

# Public Document Pack



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

**Committee:** Overview and Scrutiny Committee  
**Date:** Tuesday 1 August 2023  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

## Membership

<b>Councillor John Broad (Chairman)</b>	<b>Councillor Isabel Creed (Vice-Chairman)</b>
Councillor Patrick Clarke	Councillor Ian Harwood
Councillor Simon Holland	Councillor Ian Middleton
Councillor Dr Chukwudi Okeke	Councillor Lynne Parsons
Councillor Rob Pattenden	Councillor Dorothy Walker
Councillor Douglas Webb	Councillor Bryn Williams

**Substitutes** Any member of the relevant political group, excluding Executive members

## AGENDA

Overview and Scrutiny Members should not normally be subject to the party whip. Where a 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.

**1. Apologies for Absence and Notification of Substitute Members**

**2. Declarations of Interest**

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

**3. Minutes (Pages 5 - 12)**

To confirm as a correct record the minutes of the meeting held on 27 June 2023.

#### **4. Chairman's Announcements**

To receive communications from the Chairman.

#### **5. Urgent Business**

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

#### **6. Tenants Charter (Pages 13 - 24)**

Report of the Assistant Director – Wellbeing and Housing

##### **Purpose of the Report**

To provide the Committee with an overview of the new Tenants Charter.

##### **Recommendations**

The meeting is recommended:

- 1.1 To consider and comment on the contents of the new drafted Tenants Charter, following consultation with residents within the Council's stock portfolio, and recommend adoption by the Executive.
- 1.2 To consider and comment on the planned publicity and promotion to ensure a raising of the standards of rented properties within the District, following the motion at the Council meeting on 17<sup>th</sup> July 2023 that called on the Executive to;
  - Reiterate the basic rights of tenants across Cherwell and the responsibilities of landlords.
  - Run a public awareness campaign of the Charter, encouraging tenants to be aware of their rights and where local sources of advice and support can be found.

#### **7. Performance Monitoring Report Quarter 1 2023/24 (Pages 25 - 46)**

Report of Assistant Director – Customer Focus

##### **Purpose of report**

To give the committee an update on how well the council is performing in delivering its Q1 priorities for 2023/24.

##### **Recommendation**

The Committee are recommended:

- 1.1 To review the Council's Quarter 1 performance for 2023 and agree any recommendations for Executive consideration.

## **8. Working Groups Update (Pages 47 - 48)**

An update on work undertaken so far by the Equality, Diversity and Inclusion, Food Insecurity and Climate Action working groups.

### **Recommendation**

The meeting is recommended:

- 1.1 To consider and comment on the work undertaken to date.

## **9. Work Programme 2023/24 (Pages 49 - 54)**

An update on the Overview and Scrutiny Work Programme 2023/24.

### **Recommendation**

The meeting is recommended:

- 1.1 To consider and agree the indicative work programme 2023/24

**Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.**

## **Information about this Meeting**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or 01295 221534 prior to the start of the meeting.

### **Declarations of Interest**

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

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

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

### **Evacuation Procedure**

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

### **Access to Meetings**

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

**Mobile Phones**

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

**Queries Regarding this Agenda**

Please contact Emma Faulkner, Democratic and Elections [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk), 01295 221534

**Yvonne Rees****Chief Executive**

Published on Monday 24 July 2023

## **Cherwell District Council**

### **Overview and Scrutiny Committee**

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 27 June 2023 at 6.30 pm

#### Present:

Councillor John Broad (Chairman)  
Councillor Isabel Creed (Vice-Chairman)  
Councillor Ian Harwood  
Councillor Dr Chukwudi Okeke  
Councillor Lynne Parsons  
Councillor Rob Pattenden  
Councillor Dorothy Walker  
Councillor Douglas Webb  
Councillor Bryn Williams

#### Also Present:

Councillor Phil Chapman (Portfolio Holder for Healthy and Safe Communities)

#### Apologies for absence:

Councillor Maurice Billington  
Councillor Simon Holland  
Councillor Ian Middleton

#### Officers:

Nicola Riley, Assistant Director Wellbeing & Housing  
Richard Smith, Head of Housing  
Emma Faulkner, Principal Officer - Scrutiny and Democratic Lead  
Matt Swinford, Democratic and Elections Officer

#### Officers Attending Virtually:

Shona Ware, Assistant Director Customer Focus  
Tom Gubbins, Sport & Recreation Physical Activities Manager

### **3 Declarations of Interest**

There were no declarations of interest.

4 **Minutes**

The Minutes of the meetings of the Committee held on 14 March 2023 and 23 May 2023 were agreed as correct records and signed by the Chairman.

5 **Chairman's Announcements**

There were no Chairman's announcements.

6 **Urgent Business**

There were no items of urgent business.

7 **FAST Programme Review**

The Sport and Physical Activity Manager gave a presentation on the FAST (Families Active Sporting Together) Programme and explained the positive impact it had on families across Cherwell over last four years and had enabled family provision to be upscaled across the county through Public Health funding.

The Sport and Physical Activity Manager advised the Committee that the FAST programme began in 2018 and ran until March 2023. The aim of the programme was to make it easier for families to be physically active together, promoting positive experiences of physical activities by providing free or discounted activities.

The Sport and Physical Activity Manager explained that the FAST programme had finished however because of its success. Public Health England had funded the new initiative 'You Move' across Oxfordshire. "You Move" was aimed at families who access free school meals but the whole family could access the activities provided under the scheme.

Following questions from the Committee, the Sport and Physical Activity Manager advised that 16% of people who had signed up to the FAST programme were from diverse ethnic backgrounds, and additional work had been undertaken in the local community by the Leisure team to promote the programme.

**Resolved**

(1) That the presentation be noted.

8 **Overview of the Housing Register**

The Assistant Director – Wellbeing and Housing submitted a report to provide the Committee with an overview of the Cherwell District Council Housing Register and allocations process.

The Head of Housing advised the Committee that the council operated a waiting list for those seeking social housing. The housing allocation scheme used was called choice-based lettings. There were eight steps to the housing application process for applicants seeking social housing.

The Head of Housing advised the Committee that in the near future there would be a review of the parameters for the four housing needs bands that applicants could be allocated to. This would be carried out to assess whether the parameters were correct and if people were within the correct banding.

Following questions from the Committee regarding properties owned by Housing Associations that may be empty for a period of time, the Head of Housing advised that he engaged with Sanctuary Housing on a regular basis to address the matter. However, as they were an independent organisation, the council could only advise and work in partnership to try and get houses that may be empty occupied again.

In response to a query regarding the selection process for advertised social houses, the Head of Housing advised the system created a shortlist of applicants based on who had bid for a particular property, in order of banding and length of time on the register. Officers in the Housing team then assessed the need of each shortlisted applicant against the specific property, to ensure the property was offered to a suitable applicant, e.g. checking that the if the applicant used a wheelchair, the access at the property wasn't via steps.

Following questions by the Committee regarding the difference between social and affordable housing in new developments, the Assistant Director – Wellbeing and Housing advised that social housing was houses that were purchased by a registered housing provider. The council speaks to registered providers to ask if they would be interested in taking on available houses however the Section 106 agreement that was agreed in the planning process for housing developments dictated how many housing units were provided as affordable and social housing.

In response to Members' questions regarding disproportion of numbers within each banding on the waiting list, the Head of Housing advised that the proposed review of the bands would make sure that applicants in the highest need were placed in the highest band, and not competing with applications where needs were not as high.

Following a question from the Committee regarding the description of band four as 'no housing need', the Head of Housing clarified that the band covered applicants who were eligible to join the register, but didn't have urgent needs as covered by the other bands. The Head of Housing explained that each council could make their own decisions as to whether applicants with 'no housing need' were allowed on the housing register or not.

## **Resolved**

- (1) That how the Council administers applications it receives to the Housing Register and enacts its Housing Allocations Scheme be noted.
- (2) That the basis for a review of the Council's allocations and banding scheme to ensure that the scheme was working correctly in prioritising and meeting local housing needs now and in the foreseeable future be noted.

## 9 **Wellbeing Strategy**

The Assistant Director - Wellbeing and Housing gave a presentation outlining the proposed new Wellbeing Strategy for Cherwell for 2023 – 2027.

The Assistant Director - Wellbeing and Housing advised that the council had previously had an 'active lives' strategy however the Wellbeing Strategy was broader and looked at the factors that come together to give individual residents or the whole community good wellbeing.

The Strategy focused on areas for improvement where the district compared less favourably to other districts in the county or nationally. These included loneliness, diet and exercise.

The Assistant Director - Wellbeing and Housing confirmed that a public consultation and focus groups would take place after the draft Strategy had been presented to Executive in September.

Following questions from the Committee regarding the 'happy healthy workplace' scheme, the Assistant Director - Wellbeing and Housing advised that there had been a similar national scheme for employers, however it had been withdrawn and had not yet been relaunched. The council had decided to run its own equivalent scheme that, if successful, could be used as an example for private employers across the district to follow.

## **Resolved**

- (1) That the presentation be noted.

## 10 **Year End 2022/2023 and May 2023 Performance Monitoring Report**

The Assistant Director – Customer Focus submitted a report to give the Committee a summary on the council's performance against the Business Plan priorities for 2022/23 up to the end of the financial year.

In introducing the report, the Assistant Director – Customer Focus reported that out of 33 measures for the yearly performance, 32 measures reported as green and one measure reported as amber. In relation to the measure that



reported amber, percentage of waste recycled and composted, the Committee was advised that the council reported percentage was 9 percent higher than the average of England which was 44 percent.

Following questions from the Committee regarding how the targets were set, the Assistant Director – Customer Focus explained that some of the measures had to be reported on nationally to government, so the indicator was how the Council performed against other councils, or how the council had performed in previous years.

In response to comments from the Committee that no detail was included as to how the council would meet the target of promoting the green economy, the Assistant Director – Customer Focus advised that she ask officers to provide additional narrative.

### **Resolved**

- (1) That, having given due consideration, the Performance Report for End of year 2022/2023 be noted and no comments be passed to the Executive for consideration at their 3 July meeting.
- (2) That the Annual Report 2022/2023 be noted.

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### **May 2023 Performance Monitoring Report**

The Assistant Director – Customer Focus submitted a report to give the Committee a summary on the council's performance against the Business Plan priorities for 2023/24 as of end of May 2023.

In introducing the report, the Assistant Director – Customer Focus reported that of the eight measures with monthly targets, seven measures were on track to be achieved and one measure was reported as amber and slightly off track. The measure reported as amber was percentage of electric vehicles in the fleet. The Assistant Director – Customer Focus advised that the service reported that additional electric vehicles had been ordered for in year delivery and subject to no supply chain issue the target was expected to be achieved by year end.

In response to Members' comments regarding the performance measure BP4.1.02, Support Community Safety and Reduce Anti-Social Behaviour and that the measure seemed to relate to intervention and not prevention., the Assistant Director – Customer Focus advised that consideration would be given to introducing more tangible quarterly measures.

It was proposed by Councillor Broad and seconded by Councillor Walker that the comment 'The Overview and Scrutiny Committee request that Executive give consideration to review the wording of measure BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour.' The Committee voted unanimously in favour.

## **Resolved**

- (1) That, having given due consideration, the monthly Performance Report for May 2023 be noted and the following comment be made to the Executive for consideration at their 3 July meeting: The Overview and Scrutiny Committee request that Executive give consideration to review the wording of measure BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour.

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## **Working Groups Update**

The Principal Officer - Scrutiny and Democratic Lead explained that in 2022/23 there were three scrutiny working groups: Climate Action, Equality, Diversity and Inclusion (joint group with Personnel Committee) and Food Insecurity working groups. The Committee was asked to consider whether these working groups should continue during the 2023/24 municipal year.

The Committee agreed that all three groups should continue and requested that the Principal Officer - Scrutiny and Democratic Lead ask existing working group members, where appropriate, if they wished to continue being on the relevant working group.

## **Resolved**

- (1) That the Climate Action, Equality, Diversity and Inclusion (joint group with Personnel Committee) and Food Insecurity working groups continue.
- (2) That the Principal Officer - Scrutiny and Democratic Lead be requested to ask existing members of each working group, where appropriate, if they wish to continue on the relevant working group.
- (3) That the following additional Overview & Scrutiny Committee members be appointed to working groups:
  - Climate Action – Councillor Isabel Creed,
  - Equality, Diversity and Inclusion – Councillor Lynne Parsons, Councillor Rob Pattenden.
  - Food Insecurity – Councillor Isabel Creed, Councillor Dorothy Walker.

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## **Work Programme 2023/24**

The Principal Officer - Scrutiny and Democratic Lead presented the indicative Committee work programme for 2023/2024.

The Principal Officer - Scrutiny and Democratic Lead included anticipated dates and items that were usually presented to the Overview and Scrutiny Committee. The work programme was a live document and would be regularly

reviewed with the Chairman and submitted to each Overview and Scrutiny Committee meeting.

The Principal Officer - Scrutiny and Democratic Lead advised that discussions were ongoing with Planning Policy officers and the Chairman regarding an additional meeting in August for the Committee to consider the draft Local Plan Regulation 18 consultation documents prior to Executive consideration on 4 September.

In liaison with the Chairman, consideration was being given to the 24 October to be an 'external partners' session. External partners, such as registered housing providers, would be invited to the meeting to explain their work with the council and to give Committee members the opportunity to ask questions.

The Assistant Director – Wellbeing and Housing added that the Tenants Charter would be submitted to the 1 August meeting for the Committee to consider and comment before it was submitted to the 4 September Executive meeting.

**Resolved**

- (1) That the indicative work programme 2023/2024 be noted.

The meeting ended at 9.23 pm

Chairman:

Date:

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## **Cherwell District Council**

### **Overview and Scrutiny Committee**

**1 August 2023**

#### **Tenants Charter**

#### **Report of Assistant Director – Wellbeing and Housing**

This report is public

#### **Purpose of report**

To provide the Committee with an overview of the new Tenants Charter

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To consider and comment on the contents of the new drafted Tenants Charter, following consultation with residents within the Council's stock portfolio, and recommend adoption by the Executive.
- 1.2 To consider and comment on the planned publicity and promotion to ensure a raising of the standards of rented properties within the District, following the motion at the Council meeting on 17<sup>th</sup> July 2023 that called on the Executive to;
  - Reiterate the basic rights of tenants across Cherwell and the responsibilities of landlords.
  - Run a public awareness campaign of the Charter, encouraging tenants to be aware of their rights and where local sources of advice and support can be found.

#### **2.0 Introduction**

- 2.1 The Council has a small mixed tenure stock portfolio of circa 180 properties.
- 2.2 The way social housing is regulated has changed a number of times over the past two decades. Following the Grenfell Tower Fire in 2017, HM Government set out bringing new Legislation forward following the questions raised as a result of the fire for everyone involved in social housing, with an aim of learning lessons. This is in the form of the Social Housing Regulation Bill.

- 2.3 Reviewing the relationship that the Council has with the residents that live in its properties is therefore timely to ensure that the Council can comply with future legislation and to ensure that tenants are receiving quality services.
- 2.4 In addition to the Social Housing Regulation Bill, there is additional legislation proposed for those renting privately. The Renters (Reform) Bill proposes a set of new standards within the private sector to reform the landlord and tenant relationship within the sector. Provisions within the Bill include a ban on Section 21 'no-fault' evictions, an improvement of standards of accommodation within the sector and give tenants stronger powers to challenge poor practice, such as arbitrary rent review.
- 2.5 The 6<sup>th</sup> February 2023 Executive approved the drafting of the new Tenants Charter following an Amendment to a Motion at the 19<sup>th</sup> December 2022 Council meeting, where the Executive was called to;
- Establish a Tenants Charter setting out minimum standards that the Council and that all Council tenants expect
  - To ask Officers to engage with registered social landlords and private landlords to seek improvements in standards, in line with those this Council will adopt.
  - To call on the government to bring forward the Private Renters Reform Bill, the promised ban on 'no fault' evictions and to commit to the national campaign of insulating poor homes
- 2.6 The 17<sup>th</sup> July 2023 a Full Council Motion called on the Executive to;
- Reiterate the basic rights of tenants across Cherwell and the responsibilities of landlords.
  - Run a public awareness campaign of the Charter, encouraging tenants to be aware of their rights and where local sources of advice and support can be found.

### **3.0 Report Details**

- 3.1 The Tenants Charter sets out, in broad themes and specific actions, what tenants can expect from Cherwell District Council as their landlord. The drafted Charter is within the Appendix of the report.
- 3.2 A key area that the Tenants Charter has looked to address is the relationship between the tenant and the Council as their housing provider to ensure that issues raised are acted upon and feedback used effectively to improve services. Another key element of the Charter is ensuring that properties that are provided by the Council are free from hazards like damp and mould and compliant with relevant legislation on health and safety within residential property.
- 3.3 The Tenants Charter has been produced in consultation with residents, to reflect the concerns that they may have and understand what more the Council could do when

discharging its housing management functions, to improve services to residents. The consultation ran throughout June 2023. The Council received a positive response from residents and this and the headline results of the consultation are summarised within the Charter document.

- 3.4 The Council is taking a leadership role within Cherwell in developing the Tenants Charter and has advised and is advising other registered providers of social housing of the completed Charter with a view to wider implementation across social housing in Cherwell of an equivalent set of standards for their tenants.
- 3.5 In addition to the Tenants Charter, but as part of this leadership role, the Council will also work to engage positively with private landlords operating in Cherwell to ensure that they are supported to meet their new obligations, to improve the relationship between landlord and tenant but also to hold them to account for poor practice, now and in the future, using our role and powers that we have with regards to enforcement.
- 3.6 Should the Charter be approved, the Council will develop a communications strategy to ensure positive promotion and awareness around these important issues and the Charter's three key commitments. This is with a view to tenants being aware of their rights within legislation and landlords being aware of their responsibilities, particularly with a view to the Renters (Reform) Bill. This is with a view to the overall standard of accommodation, tenant experience and the overall landlord and tenant relationship being improved within the District.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The Council is committed to improving the standards of accommodation and the experience of tenants within the District, and the new Tenants Charter and key commitments provide a framework for ensuring this is realised and also assists the Council in its leadership role in driving improvements in standards.

## **5.0 Consultation**

Consultation was undertaken during June 2023 with our residents that live within our rented properties. The outcomes of this consultation are within the Charter report within the Appendix.

## **6.0 Alternative Options and Reasons for Rejection**

Not applicable

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There are no direct financial implications identified. The work on the Tenants Charter can be completed within existing budget and resources.

Comments checked by: Alex Rycroft, Strategic Finance Business Partner – Technical and Transformation, [alex.rycroft@cherwell-dc.gov.uk](mailto:alex.rycroft@cherwell-dc.gov.uk) 01295 221541

### **Legal Implications**

- 7.2 There are currently no statutory requirements for those that provide social housing, like Cherwell District Council, to have a Tenants Charter. However, a Tenants Charter will provide tenants with a clear set of principles and service standards that they can expect from the Council.

Comments checked by: Shiraz Sheikh, Assistant Director – Law and Governance, [shiraz.sheikh@cherwell-dc.gov.uk](mailto:shiraz.sheikh@cherwell-dc.gov.uk), 01295 221651

### **Risk Implications**

- 7.3 There are no risk management issues arising directly from this report. Any arising risks will be managed through the service operational risk frameworks and escalated as and when necessary.

Comments checked by: Shona Ware, Assistant Director – Customer Focus, [shona.ware@cherwell.gov.uk](mailto:shona.ware@cherwell.gov.uk), 01295 221652

### **Equalities and Inclusion Implications**

- 7.4 The Tenants Charter does ensure that every Cherwell Council tenant has equal access to a safe and well maintained home.

Comments checked by: Shona Ware, Assistant Director – Customer Focus, [shona.ware@cherwell.gov.uk](mailto:shona.ware@cherwell.gov.uk), 01295 221652

## **8.0 Decision Information**

**Key Decision** N/A

**Financial Threshold Met:** N/A

**Community Impact Threshold Met:** N/A

### **Wards Affected**

All

### **Lead Councillor**

Councillor Nicholas Mawer – Portfolio Holder for Housing

### **Links to Corporate Plan and Policy Framework**

A Tenants Charter would link to a key Business Plan priority of “Housing that meets your needs”



## **Document Information**

### **Appendix number and title**

Appendix 1 – Tenants Charter - Draft

### **Background papers**

None

### **Report Author and contact details**

Richard Smith – Head of Housing

[Richard.Smith@cherwell-dc.gov.uk](mailto:Richard.Smith@cherwell-dc.gov.uk)

Tel: 01295 221640

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## **Cherwell District Council – Tenants Charter**

### **The purpose and aims of the Charter**

We believe that it is important that all landlords, social and private, respond to issues that occur or are raised by their tenants proactively.

The Council, within this Charter, is therefore seeking to outline its aims, working together with tenants, to improve services and maintain quality and safe housing.

The Charter's main themes, which were consulted on with our tenants, are a series of aspirations that shape and drive the services that we will provide. Some of the themes reflect what we are currently carrying out, and some outline the service that we are going to provide in the future.

We are committed to listening and working with our tenants to manage and maintain our homes and neighbourhoods.

We want to deliver ever improving services by listening to what our residents tell us, acting on their priorities and engaging with them in the services we deliver.

### **Our Commitments**

To best achieve our aims, the new Tenants Charter focusses on the following 3 main commitments to our tenants.

1. To ensure that residents are safe and secure in a quality home.
2. To ensure that residents can access support when they need it, building stronger communities.
3. To ensure effective communication, where residents are engaged and hold us to account.

**Commitment 1 - To ensure that residents are safe and secure in a quality home.**

Safety for residents within our properties should be our top priority.

Following on from the tragic cases of Grenfell Tower and the case of Awaab Ishak, the government has brought forward new legislation within the Social Housing Regulation Bill, which has prioritised the safety of residents.

The Council is responding proactively to its new responsibilities within the legislation and focuses on ensuring properties are compliant with the relevant frameworks. The Council has also implemented the new Tenant Satisfaction Measures, initiated by the regulator, to ensure that key targets in this area are achieved. These satisfaction measures include targets around our performance in areas such as gas compliance.

As part of this commitment, we will

- Comply with all aspects of domestic property safety legislation and regulations, including building, gas, electric and fire safety. including
  - Maintaining 100% gas safety certification
  - Completing annual fire risk assessments in multi occupancy properties
  - Maintaining robust legionella procedures and monitoring
- Work proactively with our residents to ensure we are delivering safe homes, including working with you to ensure we access your property to carry out the checks we need to, such as boiler services.
- To manage our properties proactively to ensure that we are meeting new safety requirements for properties ahead of time where possible.
- Report on our performance on compliance with fire, gas, water, electric and asbestos on a monthly basis, publishing our performance annually to tenants
- Publish our timescales for carrying out property repairs and publish our performance.
- Work proactively to reduce damp and mould within properties, providing residents with advice and support about heating and ventilating their home, as well as taking proactive and reactive steps to tackle the issue.
- Ensure that stock condition is understood and the required investment is made where needed.
- Take a proactive approach and leadership role within the District to reduce the carbon footprint of housing stock.

**Commitment 2 - To ensure that residents can access support when they need it, building stronger communities.**

When there is a problem within your home and community, we want our services to be accessible to residents so they can easily and promptly discuss their issue and hopefully reach resolution.

The majority of tenants are self-sufficient and require limited further support from the Council or another agency. They are content to live independently or be supported by their family and friends. However, we understand that no two tenants are the same and from time to time some tenants may need additional support. Some tenants have periods of poor physical and mental health, but others may have longer term support needs. We therefore want to understand and respond to these needs when they arise to ensure that tenants are supported to stay in their homes or be assisted to find more suitable accommodation, should this be required.

Tackling crime and anti-social behaviour is always important to residents and therefore to us. Whilst the Council has low rates within of anti-social behaviour within its properties, we understand that when it does occur, it undermines the quality of life for individuals, their families as well as the wider community.

In the management of your tenancy, we want to ensure that tenants are aware of their responsibilities and understand what they can expect from us and their neighbours in turn.

As part of this commitment, we will

- Ensure that our services are accessible and flexible to tenants needs, ensuring that tenants can promptly have their query responded to
- Adopt a sustainment approach to tenancy management, where appropriate agencies or professionals will be engaged early and in a proactive way to prevent evictions and repeat homelessness.
- Better understand the needs of tenants by enhancing our processes, including at sign up of tenancy and as part of an annual visit programme.
- Proactively engage and involve support agencies when support needs are identified that need the engagement of a partner agency.
- Ensure that where crime or anti-social behaviour occur in our neighbourhoods, we work proactively with partners, such as the Police and Community Safety Team, to intervene early and reduce the impact.
- Review our tenancy agreements and tenancy types to ensure they are able to respond to the needs of tenants and out neighbourhoods.

- Provide the necessary support to ensure that tenants that have care and support needs are able to remain in their homes or are supported and enabled to find alternative accommodation options that may be more suitable to their needs.

### **Commitment 3 - To ensure effective communication, where residents are engaged and hold us to account.**

This commitment is key to the rationale of the Tenants Charter. It's important to us that we have effective dialogue with our tenants, who all live different lives, in a way that can suit them. Timely, appropriate and straightforward communication are key to making and building better relationships. The Council has a variety of different communication channels that enable us to communicate with residents within the District, and we want to ensure that we use these different channels to reach people through their preferred method, moving away from telephone and letters where possible and appropriate.

It is important that tenants know how we are performing and know what they can expect from us. It's also important to us that we have a meaningful and informative dialogue where services or arrangements are likely to change, such as rent and service charge increases.

Delivering high levels of quality and customer service is important to us, and having service reviews based on feedback from residents as opportunities to learn and improve will be implemented to ensure customer requirements are met. When things do go wrong and residents are unhappy with the services that they have received, it is important that complaints are dealt with promptly and resolutions clearly communicated. We will also publish any learning or service change from complaints where appropriate and possible.

We will publish performance information annually, including the new Tenants Satisfaction measures, so residents know how the Council is performing.

As part of this commitment, we will

- Publicise performance information and learning from tenant feedback in the form of "You Said, We Did" messaging.
- Encourage more feedback and involvement from residents in decision making, starting with the formulation of this Charter.
- Ensure tenants know how to raise a complaint and ensure that complaints are dealt with promptly and proactively using the corporate complaints procedure, informed by the Housing and Local Government Ombudsman. Outcomes and learning published.

- Empower staff to find solutions, so complaints can be resolved at the point of contact.
- Ensure an open and transparent review of rent and service charges and ensure that these are proactively communicated with residents, reflect local factors appropriately and that residents are able to have their say.
- Review and launch a new set of service standards for responding to housing management issues, so customers know what they can expect from us.

DRAFT

## Consultation

As part of developing the Charter, we asked our tenants for their views. On the Three Key Commitments, tenants gave us the following feedback.

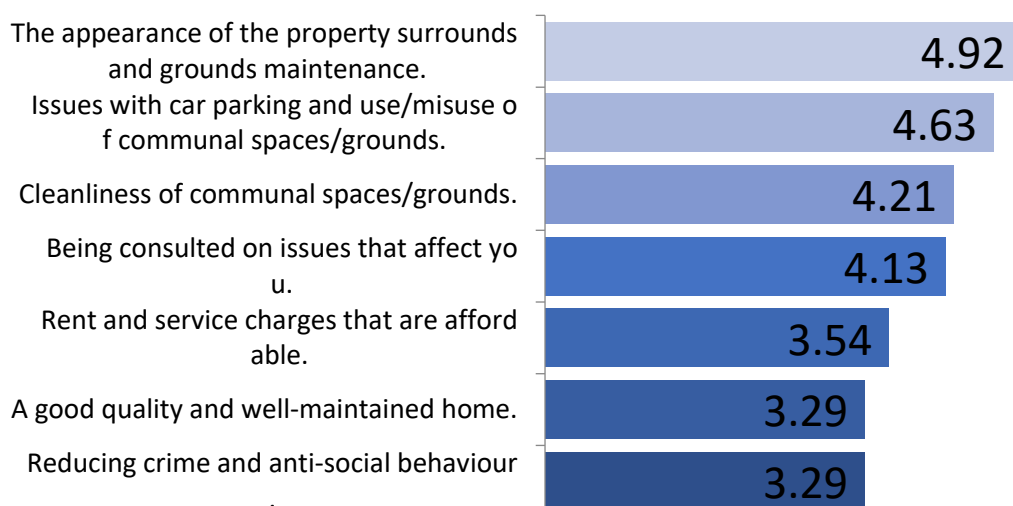
Key Commitment	Total Agreed it was important to them
To ensure that residents are safe and secure in a quality home	100%
To ensure that residents can access support when they need it, building stronger communities	96%
To ensure effective communication, where residents are engaged and hold us to account.	100%

Comments from our tenants included

*“Yes, the three Key Commitments cover everything that matters”*

*“There is always more that can be done but I like that 3 possible objectives are being focused on for the charter”*

Our tenants were asked to score out of 7, what was important to them. The table shows the average responses. There was a variety of answers from tenants, and no clear correlations can be drawn. The Charter has sought to address all of these priorities within the actions of each commitment.



Overall, 87% of our tenants who responded believed that having a Tenants Charter was a positive step.



## **Cherwell District Council**

### **Overview and Scrutiny Committee**

**1 August 2023**

### **Performance Monitoring Report Quarter 1 2023-24**

#### **Report of Assistant Director - Customer Focus**

This report is public.

#### **Purpose of report**

To give the committee an update on how well the council is performing in delivering its Q1 priorities for 2023/24.

#### **1.0 Recommendations**

The Committee are recommended to:

- 1.1 Reviews the Council's Quarter 1 performance for 2023 and agrees any recommendations for Executive consideration.

#### **2.0 Introduction**

- 2.1 The council actively and regularly monitors its performance to ensure it delivers its priorities for the year ahead which are set out in its Outcome Framework as agreed by the Executive on 3 April 2023.

#### **3.0 Report Details**

- 3.1 This report is to update the committee on how well the council is performing against the targets and milestones it set for the first quarter of this financial year.

#### **4.0 Performance Summary**

- 4.1 The council is performing well against its Q1 targets, which consist of 26 targeted Business Plan Measures, 20 Peer Review Actions, and nine Annual Delivery Plan milestones. Of the 55 targets the council has achieved 82% of them (45). The Q1 actions for the council's Equalities Diversity and Inclusion action plans will be considered by the councillor led working group at their next meeting, we will bring an update to this committee when the next Performance Monitoring report is due.

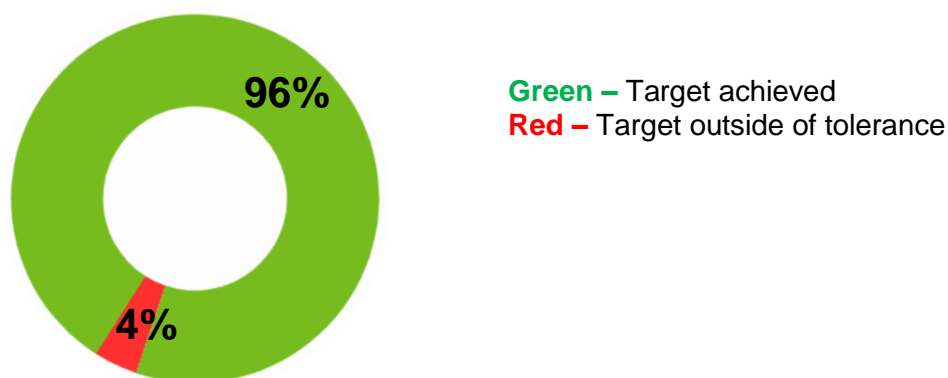
## 4.2 Business Plan Measures

Of the total of 26 measures, 25 achieved their target, and one is behind, details below:

Net Additional Housing Completions to meet Cherwell needs – 173 completed against a target of 286.

Comments from the service: The cost of living crisis, continuing inflation pressures and interest rates are likely contributing to a slowing of housing completions in recent months. It is expected that where sites have commenced construction and have planning permissions in place, delivery will continue albeit at a pace reflective of the housing market, and the Council will work with developers and stakeholders wherever possible to speed up delivery going forward.

See appendix 1 for the full list of targeted measures.



- 4.3 There are also seven measures that the council monitors for trend analysis to identify any emerging trends that might require early intervention from ourselves or partners. There are no targets for these measures as they are dependent on external factors. For most of these monitoring measures it is too early in the year to see any obvious or concerning trends, however we are looking into the rise in fly tips and the drop in young people participating in youth activator activities.

See appendix 2 for the seven monitoring measures.

## 4.4 Annual Delivery Plan Priorities

Of the nine milestones for Q1, five were achieved and the following four were slightly behind but on track to meet their Q2 Milestones:

- Vibrant Economy Strategy
- Climate Emergency Strategy
- Cost of Living Strategy
- Team Cherwell

See Appendix 3 for the full list of Q1 priorities and commentary.

## **4.5 Peer Review Action**

Of the 20 actions for completing in Q1, 14 were achieved and the following five underway:

- Refresh the performance and risk management frameworks and embed them throughout the organisation
- Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition.
- Communicate the council's vision for Banbury and Bicester, Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages.
- Create a prospectus for investment in Cherwell.
- Develop and agree a council wide Communications and Marketing Strategy.

See Appendix 4 for the full list of Q1 actions and commentary.

## **5.0 Conclusion and Reasons for Recommendations**

The council has achieved 81% of its Q1 targets for 2023/24. The committee is asked to review this performance and make recommendations for Executive consideration.

## **6.0 Consultation**

This report sets out the performance position for the first quarter of this financial year, therefore no formal consultation or engagement is required.

## **7.0 Alternative Options and Reasons for Rejection**

- 7.1 There are no alternative options to consider. However, members may wish to request further information from officers.

## **8.0 Implications**

### **Financial and Resource Implications**

- 8.1 There are no financial implications arising directly from this report.

Comments checked by:

Michael Furness, Assistant Director of Finance / Section 151, Tel: 01295 221845

[Michael.Furness@cherwell-dc.gov.uk](mailto:Michael.Furness@cherwell-dc.gov.uk)

## **Legal Implications**

8.2 There are no legal implications arising as a consequence of this report.

Comments checked by:

Shiraz Sheikh, Assistant Director Law & Governance,

[Shiraz.Sheikh@cherwell-dc.gov.uk](mailto:Shiraz.Sheikh@cherwell-dc.gov.uk)

## **Risk Implications**

8.3 The Risk Implications are detailed within the Executive and AARC Report for May 2023.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader, Tel: 01295 221556,

[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## **Equalities and Inclusion Implications**

8.4 There are no direct equalities and inclusion implications as a consequence of this report.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader, Tel: 01295 221556,

[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## **9.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** No

**Community Impact Threshold Met:** No

### **Wards Affected:**

All

### **Lead Councillor**

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services

Councillor Adam Nell, Portfolio Holder for Finance

## **Document Information**

### **Appendix number and title**

- Appendix 1 – Business Plan Measures Performance Q1
- Appendix 2 – Monitoring Only Business Plan Objectives
- Appendix 3 – Annual Delivery Plan

- Appendix 4 – Corporate Peer Review Challenge Action Plan

**Background papers**

None

**Report Author and contact details**

Celia Prado-Teeling, Performance and Insight Team Leader, Tel: 01295 221556,  
[Celia.prado-teeling@Cherwell-dc.gov.uk](mailto:Celia.prado-teeling@Cherwell-dc.gov.uk)

Shona Ware, Assistant Director – Customer Focus  
[Shona.Ware@Cherwell-dc.gov.uk](mailto:Shona.Ware@Cherwell-dc.gov.uk)

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## Appendix 1 - Business Plan Performance Q1

Housing that meets your needs - KPIs						
Ref	Portfolio Holder	Director/Lead Officer	Actual	Target	Year to date	R.A.G
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	Nicola Riley Yvonne Rees	32	40	n/a	★
BP1.2.02 % Referrals for major disability adaptations (urgent or high need) & approved within 12 week	Cllr N Mawer	Nicola Riley Yvonne Rees	84.62%	80.00%	n/a	★
BP1.2.04 No of affordable homes delivered	Cllr N Mawer	Nicola Riley Yvonne Rees	45	36	n/a	★
BP1.2.06 Average time taken to process Housing Benefit New Claims and council tax reduction (Days)	Cllr A Nell	Michael Furness Stephen Hinds	13.23	18.00	14.91	★
BP1.2.07 Average time taken to process Housing Benefit Change Events & council tax reduction (Days)	Cllr A Nell	Michael Furness Stephen Hinds	3.44	8.00	3.45	★
BP1.2.08 % of Major Planning Applications determined to National Indicator	Cllr D Sames	David Peckford Ian Boll	90.0%	60.0%	n/a	★
BP1.2.09 % of Non-Major Planning Applications determined to National Indicator	Cllr D Sames	David Peckford Ian Boll	87.6%	70.0%	n/a	★
BP1.2.10 % of Major Applications overturned at appeal	Cllr D Sames	David Peckford Ian Boll	0.0%	10.0%	n/a	★
BP1.2.11 % of Non-Major Applications overturned at appeal	Cllr D Sames	David Peckford Ian Boll	0.4%	10.0%	n/a	★
BP1.2.13 Net Additional Housing Completions to meet Cherwell needs	Cllr D Sames	David Peckford Ian Boll	173	286	n/a	▲

## Supporting environmental sustainability- KPIs

Ref	Portfolio Holder	Director/Lead Officer	Actual	Target		R.A.G
BP2.2.01 % Waste Recycled & Composted	Cllr A McHugh	Ed Potter Ian Boll	58.55%	55.00%	n/a	★

## An enterprising economy with strong and vibrant local centres - KPIs

BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	Michael Furness Stephen Hinds	29.51%	29.00%	n/a	★
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr A Nell	Michael Furness Stephen Hinds	34.47%	31.00%	n/a	★
BP3.2.03 % of Building Regulations Applications acknowledged to within 3 working days of deposit	Cllr D Sames	David Peckford Ian Boll	82.89%	80.00%	n/a	★
BP3.2.04 % of valid Full Plan Applications determined or checked within 25 working days of deposit	Cllr D Sames	David Peckford Ian Boll	91.67%	90.00%	n/a	★

## Healthy, resilient and engaged communities - KPIs

BP4.2.01 Number of Visits/Usage of contracted & directly managed sports facilities	Cllr N Simpson	Nicola Riley Yvonne Rees	116,499	105,558	346,962	★
BP4.2.04 % of due high risk food inspections completed	Cllr P Chapman	Ian Boll Tim Hughes	100.00%	100.00%	n/a	★



Supporting environmental sustainability- Programme measures

Measure	Portfolio Holder	Director/Lead Officer	R.A.G	Commentary
<p>BP2.1.01 Work with partners to deliver initiatives to improve air quality in the district</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 33</p>	<p>Cllr P Chapman</p>	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Tim Hughes</li> </ul>	<p>★</p>	<p><b>Commentary</b>                      The 2023 Annual Status Report (ASR), which reports on the air quality monitoring data for 2022, has been submitted to the Department for Food and Rural Affairs (Defra). The measured levels for 2022 were broadly comparable to 2020 and 2021.</p> <p>The ASR includes an updated Air Quality Action Plan outlining the measures to improve air quality in the district. Once the report has been accepted by Defra a copy will be made available on the website.</p> <p>For Clean Air Day on 15 June 2023 messages were put out on social media by the Communications Team giving information on measures people can take to help improve air quality.</p> <p>The Healthy Living campaign promotes walking and cycling as sustainable alternatives to using the car.</p> <p>The Growth and Economy team has worked with County Council colleagues to ensure that the Growth Deal funded infrastructure includes sustainable travel measures to reduce emissions.</p>
<p>BP2.1.02 Promote the green economy</p>	<p>Cllr Ford</p>	<ul style="list-style-type: none"> <li>■ Ed Potter</li> <li>■ Ian Boll</li> </ul>	<p>★</p>	<p><b>Commentary</b>                      The UK Shared Prosperity Fund includes supporting Green Skills through targeted training. CDC, working in partnership with OxLEP, are allocating £55k funding with a target of funding 50 people to attend funded training and achieve a qualification in retrofit energy and insulation skills. This is part of a 3-years skills strategy and action plan to deliver the UKSPF action plan. The Council has been part of a countywide consortium to bid for HUG 2 funding, which has been granted £6.42m county wide for the delivery of Home Upgrade Grants to provide energy efficient upgrades and low carbon heading for eligible homes. The grant was awarded at the start of the year and is currently mobilizing to deliver.</p>

An enterprising economy with strong and vibrant local centres - Programme measures

<p>BP3.1.01 Delivery CDC elements - Future Oxfordshire Partnership Homes for Infrastructure workstream</p>	<p>Cllr D Ford</p>	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Robert Jolley</li> </ul>	<p>★</p>	<p><b>Commentary</b> Council has been advised by Oxfordshire County Council that all relevant infrastructure schemes are progressing to target, including:</p> <p>A4095-B4100 Banbury Road Roundabout Improvements Former RAF Upper Heyford J10 improvements North Oxford Corridor – Kiddlington Tramway Road Banbury</p>
<p>BP3.1.02 Develop and adopt the Banbury Vision 2050 Programme</p>	<p>Cllr D Ford</p>	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Robert Jolley</li> </ul>	<p>★</p>	<p><b>Commentary</b> Programme rescheduled to enable Banbury Vision 2050 stakeholder and consultation process to follow completion of Local Plan consultation. The Survey is due to commence at the end of October.</p>
<p>BP3.1.03 Transform Bicester Market Square through Public Realm &amp; Environmental Improvement Project</p>	<p>Cllr D Ford</p>	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Robert Jolley</li> </ul>	<p>★</p>	<p><b>Commentary</b> Executive approval to be sought for appointment of stakeholder engagement specialists and design consultants at start of Q3. The stakeholder engagement and consultation process would follow during Q3 and Q4.</p>

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Healthy , resilient and engaged communities - Programme measures

Measure	Portfolio Holder	Director/Lead Officer	R.A.G	Commentary
BP4.1.02 Support Community Safety and Anti-Social Behaviour Prevention Activities	Cllr P Chapman	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Tim Hughes</li> </ul>	★	<p><b>Commentary</b> Recognising the level of proactive activity as well as monitoring and responsive activity across the organisation, it is proposed to bring to overview and scrutiny committee an ASB strategy update in the third quarter.</p>
BP4.1.04 Improve Leisure & Community Facilities in line with agreed Capital Programme	Cllr N Simpson	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	★	<p><b>Commentary</b> As noted in the previous months update. the Council are keen to progress the options into a BMX pump tracks being delivered in Cherwell. This month officers have received the report in to the options at Spiceball Park and have also carried out site visits to other BMX tracks. Works are to commence at Kidlington Leisure Centre early next month in modernising and refurbishing the existing Health and Fitness Changing Rooms</p>
BP4.1.06 Support and safeguard Vulnerable People	Cllr P Chapman	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	★	<p><b>Commentary</b> Safeguarding training across Cherwell continues with increased attendance each month. A Discretionary Housing Benefit policy has been reapproved and the Council continues to offer food grants and vouchers to and through community food network members, offering support to vulnerable residents. The Brighter Futures in Banbury programme is drawing in partners together, working on health inequalities and the wellbeing team continue to provide support across a range of programmes, initiatives and services designed to enable residents to have choice and make positive decisions about their wellbeing. Promotions currently focus on cycling, walking and making use of free resources..A new Wellbeing strategy is currently out for consultation and links to the wider strategies from the County Council and the Integrated Care Board.</p>

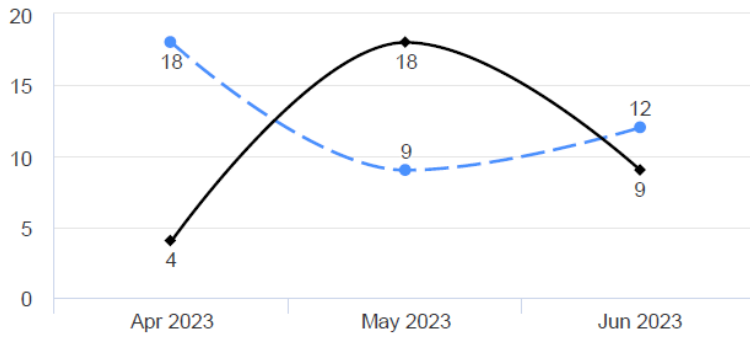
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Appendix 2 – Monitoring only Business plan measures Quarter 1

**Measure:** Homes improved through enforcement action

**June:** 12

**Year to date:** 39

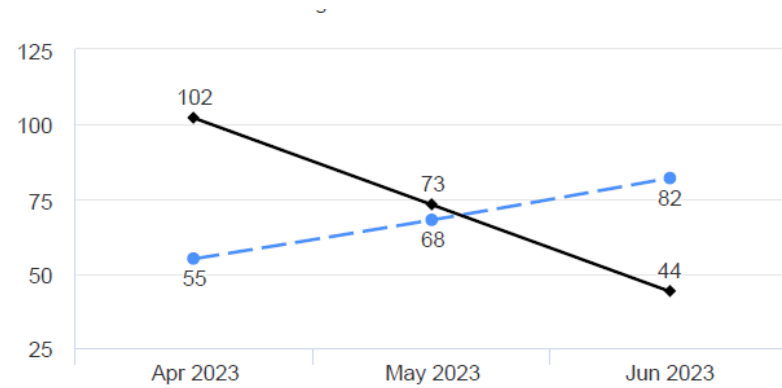


Just 8 more cases in comparison with last year, so not yet enough data to point to a trend

**Measure:** Number of Housing Standards interventions

**June:** 82

**Year to date:** 205

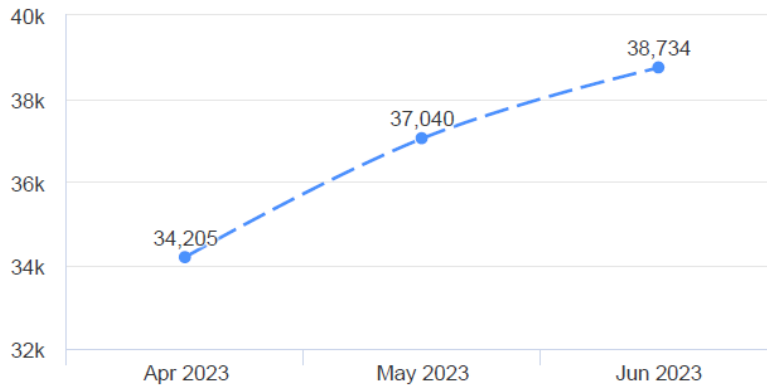


There were 14 fewer interventions than last year but the graph points to an upward trend so officers are monitoring the situation.

**Measure:** Number of garden waste subscriptions

**June:** Total 38,734 (1,694 new subscriptions in June)

**Year to date:** 38,734

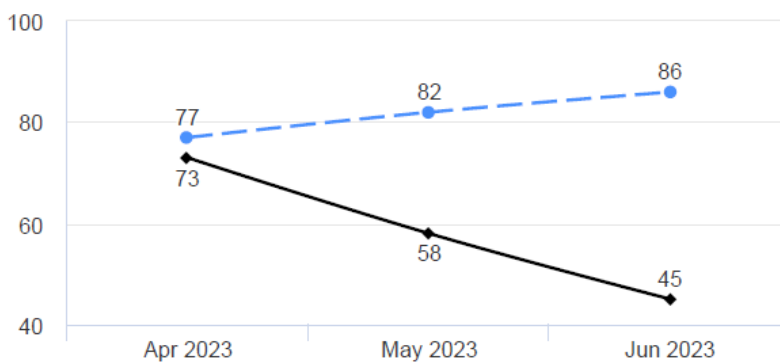


An upwards trend since the start of the year, possibly due to the good weather and recent publicity on the early bird offer.

**Measure:** Number of Illegal Fly Tips

**June:** 86

**Year to date:** 245

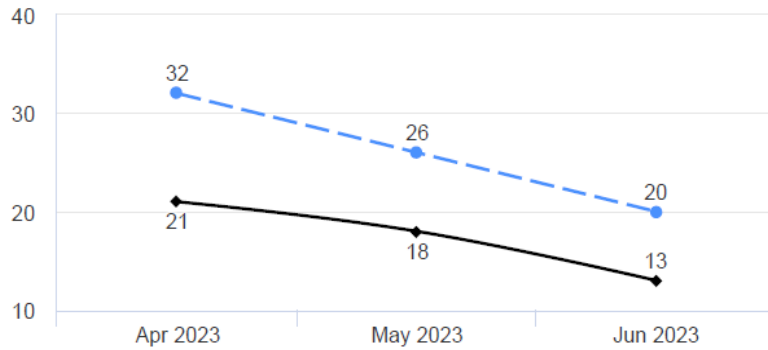


A noticeable increase in the number of illegal fly tips this quarter (245) compared to last year (176) and showing an upwards trend. Officers are looking into this.

**Measure:** Number of enforcement notices issued

**June:** 20

**Year to date:** 78



26 more enforcement notices than for the same period last year but showing a similar downwards trend.

**Measure:** Number of individuals registered to YouMove

**Quarter 1:** 1,947

**Year to date:** 1,947

**Note:** This is the first year of the programme so no benchmarking data available yet

**Measure:** Number of young people who participated in Youth Activator activities

**Quarter 1:** 1,240

**Year to date:** 1,240



The number of young residents who participated in Youth Activator’s activities has seen a slight drop in comparison with the same period last year (6% less). However its too early to identify any trend.

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### Appendix 3 - Annual Delivery Priorities 2023 -2024 – Quarter 1 Reporting

Priority	Director/AD	Q1 Actions/Milestones	Update Q1	Comments
02 Homelessness Strategy	Nicola Riley Richard Smith	Q1- Review existing strategy	Achieved	The new strategy has been drafted and new action plan themes formulated. The next stage is to complete the review of homelessness before launching a consultation on the strategy as a whole.
03 Vibrant Economy Strategy	Ian Boll Robert Jolley	Year 2 UKSPF plan has been approved by DLUHC and the funding (£304,841) for year two projects received end of June 2023.	On track for achieving Q2 milestone	Ten UKSPF projects are currently live. The first tranche of Community Facilities improvements are underway.  The business needs survey is currently out to tender with the survey on track to launch in September.  A public realm strategy has been commissioned to identify improvements to town centre spaces.
04 Climate Emergency Strategy	Ed Potter Ian Boll	The Climate Management Action Plan is in draft and circulated internally for comment ahead of going for wider member review in Q2/Q3.	On track for achieving Q2 milestone – the Climate Management Action Plan for 23/24	Conducting feasibility study to establish best option Solar PV to ensure maximum benefit from fit. We are aiming to complete the works within this financial year, however there are permissions required by the District Network Operator (National Grid) which can take some time.
05 Cost of Living Strategy	Nicola Riley Yvonne Rees	Q1- Review current cost of living support package	On track for achieving Q2 milestone	The many activities delivered by both CDC and in partnership with other local organisations to support residents during the Cost of Living crisis continue to be delivered (as publicised ). We have drawn the activities together into an action plan in order that we can review our planned delivery to ensure we continue to provide a wide range of support (as is within our remit) to reflect the changing needs of our residents.

06 Investment in our communities	Nicola Riley Yvonne Rees	Q1- Launch Coronation grant scheme	Achieved	<ul style="list-style-type: none"> <li>- Successful grant scheme launched, delivered, and completed, allowing Parish Councils to support community celebrations of the Kings coronation</li> <li>- New Service Level Agreements are in place with trusted partners including Citizens Advice (volunteer drivers and volunteering development); Age UK; Community First Oxfordshire. Delivery Plan in place for community elements of UK Shared Prosperity Fund, including Bridge Street Community Garden; Better Lives Through Culture programme; Community Facilities upgrades programme.</li> </ul>
07 Local Strategic Partnership	Kevin Larnar Nicola Riley Yvonne Rees	Q1 - Review existing partnership arrangements.	Achieved	Review concluded at the end of April – it was welcomed by partners. Agreed updated terms of reference and broadening of LSP membership agreed. Outline forward plan includes regular updates on Health & Wellbeing, Strategic Place shaping. UK Shared Prosperity Fund; Community Safety. The LSP to be used as a key forum for two-way discussion with critical partners.
08 Everyone's Wellbeing Strategy	Nicola Riley Yvonne Rees	Q1 - Draft strategy	Achieved	Draft Strategy developed and presented to Overview and Scrutiny for comment ahead of consultation over the summer. Final draft will be re-presented to O&S ahead of submission to the Executive for approval in Quarter 3
09 Team Cherwell	Shona Ware Mark Duff Claire Cox Yvonne Rees	Q1 - Staff engagement exercise and consultation on proposed values	On track to achieving Q2 milestone	A series of staff activities and workshops have taken place to shape draft values, which we will consult on late summer
10 Medium Term Financial Strategy	Michael Furness Stephen Hinds	Q1 – Agree transformation strategy.	Achieved	Transformation Strategy has been agreed and is being implemented

## Appendix 4 - Peer review Action plan – Q1 2023

Recommendation	Actions	Timescale/Due date	Officer	Quarter 1 update	Comments
<p><b>VISION</b></p> <p>The council needs a compelling vision and narrative for the district post decoupling and the role the council will play in delivering it.</p>	<p>Agree and deliver a project plan for producing a new Business Plan for 2024 onwards</p>	<p>Q4 22/23 Q1 23/24</p>	<p>AD Customer Focus</p>	<p>Complete</p>	<p>The existing corporate priorities remain relevant in driving forward the Council's ambitions and delivering key services for residents. To reflect this and the number of major projects in train to deliver better outcomes for its communities, members took the decision to retain the current Business Plan and to test its relevancy again in 24/25. Work is however already underway to develop the 2024/5 Annual Delivery Plan.</p>
	<p>Embed the Annual Delivery Programme across the council so there is a clear and visible golden thread from corporate vision to everyday service delivery</p>	<p>Q4 22/23 Q1 23/24</p>	<p>AD Customer Focus</p>	<p>Complete</p>	<p>The Annual delivery plan priorities (ADP) are embedded in our performance management framework and we report our progress against these on a quarterly basis to Overview and Scrutiny and Executive Committees.</p>
	<p>Refresh the performance and risk management frameworks and embed them throughout the organisation</p>	<p>Q4 22/23</p>	<p>AD Customer Focus</p>	<p>In Progress</p>	<p>The risk strategy is going to the first Audit, Accounts and Risk Committee of this year, in July for consideration.</p>
	<p>Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition.</p>	<p>Q1 23/24 – ongoing</p>	<p>CD Communities/ AD for Environment</p>	<p>In Progress</p>	<p>The Climate Action Management Plan is in draft and is aiming to be completed for Executive review and approval in Q3 of 23/24.</p> <p>Climate action sign off is required on all decision reports and is a standing item on the Place Shaping Board for capital projects.</p>
	<p>Review and update the existing EDI action plans for delivering the council's commitments set out in its Equalities Framework 'Including Everyone'</p>	<p>Q4 22/23</p>	<p>AD Customer Focus</p>	<p>Completed</p>	<p>In the spirit of inclusivity a joint councillor working group with members from Personnel and Overview and Scrutiny committees was set up to drive the development of these action plans. Both committees agreed to the working group continuing to review the Council's progress in delivering the plans.</p>

<b>SAVINGS</b>  A whole council approach is required to meet the savings needed in the future. Identify what it will do less of in the future and how this will impact on the size of the organisations	Agree and deliver a Transformation programme that aligns with the MTFS	Q1 23/24 agree plan (Q3 23/24 draft proposal to at least meet 24/25) savings requirement.	AD Customer Focus	Completed	The transformation strategy has been agreed and is currently being implemented. Root and branch reviews on Planning and Environmental Services are underway as well as cross cutting reviews of Agency and Overtime Costs and vacancies. We will be able to share the findings and recommendations from these reviews in Q2.
	Agree the 2024/25 budget process	Q4 22/23	AD for Finance	Completed	CLT have agreed the budget process and a report went to 3rd July Exec for approval.
<b>PRIORITISATION</b>  The council needs to prioritise initiatives, which will have a positive impact on the budget, including a review of its assets	To build this into the transformation work	Q1 23/24 agree priorities	ADs for Finance and Customer Focus	Completed	This is an ongoing process.
<b>RESOURCES</b>  The council will need to resource and embed sufficient corporate, strategic and performance management capacity to plan, deliver and oversee your substantial transformation journey at pace and provide strategic oversight	Establish the team, resources and governance arrangements needed to deliver the desired outcomes of the Transformation and Prioritisation Programme.	Q4 22/23 – ongoing	AD Customer Focus	Completed	The governance arrangements have been put in place for the Transformation programme. A strategic programmes board and Transformation programme delivery board have been put in place and take place monthly. A delivery team has been assigned to the 3 priority services and resource demands will be monitored to ensure that the programme moves at pace.
	Develop a plan and programme of activities to support staff through the Transformation and Prioritisation Programme.	Q4 22/23 – ongoing	AD for HR	Ongoing	This will be ongoing throughout the transformation programme
	Review our member development and induction programmes and develop an action plan for any improvements identified.	Q4 22/23 – Q1 23/24	AD for legal	Completed	Member Development programme was developed and agreed at Full Council meeting in May 2023.

	Develop the O&S function and ensure its properly resourced.	Q1 22/23	AD for legal	Completed	O&S function is within the Constitution and the Council has a new Scrutiny Lead, Emma Faulkner
<b>REGENERATION</b>  The council has significant regeneration ambitions and recognises the need to invest in its property portfolio. The council now needs this ambition to deliver significant financial returns alongside social and economic objectives.	Communicate the council's vision for Banbury and Bicester, Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages.	Q4 22/23 – ongoing	AD Growth and Economy	In Progress	Stakeholder engagement and consultation processes for Banbury Vision 2050 Programme and Bicester Market Square Project are scheduled for Q3 and Q4.
	Create a prospectus for investment in Cherwell	Q1 23/24	AD Growth and Economy	In Progress	Initial scoping undertaken for development of prospectus.  The Future Oxfordshire Partnership is discussing the development of an Oxfordshire wide Place Narrative which will include the prospectus for investment in Cherwell. CDC are working with OCC on development.
	Ensure planning service can administer continued sustainable growth.	Q4 22/23 – ongoing	AD for Planning	On going	Draft Local Plan goes to Executive in Sept 23.
<b>COMMUNICATIONS</b>  Communication will be vital for the next part of the council's journey. Develop a communications and engagement strategy that covers both internal and external communications.	Develop and agree a council wide Communications and Marketing Strategy	Q1 23/24	AD Customer Focus	In Progress	We have now recruited Permanent Communications and Marketing Manager so work is now underway

<b>PARTNERSHIPS</b>  Continue to partner appropriately, this is part of your DNA. Being visible and leading where possible, benefits will accrue to the council because of its leadership of partnerships.	Complete the review of the LSP and the council's strategic partnerships to ensure we continue to partner appropriately.	Q1 23/24	AD for Housing and Wellbeing	Completed	Review concluded at the end of April. Agreed updated terms of reference and broadening of LSP membership.
	Agree an action plan for delivering any improvements	Q1 23/24	AD for Housing and Wellbeing	Completed	Outline forward plan agreed, to include regular updates on Health & Wellbeing; Strategic Place-shaping; UK Shared Prosperity Fund and Community Safety.
<b>INFRASTRUCTURE</b>  The council should leverage support from willing districts to align growth plans with Oxfordshire County Council and help secure infrastructure funding. Carefully consider how the council is perceived by Government, is Cherwell an attractive place to invest?	Establish a clear action plan for the next phase of the "infrastructure and place- shaping" relationship with Oxfordshire County Council	Ongoing	CEO/CD Communities	Ongoing	Initial scoping undertaken for development of action plan.
	Reset critical officer and member relations with partners and the business community, including developers) and increase the visibility of other senior leaders across the organisation.	Ongoing	CEO and senior leadership team	Ongoing	Collaboration with OxLEP (Oxfordshire Local Enterprise Partnership), partners and business community on development of county-wide Strategic Economic Plan. Collaboration work planned with partners for Q2-Q4 on development of Oxfordshire Place Narrative, led by FOP (Future Oxfordshire Partnership).



## **Overview and Scrutiny Committee Briefing Paper**

### **Subject: Working Groups update**

Following the decision of the Committee at the 27 June meeting to continue with the three working groups, membership of each group has been updated as detailed below.

The Climate Action and Equality, Diversity and Inclusion (EDI) groups will both be meeting on 25 July, and discussions are ongoing regarding a date for the Food Insecurity group.

The Chair or an alternative representative from the Climate Action and EDI groups will be invited to give verbal updates at the meeting on 1 August.

#### **Climate Action**

John Broad  
Isabel Creed  
Ian Middleton  
Rebecca Biegel  
John Donaldson  
Simon Holland  
Sean Woodcock  
Andrew McHugh – as Portfolio Holder, Cleaner and Greener Communities

#### **Equality, Diversity and Inclusion – joint group with Personnel Committee**

Lynne Parsons  
Rob Pattenden  
Gemma Coton – Personnel nominated member  
Chukwudi Okeke – Personnel nominated member  
Chris Pruden – Personnel nominated member  
Conservative vacancy

#### **Food Insecurity**

Isabel Creed  
Chukwudi Okeke  
Bryn Williams  
Dorothy Walker  
Rebecca Biegel  
Conservative vacancy  
Phil Chapman – as Portfolio Holder, Healthy and Safe Communities

**Completed by: Emma Faulkner, Principal Officer – Scrutiny & Democratic Lead**

**Date: 24 July 2023**

**Presented to Overview and Scrutiny Committee: 1 August 2023**

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## Overview and Scrutiny Work Programme 2023-24

(Updated: 19 July 2023)

<b>Additional meeting – Wednesday 16 August 2023</b>		
Local Plan Reg 18 Consultation	Consideration of the draft document for discussion and comments to be forwarded to Executive for their consideration on 4 September	David Peckford, Assistant Director Planning & Development Portfolio Holder - Councillor Dan Sames, Planning and Development
<b>Tuesday 19 September 2023</b>		
Performance Monitoring – July (written) and August (verbal update)	Performance Monitoring: To consider the latest performance monitoring figures prior to consideration by Executive on 2 October meeting	Shona Ware, Assistant Director Customer Focus & Celia Prado-Teeling, Performance Team Leader Portfolio Holder - Councillor Sandy Dallimore, Corporate Services
<b>**New suggested item**</b> Climate Action Plan update	Update on Climate Action Plan, prior to consideration by Executive (dates to be confirmed)	Ian Boll, Corporate Director Communities & Ed Potter, Assistant Director Environmental Services, Climate Change Manager, Jo Miskin Portfolio Holder - Councillor Andrew McHugh, Cleaner and Greener Communities
Working Groups update	Standing item: Progress update relating to established working groups.	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
Work Programme 2023-24 (standing item at each meeting)	Standing item: Review of work programme, update on topics suggested	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead



	for consideration, update on items previously considered	
<b>Tuesday 24 October 2023</b>		
Performance Monitoring – Quarter Two (July to September 2023)	Performance Monitoring: To consider the latest performance monitoring figures prior to consideration by Executive at their November meeting	Shona Ware, Assistant Director Customer Focus & Celia Prado-Teeling, Performance Team Leader Portfolio Holder - Councillor Sandy Dallimore, Corporate Services
Rest of the meeting to be designated as ‘External Partners’ Scrutiny session		
<b>Tuesday 28 November 2023</b>		
Safeguarding Annual Audit	To endorse the annual Safeguarding Audit	Nicola Riley, Assistant Director Wellbeing and Housing Portfolio Holder - Councillor Phil Chapman, Healthy and Safe Communities
Performance Monitoring - October	Performance Monitoring: To consider the latest performance monitoring figures prior to consideration by Executive	Shona Ware, Assistant Director Customer Focus & Celia Prado-Teeling, Performance Team Leader Portfolio Holder - Councillor Sandy Dallimore, Corporate Services
Working Groups update	Standing item: Progress update relating to established working groups.	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
Work Programme 2023-24 (standing item at each meeting)	Standing item: Review of work programme, update on topics suggested for consideration, update on items previously considered	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead



<b>Tuesday 30 January 2024</b>		
Working Groups update	Standing item: Progress update relating to established working groups.	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
Performance Monitoring - December	Performance Monitoring: To consider the latest performance monitoring figures prior to consideration by Executive	Shona Ware, Assistant Director Customer Focus & Celia Prado-Teeling, Performance Team Leader Portfolio Holder - Councillor Sandy Dallimore, Corporate Services
Work Programme 2023-24 (standing item at each meeting)	Standing item: Review of work programme, update on topics suggested for consideration, update on items previously considered	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
<b>Tuesday 12 March 2024</b>		
Working Groups update	Standing item: Progress update relating to established working groups.	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
Performance Monitoring – Outcomes Framework 2024/25	Performance Monitoring: To consider the outcomes framework	Shona Ware, Assistant Director Customer Focus & Celia Prado-Teeling, Performance Team Leader Portfolio Holder - Councillor Sandy Dallimore, Corporate Services
Work Programme 2023-24 (standing item at each meeting)	Standing item: Review of work programme, update on topics suggested for consideration, update on items previously considered	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
<b>Items to be allocated for the 2023/2024 municipal year</b>		



Castle Quay	Holding the Executive to Account: Review and update on Castle Quay	Steve Hinds, Corporate Director Resources Portfolio Holder - Councillor Eddie Reeves, Property/Donna Ford, Regeneration?
Regulatory Services	General session on the service, importance of KPIs etc around Environmental Protection, Environmental Health, Community Safety	Ian Boll, Corporate Director Communities Portfolio Holder - Councillor Phil Chapman, Healthy and Safe Communities
Annual Monitoring Report	Progress against Local Plan; housing numbers, performance against net zero etc.	Ian Boll, Corporate Director Communities Portfolio Holder - Councillor Dan Sames, Planning and Development
Attendance of Chief Constable	External Scrutiny: To meet the Council's requirement regarding crime and disorder committee. All Members will be invited to attend the meeting.	Ian Boll, Corporate Director Communities Portfolio Holder - Councillor Phil Chapman, Healthy and Safe Communities?
Food Insecurity Working Group Final Report	To consider the final reports and recommendations the working group	Chief Executive Yvonne Rees & Stephen Hinds, Corporate Director Resources & Nicola Riley, Assistant Director Wellbeing and Housing Portfolio Holder - Councillor Phil Chapman, Healthy and Safe Communities
Climate Activity Working Group Final Report	To consider the final reports and recommendations the working group	Ian Boll, Corporate Director Communities & Ed Potter, Assistant Director Environmental Services, Climate Change Manager, Jo Miskin



		Portfolio Holder - Councillor Andrew McHugh, Cleaner and Greener Communities
<b>**New suggested item**</b> Air Quality	Report for information to update on the air quality monitoring and work the team undertake	Trevor Dixon, Environmental Protection and Enforcement Manager Portfolio Holder - Councillor Andrew McHugh, Cleaner and Greener Communities

**Remaining meeting Dates 2023/24 (All Tuesday, 6.30pm unless indicated)**

1 August 2023; 19 September 2023; 24 October 2023; 28 November 2023; 30 January 2024; 12 March 2024

**Work Programme Items:**

Members are reminded of the five roles of scrutiny when considering items for the work programme:

- Performance Monitoring; Policy Development; Policy Review; Holding the Executive to Account; External Scrutiny

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