taken by full Council or delegated instead to "regulatory committees" or to staff. Terms of reference for committees and delegations to staff are set out in part one of this constitution.

### **The Council's Staff**

The Council employs staff to give advice, implement decisions and manage the day-to-day delivery of its services. The authority to employ staff below Chief Officer level rests with the Head of the relevant Service. Strategic Directors and Heads of Service are appointed by the Personnel Committee. The Head of Paid Service is appointed by full Council.

The Council has three statutory posts:

The **Head of Paid Service** (as required by section 4 of the Local Government and Housing Act 1989)

The **Chief Finance Officer** (as required by section 151 of the Local Government Act 1972 and frequently referred to as the “section 151 officer”)

### **The Monitoring Officer**

The statutory posts of Chief Finance Officer and Monitoring Officer have the right by law to require adequate resources to be made available to them to carry out their role. The specific responsibilities of these statutory posts are,

**Head of Paid Service** – responsible for overall management and operation of the council which includes management of the staff who work for the council. Must report to council, executive and all other committees when required to do so. Responsible for ensuring the proper use of evaluation systems for determining what staff are paid and reporting as and when required on the number and grade of staff required.

**Chief Finance Officer** – responsible for the administration of the council's finances. Has a specific duty to make a public report in specified cases of actual or anticipated financial misconduct (section 114 of the Local Government Finance Act 1988).

Must nominate an appropriately qualified member of staff to deputise in their absence.

**Monitoring Officer** – responsible for ensuring that the council acts within the law. Has a specific duty to make a public report if at any time they think that any proposal, decision or failure to act by the council may break the law or give rise to a finding of maladministration (section 5 of the Local Government and Housing Act 1989).

Must nominate an appropriately qualified member of staff to deputise in their absence.

There is a code of practice which governs the relationship between staff and councillors. There is also a code of conduct for staff. Both these codes are in part three of the constitution.

Certain decisions are delegated to staff as set out in the council's scheme of delegation in part one of this constitution.

### **Legal and financial procedures**

The council shall have legal and financial procedure rules as set out in this constitution.

Financial Regulations will be reviewed regularly by the Chief Finance Officer to ensure they are fit for purpose. Council will approve all changes other than those required by the fact of a change in law which the Chief Finance Officer has delegated authority to make.

The Contract Rules of Procedure will be reviewed regularly by the Chief Finance Officer and the monitoring officer to ensure they are fit for purpose. Council will approve all changes other than those required by the fact of a change in the law which the monitoring officer has delegated authority to make.

The scheme of delegation sets out the authority to sign documents.

The Head of Legal and Democratic Services will keep the council's seal. All documents that should be sealed will be sealed in accordance with the scheme of delegation as set out in this constitution. The Head of Legal and Democratic Services, or nominated deputies within Legal Services, will seal all council documents unless there are exceptional circumstances when a Strategic Director or the Chief Executive has specific authority to do so.

### **Summary of the rights of the public**

This summary of rights explains how members of the public can participate in the democratic decision making processes of the council and how they can access information relating to council and committee meetings.

## **Voting and petitions**

If you are registered to vote in the district you have a right to vote and sign a petition to request a referendum for an elected mayor.

You may also present petitions to council and committee meetings, providing that it meets the requirements set out in the meeting procedure rules and the procedure rules for that particular committee as set in the constitution.

## **Information**

You have the right to inspect the council's accounts and make their views known to the external auditor. The external auditor will visit the council on a specified day so the public can make their views known. Fourteen days notice of the visit will be given in at least one local newspaper. The accounts will be available for public inspection twenty working days before the auditor's visit.

## **Complaints**

You have the right to complain about the actions of the council, the staff or councillors to:

- the council under its complaint scheme
- the ombudsman after exhausting the council complaint scheme
- the monitoring officer about a breach of the councillor code of conduct.

## **Responsibilities of the public**

The council expects the public to behave responsibly in exercising these rights. The council will not tolerate violent, abusive or threatening behaviour to councillors or staff working for, or on behalf of, the council.

The public are required to comply with various laws, by-laws, rules and regulations which are enforced by the council and may incur civil or criminal penalties if they do not do so.

## **Meetings of the council and committees**

### **Notice of meetings**

The council will give at least five clear days' notice of any meeting by posting details of the meeting at the council's main offices at Bodicote House, Bodicote, Banbury and normally on the council website ([www.cherwell.gov.uk](http://www.cherwell.gov.uk)), unless the meeting is convened at shorter notice as a matter of urgency.

### **Access to agenda and reports before the meeting**

The council will publish copies of the agenda for meetings and reports which are to be considered on the council website at least five clear days before the

meeting and copies will be available for inspection at the council's main office. If an item is added to an agenda later, if it is urgent business, the report will be available to members of the public as soon as possible and sent to councillors on the committee.

Agendas and reports will be supplied on request to members of the public. Agendas and reports are available for a minimum of six years after the date of the meeting.

Reports included in agendas will set out a list of background papers (non-published material used in creating the report) relating to the subject matter of the report. These background papers will be supplied at the request of members of the public and are available from the report author for a minimum of four years after the date of the meeting.

The council may make a reasonable charge for the supply of agenda, reports, minutes and background papers to cover costs.

### **Attending a meeting**

Members of the public may attend meetings of the council and its committees, except for example when confidential or exempt matters are being discussed. Unless otherwise stated in the notice of the meeting, meetings are held in the council's main offices at Bodicote House, Bodicote, Banbury. If you wish to attend a meeting customer service staff at reception will direct you to the relevant meeting room.

### **Speaking at a meeting**

Members of the public can speak request to speak at a meeting. Further information on how to speak at a meeting can be found in the meeting procedure rules and procedure rules for the particular committee as set out in the constitution.

### **Confidential and exempt matters**

#### **Confidential**

Members of the public will be asked to leave a meeting if it is likely that confidential information will be disclosed. This will usually be stated on the agenda for the meeting. Confidential information is information given to the council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by court order.

#### **Exempt**

Members of the public may also be asked to leave a meeting if it is likely that exempt information will be disclosed. This decision is at the discretion of the meeting and will be made based on advice from officers. In making a decision to exclude the public, the committee will apply the public interest test, that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Exempt information is information falling into one or more of the categories set out in the table below, subject to qualifications set out in the constitution.

<b>Paragraph Number</b>	<b>Category</b>
1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes: <ul style="list-style-type: none"> <li>(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</li> <li>(b) to make an order or direction under any enactment.</li> </ul>
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.
7A	[7A – 7C apply only to certain meetings of the Standards Committee ]  Information which is subject to any obligation of confidentiality.
7B	Information which relates in any way to matters concerning national security.
7C	The deliberations of a standards committee or of a sub-committee of a standards committee established under the provisions of Part III of the Local Government Act 2000 in reaching any finding on a matter referred under the provisions of section 60(2) or (3), 64(2), 70(4) or (5) or 71(2) of that Act.



If reports to be included in the agenda contain confidential or exempt information they will be marked 'not for publication' together with the category of information likely to be disclosed.

### **Minutes of a meeting**

The council will produce minutes of meetings which record the decisions taken by a committee and the reasons for the decisions and options considered in the case of the executive. When exempt or confidential information is disclosed at a meeting a summary minute will be published in the public minutes, in addition to exempt or confidential minutes.

Minutes will be published on the council website and available on deposit at the council's main office for a minimum of six years after the date of the meeting.

### **Forward Plan**

Members of the public can find which major decisions are going to be discussed and determined by the executive from the Leader's Forward Plan. The Forward Plan covers a four month period and is published on the council's website on a monthly basis.

### **The public have the right to,**

- vote at local elections if they are registered
- sign a petition for a local referendum for an elected mayor
- contact their local councillor about any matters of concern to them
- a copy of the constitution
- attend meetings of the council and its executive and committees except where, for example, personal or confidential matters are being discussed
- see reports and background papers and any records of decisions made, except where confidential or personal information would be disclosed
- address meetings of the council, executive, and various committees, subject to the Council's rules for public participation at meetings
- find out, from the executive's forward plan, what major (key) decisions are to be discussed or decided by the executive, individual executive members or officers, and when
- inspect the council's accounts and make their views known to the external auditor (known as the district auditor)

- complain to the council about the standards of service, action or lack of action by the council or its staff
- complain to the ombudsman if they think the council has not followed its procedures properly (however, they should only do this after using the council's own complaints process)
- complain to the standards committee if they have evidence which they think shows that a councillor has not followed the council's code of conduct.

The council welcomes participation by its residents in its work and undertakes extensive consultation about its policies and services. For more specific advice on your rights, please contact the appropriate council department, or if you are not sure which department to contact, ask for the Legal and Democratic Services department.

### **Rules about this constitution**

**Suspension:** the rules of procedure in part two of this constitution may be suspended where such a proposal is made and seconded at a formal meeting and the suspension is agreed upon by a majority of those present. The purpose of any suspension should be to enhance the democratic process rather than restrict it.

**Interpretation:** this constitution will be interpreted in accordance with the advice given by the statutory officers at any formal meeting or their representatives at that meeting.

**Publication:** the constitution will be made available on the council's website and hard copies of the whole or any part will be available on request subject to the payment of a reasonable fee if anyone wishes to have their own copy.

**Changes:** the monitoring officer is responsible for assessing the effectiveness of the constitution and recommending changes in the light of legislation or best practice. The monitoring officer may make factual changes to the constitution as necessary in order to ensure that the constitution complies with the law.

Any significant proposed amendments to this constitution shall be considered by the executive prior to it being considered by council. The monitoring officer shall ensure that, where appropriate, members of relevant council committees are consulted on proposed amendments, prior to their consideration by the executive and that the responses to the consultation are included in any subsequent report.

## **Part 1**

### **Terms of Reference and Scheme of Delegation**

Last review date: April 2009

## **Contents**

- 1.1 Delegation of Functions
- 1.2 Terms of Reference for Committees
- 1.3 Officer Scheme of Delegation
- 1.4 General Delegation to Strategic Directors and Heads of Service
- 1.5 Schedule of Proper Officer Appointments
- 1.6 Heads of Service Delegated Powers

## **1.1 Delegation of Functions**

This section of the Constitution summarises which part of the decision making process is responsible for which function.

The allocation of functions follows the Local Authorities (Functions and Responsibilities) (England) Regulation 2000 as amended.

## **1.2 Terms of Reference for Committees**

### **Executive and Executive Portfolio holders**

This part of the constitution together with the Executive Procedure Rules principally constitutes the Executive arrangements as set out in the Local Government Act 2000. The Executive arrangements set out here are interrelated to other parts of the constitution.

The Executive is collectively responsible for all executive functions as defined in the Local Government Act 2000 as amended. These may be made by the Executive collectively, exercised under joint or area arrangements or delegated to individual Portfolio Holders or Council officers.

The Executive may not make decisions on matters which they are prohibited from making by the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 and other subsequent legislation.

The Executive shall only make decisions within the budget and policy framework except in cases as set out in the Executive Procedure Rules.

The Executive shall collectively make all Key Decisions on behalf of Cherwell District Council. The Executive may choose to delegate these to a Portfolio Holder, officer, area committee or joint arrangements with another authority.

Executive Portfolio Holders shall in the first instance make all Non-Key Decisions within their portfolio area unless delegated in this constitution to an officer. The Portfolio Holder may decide to delegate these to an officer, area committee or joint arrangements with another authority or refer them to the Executive for collective consideration.

Officers shall take all decisions in the first instance delegated to them in this constitution within their area of responsibility. An officer may chose to refer a decision to a Portfolio Holder, who in turn may decide to refer a decision to the Executive for collective consideration.

Even where Executive functions have been delegated, this does not prevent the discharge of delegated functions by the person or body who delegated them. This shall be the case should the decision maker find that a conflict of interest has arisen, then the function will be exercised in the first instance by the person or body by whom the delegation was made

## **Decisions made under the Executive Arrangements**

A notice of any decision made under the Executive arrangements shall be published and sent to all members as soon as is practical following the decision being made in accordance with the Call-in provisions of this constitution.

## **Executive Terms of Reference**

The Executive will consist of the Executive Leader together with at least two, but not more than nine, other Councillors appointed to the Executive by the Leader of the Council. The Executive will conduct itself in accordance with this constitution and in particular the Executive Procedure Rules.

The functions of the Executive are principally to:

- make recommendations to the Council on the formulation, adoption and revision of the Budget and Policy Framework and all of the Council's corporate strategies
- make Key Decisions within the agreed Budget and Policy Framework
- make decisions referred to it by Portfolio Holders and officers with delegated decision making powers.

Additionally the Executive has the following specific functions:

- Setting the Council Tax Base
- Performance Monitoring and Management
- Developing Council Policy.

## **Key Decisions**

A Key Decision is a 'significant' decision that is legally within the power of the Council to make, is not precluded by statute from being made under the Executive arrangements and is not otherwise retained for decision by Council or delegated to a Committee of Council or officer by this constitution

Significance - A decision is significant if it meets the financial and/or community impact criteria:

Financial

A decision that will result in the Council:

- incurring potential revenue expenditure or savings above an amount to be determined by Council annually

- incurring potential capital expenditure or savings above an amount to be determined by Council annually
- procuring or awarding any Contract having a total value exceeding £500,000.

**and/or**

### **Community Impact**

A decision that is significant in its effects on communities living or working in an area comprising two or more Wards in the area of the Council. That is a decision where:

- A significant number of users of the service in the Ward(s) will be affected and/or
- An impact that will last for a number of years, or be permanent; and /or
- A significant impact on communities in terms of environmental and social well-being.

The following are not regarded by the Council to constitute key decisions:

- Implementing approved budgets or policies and strategies where there is little or no further choice involved and the main decision has already been taken by the Council in agreeing the budget and policy framework.
- Implementing approved actions and targets in annual service plans.
- Decisions by the Head of Finance which are part of the ordinary financial administration of the Authority, notably those relating to investments, within the agreed Treasury Management policy.
- Implementing projects for which specific conditions have been attached by external funders, such as the Government or European Union.
- The award of contracts for the provision of works, goods and services, within an agreed policy and budget and where a decision has been made.
- Changes arising from amendments to statute where there is little or no discretion.

### **Executive Portfolio Holders**

Areas of responsibility, known as Executive Portfolios are determined by the Council and are assigned by the Leader to individual Members of the Executive whom he appoints. The Leader may re-allocate functions between portfolio holders during the Council year.

The function of an Executive Portfolio Holder is to:

- Have general responsibility for the standards and performance of functions within their portfolio.
- Make recommendations to the Council on the formulation, adoption and revision of the Budget and Policy Framework and all of the Council's corporate strategies.
- In the first instance make Non Key Decisions within their Portfolio as allocated by the Leader of the Council.
- In the first instance make decisions referred to them by officers with delegated decision making powers.

Executive Portfolio Holders shall in the first instance make all Non-Key Decisions (as defined below) within their portfolio area unless delegated in this constitution to an officer. The Portfolio Holder may choose to delegate these to an officer or refer them to the Executive for collective consideration if any of the following circumstances apply to the matter under consideration:

- A proposed decision is deemed to be controversial either by the Portfolio Holder or the relevant Strategic Director or Service Head, or such Officer has registered major concerns about the proposed decision
- It impacts on more than one area of Council activity
- It has major resource implications
- It does not fall squarely within current policies
- The individual portfolio holder has a prejudicial interest (whereupon he shall take no part in the collective decision).

If the relevant portfolio holder is not available or unable to exercise his delegated authority at the appropriate time and in the view of the Strategic Director the decision cannot wait until their return or a meeting of the Executive, the Leader of the Council or in his absence the Deputy Leader shall have reserve powers to take a decision on the issue in question.

### **Non-Key Decisions**

All decisions that are legally within the power of the Council to make, are not precluded by statute from being made under the Executive arrangements, are not Key-Decisions and are not otherwise retained for decision by Council or delegated to a Committee of Council or an officer.



## Planning Committee

(18 members made up primarily of non-executive members, but with specific reservation of a place for Executive Member holding the portfolio responsibility for planning matters. 12 named substitute members)

Except where there is a specific delegation to a Service Head:

- (a) To determine and advise on all planning applications, all special determination and prior approval categories and any local authority development proposals, subject to the following provisos:
- That the Head of Development Control and Major Developments may refer any application to Council for final determination, where the Committee is minded to approve or refuse that application if the decision is fundamentally against local and national planning policy and/or the decision is contrary to proposals formulated by the executive or relevant portfolio holder.
  - That in accordance with the relevant Council Procedure Rule at least one third of Council Members have signed a statement to the effect that they are of the view that a particular application is of such special significance to the District that it ought to be determined by Council.
- (b) To authorise or determine:
- planning obligations;
  - all matters concerning public path orders required as a result of planning legislation;
  - advertisement consents;
  - conservation area consents and notices;
  - revocation or modification of planning permissions by order under planning legislation;
  - any enforcement action including in respect of advertisement contraventions;
  - tree preservation orders;
  - consent to carry out work to protected trees;
  - listed building consents and notices;
  - certificates of alternative development;
  - direct action by execution of works, taking steps and/or carrying out operations, by or on behalf of the Council under any current planning legislation, including the recovery of any costs or expenses;
  - legal proceedings in respect of any breach of planning obligations;
  - any other notices, orders, demands, permissions, consents and grants under current planning legislation; and

- observations, comments and representations on development proposals being determined by other bodies and/or in adjoining or nearby administrative areas.
- (c) To administer the registration and record keeping provisions contained in planning legislation.
- (d) To exercise the Council's statutory duties in respect of the Building Regulations and associated legislation.
- (e) To exercise the Council's statutory powers in respect of land drainage and associated legislation.
- (f) To do anything which is incidental, conducive or calculated to facilitate any of the Committee's functions or which are necessary for the discharge of the functions.
- (g) To exercise all powers, duties and functions of the Council contained in or referred to in the statutory provisions from time to time in force within the terms of reference of the Committee.

### **Licensing Committee**

(12 members and 5 named substitute members based on proportional representation with each represented party having at least one substitute member)

- To deal with applications to exhibit an unclassified film, or to change the classification given to any film by the British Board of Film classification, for exhibition within the District.
- To deal with all matters which are the responsibility of the Council in relation to hackney carriage and private hire vehicles licensed by the Council, except those delegated to the Sub-Committee or Officers.
- To deal with all matters which are the responsibility of the Council under the Licensing Act 2003 except those which are delegated to the Sub-Committee or Officers.
- To deal with all matters which are the responsibility of the Council under the Gambling Act 2005 except those which are delegated to the Sub-Committee or Officers.
- To deal with all matters and determine applications which are the responsibility of the Council in relation to Street Trading under Section 115 of the Highways Act 1980 and Section 3, schedule 4 of the Local Government (Miscellaneous Provisions) Act 1982.

- Any matter relating to proposed changes to the public rights of way network, and public rights of access to open country and common land, which is not the result of the consideration of a planning application.
- So far as the responsibilities may arise under the relevant legislation, functions set out in Part B of Schedule 1 to the Local Authorities Functions and Responsibilities (England) Regulations 2000, relating to taxi, private hire vehicle, gaming, entertainment, food and miscellaneous licensing.
- Any miscellaneous functions relating to highways which may be the responsibility of the Authority which are not discharged by the Planning Committees as set out in Part I of the Schedule to the Local Authorities Functions and Responsibilities (England) (Amendment) Regulations 2001.
- To determine Public Path Order applications (which are not the result of the consideration of a planning application) which the Head of Urban and Rural Services proposes to refuse, and (ii) (if approved) to confirm such Orders where no objections have been made within the statutory period; and (iii) to determine whether to abandon or to refer to the Secretary of State an Order to which objections have been made within the statutory period.

#### **Licensing Committee Sub-Committee**

- The hearing of, and decisions on, applications and notifications under the Licensing Act 2003 where this cannot be decided by the Head of Urban and Rural Services because valid representations/objections have been received and not withdrawn.
- The hearing of, and decisions on, applications for review of a premises licence/Club Premises Certificate under the Licensing Act 2003.
- The hearing of, and decisions on, applications for and notifications under the Gambling Act 2005 where this cannot be decided by the Head of Urban and Rural Services because valid representations/objections have been received and not withdrawn.
- The cancellation of club gaming/club machine permits under the Gambling Act 2005
- The cancellation of a licensed premises gaming machine permits where a permit holder requests a hearing under the Gambling Act 2005
- Consideration of a temporary use notices under the Gambling Act 2005 where an objection has been received unless each person who would be entitled to make representations agrees that a hearing is unnecessary and that the Head of Urban and Rural Services is satisfied that a counter notice is not required.

- Decision to give a counter notice to a temporary use notice under the Gambling Act 2005.
- To provide a forum for applicants who may wish to appeal against decisions of the Head of Urban and Rural Services in respect of licensing of hackney carriages, private hire vehicles, hackney carriage/private hire vehicle drivers and private hire vehicle operators, without prejudice to the right of applicants to appeal to the Magistrates' Court.
- To provide a forum for applicants who may wish to appeal against decisions of the Head of Urban and Rural Services in respect of Street Trading and provisions of facilities on the Highway.
- To provide a forum for applicants who may wish to appeal against decision of the Head of Safer Communities and Community Development in respect of animal welfare Licensing.

**Note:** The Licensing Subcommittee will be made up of any 3 Members to be drawn from the membership of the parent Committee. Members must have received appropriate training and must have taken a non-committal approach to any lobbying in respect of the appeal to be heard, otherwise they may not participate in the hearing.

**The delegation of functions will be in accordance with the Licensing Act 2003**

### **Appeals Panel**

(10 members with no substitute members)

- To hear and determine any appeals by employees in accordance with the relevant Council procedures
- To be the investigating committee for the purpose of disciplinary action in the case of an officer covered by the terms and conditions for Chief Executives and Chief Officers where this is permitted by law.

### **Personnel Committee**

(12 members with casual substitutes who shall not be members of the Appeals Panel)

- A subcommittee of the Personnel Committee will be responsible for carrying out the appraisal of the Chief Executive. The Leader of the Council must be invited to participate in the appraisal.
- Determination and review of all policies affecting the employment of staff.

- Monitoring of employment statistics for the authority.
- To approve the creation of new posts where this will be an increase to the establishment and there is no budget.
- To receive and act on recommendations of the Council and Employee Joint Committee.
- To exercise discretion on behalf of the Council in the decision to award any enhanced pension rights.
- To agree any restructuring involving more than five posts and/or compulsory redundancies.
- Making of appointments at Strategic Director and Head of Service level. Anyone involved in the decision must be present throughout the interview process.

### **Accounts, Audit and Risk Committee**

(11 members with casual substitutes)

- Ensuring that the Council's corporate governance arrangements are adequate and operating effectively in practice.
- Considering the Council's Code of Corporate Governance and the Annual Governance Statement before approval by the Executive.
- Monitoring the effectiveness of the Council's risk management procedures, the internal control environment and counter fraud and corruption arrangements and report any concerns to the Executive.
- Endorse the annual Risk Management Strategy and recommend it to the Executive for adoption.
- Approval of the Council's Statement of Account.
- Considering any reports of internal or external auditors and agreeing the action to be taken from those reports including any recommendations to the Council.
- To consider and make recommendations on the internal audit plan.
- To consider a report on the effectiveness of the internal audit system at least annually.
- To consider risks associated with significant partnerships entered into by the Council and to receive reports on the management of those risks.

- To receive the District Auditor's management letter and make recommendations arising from it.
- To produce an annual report to Council on the activities of the committee

### **Standards Committee**

(Membership as set out in the standards committee procedure rules)

- Promoting and maintaining high standards of conduct by Councillors and co-opted members.
- Assisting the Councillors and co-opted members to observe the Members' Code of Conduct.
- To provide advice and guidance on the Code of Conduct for members of parish and town councils.
- Advising the Council on the adoption or revision of the Members' Code of Conduct.
- Monitoring the operation and effectiveness of the Members' Code of Conduct.
- Advising, training or arranging to train Councillors, employees and co-opted members on matters relating to the Members' Code of Conduct.
- Assessment and review of complaints about Members, to conduct determinations' hearings and to impose sanctions as a consequence of a finding of misconduct within the limits set by statutory regulations and following the Standards Board Guidance.
- Granting dispensations to Councillors, co-opted members and Parish and Town Councillors from requirements relating to interests set out in the Members' Code of Conduct.
- Granting exemptions for politically restricted posts.
- To make representation to the Local Government Association, Central Government and Standards Board about any matter relating to the general principles of conduct for Members or employees of the Council.
- To be responsible for liaison between the Council and external agencies in connection with any matter within the Committee's Terms of Reference.
- Provide advice and guidance to Councillors appointed to serve as the Council's representatives on outside bodies.

- To produce an annual report to Council on the activities of the committee.
- To act as a selection panel and to advise the Council on the appointment of independent members and Parish Representatives on the Committee.
- To carry out a general review of the Council's procedures, including the Council's Constitution, where changes are proposed which may impact on the ethical framework and to report to the Council any changes required. Only changes which may impact on the ethical framework need to be considered by the Standards Committee. Whether there is such an impact shall be determined by the Head of Legal and Democratic Services.

The Standards Committee may appoint subcommittees to exercise functions in relation to the hearing, adjudication and determination of any sanction, of cases pursuant to Sections 57A and 57B of the Local Government Act 2000 involving:

- the initial assessment of an allegation;
- the review of any decision to take no action in respect of an allegation;
- a direction that action is taken other than to refer an allegation for investigation and
- the hearing and determination of a complaint and the imposition of a sanction as appropriate following a completed investigation by the Monitoring Officer.

### **Overview and Scrutiny Committee**

(12 members with 2 named substitutes for each political group)

The Overview and Scrutiny Committee has overall responsibility for the performance of all overview and scrutiny functions (under Local Government Act 2000 and Local Government and Public Involvement in Health Act 2007) on behalf of the Council and ensuring its effectiveness.

- To consider and call in decisions relating to the discharge of Executive functions before those are put into effect. The Overview and Scrutiny Committee can ask the Executive to reconsider any such decision (or, exceptionally, refer it to Council).
- To consider decisions relating to the discharge of the Executive functions after they are put into effect.

- To consider the Forward Plan and comment as appropriate to the decision-maker on key decisions (before they are taken by the Executive).
- To conduct reviews of policy, services and aspects of services where there is an identifiable need, by itself or through setting up a Task and Finish Group.
- To make suggestions on the development of policies and suggest new policies where appropriate.
- To work with or appoint representatives to work with other local authorities and organisations to carry out joint scrutiny.
- To assist the Executive in the development of the Budget and Policy Framework.
- To receive and consider recommendations on issues requiring scrutiny in terms of wellbeing powers of Local Government Act 2000 and Local Government and Public Involvement in Health Act 2007 and, where appropriate, establishing Task and Finish Groups, or referring to the Resources and Performance Scrutiny Board, topics for scrutiny.
- To create Task and Finish Groups and set their terms of reference, in order to fulfil the overview and scrutiny requirements of the authority and the annual overview and scrutiny work programme.
- To receive reports, presentations and updates in order to scrutinise the Executive's priorities for and its performance in the year.
- To review and scrutinise the performance of the Executive, Executive Portfolio Holders, and appropriate officers both in relation to individual decisions and over time.
- To approve an annual overview and scrutiny work programme, including the power to request and receive the work programme of the Resources and Performance Scrutiny Board and Task and Finish Groups it appoints so as to ensure that their time is effectively and efficiently utilised and that the potential for duplication of effort is minimised.
- To produce a unified annual report for the whole scrutiny process, with sections provided by the Resources and Performance Scrutiny Board and each of the Task and Finish Groups.
- To allocate money from approved overview and scrutiny budgets for its own use, and upon request to the Resources and Performance Scrutiny Board and Task and Finish Groups to support them in meeting their objectives and further the overview and scrutiny work programme and development.



- The overview and scrutiny work programme will not include the following “excluded matters”:
  - a) Any matter relating to a decision on a specific planning application
  - b) Any matter relating to a decision on a specific licensing application
  - c) Any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or right of appeal conferred by or under any enactment; including but not limited to:
    - Standards decisions and items which may be brought for decision;
    - Appeals decisions and items which may be brought for decision;
    - Breaches of the Constitution and its protocols e.g. Code of Conduct;
    - Matters relating to the terms and conditions of employment or conduct of individual or groups of staff or Members.
  - d) Any matter which is vexatious, discriminatory or not reasonable to be included in the agenda for, or to be discussed at, a meeting of the overview and scrutiny committee or at a meeting of a sub-committee of that committee.
  - e) Audit process and items which are likely to be considered by the Audit process.
  - f) Matters within the proper remit of the Section 151 and Monitoring Officers.
  - g) Matters relating to a particular identifiable service recipient or potential service recipient.
  - h) Complaints or matters before the courts or local government Ombudsman.
  - i) Contractual matters, other than performance monitoring and review, except with the agreement of the Executive.

### **Resources and Performance Scrutiny Board**

(12 members with 2 named substitutes for each political group)

The Resources and Performance Scrutiny Board has responsibility for carrying out overview and scrutiny for the Council’s resources, performance and effectiveness of Partnerships to which the Council appoints representatives.

- To scrutinise the Council's performance in relation to financial planning, including budgets and target setting.
- To assist and monitor the Executive in the continued development of a medium term budget strategy.
- To review the management of resources made available to the Council and to scrutinise its financial management, treasury management, property and asset acquisition and disposal, capital programme and to evaluate the adequacy and effectiveness of the Council's financial and operational policies and procedures including financial and accounting management.
- To perform the overview and scrutiny function in relation to all of the Council's corporate performance and value for money activity. In particular the effectiveness of partnerships of which the Council is a member and to carry out the scrutiny of partnerships as set out in Local Government and Public Involvement in Health Act 2007.
- To review the local authority's strategic performance and monitor year-on-year performance indicators and benchmarking.
- To review the progress of Services in achieving the objectives of their Business Plans and their contribution to the Corporate Plan and Community Strategy.
- To undertake performance monitoring and review of contractual arrangements that the Council has entered in to.

### **1.3 Officer Scheme of Delegation**

This scheme sets out the extent to which the powers and duties of the Council is delegated to officers. The scheme operates under the Local Government Act 1972 and the provisions for delegation authorised by that Act and any subsequent relevant legislation.

Under this scheme officers must keep Members properly informed of action arising within the scope of these delegations. Officers must liaise closely with the Executive on executive functions and the relevant the Chairman of one of the regulatory committees when the matter falls within the remit of that committee.

All references to legislation in this scheme shall be deemed to include any subsequent amendments to such legislation.

Officers shall inform the local Ward Member(s) when they exercise any delegated powers specifically affecting their ward and when the matter is likely to be regarded as politically sensitive or contentious.

Officers shall consult as appropriate and have due regard to advice given. In particular Officers should consult with legal, finance and human resources.

Under section 101 of the Local Government Act 1972 the Council may authorise an officer of the authority to commission and monitor work for and on behalf of the Council by people who are not officers of the authority and such people will be bound by this scheme, and the obligations contained in it, at all times when engaged on Council business.

**It is always open to an officer not to exercise delegated powers but to refer the matter to the Executive, one of the regulatory committees or to Council for a decision.**

### **Conditions of delegation**

- The Council authorises the officers identified to exercise the powers set out and all powers delegated to Strategic Directors and Heads of Service may be exercised by any other duly authorised officer on their behalf.
- The powers delegated to Heads of Service may be exercised by the appropriate Strategic Director or the Chief Executive.
- Any exercise of delegated powers shall comply with statutory restrictions, all policies and plans approved by the Council, the Council's Contract and Financial Rules of Procedure and the Council's Code of Conduct and adopted protocols.
- Any exercise of delegated power must be made within the approved revenue and capital budgets (subject to any discretion permitted by the Financial Rules of Procedure).
- Any acceptance of quotations and tenders must be in accordance with the Council's Contract Rules of Procedure.
- Any exercise of delegated powers shall have regard to any report by the Head of Paid Service, the Monitoring Officer or the Officer designated under section 151 of the Local Government Act 1972.

### **1.4 General Delegation to Strategic Directors and Heads of Service**

All Strategic Directors and Heads of Service have the following delegated authority unless explicitly limited to certain Heads of Service.

#### **Equipment**

- Purchase of vehicles, plant and equipment for which expenditure has been approved subject to any policy for standardisation (but if the purchase involves a leasing arrangement such arrangement

must be made by the Strategic Director Customer Services and Resources as Section 151 officer).

- Hire of plant subject to inclusion of cost of hire within approved estimates.
- Disposal of surplus plant, equipment and materials.

## **Legal**

- Service of requisitions for information as to ownership of, or other interests in, any land or property under statutory powers.
- Service of requisitions for information under the Crime and Disorder Act 1998.
- The release of Council held information under the Data Protection Act 1998 and the Freedom of Information Act 2000 subject to consultation with the Head of Legal and Democratic Services on any application of exemptions.
- To sign Statements of Truth under the Civil Procedure Rules 1998 on behalf of the Council.
- Authority to apply for planning permission in respect of small projects and minor modification to projects.
- To grant renew refuse or cancel any authorisation that may be required under the Regulation of Investigatory Powers Act 2000 so far as it affects their service area. This power may only be exercised by those Heads of Service who have investigating officers in their service area or by the Monitoring Officer, the Deputy Monitoring Officer or the Chief Executive.
- To sign licences and notices relevant to their service area subject to consultation with the Head of Legal and Democratic Services where necessary.
- Authority to appear, institute proceedings, prosecute, defend, negotiate a settlement and take any steps necessary in any proceedings on behalf of the Council where the matter falls within the remit of the relevant service unit. Such authority to be exercised subject to the Head of Legal and Democratic Services being satisfied as to the evidence.
- Formal responses to consultation documents.
- To make decisions on any objection submitted which relates to a proposal, application or other matter within their service area.

- Service of any statutory notices affecting their service area subject to consultation with the Head of Legal and Democratic Services where appropriate.
- To authorise the carrying out of work in default of compliance with any statutory notice subject to consultation with the Head of Legal and Democratic Services.
- To authorise an employee to admit liability or to negotiate a settlement of any professional negligence liability claim made against that employee subject to consultation with the Head of Legal and Democratic Services.
- To authorise in writing those officers, or agents, or consultants acting on behalf of the Council who may exercise statutory powers under the relevant legislation and a copy of the authorisation must be supplied when made to the Head of Legal and Democratic Services.

### **Financial**

- Authority to incur expenditure within approved capital and revenue budgets.
- Fixing of charges for work for external bodies where the charges are not prescribed by legislation.

### **Human Resources**

- Appointment of agency staff provided costs are contained within service budgets.
- Advertisement of vacancies within establishment in accordance with establishment controls procedures.
- Appointment of staff below second tier.
- To sign job offers and/or contracts of employment for Strategic Directors (by Chief Executive), for Heads of Service (by Chief Executive or relevant Strategic Director), or other employee appointments (by Strategic Director, Head of Service or other officer delegated by one of these).
- To agree flexible contracts and working patterns including job share, home working and term time working ( in consultation with the Head of Human Resources).
- To confirm appointments on completion of probationary period.
- To implement the Council's employment procedures in line with agreed Council policy.

- To authorise officers to attend professional or educational meetings, conferences or courses in consultation with the Learning and Development Manager.
- Authorising of on-going training and individual qualification training courses subject to consultation with the Learning and Development Manager.
- To agree unpaid leave of absence and compassionate leave in consultation with the Head of Human Resources.
- Granting of contractual salary progression within career-graded posts in line with agreed Council policy and in consultation with the Head of Human Resources.
- To approve revised job descriptions and job titles where no grading increase is involved subject to the approval of the Head of Human Resources.
- The general organisation of services within the policies laid down by the Council.
- Subject to consultation with the Head of Human Resources, the Head of Finance and the Head of Legal and Democratic Services to determine new organisation structures below Head of Service provided that
  - changes do not affect more than five posts in any one restructuring
  - there are no resultant compulsory redundancies
  - change is with the agreement of existing staff
  - change can be contained within service budgets

## **Contracts**

- Authority to commence a procurement process leading to the award of a contract for works goods or services up to £150,000.
- Authority to waive the requirement to seek tenders or quotations in relation to contracts for works, goods or services below £5,000.
- Authority to approve negotiations with a tenderer submitting the Most Financially Advantageous Tender to obtain improvements in price, delivery or content in relation to contracts for works, goods or services below £150,000.
- Authority to approve the award of any contract for the procurement of works, goods or services up to £150,000.
- Signing on the Council's behalf any contract for works, goods or services below £100,000.

## **Emergencies**

If the Council needs to act urgently in any matter (including, without limitation, complying with the Emergency Plan, the Business Recovery Plan or taking any action under new legislation) the Chief Executive may authorise any action taken or expenditure incurred as necessary. A Strategic Director may act in the place of the Chief Executive where the Chief Executive is unwell, unobtainable or where there is no Chief Executive in post. The Chief Executive or Strategic Director as appropriate may delegate responsibility to a Head of Service or other nominated officer where appropriate. All such action shall be reported to the relevant committee, Executive or Council as may be appropriate at the earliest opportunity.

## **Delegation to Chief Executive and Specific Directors**

### **Chief Executive**

**This post has responsibility for the Council's overall management of the staff who work for the Council under section 4 of the Local Government and Housing Act 1989. Full details of the responsibilities are set out in the introduction to this constitution**

- Determination of appeals from people dissatisfied with a decision not to release Council held information under the Freedom of Information Act 2000.
- The suspension or dismissal of a Strategic Director or Head of Service subject to consultation with the Head of Human Resources and the Head of Legal and Democratic Services. If the suspension or dismissal is of either of these two posts external professional advice will be sought.
- Taking action under the Anti-Social Behaviour Act 2003 where the Chief Executive is specifically named as the relevant Council Officer within the Act.
- Authority to take such action and make such decisions as are necessary as Electoral Registration Officer and Local Returning Officer.
- Assigning officers in relation to requisitions of the Electoral Registration Officer.
- Providing assistance at European Parliamentary elections.
- Power to fill vacancies in the event of insufficient nominations and make temporary appointments to Parish Councils.
- Declaring vacancies in office in certain cases and giving notice of casual vacancies.

- Consulting on proposed changes to the scheme of elections.
- Duties relating to providing notice to the Electoral Commission and relating to publicity.

### **Strategic Director, Planning Housing and Economy**

No specific delegated powers

### **Strategic Director, Environment and Community**

No specific delegated powers

### **Strategic Director Customer Services and Resources**

**This post has responsibility for the Council's financial affairs under section 151 of the Local Government 1972 and section 114 of the Local Government Finance Act 1988 and provides strategic financial advice to the Council. Full details of the responsibilities are set out in the introduction to this constitution and in the Financial Regulations.**

- Power under section 92 of the Local Government Act 2000 to direct the appropriate Strategic Director or Head of Service in consultation with the relevant Portfolio Member to make ex gratia payments up to £5,000 or to provide other benefits to remedy complaints within the framework of the Local Government Ombudsman Good Practice Remedies (February 2005) document where necessary in consultation with the Monitoring Officer
- To use any other powers as the Council's Section 151 officer as defined in the Council's Financial Regulations and via statute.
- The power to opt to tax properties for VAT purposes
- Raising of loans to meet the capital requirements of the Council for such amounts and on such terms as are considered necessary, subject to the Council's Capital Programme decisions on financing and in particular its policy on being debt free
- Borrowing in sterling from banks up to a prescribed limit by way of overdraft, subject to not breaching the Council's debt free status by borrowing for longer than one year.
- Raising and repayment of temporary loans in sterling
- To accept terms and conditions attached to any Government grants
- To make any changes to the Constitution consequent upon amendments to the European thresholds on Procurement.
- The entering into of any lease agreements on behalf of the Council



## 1.5 Schedule of Proper Officer Appointments

The relevant postholders listed below have been appointed as Proper Officers for the purposes of the adjacent legislative provisions:

<b>Legislative Provision</b>		<b>Proper Officer</b>
<b>Local Government Act 1972</b>		
S.83(1) to (4)	Witness and receipt of declaration of acceptance of office	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
S.84(1)	Receipt of notice of resignation of elected Member	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
S.88(2)	Convening a meeting of Council to fill casual vacancy in the office of Chairman	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
S.89(1)(b)	Notice of casual vacancy	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
S.96(1)&(2)	Receipt of notices and recordings of disclosures of pecuniary interest	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>
S.100	Admission of public (including press) to meetings	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
S.115(2)	Receipt of money due from officers	<ul style="list-style-type: none"> <li>• Strategic Director Customer Services and Resources</li> </ul>
S.146(1)(a)&(b)	Declarations and certificates with regard to transfer of securities	<ul style="list-style-type: none"> <li>• Strategic Director Customer Services and Resources</li> </ul>
S.151	Financial Administration	<ul style="list-style-type: none"> <li>• Strategic Director Customer Services and Resources</li> </ul>
S.204(3)	Receipt of notice of application for a justices' licence under the Licensing Act 1964	<ul style="list-style-type: none"> <li>• Head of Urban and Rural Services</li> </ul>
S.225	Deposit of documents	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
S.228(3)	Accounts for inspection by any member of the Council	<ul style="list-style-type: none"> <li>• Strategic Director Customer Services and Resources</li> </ul>
S.229(5)	Certification of photographic copies of documents	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>
S.234	Authentication of documents	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>
S.236(9)&(10)	Sending of copies of byelaws to parish	<ul style="list-style-type: none"> <li>• Head of Legal and</li> </ul>

	councils, parish meetings and county council	Democratic Services
S.238	Certification of byelaws	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
Various	Any requirement in relation to Parish authorities	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>

Sections	specified in the Act (or in other legislation)	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>
<b>Schedule 12</b>		
para 4 (2)(b)	Signing of summons to Council meeting	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
para 4 (3)	Receipt of notice regarding address to which summons to meeting is to be sent	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>
<b>Schedule 14</b>		
para 25	Certification of resolution passed under this paragraph	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>
<b>Schedule 16</b>		
para 28	Deposit of lists of buildings of special architectural or historic interest	<ul style="list-style-type: none"> <li>• Head of Planning and Affordable Housing Policy</li> </ul>
S.191(2)	Applications under Section 1 of the Ordnance Survey Act 1891	<ul style="list-style-type: none"> <li>• Head of Planning and Affordable Housing Policy</li> </ul>
<b>Local Government Act 1974</b>		
S.30(5)	To give notice that copies of an Ombudsman's report are available.	<ul style="list-style-type: none"> <li>• Monitoring Officer</li> </ul>
<b>Local Government (Miscellaneous Provisions) Act 1976</b>		
S.41(1)	The purposes of Section 41 of the Local Government (Miscellaneous Provisions) Act 1976 – Certification of documents	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>
<b>Local Authorities Cemeteries Order 1977</b>		
	The purposes of the Order	<ul style="list-style-type: none"> <li>• Head of Environmental Services</li> </ul>
<b>Data Protection Act 1998</b>		
	Ensuring compliance with the statutory provisions and principles of the Act	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>
<b>Local Government and Housing Act 1989</b>		
S.2(4)	Recipient of the list of politically restricted posts	<ul style="list-style-type: none"> <li>• Head of Human Resources</li> </ul>
<b>Local Government (Committees and Political Groups) Regulations 1990</b>		
	For the purposes of the composition of committees and nominations to political	<ul style="list-style-type: none"> <li>• Head of Legal and Democratic Services</li> </ul>

## Groups

### **Local Government Act 2000**

S.34	Determine whether a petition is valid	<ul style="list-style-type: none"><li>• Electoral Registration Officer</li></ul>
S.99 & S.100	Regarding Members' allowances and pensions and having regard to all relevant Regulations, including The Local Authorities (Members' Allowances) (England) Regulations 2003, and The Local Government Pension Scheme and The Discretionary Compensation (Local Authority Members in England) Regulations 2003.	<ul style="list-style-type: none"><li>• Head of Legal and Democratic Services</li></ul>
	Various sections dealing with the holding of referendums	<ul style="list-style-type: none"><li>• Electoral Registration Officer</li><li>• Head of Legal and Democratic Services</li></ul>
	For the purposes of duties in respect of The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000	

### **Clean Air Act 1993**

S.51 & S.56	To exercise all functions conferred by Sections 51 and 56 of the Act	<ul style="list-style-type: none"><li>• Head of Environmental Services</li></ul>
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### **Housing Act 1985**

S.606	Submission of reports on particular houses or areas by the proper officer	<ul style="list-style-type: none"><li>• Head of Housing Services</li></ul>
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### **Public Health (Control of Disease) Act 1984**

- |      |   |   |
|------|---|---|
| S.18 | Information to be furnished by occupier in case of notifiable disease or food poisoning | <ul style="list-style-type: none"><li>• Head of Safer Communities and Community Development</li></ul> |
|      | Control of infected articles intended to be washed at Laundry                           | <ul style="list-style-type: none"><li>• Head of Safer Communities and Community Development</li></ul> |
| S.31 | Certification by officer of need for disinfection of premises                           | <ul style="list-style-type: none"><li>• Head of Safer Communities and Community Development</li></ul> |
| S.32 | Certification by officer of need to remove person from infected house                   | <ul style="list-style-type: none"><li>• Head of Safer Communities and Community Development</li></ul> |

### **Public Health Act 1936**

- |            |  |   |
|------------|--|---|
| S.79       | To serve notice to require removal of noxious matter   | <ul style="list-style-type: none"><li>• Head of Safer Communities and Community Development</li></ul> |
| S.84&85(2) | To serve notice requiring remedial action where there are filthy and verminous premises, persons or articles | <ul style="list-style-type: none"><li>• Head of Safer Communities and Community Development</li></ul> |

### **Public Health Act 1961**

- |      |                                |   |
|------|--------------------------------|---|
| S.37 | To seize any verminous article | <ul style="list-style-type: none"><li>• Head of Safer Communities and Community Development</li></ul> |
|------|--------------------------------|---|

## **MEDICAL (PROPER OFFICER) PROVISIONS**

The person appointed as the Proper Officer (Medical) from time to time is the proper officer for the following legislative provisions:

### **Public Health (Control of Disease) Act 1984**

- S.11 Cases of notifiable disease and food poisoning to be reported
- S.20 Stopping of work to prevent spread of disease
- S.21 Exclusion from school of child liable to convey notifiable disease
- S.22 List of day pupils at school having case of notifiable disease
- S.36 Medical examination of group of persons believed to comprise carrier of notifiable disease
- S.40 Medical examination of inmates of common lodging house
- S.42 Closure of common lodging house on account of notifiable disease
- S.43 Person dying in hospital with notifiable disease
- S.48 Removal of body to mortuary or for immediate burial
- S.59 Authentication of documents relating to matters within his province

### **National Assistance Act 1948**

- S.47(2) Removal to suitable premises of people in need of care and attention

### **National Assistance (Amendment) Act 1951**

- S.1 Certification of the need for immediate attention

## **Public Health (Control of Disease) Act 1984**

- |      |  |
|------|--|
| S.35 | Justice's order requiring person to be medically examined                          |
| S.37 | Justice's order requiring person with notifiable disease to be removed to hospital |
| S.38 | Justice's order requiring detention in hospital of person with notifiable disease  |

To make application, on behalf of the Council under Section 1(1) of the National Assistance (Amendment) Act 1951

### **1.6 Heads of Service Delegated Powers**

#### **Head of Building Control and Engineering Services**

##### Highway and Related Matters

- Naming and renaming of streets, the renumbering of streets, and the renumbering of properties, subject in all cases to consultation with the appropriate Ward Member(s) and, in the case of renaming where an objection has been received in response to the statutory notice, to consideration of the objection and final determination by the portfolio holder.
- Numbering of properties.
- Provision of nameplates and direction signs.
- Arrangements for the making up and adoption of new streets subject to the guidelines and specifications set by the Highway Authority.
- Submission of responses to the Highway Authority in respect of consultations and advertisements for proposed Traffic Regulations Orders and responses to consultation on applications for tourism signage in consultation with the Head of Urban and Rural Services.

##### Building Regulation Matters

- Approval of plans submitted in accordance with the Building Regulations, rejection of those not in accordance with those Regulations and approval of applications for relaxation or dispensation from the Regulations.

- Collection of charges payable under the Building Regulations and the repayment of charges where refunds are due.
- Agreeing or challenging estimates submitted for calculating Building Regulation fees and charges.
- Revision of Building Regulation fees and charges to ensure full cost recovery of the service subject to consultation with the Head of Finance.
- Variation of individual charges from the prescribed scale of fees and charges, if required, subject to consultation with the Head of Finance.
- Taking action in respect of dangerous structures.
- Approval of temporary structures under the Public Health Acts and the Building Regulations and the renewal of such consents.
- Taking action when Building Regulations are contravened in consultation with the Head of Legal and Democratic Services where this involves legal proceedings to ensure that the Head of Legal and Democratic Services is satisfied as to the evidence.
- Service of Notice under the Building act 1984, authorising works of demolition.

#### Drainage Matters

- Service of notices relating to defective or blocked private drains, sewers and watercourses and the authorising of work in default of such notices
- Inspection, repairs, cleansing and maintenance of drains, sewers and similar services

#### **Head of Development Control and Major Developments**

##### General Planning Matters

- Determination of applications for planning permission, listed building consent, conservation area consent and advertisement consent.
- Determination of applications for Certificates of Lawfulness of an Existing Use or Development or a Proposed Use or Development subject to consultation with the Head of Legal and Democratic Services.
- Requiring an applicant to enter into a planning agreement, obligation or similar agreement with the Council, County Council or other statutory undertaker in respect of planning, highways, drainage or other matters where the Head of Development Control and Major Developments



intends to grant permission for an application determined under delegated powers.

- Determination of all application registration and administration matters.

Subject to the qualifications reserving powers to the Planning Committee as follows:

Delegated powers will not be exercised if the application (or case) is for 10 or more dwellings or the area of the site is greater than 0.5 hectares, or if the floorspace created is 5000 square metres or more, or the area on which the site is to be developed is more than one hectare.

Delegated powers will not be exercised if the recommendation for approval is contrary to planning policy, if the application (or case) is by, or relates to the Council (other than minor applications) or affects Council owned land, if there is any potential conflict of interest affecting a Council employee or their partner or spouse or if the application (or case) involves a proposed variation or discharge of a section 106 legal agreement.

Delegated powers will not be exercised in relation to consultation responses on County Matter cases for winning and working of materials or the use of land for mineral working deposits, or waste development.

Delegated powers will not be exercised if a Member representing the ward in which the application site is situated has, within 21 days of publication, requested in writing, with relevant planning reasons (e.g. an application generating significant local concern, or where the material considerations are finely balanced or where the site has a planning history that makes it appropriate for consideration by committee), that the application be referred to Planning Committee. Such requests shall be accepted on the advice of the committee chairman, or in his absence the vice-chairman. If the matter is referred to committee the ward member must attend that planning committee or send another nominated member to speak.

All delegated powers will be exercised on the basis of taking into account all material planning considerations, including any written planning objections or representations, in accordance with planning legislation, regulations and procedures and will be exercised at the expiry of the relevant consultation period.

The Head of Development Control and Major Developments shall determine what matters are “minor” for the purposes of exercising these delegated powers.

The Head of Development Control and Major Development shall report details of all applications determined by him under his delegated powers.

Planning Enforcement

All delegated enforcement powers in this section shall be exercised in consultation with the Head of Legal and Democratic Services.

Any legal proceedings are subject to the Head of Legal and Democratic Services being satisfied as to the evidence.

- Authorising the issue and service of any Requisition for Information and to institute and continue to final judgement legal proceedings where appropriate for failure to reply, or for inadequate replies.
- Authorising in writing those officers, or agents or consultants acting on behalf of the Council, who may exercise statutory powers of entry under the Planning Acts.
- Authorising and serving any notice of entry and to authorise application for any warrant to enter land.
- Authorising the taking of enforcement action including stop notices and temporary stop notices and authorising the instituting and continuing to final judgement of legal proceedings for non-compliance with enforcement action, if necessary.
- Authorising the issue and service of breach of condition notices and to institute and continue to final judgement any legal proceedings for non-compliance, if necessary.
- Authorising the issue and service of any planning contravention notices, and dealing with all other matters in connection with such notices including instituting and continuing to final judgement any legal proceedings for non-compliance with such notices.
- Authorising the taking of prosecution proceedings for the unauthorised display of advertisements and the serving of discontinuance notices relating to breaches of Advertisement Regulations.
- Authorising the service of a building preservation notice in cases of urgency.
- Authorising the instituting and continuing to final judgement of any legal proceedings where there is a breach of a planning agreement/ obligation entered into with the Council in a case where the Head of Development Control and Major Developments has granted permission for an application under delegated powers.
- Seeking an injunction to restrain breaches of planning control including breaches of planning and related agreements.
- Authorising the issue and service of enforcement notices, stop notices and temporary stop notices in cases of urgency and, if necessary,

authorising the instituting and continuing to final judgement of legal proceedings for non-compliance with such notices.

- To take such enforcement action as is necessary where work is being undertaken on trees in a Conservation Area.

#### Planning Prior Approvals

- Determination of applications as to whether prior approval is required for:
  - method of demolition of building and any proposed restoration of a site
  - siting and appearance of telecommunications development
  - siting, design and external appearance of an agricultural or forestry buildings, the siting and means of construction of a private way for agriculture or forestry agricultural/forestry permitted development.

#### Trees, Hedgerows and Paths

- Determination of all applications for felling, topping, lopping or uprooting of tree(s) subject to a Tree Preservation Order.
- Authorising Tree Preservation Orders subject to consultation with the Head of Urban and Rural Services.
- Registration, administration and determination of notifications under the Hedgerow Regulations subject to consultation with the Head of Urban and Rural Services on whether or not a hedgerow retention notice should be issued.
- Approving applications for the making of a Public Path Order resulting from a planning application and approving confirmation where no objections are made within the statutory period.

#### Other Planning Matters

- Siting of post boxes and telephone kiosks.
- Consultation and response to applications to remove public call boxes subject to consultation with the Portfolio Holder.
- Setting and enforcement of frontage and improvement lines.
- Making Directions to restrict permitted development subject to consultation with the Head of Legal and Democratic Services and the Portfolio Holder.

- Responding to consultations on applications which would be delegated to the Head of Development Control and Major Developments if the Council was the determining authority.
- Determination of applications for hazardous substances consent including the variation or removal of conditions imposed upon a hazardous substance (or deemed) consent.
- Making observations and objections to applications for licences for Goods Vehicle Operating Centres and related matters.
- Determination of requests for an opinion, including screening and scoping opinions and directions to determine whether enforcement is required and to undertake all functions under Environmental Impact Assessment Regulations.
- Issuing directions requesting further details on outline applications.
- Consideration and determination of acceptance or otherwise of minor variations of conditions, minor amendments to approved plans and minor variations of materials and other matters following the granting of planning permission or other consents.
- Consideration and determination of acceptance or otherwise of minor variations (not heads of terms) of planning agreements or obligations, subject to consultation with the Head of Legal and Democratic Services, the Ward Member and the Chairman (or in his/her absence) the Vice-Chairman of the Planning Committee.
- Determination of whether or not to grant an extension to the statutory consultation period on applications.
- Determination as to whether or not planning permission is required for any proposed development.
- Deciding whether to reconsult on revised plans received whilst an application is under consideration.
- Declining to determine repetitive applications for planning permission.
- Deciding the extent of non-statutory neighbour or general public consultation and advertisement on applications and other planning matters.
- Authorising the acquisition of open space land in planning agreements subject to consultation with the Head of Urban and Rural Services on the required standards for adoption.
- Responding to consultations on proposals for the erection or modification of overhead power lines and ancillary equipment.

## **Head of Economic Development and Estates**

- Day to day estates management of the Council's investment portfolio of land and buildings including lease renewals, surrenders, assignments and rent reviews.
- Agreements to the grant or acquisition of easements and wayleaves to an unlimited value subject to consultation with the portfolio holder.
- Agreements to the grant or acquisition of leases and licences up to a value of £100,000 per annum.
- Agreements to purchases and sales of land up to a consideration of £250,000 subject to consultation with the portfolio holder.
- Variation or release of restrictive covenants up to a value of £250,000 subject to consultation with the portfolio holder.
- Settlement of compensation claims submitted on behalf of or received by the Council relating to the use of statutory powers to acquire an interest in land.
- Submitting and settling appeals on rating assessments.
- Agreement not to exercise right of pre-emption reserved in the sale of Council property in consultation with the portfolio holder.
- Service of Notices relating to additional shared ownership shares.

## **Head of Environmental Services**

All matters relating to:

- Abandoned vehicles.
- Cleansing of streets.
- Statutory notices on provision of dustbins.
- Removal of obnoxious matter.
- Disposal of the dead in the absence of next of kin.
- Discharge of agency powers under Sections 132 and 149 of the Highways Act 1980, for the removal of unauthorised signs or marks on the highway.

- Abandoned shopping trolleys including notices under Section 2(a) of Schedule 4 of the Environmental Protection Act 1990 and implementation of Section 99 and Schedule 4 of the Environmental Protection Act 1990.
- Taking action under the Clean Neighbourhoods and Environment Act 2005, where necessary in consultation with the Head of Legal and Democratic Services who must be satisfied as to the evidence if legal proceedings are to be taken.
- Investigating and prosecuting offences under the Environmental Protection Act 1990 subject to the Head of Legal and Democratic Services being satisfied as to the evidence.
- Acquisition, management, hire, disposal of vehicles, plant, equipment, subject to Council's Financial and Contract Rules of Procedure.
- To compile and maintain register of contaminated land, pursuant to Section 143 of the Environmental Protection Act 1990.
- Control of pests and vermin.
- All matters in relation to the Road Traffic (Vehicle Emissions) ( Fixed Penalty) ( England) Regulations 2002 ( relates to emissions of smoke, vapour, gasses, oily substances and air quality).

#### **Head of Exchequer Services**

- Proceedings for recovery of Rate and Council Tax arrears.
- Completion notices relating to rating of unoccupied property.
- Refunds of rates for a maximum period of six years on commercial industrial premises where clerical or arithmetical error has been made on rateable value subject to consultation with the Head of Finance.
- Agreements to alter the Valuation List.
- Making proposals for the alteration of the Valuation List and inclusion of particular properties on the Valuation list.
- Serving notice on the Valuation Office of objection to any proposals for alteration of the Valuation list.
- The arrangement of all necessary insurances.
- The approval of the level of court costs in proceedings for recovery of debts including the recovering of rate arrears.

- The determination of eligibility for discretionary rate relief under Section 47 of the Local Government Finance Act 1988 and the category under which a property is deemed eligible.
- The determination of eligibility for mandatory rate relief under Section 43 or Section 45 of the Local Government Finance Act 1988 and the category under which a property is deemed eligible.
- Rating (Disabled Persons) Act 1978 section 2 – granting of rebates to institutions.
- Determination of the due date for Council Tax.
- Determination of the due date for business rates for business ratepayers paying by instalments.
- Management of the collection of Council Tax and Business Rates.
- Administration and management of the housing benefit scheme and the determination of all matters arising in respect of the claims of applicants subject to any appeals procedures to which applicants may be entitled.
- Administration of Council Tax which includes the power to write off up to £5,000 arrears of council tax for any one individual property.
- Authority to write off up to £5,000 on business rates.
- Application of the Council's Benefits prosecution policy.
- Granting of hardship relief, equivalent to the level of discretionary charity relief, to those organisations qualifying for discretionary charity relief where those organisations occupy newly erected property and are unable to submit an application for discretionary charity relief in time for the Council to decide to grant such relief from the dates of occupation of such property.
- Making of appropriate determinations under the Village Shop Rate Relief Scheme.
- Award of discretionary housing payments up to £5,000.
- Agreement as to reduction in rateable value.

### **Head of Finance**

- The recovery of arrears or debts not involving Court action.
- Investment of all surplus Council funds in accordance with the Council's annual Treasury Management Policy.

- The writing off of bad debts where debtor is bankrupt, insolvent or has ceased to trade.
- The writing off of any bad debts up to a maximum of £5,000.
- Authority to write off up to £10,000 arrears of Council tax or business rates. Any write off above that limit must be an individual portfolio holder decision.
- Authority to write off up to £10,000 of Housing or Council Tax benefits.
- Declaration of the local average interest rate in accordance with Section 438 and Schedule 16 of the Housing Act 1985 and implementation of any changes arising.
- Accounting for the collection of all sums due, including those collected on behalf of other bodies, and the disbursement of such sums to the bodies concerned.

### **Head of Housing Services**

- Negotiating and acting on behalf of the Council in any residual matters following completion of the LSVT process in accordance with Council policy, subject to decisions of principle being agreed in consultation with the appropriate Portfolio Holder.
- Adaptations or alterations of houses for the physically disabled.
- Determining homelessness applications, and implementation of the review procedure in respect thereof.
- Approval of renovation of common parts, disabled facilities, Houses in Multiple Occupation and minor works grants and the exercise of any discretion in respect thereof, subject to any requirements of the Council's policy in respect thereof.
- Service of statutory notices where required in cases of urgency.
- Exercise of all powers under the Housing Act 2004
- Authorisation in writing those officers, or agents, or consultants acting on behalf of the Council who may exercise statutory powers of entry under the Housing Acts.
- Authorisation in writing those officers, or agents or consultants acting on behalf of the Council who may exercise statutory powers to require the production of documents.
- Admission of applicants to the Housing Register.



- Allocation of Council houses to applicants on the Housing Register, or the nomination of such applicants to registered social landlords in accordance with the priority given by the allocations scheme approved by the Council.
- Granting, in exceptional cases, of housing advances not in accordance with the approved schemes, subject to consultation with the Portfolio Holder.
- Consultation with tenants concerning proposed variations in the conditions of tenancy, subject to consultation with the Portfolio Holder.
- Service of Notices of Intention to Seek Possession or Notices to Quit in respect of failure to pay rent, and/or any other breach of tenancy agreement, service to be in accordance with approved procedure.
- Institution and continuance of County Court proceedings for rent arrears or possession based upon rent arrears, and/or any other breach of tenancy agreement, after the expiry of a notice to quit and the continuance thereof to include all steps necessary in the proceedings including the obtaining of judgement and any steps necessary to enforce the judgement including the obtaining of a warrant of possession and the execution thereof subject to the Head of Legal and Democratic Services being satisfied as to the evidence.
- Authorisation of legal proceedings for offences under the Rent Act, the Landlord and Tenant Act, the Protection from Eviction Act and the Housing Acts subject to the Head of Legal and Democratic Services being satisfied as to the evidence.
- Granting of housing advances in accordance with the approved scheme and ancillary matters, including the arrangements for the discharge of mortgages.
- Exchanges of tenancies and the sub-letting of houses.
- Operation of the procedures for Access to Personal Files under the Access to Personal Files (Housing Regulations), 1989.
- Employment of tracing agents (if deemed to be prudent and necessary) to attempt to locate former tenants with outstanding rent arrears.
- Reimbursement to tenants leaving Council houses of the cost of improvements carried out by them.
- Service of statutory notices on insufficient or defective toilet accommodation.

## **Head of Human Resources**

- The implementation of national and local agreements to be made in consultation with the Head of Finance in relation to wages and salaries.
- Progression of Officers through career-graded posts.
- Recruitment and retention procedures.
- Administration of Council's car provision and assisted car purchase scheme in consultation with the Head of Finance.
- Approval of extensions of sick pay at full or half pay as provided for in the National Conditions of Service.
- Agreement and refusal of applications for regrading of posts.
- Developing and implementing a corporate skills and development training programme.
- Issue of pensions protection certificates under Regulation 23 of the Local Government Pensions Scheme Regulations 1997 in consultation with the Head of Finance (no longer available from 1/4/08 but updates on previously issued ones may be requested).
- Setting aside the policy on recruitment of qualified staff where appropriate professional qualification is not readily accessible.
- Application and monitoring of the Council's Corporate Equalities Plan in relation to employment and workforce matters.
- The reaching of compromise agreements with employees on matters of dispute relating to their employment in consultation with the Head of Legal and Democratic Services and in consultation with the Head of Finance on the amount of the settlement.
- Recovery of all sums due to the Council at the end of employment with exception of those subject to credit agreement.
- Agreement to changes to establishment posts provided all changes can be contained within existing budgets.
- Dismissal of staff below Chief Officer in accordance with the Council's procedures.

### **Head of Legal and Democratic Services**

**The Council has designated this post Monitoring Officer under the Local Government and Housing Act 1989. Responsible for ensuring the Council acts lawfully. Responsible for the Council's Code of Conduct and advising the Council's Standards Committee on any potential breaches. There is more detail on the responsibilities of the Monitoring**

## **Officer in the introduction to this constitution and in the Financial Regulations.**

- Institution and defence of any legal proceedings in the name of the Council including all steps necessary to pursue or defend such legal proceedings.
- The instruction of Counsel or other external legal advisers within budget.
- Setting and reviewing charges for the supply of Council held information under the Freedom of Information Act 2000.
- The signing of certificates under the Local Government (Contracts) Act 1997.
- The setting of fees for the supply of background papers pursuant to the Local Government (Access to Information) Act 1985 as an exemption to the standard fee prescribed from time to time.
- Setting of procedures for compliance with the Data Protection Act 1998, the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
- In consultation with the Head of Development Control and Major Developments to determine whether the charge for payment of all or part of the Council's legal costs for the preparation of section 106 agreements should be waived.
- Making of Orders granting Parish Meetings specific Parish Council powers.
- Making of temporary appointments to Parish Councils.
- Determination of ad hoc and permanent amendment to the list of "approved duties" as set out in the Members' Allowances Scheme.
- Making of Orders under Section 39(4) of the Representation of the People Act 1983 removing difficulties arising in respect of the election of Parish Councillors or the holding of a first meeting after an ordinary election, or where a Parish Council is not properly constituted.
- Administration of Local Land Charges function.
- To authorise attendance by a Member at a national conference or seminar.
- After a sub committee hearing to accept or reject any proposals from the applicant in consultation with The Chairman of the relevant subcommittee.

- Where there is any confusion or doubt to determine which committee a matter shall be considered by.
- Authorising amendments to the constitution where required by statutory changes or administrative error.

### **Head of Planning and Affordable Housing Policy**

- Submission of representations to the Highway Authority on traffic management proposals affecting the district.
- Approval of Conservation Area Appraisals and associated management plans in consultation with the Portfolio Holder.
- Provision of revisions to the Local List of Buildings of Architectural or Historic Interest and public consultation on such revisions subject to consultation with the Portfolio Holder.
- Making any nonsubstantive updates and corrections necessary to facilitate final publication of any policy documents following Executive approval.

### **Head of Recreation and Health**

- To authorise free use, or use on special terms, of any directly managed Council leisure facility and negotiate with the Council's contractor for free use or on special terms of leisure facilities managed for the Council subject to any compensation payable to the Council's contractor or any financial implications being contained within existing budgets.
- The use of recreation and sports facilities directly managed by the Council for special functions.
- Setting dates and hours of opening of directly managed recreation facilities and agreeing dates and hours within the terms of the contract with the Council's contractor.
- The letting of rooms and meeting halls in directly managed leisure facilities.
- The management of concerts, entertainments, promotions, activities and events organised and facilitated by Recreation and Health.
- Management of all Council leisure facilities and those managed under contract in accordance with agreed Council policy.
- To prepare and submit bids for National Lottery awards and other awards that may be available.
- The management of all Council community facilities.

- Providing the calculations and justification for the amount required for future maintenance of recreational spaces and facilities under planning agreements subject to consultation with the Head of Finance and the Head of Development Control and Major Development.
- The determination of applications for grants to parish councils subject to consultation with the Head of Urban and Rural Services.

### **Head of Safer Communities and Community Development**

- The administration of the Council's Concessionary Fare and Travel Token Scheme.
- Implementation of powers under the Crime and Disorder Act 1998 (including applications for Anti Social Behaviour Orders in consultation with the Head of Legal and Democratic Services who must be satisfied as to the evidence).
- Taking action under the Shops Act 1950, the Health and Safety at Work etc Act 1974, the Public Health (Control of Diseases) Act 1984, the Food Safety Act 1990, the Environmental Protection Act 1990, the Anti Social Behaviour Act 2003, the Food Hygiene (England) Regulations 2006 and Official Feed and Food Controls (England) Regulations 2007, and any subsequent relevant legislation falling within the service area, where necessary in consultation with the Head of Legal and Democratic Services.
- Issuing of certificates that any measures required by statutory notice to remove any danger to public health have been carried out satisfactorily.
- The making of grants in accordance with the policy agreed by the Executive in consultation with the portfolio holder and where the grant is for a parish council the determination shall be in consultation with the Head of Urban and Rural Services.
- Service of abatement notices.
- The approval of chimney heights, flues, furnaces etc under the Clean Air Acts.
- Setting of fees for the supply of information under the Environment and Safety Information Act 1988.
- Service of notices under section 165 of the Highways Act 1980 to remove a danger to users of the highway.
- Service of notices under sections 80 and 85 of the Water Industry Act 1991.

- Giving of prior consent under the Control of Pollution Act 1974 for construction sites and taking action under section 60.
- Service of Notices under section 80 of the Environmental Protection Act 1990 to secure the abatement of a noise nuisance.
- Granting of authority to Inspectors appointed under the Health and Safety at Work Act 1974 to authorise other persons to accompany them on inspections.
- All functions relating to Health and Safety under any relevant statutory provision within the meaning of the Health and Safety at Work Act 1974 to the extent that those functions are discharged otherwise than in the Council's capacity as employer.
- Agreeing and adopting the Council's Food Safety Enforcement Policy in consultation with the portfolio holder.
- Statutory notices on insufficient or defective toilet accommodation.
- All functions under Part 8 of the Anti-Social Behaviour Act 2003 (relating to high hedges).
- Enforcement of smokefree legislation under the Health Act 2006 and the Smokefree (Premises and Enforcement) Regulations 2006 and 2007.
- Burial grants to assist with cost of burials where there are no relatives who will fund the cost.
- All matters in relation to the Motor Salvage Operators' Regulations 2002 (dealing with powers to regulate the motor salvage industry).
- All matters relating to caravan sites (other than planning matters).
- Issuing licences/registrations/certificates/approvals or taking any other necessary action under the following statutes and any subsequent amendments or updating of these statutes:
  1. Animal Boarding Establishments Act 1963
  2. Breeding of Dogs Act 1973
  3. Caravan Sites and Control of Development Act 1960
  4. Dangerous Wild Animals Act 1976
  5. Local Government (Miscellaneous) Provisions Act 1982 (covers skin piercing activities)
  6. Local Government Act 2003 (covers cosmetic body piercing)

7. Pet Animals Act 1951
8. Riding Establishments Act 1964 and 1970
9. Scrap Metal Dealers Act 1964
10. Zoo Licensing Act 1981
11. Motor salvage operators

### **Head of Urban and Rural Services**

- The use of parks, open spaces and recreational areas for special functions.
- The planting and maintenance of trees on Council-owned land or Council-controlled land.
- The provision of advice relating to trees and recommending to the Head of Development Control and Major Developments the making of Tree Preservation Orders including in an emergency.
- Dealing with applications for works to trees in Conservation Areas.
- Approving the standards for adoption of open space land in planning agreements.
- Authorising the temporary use of off street parking areas for uses other than parking.
- Authorising the siting of market stall spaces and the letting of such spaces subject to the necessary planning and highway consents.
- Managing the maintenance of monuments and public clocks in the Council's ownership.
- The issuing of parking permits and season tickets for off street parking and for residents parking schemes and Exemption Certificates for pedestrianised areas.
- The provision of street furniture on land other than recreational land.
- The making of temporary traffic orders under section 21 of the Town Police Clauses Act 1847 relating to special events on the highway and the power to waive charges for the making of such orders in exceptional circumstances.
- The enforcement of parking and other stationary traffic offences.

- The licensing of hackney carriages and drivers and private hire cars, proprietors and drivers subject to applicant's right of appeal to a subcommittee of the Licensing Committee.
- Granting, variation, review or refusal of all licences, certificates or permissions under the Gambling Act 2005 subject to it being considered by a Licensing Subcommittee where a valid representation or objection is made and not withdrawn.
- Determining whether a complaint or representation under the Gambling Act 2005 is irrelevant, frivolous or vexatious.
- Street and house to house collections.
- Street trading, under section 3 and schedule 4 of the Local Government (Miscellaneous Provisions) Act 1982.
- Granting of approval to third parties to place objects over or on the public highway, under section 115 of the Highways Act 1980.
- Granting, variation, review or refusal of all licences, certificates or permissions under the Licensing Act 2003 subject to it being considered by a Licensing Subcommittee where a valid representation or objection is made and not withdrawn.
- Determining whether a complaint or representation under the Licensing Act 2003 is irrelevant, frivolous or vexatious.
- Approval of applications for the making of Public Path Orders (which are not the result of the consideration of a planning application) and to approve the confirmation of Orders where no objections are lodged, or, if lodged, are withdrawn within the statutory period.



## **Meeting Procedure Rules**

### **Meetings – Dates and Times**

Meetings of Council, Committees or Sub-Committee shall be held each year on such dates and times as decided by the Council.

No alterations to the dates or time of meetings shall take place unless Council, the Committee or Sub-Committee agrees an ad hoc change or the Chairman of the relevant committee or sub-committee after consultation with the Head of Legal and Democratic Services concurs with either a cancellation, or an alternative date or time.

The Council will give at least five clear days notice of any meeting to members of that meeting and to the public by posting details of the meeting at the Council's main offices, except where a meeting is called at shorter notice.

### **Appointment of Special Committees and Sub-Committees**

Council and Committees may from time to time appoint Committees and Sub-Committees respectively. They may appoint any of their Members to such Committees and Sub-Committees subject to any statutory provision and may co-opt where that is authorised by statute. Such Committees/Sub-Committees shall report to the appointing body but shall not have power to transact any business without express authority from the appointing body or by virtue of this constitution.

Where Special Committees are formed, the Council will decide whether to appoint Substitute members to the Committee at the time it makes the appointments.

### **Membership**

The membership and substitute members of Council Committees shall be agreed at Annual Council.

If a casual vacancy arises on a Committee, the Head of Legal and Democratic Services shall notify the relevant Political Group which is responsible for the appointment to the seat which has been vacated. The nomination by the Political Group shall be considered at the next ordinary meeting of Council, with any change in the appointment of Substitute members to the Committee.

### **Quorum**

No business shall be transacted at any meeting of the Council, committees and of Sub-Committees unless one third of the whole number of members of Council, Committee or Sub-Committee is present.

In the case of committees this shall not be less than three members or in the case of a of a Sub-Committee two members. The quorum for the Standards Committee and Licensing Sub-Committee shall be in accordance with Standards Committee Procedure Rules and Licensing Sub-Committee Procedure Rules respectively.

If at the time set for the start of a meeting there is not a quorum, the meeting shall not commence until a quorum is present, but if after fifteen minutes there is no quorum the meeting shall be abandoned and a new meeting date shall be arranged.

If during any meeting a quorum is not present the Chairman shall adjourn the meeting for fifteen minutes. If, after fifteen minutes there is still no quorum the meeting shall stand adjourned to a date and time announced by him at the time the meeting is adjourned or shall be included on the agenda for the next ordinary meeting.

### **Chairman**

Every Council meeting shall at its first meeting elect a Chairman and Vice-Chairman for the year.

In the case of the Executive, the Leader of the Council (Chairman of the Executive) is appointed by Council and the Deputy Leader of Council (Vice-Chairman of the Executive) is appointed by the Leader of the Council.

If at any meeting the Chairman is absent, the Vice-Chairman shall preside. If both the Chairman and Vice-Chairman are absent another Member at the meeting shall preside.

Any power or duty of the Chairman in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

In the event of a Chairman resigning or intending to resign notice of resignation shall be given at a meeting of the Committee and an election to fill the vacancy made at the first meeting after that.

### **Attendance at Committees and Sub-Committees by those who are not Members**

Members of the public may attend all meetings subject only to the exceptions in these rules.

A Member of the Council may attend any meeting of the Council of which they are not a member:

- as an observer, without a right to vote or speak, or
- to make a statement (and answer any resulting questions) on an issue on the agenda that directly affects their ward. At the discretion of the

Chairman of the meeting they may also be allowed to participate in any debate. At Planning Committee, they may also sum up their view at the end of the debate.

Such attendance shall not be allowed if the matter is one where the Member would be required to declare a prejudicial interest. In such a case the Member may ask another Member to attend or address the meeting on their behalf.

### **Substitutes**

The Terms of Reference for each Committee and Sub-Committee will state whether Substitute members may be appointed and what eligibility restrictions if any shall apply. Substitute members will either be named or casual:

- **Casual Substitutes** are any eligible member of the relevant political group.
- **Named Substitutes** must be members of the relevant political group and be appointed by Council.

If a member of a Committee or Sub-Committee is unable to attend a meeting or there is a vacant seat, a duly appointed Substitute from the appropriate political group shall be entitled to attend, speak and vote at the meeting. This substitution shall apply for the whole duration of the meeting.

No Member shall be entitled to act as a Substitute for more than one member at any one meeting;

The name of the Substitute must be notified to the Head of Legal and Democratic Services before the start of the meeting, and shall be reported to the meeting and recorded in the Minutes

### **Attendance at Committees and Sub-Committees of the Leader of the Council and Leaders of Political groups who are not Members**

In addition to their rights as elected member under this constitution, the Leader of the Council and Leaders of Political Groups, shall be entitled to attend and speak at Committees and Sub-Committees with the exception of the Licensing, Planning and Standards Committee. The Leader of the Council and Leaders of Political Groups may arrange for another Member to represent them at any such meeting they are entitled to attend, such attendance shall be notified to the Head of Legal and Democratic Services prior to the commencement of the meeting and shall be recorded in the Minutes of the meeting.

### **Exclusion of the Press and Public to Meetings**

### **Confidential information – requirement to exclude public**

The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order.

**Exempt information – discretion to exclude public**

The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

Where the meeting will determine any person’s civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

Exempt information means information falling within the categories in the following table. Each of these categories has a paragraph number specified in the table, and are subject to the qualifications and interpretation which follow the table.

Paragraph Number	Category
1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any

	enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

### **Standards Committee**

Paragraphs 7A-7C apply where a meeting of a standards committee or a sub-committee of a standards committee is convened to consider a matter referred under the provisions of section 60(2) or (3), 64(2), 70(4) or (5) or 71(2) of the Local Government Act 2000.

7A	Information which is subject to any obligation of confidentiality.
7B	Information which relates in any way to matters concerning national security.
7C	The deliberations of a standards committee or of a sub-committee of a standards committee established under the provisions of Part III of the Local Government Act 2000 in reaching any finding on a matter referred under the provisions of section 60(2) or (3), 64(2), 70(4) or (5) or 71(2) of that Act.

### **Public Interest Test**

Information which falls within any of paragraphs 1 to 7 above; and is not prevented from being exempt by virtue of the following two qualifications is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **Qualifications**

#### **General**

Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.

#### **Paragraph 3**

Information falling within paragraph 3 above is not exempt information if it is required to be registered under:-

- the Companies Act 1985;
- the Friendly Societies Act 1974;

- the Friendly Societies Act 1992;
- the Industrial and Provident Societies Acts 1965 to 1978;
- the Building Societies Act 1986; or
- the Charities Act 1993.

### **Interpretation**

*“employee”* means a person employed under a contract of service.

*“financial or business affairs”* includes contemplated, as well as past or current, activities.

*“labour relations matter”* means any of the matters specified in paragraphs (a) to (g) of section 218(1) of the Trade Union and Labour Relations (Consolidation) Act 1992 [10] (matters which may be the subject of trade dispute, within the meaning of that Act); or any dispute about a matter falling within paragraph (a) above. For the purposes of this definition the enactments mentioned in paragraph (a) above, with the necessary modifications, shall apply in relation to office-holders under the authority as they apply in relation to employees of the authority.

*“office holder”*, in relation to the authority, means the holder of any paid office appointments to which are or may be made or confirmed by the authority or by any joint board on which the authority is represented or by any person who holds any such office or is an employee of the authority.

*“registered”* in relation to information required to be registered under the Building Societies Act 1986, means recorded in the public file of any building society (within the meaning of the Act).

### **Exclusion of Access by the Public To Reports**

If the Chief Executive thinks fit, the Council may exclude access by the public to reports which in his or her opinion relate to items during which, the meeting is likely not to be open to the public. Such reports will be marked “Not for publication” together with the category of information likely to be disclosed.

### **Agendas**

#### **Ordinary Meetings**

In the absence of a specific agenda set out in the relevant Committee Procedure Rules, the agenda for meetings shall be to:-

- elect a person to preside if the chairman and vice-chairman are not present;

- receive any apologies for absence;
- receive any announcements from the Chairman and/or the Leader;
- receive any declarations of interest from members;
- approve the minutes of the last meeting;
- consider any urgent items of business as agreed by Chairman
- deal with any business remaining from the last meeting;
- to report any petitions and requests to address the meeting on an item on the agenda, or to receive an address, any other business on the agenda (not applicable to Licensing, Planning and Standards Committees)
- pass a resolution to exclude the public for any items involving the likely disclosure of exempt or confidential information
- any other exempt business on the agenda

The Chairman, or the meeting by resolution, may vary the order of business.

### **Special or Extraordinary Meetings**

The order of business at a special or extraordinary meeting shall be:-

- (a) To elect a person to chair the meeting if the Chairman and Vice-Chairman are absent.
- (b) To receive apologies for absence.
- (c) Where a special or extraordinary meeting has been called details of the business of the meeting and of any motion or report which it is intended the meeting should consider shall be set out in the summons,

Those listed below may require the Chief Executive to call a special or extraordinary meeting of the Council:-

- the Council by resolution;
- the Chairman of the Council;
- the Monitoring Officer; and
- any five Members of the Council if they have signed a requisition presented to the Chairman of the Council and he has refused to call a meeting or has failed to call a meeting within seven days.

Those listed below may require the Chief Executive to call a special or extraordinary meeting of a Committee or Sub-Committee:

The Chairman of a Committee or of a Sub-Committee

- A quorum of the Committee or Sub-Committee if they have signed a requisition.

### **Urgent Business**

No business shall be transacted at a meeting other than that specified in the agenda

Where an urgent matter within the terms of reference of that meeting is notified to the Head of Legal and Democratic Services by 12 noon on the day of the meeting, they will inform the Chairman who will decide whether the matter should be considered at the meeting as a matter of urgency

### **Agendas, Minutes and Reports**

Any member of a meeting may require the Chief Executive to make sure that an item is placed on the agenda of the next available meeting for consideration, subject to any exclusions as set out in the procedure rules.

The Council will make copies of the agenda and reports open to the public available for inspection at the designated office at least five clear days before the meeting, except where a meeting is called at shorter notice. If an item is added to the agenda later, the Chief Executive will make each such report available to the public as soon as the report is completed and sent to Councillors.

All agendas, minutes, reports and other documents of the Council, Committees and Sub-Committees shall be available on request to all Members of Council and to any other person on payment of a charge for postage and any other costs for at least six years following the date of the meeting. The Chief Executive may supply to the public any other documents supplied to Councillors in connection with an item

They shall be treated as confidential in so far as they may relate to meetings or parts of meetings which are not open to the public, unless and until such a time as they may become public in the ordinary course of the Council's business.

After any meeting of the Council or of its committees, the Chief Executive or, where no Officer was present, the person presiding at the meeting, will produce a record of every decision taken at that meeting as soon as practicable (the minutes).

The minutes of every meeting shall be sent to each Member of the meeting before the next meeting and shall be taken as read. No discussion shall take



place upon the minutes except upon their accuracy, and any question of their accuracy shall be considered and voted upon.

Minutes of meetings shall be signed at the next ordinary meeting. Members may ask questions on Minutes relating to their accuracy, or request an update on the matter referred to. Members cannot use this facility as a means to re-open debate on an issue or to alter a previous decision.

### **Background papers**

The Officer producing a report will set out in that report a list of background papers relating to the subject matter of the report which in his opinion, have been relied on to a material extent in preparing the report.

Background papers do not include published works or in respect of executive reports, the advice of a political advisor.

Background papers which disclose exempt or confidential information, will be marked as such and will not be publicly available.

The Council will make background papers available for inspection for four years after the date of the meeting.

### **Petitions**

Petitions may be presented to all meetings of Council except Planning, Licensing and Standards Committees by:

- A Local Government elector for the area,
- A person who is wholly or mainly resident in the area,
- A Council Taxpayer or National Non-Domestic Ratepayer for the area

Petitions must:

- Be relevant to the Terms of Reference to the meeting to which they are presented
- Be relevant to a function of the Council and
- Directly affect the District, or a part of it

A request to present a petition must be received by the Head of Legal and Democratic Services before noon on the third working day before the meeting.

Any question as to the relevance of any petition shall be determined by the Chairman of the meeting without debate.

When petitions are presented the presenter shall have the right to briefly announce the subject of the petition (5 minutes);

If the petition is directly relevant to an item before the meeting or that is due to come before the meeting it shall be considered in conjunction with that item;

If the petition is not relevant to an item before the meeting or that is due to come before the meeting it shall be referred without debate for consideration to a relevant council meeting or officer, who shall respond to the petition and report back to the referring body.

In the case of referral to a council meeting the person who presented the petition shall be able to address the meeting when the matter referred to in the petition is considered.

### **Addresses**

Addresses may be presented to all meetings of Council except Planning, Licensing and Standards Committees by:

- A Local Government elector for the area,
- A person who is wholly or mainly resident in the area,
- A Council Taxpayer or National Non-Domestic Ratepayer for the area

Addresses must be on an item on the Agenda before the meeting and not exceed 5 minutes. No person will be allowed to address more than one meeting on any particular issue, except in the case where a Planning decision has been referred to Council for consideration.

Requests to address and the reasons for the address must be received by the Head of Legal and Democratic Services not later than noon on the working day before the meeting;

The Chairman of the meeting shall determine the request, and where on the agenda the address shall be made. The Chairman may require that where there are a number of persons wishing to present similar views on the same issue, that an address is made by a single spokesperson, on behalf of all such persons. The Head of Legal and Democratic Services will notify persons who are not allowed to address a meeting of that fact and of the reasons for the decision.

Addresses shall not be permitted on the following matters:

- planning applications or any other planning, licensing or standards committee matter involving an individual or applicant for any permission;

- any matter involving negotiations which the Council is engaged in;
- any matter where the Council is involved in negotiation or litigation;
- any matter involving exempt or confidential information as set out in the introduction to this constitution
- any other matter which the Chairman considers is inappropriate following consultation with the Head of Legal and Democratic Services.

## **Motions**

Motions may be submitted by members of a council meeting on any issue over which the meeting has power or which affects the District and shall be in writing signed by the Member giving the notice.

Motions must be received in writing by the Head of Legal and Democratic Services by noon on the eighth working day before the meeting.

Received motions shall be open to the inspection of Members of the Council during Council office opening hours and shall be specified on the agenda for the meeting for which it has been submitted.

If a submitted motion is not proposed either by the Member who has given the notice or by some other Member with his written authority it shall be abandoned and must be submitted afresh.

If a motion is referred to the Executive or any Committee or Sub-Committee of which the proposer is not a Member, he shall be given notice of the meeting at which it is proposed to consider the motion and shall have an opportunity of explaining it, but shall not have a right to vote on it.

## **Motions with Budgetary consequences**

Any motion on notice or amendment which would require an increase in the current budget of the Council, or would involve capital expenditure, shall, when formally proposed and seconded, be immediately adjourned.

The motion will be considered at the next ordinary meeting of the Council in order that the Executive, relevant Committee and/or statutory officers may report on the potential impact and consequences. At that meeting the motion shall be considered as written in the Notice of Motion and shall not be subject to amendment.

An urgent motion which cannot wait till the next ordinary meeting of the Council, may, be debated at the meeting of the Council at which it is proposed. The Chairman of the Council will decide whether the item is of an urgent nature after consulting with the Chief Executive and Leader of the Council.

## **Procedural Motions**

The following motions may be moved without notice:-

- The appointment of a Chairman in the absence of the Chairman and Vice-Chairman.
- A motion relating to the accuracy of the Minutes of the meeting
- The referral of an issue to the Executive, a Committee or Sub-Committee
- The appointment of a Committee, a representative of the Council on any body or at any meeting, in relation to any agenda item or on the recommendation of any Committee.
- Adoption of recommendations of the Executive, Committees and any consequent resolutions.
- That the meeting move straight to the vote.
- That the debate be adjourned.
- That the meeting be adjourned.
- That a Procedure Rule or Rules be suspended
- That. a Procedure Rule or Rules be reinstated
- That the press and public be excluded
- That the press and public be re-admitted.
- That a Member be not further heard, or be required to leave the meeting.
- That the order of the agenda items be varied.
- That a motion be withdrawn.
- A motion which is deemed urgent by Chairman under Section 100B(4) of the Local Government Act 1972 be considered.

## **Rescission of Resolution**

No motions to rescind or vary an agreed decision or a motion which has been voted on and lost within the preceding six months shall be allowed, except in the following circumstance:

A motion to rescind or vary an agreed decision or or a motion which has been voted on and lost within the preceding six months shall be allowed, if it has the signature or e-mail from a known or recognised source of 8 councillors and is received by Head of Legal and Democratic Services by noon on the eighth working day before the meeting.

When such a motion has been considered, it shall not be open to any Member to propose a similar motion for a further period of six months.

The above provision shall not apply to motions which are moved following consideration by the Executive or a Committee, nor shall it prevent the Executive or a Committee or Sub-Committee varying or rescinding a decision which has been taken under delegated authority within the preceding six months.

### **Postponing a Decision to Rescind or vary a Resolution**

When a Council meeting has passed a motion to vary or rescind a resolution, it may be postponed by a notice signed or by e-mail from a known or recognised source by 8 Members of the Council, which shall be received by the Head of Legal and Democratic Services by noon on the day following the meeting at which the resolution to rescind or vary the decision was passed.

Upon receipt of such a notice the decision referred to and to be subject to variation or rescission shall be suspended and the issue referred to Council for resolution.

### **Presentations and Presentation of Reports to Council Meetings**

A Council meeting (with the exception of meetings of The Council where the suspension of the Meeting Procedure Rules shall be required), may prior to entering debate on any issue receive a report presented by an officer or presentation from an officer or other invited stakeholder. Members may then ask questions of the presenter through the Chairman.

### **Rules of Debate**

At Council every Member shall be seated except the one who is addressing the Council, and when the Chairman rises no one else shall continue standing, or rise from his seat.

At Committees and Sub-Committees all members shall be seated and only one member at a time as directed by Chairman shall speak, and when the Chairman wishes to speak no one else shall continue speaking.

### **Proposer Speech**

The proposer of a motion or amendment shall first state the precise wording or effect of the motion or amendment which shall not be further explained or discussed unless it has been formally seconded.

Every motion or amendment shall, if required by the Chairman, be reduced to writing, handed to the Chairman and read before it is moved.

### **Secunder Speech**

Every motion shall be formally seconded before it is discussed or put to the meeting. The seconder of a motion may reserve his speech for a later period in the debate.

### **Speeches by Others and Amendments**

A Member who speaks shall address the Chairman and direct his speech strictly to the motion or amendment under discussion or to a point of order relating to procedure. A Member shall not speak more than once on any motion or amendment.

No Member shall propose or second more than one amendment on any one motion. The seconder of an amendment may reserve his speech for a later period in the debate on the amendment.

An amendment must be relevant to the motion on which it is moved and may only:-

- leave out words.
- leave out words and insert or add others.
- insert or add words.
- refer any motion, issue, or part of an issue, to an appropriate body, meeting or individual for consideration or reconsideration. No further amendment may be moved, if this amendment is agreed

An amendment may not amount to a direct negative of the motion or nullify the motion.

If an amendment is rejected, other amendments may be moved on the original motion.

If an amendment is carried, the motion, as amended, shall take the place of the original motion, and shall become the motion upon which any further amendment may be moved.

A further amendment shall not be moved until the Council has disposed of any amendment previously moved.

### **Leader of the Council/ Relevant Committee Chairman Right of Reply**

The Leader of the Council (in respect of motions concerning Executive functions) or relevant Committee Chairman (in respect of motions concerning non-executive functions) shall be entitled to a right of reply.

### **Proposer Rights of Reply**

In a debate upon a motion the proposer of the original motion may reply at the close of the debate upon the motion and shall strictly confine himself to answering the previous speakers and shall not introduce any new matter.

In a debate upon an amendment the proposer of the amendment and the proposer of the original motion may both reply at the close of the debate upon the amendment, the proposer of the amendment shall reply first before the proposer of the original motion. Both shall, in replying, confine themselves to answering previous speakers and shall not introduce any new matter.

In all cases a decision shall be taken without further discussion after the reply of a proposer of a motion.

### **Withdrawal of Motion**

A Member may withdraw a motion which he has moved, with the consent of both the meeting and the Seconder. The consent of the meeting will be signified without discussion. No Member may speak on the motion after the proposer has requested permission to withdraw it unless permission is refused.

### **Procedural Motions**

A Member who has not spoken on the question before the meeting may, with the consent of the Chairman, propose without comment, any one of the following procedural motions:-

- that the meeting move straight to the vote.
- that the debate be adjourned
- that the meeting be adjourned
- that the meeting proceed to next business

on the seconding of which the Chairman shall immediately put the procedural motion to the vote.

If a procedural motion that the meeting move straight to the vote is carried the Chairman shall first call upon the proposer of the amendment, and then on the proposer of the original motion under discussion to reply, and shall then put the motion under discussion to the vote.

If the procedural motion that the debate be adjourned or that the meeting be adjourned is carried, the motion under discussion shall be adjourned to the next meeting, or the meeting shall stand adjourned as the case may be, without the proposer of the motion, or the proposer of the amendment if any being called upon to reply.

If the procedural motion to proceed to next business is carried the Chairman shall call upon the proposer of the amendment, and then on the proposer of the motion under discussion to reply, and shall then put the motion under discussion to the vote.

### **Chairman’s Decision**

The decision of the Chairman on any matter upon which it is necessary for him to rule in respect to the rules of debate or any other matter relating to the conduct of meetings shall be final and shall not be open to discussion.

### **Limitations on Speaking**

Motion of which Notice has been given	(1) Proposer	10 minutes
	(2) Seconder (Right to Reserve)	5 minutes
	(3) Others	5 minutes
	(4) Leader of the Council in respect of motions concerning Executive functions, or the Chairman of the relevant Committee in respect of motions concerning non-executive functions.	5 minutes
	(5) Proposer	5 minutes
Amendment to a motion	(1) Proposer of Amendment	10 minutes
	(2) Seconder (Right to Reserve)	5 minutes
	(3) Others	5 minutes
	(4) Proposer of Amendment	5 minutes
	(5) Proposer of Original Motion	5 minutes



## **Voting**

Every matter will be decided by a simple majority, except in the case of voting on appointments. Every question shall be determined by a show of hands of those Members present and voting. Members must be seated in their places in the meeting room when voting. Individual Members shall have the right to have their votes for or against a motion, or the fact that they have abstained from voting recorded in the Minutes of the meeting at which the vote is taken, provided they request that this be done after the vote is taken.

## **Recorded Vote**

If, before the vote is taken, two Members demand a recorded vote the names for and against the motion or amendment and the names of Members abstaining shall be taken down in writing and entered in the Minutes

## **Voting on Appointments**

Where there is a vote on the appointment of representatives, nominees or delegates of the Council, a separate vote shall be taken on each appointment.

Where there are more than two persons nominated for any position to be filled by the Council and of the votes given there is not an overall majority in favour of one person, the name of the person having the least number of votes shall be struck off the list and a fresh vote taken and so on until a majority of votes is given in favour of one person.

## **Suspension and Amendment of Rules**

Any Meeting Procedure Rules may, by a simple majority be suspended at any meeting with regard to any item of business to be transacted. The duration of the suspension shall be clearly stated.

## **Prevention of Disorderly Conduct**

### **Members**

At a meeting of the Council if any Member persistently:

- disregards the ruling of the Chairman and/or
- behaves irregularly, improperly or offensively and/or
- wilfully obstructs the business of the meeting,

The Chairman may adjourn the meeting for such a period as is considered appropriate to resolve the issue, alternatively,

The Chairman of the Council or any other Member at the discretion of the Chairman may propose that the Member named be not further heard. Upon being seconded it shall be immediately put to the meeting and decided without discussion. If it is carried the Member named shall not speak further at the meeting.

If the named Member continues to display disorderly conduct after the motion as set out above has been agreed, the Chairman may either:

propose that the Member named leave the meeting, it shall not require seconding and shall immediately be put to the meeting and decided without discussion.

If it is carried the Member named shall immediately leave the meeting.

### **Members of the Public**

If a Member of the public interrupts the proceedings at any meeting the Chairman shall warn him. If he continues the interruption, the Chairman shall request him to leave the Meeting Room. If he does not leave, the Chairman shall either adjourn the meeting or order his removal from the meeting room.

In case of general disturbance in any part of the meeting room open to the public, the Chairman shall order that part to be cleared.

### **General Disturbance**

In the event of a general disturbance which in the opinion of the Chairman renders the due and orderly dispatch of business impossible, the Chairman may adjourn or suspend the meeting of the Council until the disturbance is brought under control, or for such period of time as he shall deem appropriate and the meeting shall thereupon be adjourned or suspended accordingly.

### **Interpretation**

In these Procedure Rules the words meeting, Committee and Sub-Committee mean meetings formally constituted under the Local Government Act 1972 as amended.

## **Council Procedure Rules**

The following Procedure Rules shall apply to meetings of full Council.

### **Agenda for Ordinary Meetings of Council**

The agenda for ordinary meetings shall be to:-

- elect a person to preside if the chairman and vice-chairman are not present;
- receive any apologies for absence;
- receive any announcements from the Chairman of the Council and/or the Leader;
- receive any declarations of interest from members;
- approve the minutes of the last meeting;
- receive questions from members on any matters arising from the minutes;
- deal with any business remaining from the last meeting;
- to report any petitions and requests to address the Council on an item on the agenda, or to receive an address, from an organisation, which is of importance to the District;
- consider and resolve any issues called in to the Council in accordance with the constitution;
- receive minutes and reports from the Executive and receive questions and answers on any of those minutes or reports
- receive a report from the Leader of the Council containing details of executive decisions taken since the last meeting which were cases of special urgency;
- receive a record of decisions made by Executive Portfolio Holders, and receive questions and answers on that record,
- receive minutes and reports from the Council's Committees and receive questions and answers on those minutes or reports
- receive written questions and answers submitted by Members
- consider motions of which notice has been given in the order in which they have been received,
- consider any other business or motions which the Chairman has decided are urgent and which are not included in the agenda;

- any other business on the agenda
- If necessary to pass a resolution to exclude the public for any items involving the likely disclosure of exempt or confidential information
- to receive any Minutes and reports from the Executive and Committees as appropriate containing exempt or confidential information and receive questions and answers on any of those minutes and reports
- any other exempt or confidential business on the agenda

### **Annual Council Meeting**

The annual meeting will take place within 21 days of the retirement of the outgoing councillors, on a date to be decided by the Council as part of its overall programme of meetings.

- Agenda for Annual Council Meeting will be to:-
- elect the Chairman of Council;
- elect the Vice-Chairman of Council;
- receive apologies for absence;
- receive any announcements from the Chairman;
- approve the Minutes of the last meeting;
- conduct any business concerning the establishment of and appointments to:
  - the Executive, including the appointment of Leader of the Council;
  - the Overview and Scrutiny Committees;
  - the Standards Committee;
  - such other Committees as the Council consider appropriate.
- agree the Responsibility of Functions or such part of it as the Constitution determines it is for the Council to agree for the municipal year, including the allocation of functions to portfolio holders;
- receive a report on the attendance during the previous year of Members at meetings of the Committees and Sub-Committees;
- consider any other business set out in the agenda for the meeting.

## **Appointment of Committees**

The Council shall at the Annual Meeting

- decide which Committees to establish for the municipal year
- decide the number of members to serve on each Committee
- decide allocation of seats to Political Groups
- decide which Committees the Substitute Member scheme will or will not apply to
- except where the appointment to Committees is exercisable only by the Executive, appoint members to Committees in accordance with the wishes of Political Groups subject to statutory requirements
- appoint, as appropriate any Substitute members to Committees

The Council:-

- Appointments to Committees shall hold office no later than the next Annual Council Meeting
- may at any time dissolve or alter the membership of a Committee;
- may at any time modify or revoke the powers or duties of any Committee.
- shall ensure that every Member serves on at least one Committee unless any Member shall signify his wish to forego such right.
- may, at any time, decide that Members of a particular Committee or Sub-Committee may not serve as Members or Substitutes of another specified Committee or Sub-Committee, in view of the conflict of interest which would arise from serving on both Committees or Sub-Committees.

## **Consideration of Minutes by Council**

The Minutes of the Executive and Committees shall be submitted to the Council at the first opportunity distinguishing between resolutions and any recommendations that require the approval of Council.

On submission of the minutes to Council, the Chairman of the meeting, or in their absence any other Member of the meeting may propose the adoption of the minutes and questions may be asked before the page of the Minutes under consideration has been passed. Questions shall be clearly stated and will be answered without discussion. The Member putting the question may ask a supplementary question providing it is relevant to the reply and does not introduce any new matter.

The Member to which a question has been addressed will reply to such question or may undertake to reply in writing.

Where the reply to any question cannot conveniently be given orally it shall suffice if a written reply is given to the Member within 7 working days.

Recommendations requiring the approval of the Council shall be presented, proposed and seconded. Questions may be asked, statements made, and amendments moved.

The Leader of the Council or Chairman of a Committee may respond or shall have discretion to ask any individual Executive Portfolio Holder or the Chairman of any Sub-Committee to speak on, or in explanation of, the recommendations of the Executive or a Committee. Responses shall be limited to 10 minutes.

Where any recommendation of a meeting conflicts with a motion which has been placed on the agenda for debate, the matter shall be considered by the Council in connection with the Minutes of meetings.

Where a Minute has been put to the Council and agreed it shall be deemed to have been adopted.

### **Limitations on speaking**

Amendment of a motion to adopt Minutes of the Executive or Committee	(1) Proposer	10 minutes
	(2) Secunder (Right to Reserve)	5 minutes
	(3) Others	5 minutes
	(4) Leader of the Council or Committee Chairman	10 minutes
	(5) Proposer	5 minutes

### **Record of Executive Portfolio Holder Decisions**

The record of decisions made by Executive Portfolio Holders shall be considered after the Minutes of the Executive and questions may be asked by Members. A Member who has received a written reply to a question may ask a supplementary question provided it is relevant to the reply and does not introduce any new matter. The Member to which the question was addressed may reply to such supplementary question or may undertake to reply in writing.

### **Written Questions**

A Member may ask the Leader of the Council, Executive Portfolio Holder, or Committee Chairman any question or make a statement relating to the business of the meeting or portfolio for which they are responsible

Questions and statements must be received by the Head of Legal and Democratic Services before noon on the fourth working day before the meeting.

The Head of Legal and Democratic Services shall arrange for received questions and statements and a response printed and circulated at the commencement of the meeting.

A Member who has received a written reply to a question may ask a supplementary question provided it is relevant to the reply and does not introduce any new matter. The Member to which the question was addressed may reply to such supplementary question or may undertake to reply in writing.

### **Determination of Planning Applications**

A Planning application may be referred to full Council for determination where a notice signed or by e-mail from a known or recognised source by one third or more of members has been received by the Head of Legal and Democratic Services.

A Planning application may only be referred to full Council on the ground that it is of such special significance to the District that it ought to be determined by the full Council and if it has already been considered by the Planning Committee or an officer under their delegated authority.

The Chief Executive shall place the item on the agenda for the next ordinary meeting of Council. If there is no convenient ordinary meeting at which the application could be considered, the Chief Executive in consultation with the Chairman of the Council shall call an Extraordinary meeting of the Council at which the application will be considered.

Council shall consider a report prepared by the appropriate Officer and circulated to all Members with the agenda. Officers shall be able to address the meeting of the Council to present the report, answer any questions and to advise Members on the application of planning policy.

The Chairman of the Planning Committee (or in their absence the Vice-Chairman or other committee members) which would have otherwise determined the application shall propose a motion in respect of the referred matter for the Council to debate.

The motion proposed as above shall be duly seconded as required by the normal rules of debate. Amendments may be moved on the motion as regulated by the rules of debate, but it shall not be possible to propose or amend a motion so as to refer the planning application in question to any Committee or Sub-Committee.

At the conclusion of the debate upon the motion, the Chairman of Planning Committee or, in default, the Vice-Chairman of that Committee, shall reply and shall strictly confine himself to answering the previous speakers, and shall not introduce any new matter.

Where the Council, is minded to approve or refuse an application contrary to policy/recommendation, clear planning reasons for doing so shall be identified at the meeting by the proposer of the motion, to the satisfaction of the Chairman, before the vote is taken on whether to grant or refuse planning permission.

Any Member of the Council participating in the determination of a planning application by full Council, must receive such training as soon as possible and in any event within the limits as set out below.

A Member may participate in one Council meeting when planning matters are being considered prior to receiving formal training. Unless training has been undertaken in the manner devised by the Council for the time being as appropriate, the Member concerned will not be able to participate at full Council when planning issues are being considered.



## **Executive Procedure Rules**

The arrangements for the discharge of executive functions are set out in the Executive Terms of Reference.

## **The Forward Plan**

### **Contents of the Forward Plan**

The Forward Plan will contain matters which the Leader of the Council has reason to believe will require a key decision to be taken (as set out in the Executive Terms of Reference) during the period covered by the plan. Exempt information need not be included in a forward plan and confidential information cannot be included.

It will describe the following particulars in so far as the information is available or might reasonably be obtained:

- the matter in respect of which a decision is to be made;
- the name and title of the individual making a decision, if any and where the decision taker is a body, its name and details of membership;
- the date or the period within which, the decision will be taken;
- the identity of the principal groups whom the decision taker proposes to consult before taking the decision;
- the means by which any such consultation is proposed to be undertaken;
- the steps any person might take who wishes to make representations to the Executive or decision taker about the matter in respect of which the decision is to be made, and the date by which those steps must be taken; and
- a list of the documents submitted to the decision taker for consideration in relation to the matter if any.

### **Period of the Forward Plan**

The Leader of the Council will produce monthly a Forward Plan to cover the next period of four months, beginning with the first day of the coming month. The Forward Plan must be published at least 14 days before the start of the period covered.

### **Publicising the Forward Plan**

The Chief Executive will publish once a year a notice in at least one newspaper circulating in the area, stating:

- that key decisions are to be taken on behalf of the Council;
- that a forward plan containing particulars of the matters on which decisions are to be taken will be prepared on a monthly basis;
- that the plan will contain details of the key decisions to be made for the four month period following its publication;
- that each plan will be available for inspection at reasonable hours free of charge at the Council's offices;
- that each plan will contain a list of the documents submitted to the decision takers for consideration in relation to the key decisions on the plan;
- the address from which, subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document listed in the forward plan is available;
- that other documents may be submitted to decision takers;
- the procedure for requesting details of documents (if any) as they become available; and
- the dates on each month in the following year on which each forward plan will be published and available to the public at the Council's offices.

### **Key Decisions not Included in the Forward Plan**

If a matter which is likely to be a Key Decision has not been included in the Forward Plan, the decision may still be taken if:

- the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan.
- the Chief Executive has informed the Chairman of the Overview and Scrutiny Committee, in their absence the Vice –Chairman or in their absence each member of that Committee in writing of the matter about which the decision is to be made and that a notice is made available to the public at the offices of the Council; and
- at least 5 clear days have elapsed since the Chief Executive provided the information as set out above.

### **Urgent Key Decisions not Included in the Forward Plan**

If by virtue of the date by which a decision must be taken the above provision cannot be followed, then the decision can only be taken if the decision taker (if an individual) or the Chairman of the body making the decision, obtains the

agreement of the Chairman of the Overview and Scrutiny Committee that the taking of the decision cannot be reasonably deferred. If there is no Chairman of the Overview and Scrutiny Committee, in their absence the Vice –Chairman or if they are unable to act, then the agreement of the Chairman of the Council, or in his absence the Vice-Chairman will suffice.

Political Group Leaders will be notified as soon as reasonably practicable when this provision is utilised and the Leader of the Council will report the issue to the next available meeting of the Council. If the next meeting of the Council is within 7 days of receipt of the written notice the report may be submitted to the meeting after that. The report to Council will set out particulars of the decision, the individual or body making the decision.

### **Agendas for Executive Meetings**

At each meeting of the Executive the following business will be conducted:

- elect a person to preside if the chairman and vice-chairman are not present;
- receive any apologies for absence;
- receive any announcements from the Chairman and/or the Leader;
- receive any declarations of interest from members;
- approve the minutes of the last meeting;
- consider any urgent items of business as agreed by Chairman
- deal with any business remaining from the last meeting;
- to report any petitions and requests to address the meeting on an item on the agenda, or to receive an address,
- any other business on the agenda, including referrals from Council, Committees, Executive Portfolio Holders
- pass a resolution to exclude the public for any items involving the likely disclosure of exempt or confidential information
- any other exempt business on the agenda

The Chairman, or the meeting by resolution, may vary the order of business.

### **Rights to request or require an agenda item**

#### **Members of Council**

Any member of the Council may ask the Leader to put an item on the agenda of an Executive meeting for consideration, and if the Leader agrees the item will be considered at the next available meeting of the Executive.

The agenda for the meeting will give the name of the Councillor who asked for the item to be considered and will be invited to attend the meeting, to be able to address the Executive.

If an item is requested for inclusion on the agenda by a member of the Council (including a member of the Executive), then it will be included with such information as is available at the time, but it shall only be considered and decided if it is possible to produce a full report containing relevant information to enable a decision to be properly made.

The Executive will be able to defer any matter added to its agenda in this way, to enable a proper report to be prepared, and if this is the case the matter will normally be considered at the next meeting.

If there are several such items on the Executive's agenda it may decide to defer consideration of any of them, as it sees fit.

### **Monitoring and Section 151 Officers**

The Chief Executive, Monitoring Officer and/or the Section 151 Officer may include an item for consideration on the agenda of an Executive meeting. The Monitoring Officer and Section 151 Officer may require the Chief Executive to call such a meeting in pursuance of their statutory duties.

In other circumstances, where any two of the Head of Paid Service, Chief Finance Officer and Monitoring Officer are of the opinion that a meeting of the Executive needs to be called to consider a matter that requires a decision, they may jointly include an item on the agenda of an Executive meeting.

If there is no meeting of the Executive soon enough to deal with the issue in question, then the person(s) entitled to include an item on the agenda may also require that a meeting be convened at which the matter will be considered.

### **Volume of Business**

If the volume of business for a meeting of the Executive is considered to be excessive, the Leader may defer consideration of items to a later meeting with the exception of:

- items referred to the Executive by the Council or an Overview and Scrutiny Committee, if the Council or Overview and Scrutiny Committee has requested they be dealt with at that meeting;
- reports of Statutory Officers may not be deferred unless the relevant Officer concurs;

Deferred items will be dealt with at the next ordinary Executive meeting or a Special Meeting convened for the purpose within 4 weeks.

### **Notice of Decisions made under Executive Arrangements**

A summary notice of decisions made under the Executive arrangements shall generally be published on the next working day (or in any event as soon as possible) after such meetings and shall be sent to all Members of the Council.

### **Minutes of Executive Meetings**

The minutes will include a statement of the reasons for each decision and any alternative options considered and rejected at that meeting.

### **Executive Portfolio Holder Decisions**

#### **Reports**

Executive Portfolio Holders will receive reports on issues where they are asked to make a non key decision. Such reports shall be sent to the Executive Portfolio Holder and published 5 days before any decision may be made. Reports shall be publicly available unless they contain exempt or confidential information.

#### **Decision Notice**

As soon as reasonably practicable after an Executive Portfolio Holder decision has been taken on a non key decision (by the Executive Portfolio Holder or by an officer through delegation), he will instruct the relevant Officer to prepare and publish a record of the decision, a notice of the reasons for it and any alternative options considered and rejected.

#### **Access to Documents**

The provisions with regard to accessing agendas, minutes and background papers (as set out in the meeting procedure rules) and the provisions with regard to accessing documents in the control of the Executive (as set out in these procedure rules) shall apply to documents relating to Executive Portfolio Holder Decisions.

#### **Consultation**

All reports to the Executive arrangements must contain details of the nature and extent of consultation with stakeholders and relevant Overview and Scrutiny Committees, and the outcome of that consultation. The level of consultation required will be appropriate to the nature of the matter under consideration.

## **Access to Documents under the control of the Executive**

All Members of the Council will be entitled to inspect any document which is in the possession or under the control of the Executive arrangements and/or contains material relating to any business previously transacted at a meeting unless:

- it contains exempt information falling within the categories of exempt information or confidential information; in which case the Councillor will need to demonstrate 'a need to know', or
- it contains the advice of a political adviser.

## **Budget and Policy Framework**

### **Process for developing the Policy Framework**

The Forward Plan will set out the timetable for making proposals to the Council to develop the budget and policy framework and the arrangements for consultation. Four months notice (and at least 6 weeks) will normally be provided.

At the end of that period, the Executive will then draw up proposals having regard to the consultation responses received. If an Overview and Scrutiny Committee wishes to respond to the Executive in that consultation process then it may do so. The report to the Council will reflect the comments made by consultees (in particular Overview and Scrutiny) and the Executive's response to them.

The proposals will be referred at the earliest opportunity to Council for decision.

### **Decisions outside the budget or policy framework**

If the Executive or any Committees of the Executive arrangements discharging executive functions wish to make such a decision, they shall take advice from the Monitoring Officer and/or the Chief Finance Officer as to whether the decision they wish to make would be contrary or not wholly in accordance with the policy framework, or budget.

If the advice of either of those Officers is that the decision would not be in line with the existing budget and/or policy framework, then the decision must be referred by that body or person to the Council for decision, except in the circumstances as set out below:

### **In-year changes**

The Executive arrangements may make in-year changes to the Budget and Policy framework in the following circumstances only:

- Changes which will result in the closure or discontinuance of a service or part of service or level of service to meet a budgetary constraint;
- Changes which may be necessary to ensure compliance with the law, ministerial direction or government guidance;
- Changes which may vary or develop the policy framework provided they are consistent with its principles and which, with any virement or supplementary expenditure, that may be possible under the Council's Financial Procedure Rules, be implemented within budget for the year, provided such changes do not commit the Council to expenditure in subsequent financial years.

### **Urgent changes**

A decision outside the budget and/or policy framework may be made under the Executive arrangements, if it is not practical to convene a quorate meeting of the full Council and if the Chairman of the Overview and Scrutiny Committee (or in their absence the Vice-Chairman or in the absence of both the Chairman of Council) agrees.

The reason why it is not practical to convene a quorate meeting of full Council and the consent of the Chairman of the Overview and Scrutiny Committee to the decision being taken as a matter of urgency must be noted in the record of the decision.

Following the decision, the decision taker will provide a full report to the next available Council Meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.

### **Virement**

The Executive arrangements discharging functions to implement Council policy shall not exceed those budgets allocated to each budget head. However, they shall be entitled to vire across budget heads in accordance with the rules specified by the Council's Financial Procedure Rules.

## **Overview and Scrutiny Procedure Rules**

### **Form and Composition of Overview and Scrutiny**

The Council will have an Overview and Scrutiny Committee and Resources and Performance Scrutiny Board each of 12 Members.

In addition, the Overview and Scrutiny Committee may appoint Task and Finish Groups (each of a maximum 12 members) for a fixed period, on the expiry of which they shall cease to exist. The number of Task and Finish Groups active at any one time will be kept under review by the parent Overview and Scrutiny Committee.

Overview and scrutiny meetings shall as a general principle meet in public, unless considering information classed as described as 'exempt' as described in the meeting procedure rules pages 59-60 of this constitution. This does not preclude but encourages flexible and innovative working such as the delegation of tasks to a member or a small informal working group of members meeting out of the public arena, consultations or any other form of working. Such working will be reported back to the relevant Overview and Scrutiny meeting.

In these procedure rules the terms 'overview and scrutiny' and 'overview and scrutiny meeting' shall be used to refer to the Overview and Scrutiny Committee, Resources and Performance Scrutiny Board and Task and Finish Groups collectively.

### **Task and Finish Groups**

The Overview and Scrutiny Committee will decide whether a Task and Finish Group should be formal and report directly to Executive or Council (subject to proportionality and Access to Information rules) or, informal and report back to the Overview and Scrutiny Committee (not subject to proportionality and Access to Information rules).

Task and Finish Groups may be established to undertake specific project work, policy development, a specific task, consultation, review investigation or similar activity. Task and Finish Groups would normally only make one final report during their lifetime.

Formally constituted Task and Finish Groups will be subject to these Overview and Scrutiny Procedure rules and Access to Information rules. Substitutes (alternates) will not be permitted.

At the first meeting of each new Task and Finish Group, they will carry out a stakeholder analysis exercise to determine who should be involved with their work and who should give evidence and who should be consulted. The stakeholder analysis will also highlight potential co-optees.



Task and Finish Groups may appoint any number of people (excluding members of staff or other Councillors) as non-voting co-optees to assist in any item of business, as they deem appropriate. Members of staff and other Councillors cannot be co-opted.

Each Task and Finish Group will also be required to agree a detailed work plan to enable them to complete their task within the agreed timescale.

### **Who May Sit on Overview and Scrutiny?**

All Councillors with the exception of members of the Executive may be appointed to one or more of the above overview and scrutiny meetings. However, no member may be involved in scrutinising a decision in which they have been directly involved.

At the first meeting of the Overview and Scrutiny Committee following the Annual Council meeting and on the establishment of a new Task and Finish Group the Overview and Scrutiny Committee shall in respect of each Task and Finish Group appoint one of its number to sit on each Task and Finish Group as the designated link member.

The designated link member to the Resources and Performance Scrutiny Board and Task and Finish Groups will:

- Provide expertise, assistance and guidance.
- Keep the Overview and Scrutiny Committee updated on progress.
- Help facilitate the smooth running of the overview and scrutiny function.
- Be a full member of the Resources and Performance Scrutiny Board or Task and Finish Group and eligible to be their Chairman or Vice-Chairman.

The political groups will allocate members to formal Task and Finish Groups according to proportionality, which shall be appointed under delegated authority by the Head of Legal and Democratic Services in consultation with the Chairman or in their absence the Vice-Chairman of the Overview and Scrutiny Committee.

Each Group may appoint up to a maximum of two named substitutes for each overview and scrutiny meeting (excluding Task and Finish Groups) for the municipal year. Casual substitutions (alternatives) will not be allowed.

Substitute (alternate) Members will have all the powers and duties of any ordinary member of the meeting. Substitutes (alternates) for the Overview and Scrutiny Committee will not be able to exercise any special powers or duties exercisable by the person they are substituting.

## **Involvement with Overview and scrutiny**

Any person including members and staff may be invited to attend, present evidence or share their expertise with any overview and scrutiny meeting in accordance with the Overview and Scrutiny Procedure Rules. Requests for staff to attend should be made through the Head of Paid Service.

## **Meetings of Overview and Scrutiny Committee and Resources and Performance Scrutiny Board**

The Overview and Scrutiny Committee and Resources and Performance Scrutiny Board will meet regularly on dates to be determined by Council on an annual basis.

They may agree to hold additional meetings as required.

## **Meetings of Task and Finish Groups**

Each Task and Finish Group shall determine the frequency, times and venues of their own meetings, in accordance with the timetable for the completion of their task as set out in their terms of reference.

## **Quorum**

The quorum for all Overview and Scrutiny meetings is three voting members.

## **Who Chairs Meetings?**

- The Chairmen of the Overview and Scrutiny Committee and Resources and Performance Scrutiny Board will be appointed by Council, with only Non-Executive Councillors entitled to vote.
- The Chairmen of Task and Finish Groups will be appointed by the Task and Finish Groups, from amongst their number and may be from any political group.

## **Work Programme**

The Overview and Scrutiny Committee and Resources and Performance Scrutiny Board will be responsible for setting their own annual work programme within the terms of reference set out in this Constitution.

The Overview and Scrutiny Committee shall write to all Councillors, Chief Executive, Strategic Directors, Heads of Service and ask the public for issues that should be considered for inclusion in the overview and scrutiny work programme. Issues will be assessed by the Committee using a template to determine the salience of the issue based on risk management, corporate priorities and other relevant factors.

## **Agenda Items**

- Any member of the Overview and Scrutiny Committee and Resources and Performance Scrutiny Board shall be entitled to give notice to the Chief Executive that they wish an item relevant to the terms of reference of the meeting of which they are a member to be included on the agenda for the first available meeting. The meeting will determine whether the issue should be included in its work programme based on its relevance as compared to the priorities as set out in the overview and scrutiny work programme.
- Any member of the Council may give written notice to the Chief Executive that they wish a local matter relating to the work of the authority to be considered for inclusion in the overview and scrutiny work programme. If the Chief Executive receives such a notification, then he will refer the request to the first available meeting of the Overview and Scrutiny Committee who will determine if, when and how the item will be considered based on its relevance as compared to the priorities as set out in the overview and scrutiny work programme and inform Legal and Democratic Services accordingly so that it can be included in the overview and scrutiny work programme.
- The Overview and Scrutiny Committee is not obliged to pursue a matter referred by a member of the Council but it must let that member know the reasons for its decision. When deciding how to proceed, the Overview and Scrutiny Committee may consider representations from the member who referred the matter, and to take into account the extent to which that member has exercised their function as a ward member to resolve it. Where they do pursue a matter, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the member who raised the matter.
- The Overview and Scrutiny Committee shall respond, as soon as their work programme permits, to requests from the Council and Executive to undertake a piece of work on their behalf in line with the procedure above. Where they do so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the Executive or Council. Council or Executive shall consider the report of the Overview and Scrutiny Committee at its first available meeting.

## **Policy Review and Development**

The role of overview and scrutiny in relation to the development of the Council's existing Budget and Policy Framework is set out in detail in the terms of reference in Part 1 of this constitution.

In relation to the development of the Council's approach to other matters not forming part of the Budget and Policy Framework, the overview and scrutiny committees may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to

assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations, subject to finance being available. They may invite witnesses to attend to address them on any matter under consideration.

- Once it has formed recommendations on proposals for policy development, the overview and scrutiny committees will prepare a formal report for consideration by the Executive or Council.
- Executive or Council shall consider the report of the overview and scrutiny committees at their first available meeting.
- The Overview and Scrutiny Committee will have access to the Leader of the Council's Forward Plan and timetable for decisions and intentions for consultation. Even where an item is not the subject of detailed proposals from overview and scrutiny following a consideration of possible policy/service developments, the Overview and Scrutiny Committee will be able to respond in the course of the Executive's consultation process in relation to any key decision.

#### **Process for Overview and Scrutiny Reports to be Considered by the Executive, Council, Partner Authority or External Body**

- Once Overview and Scrutiny Committee or Resources and Performance Scrutiny Board has completed its deliberations on any matter, it will forward a copy of its final report to the Chief Executive who will allocate it either to the Executive, Council, relevant committee, relevant partner authority or external body according to the contents of the report.
- The overview and scrutiny committees must give the Executive, Council, relevant committee or external body notice in writing specifying the steps which must be taken within two months of receiving the report or recommendations or, if later, the notice. These steps include responding to the report or recommendations and, if these documents have been published by the overview and scrutiny committee, publishing the response.
- The Executive, Council, relevant committee or external body must comply with the notice.
- Where a relevant overview and scrutiny committee make a report or recommendations regarding a local improvement target which relates to a relevant partner authority and is specified in a Local Area Agreement of the authority it may give the relevant partner authority notice in writing requiring them to have regard to the report or recommendations in exercising their functions.

- The relevant partner authority has a duty to comply with the requirement specified in the notice.
- The overview and scrutiny committees must exclude confidential and may exclude exempt information when publishing a document or providing a copy of it to a relevant partner authority. The overview and scrutiny committee may, in publishing a document, or providing a copy of it, replace any part of the document which discloses confidential or exempt information with a summary that does not disclose that information.

### **Rights of Overview and Scrutiny Members to Documents**

- Overview and scrutiny members will be entitled to copies of any document which is in the possession or control of the Executive (or its committees) or individual Portfolio Holders and which contains material relating to:
  - any business transacted at a meeting of the Executive (or its Committees); or
  - any decision taken by an individual member of the Executive.
- Overview and scrutiny members will not be entitled to:
  - any document that is in draft form;
  - any part of a document that contains exempt or confidential information, unless that information is relevant to an action or decision they are reviewing or scrutinising or intend to scrutinise; or
  - the advice of a political adviser.
- Nothing prevents more detailed liaison between the Executive and overview and scrutiny as appropriate depending on the particular matter under consideration.

### **When an Overview and Scrutiny Committee can require a report**

If an Overview and Scrutiny Committee thinks that a key decision has been taken which was not:

- included in the forward plan; or
- the subject of the general exception procedure; or
- the subject of an agreement with the Overview and Scrutiny Committee Chairman, or the Chairman/Vice-Chairman of the Council under the special urgency rules;

the Committee may require the Executive to submit a report to the Council within such reasonable time as the Committee specifies. The power to require a report rests with the Committee, but is also delegated to the Chief Executive, who shall require such a report on behalf of the Committee when so requested by the Chairman. Alternatively the requirement may be raised by resolution passed at a meeting.

### **Members and Officers Giving Account**

Any overview and scrutiny meeting may scrutinise and review decisions made, or actions taken in connection with the discharge of any Council functions within its terms of reference. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member(s) of the Executive, Chairman of Council Committee, ward member and/or Chief Officers to attend before it to explain, answer questions, or give evidence in relation to matters within their remit regarding:

- any particular decision or series of decisions;
- the extent to which the actions taken implement Council policy; and/or
- the performance of any Council service within their remit;

and it is the duty of those persons to attend if so required.

Where any member of the Executive, Chairman of Council Committee, ward member and/or Chief Officer is required to attend an overview and scrutiny meeting under this provision, the Chairman of that meeting will inform the Head of Paid Service. This power may be exercised by the Chairman of an Overview and Scrutiny meeting in advance of a meeting. The Head of Paid Service shall inform the Executive Member, ward member and/or appropriate Officer in writing, giving reasonable notice of the meeting at which they are required to attend. The notice will state the nature of the item on which they are required to attend to give account and whether any papers are required to be produced. Where papers are required to be produced then the Executive Member, ward member or appropriate Officer concerned, will be given sufficient notice to allow for preparation of that documentation.

Where, in exceptional circumstances, the Executive member, Chairman of Council Committee, ward member and/or Chief Officer is unable to attend on the required date, then the overview and scrutiny meeting shall in consultation with the Executive member, ward member or appropriate officer, arrange an alternative date for attendance or in the case of officers request a suitable replacement to be agreed by the Head of Paid Service.

### **Attendance by Others**

An overview and scrutiny meeting may invite any person to address it, to discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and representatives from other

parts of the public sector and shall invite such people to attend. Attendance under this paragraph is entirely optional.

- Power to issue an invitation may be exercised by the Chairman of an overview and scrutiny meeting in advance of a meeting.
- As a general principle overview and scrutiny meetings, including the consideration of Call-in decisions, should be open to any interested Councillor or group of Councillors such as a relevant Task and Finish Group and their attendance encouraged and contributions welcomed at the discretion of the Chairman.

### **The Party Whip**

For the purposes of this part of this Constitution, "the party whip" means any instruction given by or on behalf of a Political Group to any Councillor who is a member of that Group as to how that Councillor shall speak or vote on any matter before the Council or any Committee or Sub-Committee, or the application or threat to apply any sanction by the Group in respect of that Councillor should he speak or vote in any particular manner.

Overview and scrutiny Members should not normally be subject to a party whip. Where an overview and scrutiny Member is subject to a party whip they must declare this at the beginning of the meeting and it should be recorded in the minutes.

### **Referral of decisions outside the budget or policy framework**

Where an overview and scrutiny committee is of the opinion that an executive decision is, or if made would be, contrary to the policy framework, or contrary to or not wholly in accordance with the Council's budget, then it shall seek advice from the Monitoring Officer and/or Chief Finance Officer.

In respect of functions which are the responsibility of the Executive, the Monitoring Officer's report and/or Chief Finance Officer's report shall be to the Executive with a copy to every member of the Council. Regardless of whether the decision is delegated or not, the Executive must meet to decide what action to take in respect of the Monitoring Officer's report and/or Chief Finance Officer's report.

If the Monitoring Officer or the Chief Finance Officer conclude that the decision was a departure the Executive must prepare a report to Council.

If the Monitoring Officer or the Chief Finance Officer conclude that the decision was not a departure the Executive must prepare a report to the Overview and Scrutiny Committee.

If the decision has yet to be made, or has been made but not yet implemented, and the advice from the Monitoring Officer and/or Chief Finance Officer is that the decision is or would be contrary to the policy framework or

contrary to or not wholly in accordance with the budget, the Overview and Scrutiny Committee may refer the matter to Council.

In such cases, no further action will be taken in respect of the decision or its implementation until the Council has met and considered the matter. The Council shall meet (within 10 days) of the request by the Overview and Scrutiny Committee.

### **Call-in of Executive and other decisions**

Details of any decision made, decisions taken at meetings of the Executive, or a committee of the Executive, and any decisions taken by individual portfolio holders will normally be published by 5pm on the next working day after they have been made. This decision notice will be made publicly available and all Members of the Council will receive notification (normally by e-mail) of the decisions taken.

The notice will specify that the decision will come into force and take effect at noon on the third working day following publication of the decision, unless it is called-in.

The Chief Executive shall call in a decision for scrutiny if so requested in writing, by e-mail or by text from a known or recognised source by any 6 non-executive members of the Council within the specified timescale.

However if at any point during a municipal year the total number of opposition councillors is 6 or less the total number of non-executive members required to call in a decision shall be the total number of opposition Councillors less two. This reduced number will apply to any Call-in, regardless of the political affiliation of the members concerned.

In all cases the request for Call-in must set out the reasons for the request.

On receipt of a Call-in request, the Chief Executive shall call-in the decision and notify the decision taker and Chairman of the Overview and Scrutiny Committee of the Call-in.

The Overview and Scrutiny Committee must consider the decision within 10 days of the decision to Call-in, and if necessary, it may be dealt with as an item of urgent business at a scheduled meeting of the Overview and Scrutiny Committee within that period. If the Overview and Scrutiny Committee does not meet within 10 days and consider the matter the decision shall take effect on the expiry of that period.

The Overview and Scrutiny Committee upon hearing a Call-in may decide to let the decision stand, refer the decision back to the decision maker for reconsideration or exceptionally refer the decision to Council if it is of the view that the decision is contrary to the Council or policy framework, or not wholly consistent with the budget.



If the Overview and Scrutiny Committee refer a decision back to the decision maker for reconsideration they must set out in writing the reasons for their concerns and their preferred course of action.

Reconsideration by the decision maker shall take place at the next scheduled meeting of the Executive or a Committee of the Executive. In the case of decisions taken by individual portfolio holders the date of reconsideration will be set by the relevant portfolio holder in consultation with the Chief Executive and Leader of the Council. In the case of delegated decisions taken by officers, the decision shall be referred back to the portfolio holder in the first instance for reconsideration. Portfolio holders have the option of forwarding any decision referred to them to the full Executive for reconsideration.

If on reconsideration by the decision maker the original decision is upheld or the recommendations of the Overview and Scrutiny Committee are accepted then the decision shall take effect immediately and shall not be subject to a further Call-in period.

If for any reason either Overview and Scrutiny or the decision maker fails to meet and carry out their obligations under this process or in the event of any situation not foreseen in this procedure the issue will be referred to Council for the process to be resolved. Implementation of the decision will be postponed until Council has determined how it shall be resolved.

If the Overview and Scrutiny Committee decide not to refer a decision back to the decision maker or to Council, the decision shall take effect immediately at the conclusion of the meeting at which the Call-in has been considered.

If the Overview and Scrutiny Committee is considering a called-in matter where the decision taker is recommending to the Council it may formulate alternative proposals for the Council to consider.

A request to Call-in a decision may only be nullified by agreement of all the Call-in signatories.

In the case of a Called-in decision being referred to Council if the Council decide that the called-in decision was contrary to the policy framework or not wholly consistent with the budget it shall decide on the issue in question.

If the Council decide that the called-in decision was not contrary to the policy framework or consistent with the budget then no further action is necessary and the decision will take effect on the date of the Council meeting.

The call-in procedure is not intended to be used to challenge decisions as a matter of course, and should not be abused in order, for example, simply to cause delay in implementing decisions.

## **Call-in and Urgency**

The call-in procedures set out above shall not apply where the decision being taken by the Executive, individual portfolio holder, Committee or Sub-Committee is urgent. A decision is urgent if any delay is likely seriously to prejudice the Council's or the public's interest. The record of the decision and the notice by which it is made public shall state whether in the opinion of the decision-making person or body, the decision is an urgent one and therefore not subject to call-in. In all cases, the Chief Executive must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency and if agreed, shall circulate the decision electronically to members of Executive and Overview and Scrutiny.

The Chief Executive shall then ask the Chairman of the Overview and Scrutiny Committee to agree to Call-in being waived. In the absence of the Chairman, the Vice-Chairman's consent shall be required, and in the absence of the Vice-Chairman, the Chairman of Council.

## **Call-in Protocol at Overview and Scrutiny Committee**

In considering a Call-in decision the Overview and Scrutiny Committee will follow this protocol:

### **Before Receipt of Call-in**

Overview and scrutiny support officers will work with the Call-in signatories to complete the reasons for Call-in. Completed reasons for Call-in will be received by Chief Executive, who will then consider whether to Call-in the decision.

### **After Receipt of Call-in and before the meeting**

The Chief Executive will confirm the validity of the Call-in and advise all Councillors and Corporate Management Team members of the Call-in request. The Chief Executive will determine which portfolio holder or decision taking officer should attend the Call-in, which officer should accompany them and which officer they appoint to advise the Overview and Scrutiny Committee on the Call-in.

Overview and scrutiny support officers will meet with the Call-in signatories, to clarify the procedure, consider how they will present the Call-in and prevent duplication. Overview and scrutiny support officers will brief the Chairman on the Call-in.

## **Documents**

The agenda will contain:

- This Call In Protocol

- The Call-in request
- The Portfolio Holder decision statement or minutes\*
- The original report(s) upon which the decision was made
- (In the case that either the minutes or report are exempt a public summary of information will be provided as far as is possible).

Any other document that the Chief Executive, Portfolio Holder or Call-in signatories feel would assist the Committee in considering the Call-in.

### **At the start of the meeting**

The Chairman will outline the procedure for the meeting, setting the tone and approach that will be taken.

### **The meeting**

The spokesperson(s) for the Councillors who have made the Call-in request (who shall be seated together) should outline the reasons for the Call-in. Each speaker will be time limited to 5 minutes.

The relevant Portfolio Holder or decision taking officer explains the rationale for the decision and may be supported by officers and the Leader of the Council as appropriate. They shall also be seated together. Each speaker will be time limited to 5 minutes.

Councillors who have made the Call-in request have the opportunity to question the Portfolio Holder or decision taking officer.

Other members of the Overview and Scrutiny Committee have the opportunity to question the Portfolio Holder or decision taking officer.

At the discretion of the Chairman, other members present may have the opportunity to question the Portfolio Holder or decision taking officer or make a brief statement.

At the discretion of the Chairman, anyone else present may have the opportunity to make a statement (limited to 5 minutes) on the issue.

The Portfolio Holder or decision taking officer will have a right of reply to any brief statement made on the issue.

Before forming a decision, the Chairman may decide to adjourn the meeting in order to allow the Call-in signatories to reflect on the evidence received and to consider any proposals they wish the Committee to consider.

The Overview and Scrutiny Committee will debate on the issue, only members of the Committee and the officer appointed by the Chief Executive to advise the Overview and Scrutiny Committee on the Call-in may speak.

If there is no proposal the Chairman or another member may propose a motion which can be voted on in the normal way.

### **Options available to the Overview and Scrutiny Committee**

There are only three options available to the Overview and Scrutiny Committee when they are considering a call in:

- Let the decision stand
- Refer the decision back to the decision taker, stating their concerns and the decision that the Committee wish the decision taker to make.
- Refer the decision to full Council if the decision is contrary to the policy framework or contrary to or not wholly consistent with the budget.

Additionally the Overview and Scrutiny Committee may make other recommendations as a result of the Call-in to relevant bodies, which shall be considered after a decision has been reached on the Call-in.

## Appeals Panel Procedure Rules

The Appeals Panel shall follow the Procedure Rules as set out below:

- An appeal will be initiated by the appellant requesting and providing in writing the reasons for their appeal.
- All reasonable efforts will be made to arrange a convenient date and time for the appeal within the prescribed timescales. The failure of a party to attend an appeal shall not prevent the appeal from being considered.
- The appellant and respondent will provide any documentation they wish the Panel to consider prior to the deadline for agenda publication as notified by Legal and Democratic Services.
- Both the appellant and the respondent may be accompanied by a representative who may assist or speak on behalf of them at the appeal.
- Supplementary documentation produced after this time will only be admitted at the discretion of the Panel and with agreement of all parties to the appeal.
- Before the meeting both parties will wait outside the meeting room.
- The Democratic Support officer, the HR advisor and Legal advisor (if required) (who will all previously have not been involved with the appeal at a previous stage) will brief the Panel. The advisors to the Panel may at any point during the appeal seek clarification on any issue with regard to the appeal and will provide procedural guidance to the Panel.
- Both parties to the appeal will be admitted to the room, the Chairman will introduce those present, the procedure will be outlined by Democratic Support Officer and questions on the procedure will be invited.
- The appellant and their representative will make their case.
- The appellant may be questioned by the respondent and then the Panel
- The respondent will make their case.
- The respondent may be questioned by the appellant and then the Panel.
- The respondent will have opportunity to sum up.
- The appellant will have opportunity to sum up.

- Both parties will be asked to leave.
- The Panel will then decide whether to ask the parties to wait whilst a decision is reached or confirm that a letter will be sent confirming the outcome.
- The Committee will make their decision.
- The Panel may readmit both parties to give their decision.
- A formal letter will be sent to all parties confirming the decision of the Panel, as well as confirming any further rights of appeal. A copy will be retained by the Head of Paid Service.

## **Licensing Committee Procedure Rules**

### **Alternate Members**

Only specifically named alternate Members may substitute for members of the committee.

### **Licensing Sub Committee**

The Licensing Subcommittee will be made up of any 3 Members to be drawn from the membership of the parent Committee. Members must have received appropriate training and must have taken a non-committal approach to any lobbying in respect of the appeal to be heard, otherwise they may not participate in the hearing.

The procedures followed for Licensing and Gambling matters are determined by the Licensing Act 2003 and the Gambling Act 2005, the Subcommittee will follow the procedures set out in statute when determining these matters. In all other cases the subcommittee will follow council meeting procedural rules as set out in the Local Government Act 1972.

### **Licensing Hearing Procedure**

In making their decision the members of the hearing must consider the four Licensing Objectives

- the Prevention of Crime and Disorder;
- Public Safety
- the Prevention of Public Nuisance; and
- the Protection of Children from Harm

The Chairman opens the meeting, introducing the Members of the Sub-Committee and Officers present.

The Chairman confirms that all parties have received all of the necessary papers from the Council.

The Chairman outlines the procedures to be followed.

The Chairman will ask the parties if they have any questions on the procedure.

Members consider any request by any party under regulation 8(2) for permission for another person to appear at the hearing.

The Chairman confirms with the parties that they are ready to proceed with the Hearing.

The Chairman invites the Licensing Officer to outline the application and the representations that have been received.

Members clarify any points with the Licensing Officer regarding the report.

The Chairman asks the applicant if they wish to address the Committee on any issues arising from what the officer said.

The Chairman invites the applicant or their representative to address the Sub-Committee.

The Chairman asks the parties making representations if they wish to put questions to the applicant.

Through the Chairman, members put questions to the applicant.

The Chairman invites the parties making representations or their representative to address the Sub-Committee.

The Chairman asks the Applicant if they wish to put questions to the parties making representations.

Through the Chairman, members put questions to the parties making representations.

The Chairman asks the parties making representations to clarify anything arising during the presentation of their representations.

The Chairman invites each party to make their closing addresses.

The Chairman asks all parties to confirm that they are satisfied that they have said all they wish to say.

The Chairman will inform everyone attending the Hearing that the Sub-Committee will retire in order to make their decision in private session.

When the decision has been reached, the Chairman will address the Hearing to announce its decision, communicate the determination of the application and the reasons for that determination. The chair will also outline the process thereafter concerning written confirmation.

### **Licensing Review Hearing Procedure**

In making their decision the members of the hearing must consider the four Licensing Objectives

- the Prevention of Crime and Disorder;
- Public Safety
- the Prevention Public Nuisance; and



- the Protection of Children from Harm

The Chairman opens the meeting, introducing the Members of the Sub-Committee and Officers present

The Chairman confirms that all parties have received all of the necessary papers from the Council.

The Chairman outlines the procedures to be followed.

The Chairman will ask the parties if they have any questions on the procedure.

Members consider any request by any party under regulations 8(2) for permission for another person to appear at the hearing.

The Chairman confirms with the parties that they are ready to proceed with the Review Hearing.

The Chairman invites the Licensing Officer to outline the application for review of the Premises Licence and the representations that have been received.

Members clarify any points with the Licensing Officer regarding the report.

The Chairman invites the applicant for review or their representative to address the Sub-Committee

The Chairman asks the Premises Licence Holder if they wish to put questions to the applicant for review.

The Chairman asks the parties making representations (if any) if they wish to put questions to the applicant for review.

Through the Chairman, members put questions to the applicant for review

The Chairman asks the applicant or review to clarify anything arising during the presentation of their representations.

The Chairman invites the parties making representations or their representative to address the Sub-Committee

The Chairman asks the Premises Licence Holder if they wish to put questions to the parties making representations.

The Chairman asks the applicant for review if they wish to put questions to the parties making representations.

Through the Chairman, members put questions to the parties making representations.

The Chairman asks the parties making representations to clarify anything arising during the presentation of their representations.

The Chairman invites the Premises Licence Holder or their representative to address the Sub-Committee in response to the application for review.

The Chairman asks the applicant for review if they wish to put questions to the Premises Licence Holder.

The Chairman asks the parties making representations (if any) if they wish to put questions to the Premises Licence Holder.

Through the Chairman, members put questions to the Premises Licence Holder.

The Chairman asks the Premises Licence Holder to clarify anything arising during the presentation of their response.

The Chairman invites each party to make their closing addresses

The Chairman asks all parties to confirm that they are satisfied that they have said all they wish to say.

The Chairman will inform everyone attending the Review Hearing that the Sub-Committee will retire in order to make their decision in private session.

When the decision has been reached, the Chairman will address the Review Hearing to announce its decision, communicate the determination of the review and the reasons for that determination. The chair will also outline the process thereafter concerning written confirmation.

### **Note**

- Where a statement from a proposed witness is served on the licensing authority and all other relevant parties at least 14 days prior to the date notified for the hearing of the review, that witness statement will be taken as fact unless written notice requiring the attendance of that witness is given to the party putting forward the witness and to the licensing authority at least five working days prior to the hearing.
- When a written statement from a witness has previously been circulated to the Sub-Committee and all other parties that statement will be taken as read at the hearing. The party putting forward the witness may ask questions of the witness to bring out the salient points in the statement.

### **Gambling Hearing Procedure**

In making their decision the members of the hearing must consider the three Gambling Licensing Objectives

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way; and
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

The Chairman opens the meeting, introducing the Members of the Sub-Committee and Officers present.

The Chairman confirms that all parties have received all of the necessary papers from the Council.

The Chairman outlines the procedures to be followed.

The Chairman will ask the parties if they have any questions on the procedure.

Members consider any request by any party under regulations 9(1) for permission for another person to appear at the hearing.

The Chairman confirms with the parties that they are ready to proceed with the Hearing.

The Chairman invites the Licensing Officer to outline the application and the representations that have been received.

Members clarify any points with the Licensing Officer regarding the report.

The Chairman asks the applicant if they wish to address the Committee on any issues arising from what the officer said.

The Chairman invites the applicant or their representative to address the Sub-Committee.

The Chairman asks the parties making representations if they wish to put questions to the applicant.

Through the Chairman, members put questions to the applicant.

The Chairman invites the parties making representations or their representative to address the Sub-Committee.

The Chairman asks the Applicant if they wish to put questions to the parties making representations.

Through the Chairman, members put questions to the parties making representations.

The Chairman asks the parties making representations to clarify anything arising during the presentation of their representations.

The Chairman invites each party to make their closing addresses.

The Chairman asks all parties to confirm that they are satisfied that they have said all they wish to say.

The Chairman will inform everyone attending the Hearing that the Sub-Committee will retire in order to make their decision in private session.

When the decision has been reached, the Chairman will address the Hearing to announce its decision, communicate the determination of the application and the reasons for that determination. The chair will also outline the process thereafter concerning written confirmation.

### **Gambling Review Hearing Procedure**

In making their decision the members of the hearing must consider the three Gambling Licensing Objectives

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way; and
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

The Chairman opens the meeting, introducing the Members of the Sub-Committee and Officers present

The Chairman confirms that all parties have received all of the necessary papers from the Council.

The Chairman outlines the procedures to be followed.

The Chairman will ask the parties if they have any questions on the procedure.

Members consider any request by any party under regulations 8(2) for permission for another person to appear at the hearing.

The Chairman confirms with the parties that they are ready to proceed with the Review Hearing.

The Chairman invites the Licensing Officer to outline the application for review of the Premises Licence and the representations that have been received.

Members clarify any points with the Licensing Officer regarding the report.

The Chairman invites the applicant for review or their representative to address the Sub-Committee.

The Chairman asks the Premises Licence Holder if they wish to put questions to the applicant for review.

The Chairman asks the parties making representations (if any) if they wish to put questions to the applicant for review.

Through the Chairman, members put questions to the applicant for review

The Chairman asks the applicant or review to clarify anything arising during the presentation of their representations.

The Chairman invites the parties making representations or their representative to address the Sub-Committee

The Chairman asks the Premises Licence Holder if they wish to put questions to the parties making representations.

The Chairman asks the applicant for review if they wish to put questions to the parties making representations.

Through the Chairman, members put questions to the parties making representations.

The Chairman asks the parties making representations to clarify anything arising during the presentation of their representations.

The Chairman invites the Premises Licence Holder or their representative to address the Sub-Committee in response to the application for review.

The Chairman asks the applicant for review if they wish to put questions to the Premises Licence Holder.

The Chairman asks the parties making representations (if any) if they wish to put questions to the Premises Licence Holder.

Through the Chairman, members put questions to the Premises Licence Holder.

The Chairman asks the Premises Licence Holder to clarify anything arising during the presentation of their response.

The Chairman invites each party to make their closing addresses

The Chairman asks all parties to confirm that they are satisfied that they have said all they wish to say.

The Chairman will inform everyone attending the Review Hearing that the Sub-Committee will retire in order to make their decision in private session.

When the decision has been reached, the Chairman will address the Review Hearing to announce its decision, communicate the determination of the review and the reasons for that determination. The chair will also outline the process thereafter concerning written confirmation.

### **Hackney Carriage and Private Hire Vehicle Appeals Procedure**

The Chairman opens the meeting, introducing the Members of the Committee and Officers present.

The Chairman outlines the procedures to be followed.

The Chairman confirms the applicant(s) have received all of the necessary papers from the Council.

The Chairman will ask the appellant if they have any questions on the procedure.

The Chairman will confirm with the appellant that they are ready to proceed with the hearing.

The Chairman will invite the Licensing Officer to outline the reasons for refusal, revocation or suspension of the Hackney Carriage/Private Hire Drivers Licence to the appellant.

The Chairman will allow the appellant to ask any questions arising from what the Licensing Officer has said.

Members of the Committee may clarify any points with the Licensing Officer regarding the refusal.

The Chairman asks the appellant or their representative if they wish to address the Committee.

Through the Chairman the Members put any questions to the appellant.

The Chairman asks the appellant if they wish to clarify any points and briefly summarise their appeal.

The Chairman will confirm with everyone that they have said everything they wish to say.

The Chairman will inform everyone attending the Appeal that the Committee will retire in order to make their decision in private session. The options open to the Sub-Committee are, in broad terms:

Uphold the decision of the Head of Urban and Rural Services in their capacity as Licensing Officer and refuse, revoke or suspend the grant of a Hackney Carriage/Private Hire Drivers Licence.

Rescind the decision of the Head of Urban and Rural Services in their capacity as Licensing Officer and grant the Hackney Carriage/Private Hire Drivers Licence.

When the decision has been reached the Chairman will address the Appeal and outline the process thereafter concerning written confirmation.

## **Planning Committee Procedures**

### **Membership**

In accordance with Government guidance, it is Council policy that every Member of the Council must receive formal training in the planning system (to be arranged by the Head of Development Control and Major Developments) before serving on the Planning Committee or as soon as possible after their appointment to the Committee. Similarly, any present or newly elected Member participating in the determination of a planning application by full Council, must receive such training as soon as possible.

Members who are not trained, but who become Members of the Planning Committee, may participate in two Planning Committee meetings whilst the necessary training is undertaken. If training is declined or not undertaken for any reason, then the Member concerned would not be able to participate in Planning Committee meetings. Similarly, Members may only participate in planning decisions at one Council meeting without having undertaken the necessary training. The Chairman of the Council or of the Planning Committee as the case may be will be cognisant of those Members who have not undertaken training and will rule accordingly if Members who have not been trained seek to participate in determining planning applications.

Planning Committee membership be made up primarily of non-executive members, but with specific reservation of a place for the Planning Portfolio Holder

### **Requests by the Public to Address the Planning Committee**

1. Members of the public, including the applicant (or their representative), representatives from the relevant Town or Parish Council, local interest groups and local civic societies, may address the Planning Committee during consideration of any application for planning permission
2. Each speaker will be able to speak for up to a maximum of three minutes each (subject to paragraph 5 below).
3. Speakers will be grouped together as either Objectors or Supporters.
4. Where more than one person has registered to speak in any of the above groups of speakers, there will be a 9 minute time limit for each group. Town and Parish Council Representatives will be allotted the first three minute time slot of their group. All other speakers will be heard in the order in which they registered to speak on a strictly "first come, first served" basis. When more than one speaker has registered in each group, speakers are encouraged to appoint a spokesperson. If no spokesperson is nominated speakers will be heard in the order in which they have registered until the 9 minute period has elapsed. No more than three speakers (including town/parish representatives) may register to speak in each group.



5. Each group will be given the opportunity to speak for an equal period of time, to ensure a fair hearing. For example, if there is only one supporter and 3 objectors, the supporter will be given the opportunity to speak for 9 minutes.
6. An application to speak must be received in writing or by electronic mail by Democratic Services by midday on the last working day before the Committee meeting. Applications to speak at Committee will only be accepted by persons who have made written representations on an application as part of the consultation process or the applicant. Persons who have registered to speak may appoint someone to speak on their behalf provided that written authority from the person who has registered to speak is given to Democratic Services before the Committee meeting commences.
7. When there is a linked or duplicate application each speaker can only speak on one application site, regardless of the number of applications for that site. For example, in the case of linked applications for planning permission and listed building consent on the same property, speakers may only speak once.
8. When planning applications are referred to Council by the Head of Development Control and Major Developments only members of the public who spoke on the application at the Planning Committee are permitted to speak. The normal Council public speaking rules apply, as set out in the Council procedure rules.
9. When planning applications are referred to Council by Councillors the normal Council public speaking rules apply, as set out in the Council procedure rules.

### **Procedure**

10. On the last working day before the Committee meeting when the deadline to register has passed Democratic Services will confirm with speakers how long they have to speak. As both sides must be given the opportunity to speak for the same time period, any requests to speak received after midday on the last working day before the Committee meeting will not be accepted.
11. Members of the public who have registered to speak must sign a declaration on conduct at Committee; members of the public who do not sign the declaration will not be permitted to speak at Committee.
12. Before the application report is considered in detail, the Committee may agree that the application be deferred for a site visit, or to obtain further information. In that case, there will be no public participation on the application until it is reconsidered at a future meeting. Persons who have registered to speak on applications that are deferred to future meetings of the Planning Committee are not required to register again.

13. The Planning Officer will present the application to the Committee and inform Members of any late representations or updates.
14. Ward Members and any Members of the Committee with a prejudicial interest will then be entitled to speak on the application. After making their presentation Ward Members may, at the request of the Chairman, answer questions and sum up their view at the end of the debate they then must return to the public gallery. Members of the Committee with a prejudicial interest must leave the room for the debate and vote.
15. The persons who have registered to speak will then be introduced by the Chairman in order of Objectors and Supporters, with the applicant always speaking last. Once a speaker has made their statement there will be no further right to address the meeting and at this point speaker must return to the public gallery.
16. The Planning Officer will then clarify any planning points made by speakers relevant to the application.
17. The Committee will debate the application and make a decision on the application.
18. Members of the public may not show plans, photographs or circulate written material.
19. The Chairman of the meeting may:
  - (a) vary the order of representation if he/she considered that it is convenient and conducive to the despatch of the business and will not cause prejudice to the parties concerned, or
  - (b) remove any person from the meeting if they behave in a disorderly manner.

### **Site Visits**

Any Member of the Planning Committee may propose a site visit but the reasons relating to the above criteria must be stated and recorded in the minutes, and a majority vote will determine if a site visit is to be undertaken.

#### **Formal Site Visits Authorised by Committee**

In considering the need for a site visit the Committee should have regard to the general advice contained in Section 14 of the Planning Matters Good Practice Guidance for Members and Officer in Part 3 of the Constitution. The purpose of a site visit is solely to ascertain the facts relating to the physical nature of the site and its surroundings. The decision to carry out a site visit should normally be based on one or more of the following criteria:-

- Illustrative material is insufficient to convey the issues

- A judgement is required on visual impact
- The setting and surroundings are particularly relevant to the determination or conditions being considered
- It is necessary to experience similar/comparable conditions at another location/site
- The proposal is of particular significance although applications which raise issues of principle or fundamental planning policies will not normally be appropriate for a formal site visit
- It is appropriate to make an informed assessment of the proposals which are subject to conflicting claims by applicants and objectors which cannot be adequately expressed in writing; or the proposal is particularly contentious.

Before the site visit:-

- Letter sent to applicant/agent and Ward Members informing of the decision, time, date, purpose and protocol for visit
- Letter sent to third parties where access to their private property may be required. Notification of date, time, purpose and protocol for visit also given

Who may be present and take part in the proceedings:-

- All Committee Members or their nominated Alternates who will also be attending the decision-making meeting in that capacity
- Ward Councillors who do not serve on the Planning Committee (subject to the other provisions of this protocol)
- Relevant officers (including representatives of other organisations, for example County Highway Authority or Environment Agency, if necessary)
- a written record of those attending in any of the above capacities should be made planning officers at the time of the visit.

General onlookers, supporters and objectors will not be allowed to participate. The applicant may be present but should not address the Committee other than to respond to factual questions relevant to the site visit put to him/her at the discretion of the Chairman. Any such questions to the applicant will be made through the Chairman/Planning Case Officer during the visit.

Conduct of visits:-

- Visits will be conducted in a formal manner

- Chairman or Vice-Chairman will open meeting and advise Members of purpose and conduct
- Officers will report any apologies and highlight issues relevant to the site inspection
- Other Members/Officers to ask questions of the Planning Case Officer or on occasion the applicant as to physical characteristics and surroundings
- Chairman to close

#### General matters

- There will be no debate about the merits of the application and no decisions taken
- No formal notes will be made. The Planning Case Officer will update the Committee on the site visit when it next meets to consider the application
- where appropriate this protocol may be sent to parish/town councils and applicants for information.

#### Unaccompanied Site Visits

Members of the Planning Committee have a long established practice of visiting sites before Committee meetings. Such visits are undertaken individually by Members unaccompanied by Officers. The criteria listed in above applies equally to this type of site visit. The disadvantage is that these visits can be used by applicants, agents and objectors to undertake unwarranted lobbying and where a Member visits private property it can be interpreted as showing favour to the person visited.

#### Conduct of Visits

- visits to look at application sites should, whenever possible, take place from the public highway or adjacent public land
- permission must always be requested to enter on to private land
- where sites are visited particularly in isolated rural areas, where security is of concern, it may be sensible for the Member to go to the applicant's door to explain the reasons why they are there
- on the occasions when the applicant or objector approaches the Member on site they should explain that they are a Member of the Planning Committee (or Council) viewing the site for the Committee (Council) meeting

- no views or opinions should be expressed on the application as the Member must be seen to be impartial
- under no circumstances should Members enter the grounds of private property without the owner's permission
- the homes of applicants and objectors should not be visited unless there are good and supportable planning reasons for doing so. If there are any doubts about whether there are good planning grounds the Member should discuss this with the Head of Legal and Democratic Services or the Solicitor who attends the Committee
- where homes are visited this should be for as short a period as possible and hospitality of any kind, if offered, should be courteously refused
- visits should not be used to canvass local opinion on an application
- identification should be carried at all times and this must be produced on request.

### **Referral of applications to Council by the Head of Development Control and Major Developments**

Where a decision of the Planning Committee is contrary to both the Officer's recommendation and approved planning policy, the Head of Development Control and Major Developments has the right to refer the application to Council for determination. Before doing so he will advise the Committee of his intention to refer the application to Council before the Committee vote on the application.

When an application is to be referred to Council the Head of Development Control and Major Developments must arrange to advise, as soon as practicable, the applicant, agent and (where relevant) appropriate third parties of the date and time of the meeting. The Head of Development Control and Major Developments should also advise the Head of Legal and Democratic Services that an application is to be referred so that all Members of the Council can be similarly informed of the meeting arrangements.

The Minutes of the Planning Committee and Council should always include a detailed Minute setting out the reasons why an Officer recommendation was not accepted and a copy should be placed on the planning application file as appropriate.

## **Member Call-In**

Member 'call-in' of Officer delegated cases to the Planning Committee shall be accepted on the advice of the committee Chairman, or in his absence the vice-chairman as set out in the scheme of delegation;

## **Standards Committee**

### **Procedure Rules**

#### **Membership**

The Standards Committee will be composed of:

8 members of the Council

4 independent members

2 parish council members

and may not include more than one member of the Executive, who shall not be the Executive Leader.

Where possible there will also be 2 fully trained substitute parish council members

Political groups on Cherwell District Council shall be entitled to the same number of named substitute members as they have places on the committee.

The Chairman and Vice-Chairman of the Committee will be independent members.

Independent members of the committee will be appointed initially for a period of three years and may only serve a maximum of eight years on the committee.

#### **Quorum**

The Quorum for the Committee is 3 members including at least one independent member.

For the conduct of business relating to Parish Councils at least one parish member of the Committee must be present.

#### **Urgency**

The Monitoring Officer in consultation with the Chairman may grant urgent dispensations to members where a meeting of the Standards Committee has not been arranged. Dispensation may be granted to members to attend meetings where they would otherwise be excluded because they have a prejudicial interest. This can happen when more than 50% of the council or a committee would be prevented from taking part in a meeting because of prejudicial interests, or when political balance of the council or committee would be upset.

#### **Local Determination of Complaints**

When a complaint relating to a breach of the Code of Conduct by a Member is received by the Monitoring Officer it will initially be assessed by an Assessment Subcommittee.

All new complaints must be considered by the Standard Committee unless the complaint has already been stated and the Monitoring Officer does not believe any new evidence has been presented.

### **Assessment Subcommittee**

The assessment subcommittee will be 3 members of the Standards Committee including at least one independent member and will be chaired by an independent member.

The purpose of the initial assessment subcommittee is to decide if any action should be taken on the complaint. The subcommittee may choose to:

- investigate the complaint or
- take other action, for example, mediation or training

The assessment subcommittee will complete its initial assessment of an allegation within 20 working days of receiving the complaint.

In the event that the assessment subcommittee decides the complaint should be investigated it will refer the matter to the Monitoring Officer. The Monitoring Officer will write to the relevant parties informing them of the decision taken.

If the subcommittee feels there are public interest considerations which make it difficult for the committee to deal with the complaint fairly they may decide to refer the matter to the Standards Board for England for investigation.

### **Review Subcommittee**

A complainant may request a review of the assessment subcommittee's decision if it decides to take no further action. A review subcommittee will be formed to consider the review, but not from the membership of the original assessment subcommittee.

Upon receipt of a review request all relevant parties will be notified. The review subcommittee will complete its assessment of the allegation within 3 months of receiving the review request.

The review subcommittee has the same decision options as the assessment subcommittee.

### **Notification of subcommittee decisions**

A written notice of the decision of the subcommittee will be given to all the relevant parties within 7 working days of the decision being taken.

The written notice will clearly set out the reasons for the decision of the subcommittee.



## **Hearing Panel**

If the assessment subcommittee decide the complaint should be investigated an appropriate officer (investigator) will write an investigation report with one of the following findings:

- there has been a failure to comply with the Code of Conduct
- there has been no failure to comply with the Code of Conduct

The report must be sent to the subject member and referred to the Standards Committee. The Standards Committee will decide whether to accept the Investigator's Report and if necessary set up a hearing to consider the investigation report and decide what further action to take. The Committee will also appoint a Chairman and Vice Chairman of the hearing panel, who will both be independent members.

The hearing must be conducted within three months of the completion of the monitoring officer's report.

## **Pre-Hearing Process**

A prehearing process will take place prior to the hearing to allow the hearing to be dealt with more efficiently and fairly. The prehearing process will determine procedural issues only.

The prehearing process will:

- Identify whether the subject member disagrees with any findings of fact in the investigation report
- Identify whether those disagreements are likely to be relevant to any matter the hearing needs to decide
- Identify whether evidence about those disagreements will need to be heard
- Decide whether any parts of the hearing need to be heard in private
- Decide whether any parts of the investigation report need to be withheld from the public as they contain exempt information

## **Format**

The prehearing process will be undertaken in writing but when necessary a meeting will be held subject to the agreement of the Standards Committee Chairman and all relevant parties.

## Subject Member Response

The subject member will be informed in writing of the date of the hearing and asked for a written response, within 7 days, relating to:

- Representation at the hearing – themselves, solicitor, or any other person
- Any disagreements with the findings of the investigation report
- Any witnesses or evidence to be called
- Any parts of the hearing which should be held in private
- If any parts of the report should be withheld from the public
- If they can attend the hearing

The monitoring officer or report author will be invited to comment on the subject member's response within 7 working days of receipt. Relevant parties will be asked to provide outlines or statements of any evidence their witnesses intend to give. Once all relevant parties have provided written responses new disagreements over the findings of the investigations may not be raised unless the Chairman of the Hearing Panel agrees, for example, if new evidence emerges.

Evidence presented to hearing members must be considered before the hearing to identify any potential conflicts of interest. If members of the Hearing Panel have any doubts as to the integrity of the Hearing they should raise with the Monitoring Officer as soon as possible. Standards Committee may invite witnesses they feel may assist in determining the case, this may include the complainant. The Standards Committee does not have the power to order witnesses to attend the hearing.

## Prehearing Summary

A pre-hearing summary will be sent to all relevant parties and the Standards Committee/Hearing Subcommittee, 14 days before the hearing, containing

- Date, time and location of the hearing
- A summary of the allegation
- An outline of the main facts of the case
- An outline of any facts which are not agreed by the relevant parties
- Attendees, for example, subject member or representatives and report author
- List of witnesses attending to give evidence

- Hearing procedure note

## **Hearing Procedure**

The hearing should be conducted in a fair, independent and politically impartial way.

If a hearing is established the report must be given to

- The subject member
- The clerk of any relevant parish or town council concerned
- The standards committee of any other relevant authority concerned

The hearing must be conducted at least 14 days after the report has been received by the subject member. It can be sooner if the subject member agrees

## **Membership**

The Hearing Panel will comprise of 5 members of the Standards Committee, the Chairman and Vice Chairman will be independent members. When a parish case is considered at least one of the members of the Panel will be a Parish Representative.

## **Subject Member Representatives**

The subject member may be represented by another person such as a solicitor. If it is a non-legal representative consent must be obtained by the Hearing Panel as part of the pre-hearing process. If the representative is disruptive during the hearing the Committee may withdraw this consent.

## **Subject Member Attendance**

The subject member does not have to be present for the hearing to be heard. In the event that the subject member is not able to attend the hearing, providing the committee are satisfied with the reasons given, the date of the hearing may be re-arranged.

## **Order of Business**

The Chairman will have been appointed by the Standards Committee.

The Chairman shall open the hearing and introduce each of the Members of the Hearing Panel, the subject member if present, the Investigator if present and any other officers present.

The Chairman will confirm all relevant parties have received the Hearing Panel Procedure Note and understand the process the Panel will follow.

If all or any part of the hearing is to be held in private the Chairman will explain the reasons for this and the Panel will exclude the public and press at the appropriate point in the meeting.

The Chairman will ask the Monitoring Officer, or a relevant officer, to present the prehearing report highlighting any points of disagreement of fact which have been identified by the subject member in the prehearing process.

The Chairman will then ask the subject member to confirm that this is an accurate summary of the issues and ask the subject member to identify any additional points of findings of fact that they disagree with in the investigator's report.

- If the subject member admits that they have failed to comply with the code of conduct in the manner described in the investigator's report the Hearing Panel may then make a determination that the Member has failed to comply with the Code of Conduct and proceed directly to consider whether action should be taken.
- The subject member will only be allowed to raise any additional points of difference over factual findings in the investigation report not identified in the pre-hearing process in exceptional circumstances. If the Hearing Panel are not satisfied with the subject member's reasons for failing to identify additional points in the prehearing process they may decide to continue the hearing without allowing the subject member to challenge those findings of fact. If the subject member gives valid reasons for not raising the additional points in the prehearing process the Panel may decide to adjourn the hearing to allow time to deal with those new points.

The Chairman will then ask the Investigator to present their report highlighting the conclusions on the basis of the findings of fact. The investigator may call witnesses as necessary to address any point.

Witnesses may be cross examined by the subject member or their representatives. Members of the panel will be given an opportunity to address relevant questions to the investigator's witnesses.

Any member of the Panel may address relevant questions to the investigator at this point.

The Chairman shall then invite the subject member to respond to the investigator's report and to call any witnesses as necessary to address any points of difference.

Witnesses may be cross examined by the investigator. Members of the panel will be given an opportunity to address relevant questions to the subject member's witnesses.

Any member of the Panel may address relevant questions to the subject member at this point.

The Panel can refuse to hear evidence from any parties if it is not relevant to determining whether there has been a failure to comply with the code of conduct.

At the conclusion of the subject members response the Chairman will confirm with all parties that they have had an opportunity to say everything they wish to say and confirm with the members of the panel that they have sufficient information to enable them to determine whether there has been any failure to comply with the Code of Conduct or not.

The Panel shall then retire to another room to consider in private their decision. The Panel shall decide if a breach of the code of conduct has taken place. If the panel finds that a subject member has failed to follow the code of conduct they may impose one or more of the sanctions identified in the Standards Board Local Standards Framework Guidance.

The panel shall make its decision based on the evidence received at the hearing, in deciding if any sanctions are to be made against a subject member the panel should ensure that the sanction is reasonable and proportionate to the subject member's behaviour.

In making its determination the panel may return to the main hearing room to clarify any points with any relevant parties. Representatives of legal and democratic services will advise members in private.

When the panel have reached a decision they will return to the main hearing room and the Chairman will announce the decision of the panel. The Chairman will then formally close the hearing.

### **Notice of the Decision**

A summary of the decision and reasons for it will be published in at least one local newspaper. Further detail on what the decision notice must contain is available in the Standards Board Local Standards Framework Guidance.

### **Appeals**

The subject member may apply in writing to the President of the Adjudication Panel for England for permission to appeal against the Hearing Panel's findings. Details of the appeal procedure can be obtained from the Adjudication Panel for England's website [www.adjudicationpanel.co.uk](http://www.adjudicationpanel.co.uk)

### **Interests**

In addition to code of conduct considerations members must not take part in the assessment process if:

- They are the complainant
- Closely associated with the complainant
- A potential victim or witness relating to the complaint
- They are the subject member

Officers may have an interest if they have previously advised the subject member or the complainant and cannot attend or support the investigation of the complaint

Members involved in the assessment and investigations of complaints should not discuss complaints with anyone outside the relevant subcommittee, any discussions should only take place within the formal meetings of the Standards Committee or subcommittees

### **Definitions**

Subject Member – the member the complaint refers to

Relevant parties – the complainant, subject member, standards committees of any other authorities concerned, any parish or town councils concerned and the Standards Board for England.

## **Roles and Appointments**

### **Chairman and Vice-Chairman of the Council**

The chairman and vice-chairman of the council will be elected by the council annually. The chairman (and in his absence, the vice-chairman) will have the following responsibilities:

- to uphold and promote the purposes of the Constitution, and to interpret the Constitution within meetings of the Council when necessary;
- to preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community;
- to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are not *in* the Executive or do not hold Committee chairs are able to hold the Executive and Committee chairman to account;
- to promote public involvement in the Council's activities;
- to be the conscience of the Council; and
- to attend such civic and ceremonial functions as the Council and he determines appropriate.

Neither the chairman nor vice-chairman of the council can be a member of the executive.

### **Leader of the Council**

The leader of the council will be a councillor elected to that position by the council. The leader of the council shall be the chairman of the executive and shall have reserve powers to act in the absence or incapacity of any executive portfolio holder.

The leader will hold office until:

- he resigns from the office; or
- he is suspended from being a Councillor under Part III of the Local Government Act 2000 (although he may resume office at the end of the period of suspension); or
- he is no longer a councillor;

he is removed from office by resolution of the council, save that this power may be exercised by the council only in the event of a change of political control of the council or a change in the leadership of the controlling political group notified to the chief executive in accordance with this constitution.

### **Deputy Leader of the Council**

The leader of the council may appoint a deputy leader of the council at the start of each council year (or at other times during the council year should that be

necessary) for the purpose of chairing meetings of the Executive in the absence of the Leader or in the absence of the Leader of the Council carrying out any duties and responsibilities given to the Leader of the Council by this constitution.

### **Executive Portfolio Holders**

Areas of responsibility, known as executive portfolios are determined by the council and are assigned by the leader to individual members of the executive whom he appoints. The leader may re-allocate functions between portfolio holders during the council year and shall advise all members of the council of the change as soon as practicable after any change has taken place.

Only councillors may be appointed to the executive. There may be no co-optees and no deputies or substitutes for executive members. Neither the chairman nor vice-chairman of the council may be appointed to the executive and members of the executive (including the leader of the council) may not be members of an overview and scrutiny committee.

Executive portfolio holders shall hold office until:

- they resign from office; or
- they are suspended from being councillors under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or
- they are no longer councillors; or
- they are removed from office by the leader of the council who must give written notice of any removal to the chief executive. The removal will take effect two working days after receipt of the notice by the chief executive.

### **Leaders of Political Groups**

Each political group represented on the council before the annual council meeting, and whenever changes occur, inform the chief executive in a notice of the names of the persons belonging to that political group, the name of the person chosen to serve as leader of the group, deputy leader of the group and group secretary during the ensuing year. All such notifications shall be reported to recorded in the minutes of the next meeting of council.

### **Leader of the Opposition**

The largest political group or groups not participating in the administration of the council through forming the executive shall be known as the opposition group and the leader of the group shall be known as the leader of the opposition.

### **Champions**

The council will from time to time appoint champions for various issues. The role and functions of champions will when reviewed by council be set out here.



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

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