

# Public Document Pack

## Cherwell District Council

### Executive

Minutes of a meeting of the Executive held in at Bodicote House, Bodicote, Banbury, OX15 4AA, on 1 December 2008 at 6.30 pm

Present: Councillor Barry Wood (Chairman)

Councillor G A Reynolds  
Councillor Norman Bolster  
Councillor Michael Gibbard  
Councillor James Macnamara  
Councillor Nigel Morris  
Councillor D M Pickford  
Councillor Nicholas Turner

Also present: Councillor Andrew Fulljames  
Councillor Mrs Catherine Fulljames

Apologies for absence: Councillor Kieron Mallon

Officers: Mary Harpley, Chief Executive and Head of Paid Service  
Ian Davies, Strategic Director - Environment and Community  
Julie Evans, Strategic Director - Customer Service & Resources  
John Hoad, Strategic Director - Planning, Housing and Economy  
Liz Howlett, Head of Legal & Democratic Services and Monitoring Officer  
Phil O'Dell, Interim Head of Finance and Section 151 Officer  
Jo Smith, Communications Manager  
James Doble, Democratic, Scrutiny and Elections Manager

#### 130 **Declarations of Interest**

Councillors declared interest with regard to the following agenda items:

7. Eco-Town: Update on Current Position and Next Steps.  
Councillor G A Reynolds, Personal, Due to being a County Councillor and the County Council holding a land interest at Gowells Farm, Bicester.

7. Eco-Town: Update on Current Position and Next Steps.  
Councillor Nicholas Turner, Personal, Due to being a County Councillor and the County Council holding a land interest at Gowells Farm, Bicester.

7. Eco-Town: Update on Current Position and Next Steps.  
Councillor Norman Bolster, Personal, Due to being a County Councillor and the County Council holding a land interest at Gowells Farm, Bicester.

#### 131 **Petitions and Requests to Address the Meeting**

The Chairman announced Councillor Fulljames, Councillor Mrs Fulljames and John Kightley (on behalf of Bucknell Parish Council) had requested to speak on agenda item 7: Eco-Town: Update on Current Position and Next Steps and that he had agreed that they should be heard at the start of that item of business.

132 **Urgent Business**

The Chairman stated that he had agreed to admit one item of urgent business to the agenda on the impact of the economy on the Housing Benefit function of the Council, on the grounds that the Council needed to be able to deal with the increased volume of housing benefit claimants resulting from the economic crisis.

133 **Minutes**

The minutes of the meetings held on 3<sup>rd</sup> and 17<sup>th</sup> November were agreed as a true and accurate record and signed accordingly.

134 **Forward Plan**

The Chief Executive submitted the Leader's Forward Plan of key Executive decisions to be taken over the next four months.

**Resolved**, that the Forward Plan for the next four months be noted.

**Reasons** – to create a Forward Plan for the Council as required by the Local Government Act 2000.

135 **Eco-Town: Update on Current Position and Next Steps**

The Head of Planning and Affordable Housing Policy submitted a report to consider the next steps on the concept of an alternative Eco Development at North West Bicester. It was noted that supplementary information had been published with regard to this agenda item, which contained revised recommendations.

Councillor Fulljames, Councillor Mrs Fulljames and John Kightley (on behalf of Bucknell Parish Council) addressed the meeting on the issue of an alternative Eco Development at North West Bicester. The Leader of the Council responded to the issues which were raised.

**Resolved**

- (1) That Officers be instructed to undertake an initial 'Concept Study' of the potential alternative eco-development at NW Bicester (in accordance with the Brief and Timetable as set out in the report attached as Annex 1 to the minutes (as set out in the minute book).
- (2) That it be agreed that consultancy support be commissioned for this work.

**Reasons** – The Executive requested a further report on the next steps to be taken in preparing for a formal response to the Government's consultation in February.

136 **Bullington Immigration Removal Centre at site A DSDC Bicester**

At the request of Members the Head of Development Control and Major Developments submitted a report to advise members of the proposed Bullington Immigration Removal Centre for the UK Border Agency. A secure Category C (5.2m Continuous security fence) 800 bed secure facility based on prison designs where detainees (illegal immigrants and failed asylum seekers) are held awaiting deportation.

**Resolved**

That the proposals for an Immigration Removal Centre (IRC) at Bullingdon near Bicester be noted, in particular the positive effect this could have on the local economy.

**Reasons** - It is Planning Committee's role to consider and determine the eventual planning application, but Executive can identify community issues that need to be considered more generally by the Council.

137 **Informal Development Principles Bryan House, Bicester**

The Head of Planning and Affordable Housing Policy submitted a report to seek approval for the publication, following public consultation, of Informal Development Principles to guide the redevelopment of the site at Bryan House, Bicester.

**Resolved**

That the publication of an Informal Development Principles document, which has been amended in response to public consultation, for the redevelopment of Bryan House, Chapel Street, Bicester be approved.

**Reasons** - Bryan House, Chapel Street is owned and managed by Sanctuary Housing Association. It falls short of current standards of accommodation and the Housing Association intends to redevelop it with affordable housing to meet local needs. The Head of Planning and Affordable Housing Policy accordingly prepared draft Informal Development Principles setting out how this could be achieved.

138 **Annual Review of Council Tax, Business Rates and Benefits Discretionary Powers**

The Head of Exchequer submitted a report to review the reliefs currently awarded under the discretionary powers the Council has in relation to council tax, business rates and housing and council tax benefits and decide whether any changes should be made to take effect from 1 April 2009.

**Resolved**

- (1) That the Head of Exchequer's decision to offer 4 dates for payment by direct debit to council tax and business rate payers; the dates being 1<sup>st</sup>, 9<sup>th</sup>, 18<sup>th</sup> and 25<sup>th</sup> of each month from 1 April 2009 be noted.
- (2) That it be resolved to continue with the discretionary awards that it resolved to give on 3 December 2007, which are:
  - a) Not to offer any reduction for early lump sum payments, as provided for by Regulation 25 of the Council Tax (Administration and Enforcement) Regulations 1992.
  - b) Not to offer any reductions to encourage taxpayers to use particular methods of payment, as provided for by Regulation 26 of the Council Tax (Administration and Enforcement) Regulations 1992.
  - c) To continue the local scheme disregarding the whole of any War Widows Pension or War Disablement Pension when calculating entitlement to Housing Benefit or Council Tax Benefit.
  - d) To continue with the practice established in 2004/05 of reducing the Council Tax discount for second homes from 50% to 10%, except for annexes that are not otherwise exempt and are occupied by families as

part of their main residence, which from 1 April 2008 have been excluded from this provision.

- e) To continue with the practice established in 2004/05 of reducing the Council Tax discount for long-term empty properties to nil.
- f) To continue with the present practice of awarding 100% rate relief to charity shops; village halls; community centres and premises used for scouting and other youth groups.
- g) To retain the existing levels of discretionary rural rate relief.

**Reasons** - As a billing authority the Council has various discretionary powers that it is required to consider in relation to Council Tax, Council Tax and Housing Benefits and Business Rates. It is good practice to review the effects of the previous decisions made in relation to the exercise of these discretionary powers on a regular basis. This ensures that the discounts and reliefs previously approved are still effective and provides the opportunity for Members to consider any representations received for variations to the existing discretionary schemes.

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### **Draft Budget 1 and Service Plans 2009 - 2010**

The Strategic Director Customer Service and Resources submitted a report that advised the Executive regarding the first draft budget and service plans for 2009-2010. The report was the first of three opportunities for the Executive had to shape and refine the interaction between service plans and financial matters before the final budget is presented to the Council on the 23rd February 2009.

### **Resolved**

- (1) That the draft budget and service plans in the context of the Council's service objectives and strategic priorities be noted;
- (2) That the proposed service priorities detailed in Annex 2, to these minutes (as set out in the minute book) be endorsed;
- (3) That the approach to the overall capital programme and 09/10 expenditure profile in Annex 3, to these minutes (as set out in the minute book) be agreed;
- (4) That there should be no growth in 2009/2010 budget unless funding had been agreed;
- (5) That the Medium Term Financial Strategy be made available for Executive in January;
- (6) That the draft budget and service plans as the basis for consultation be endorsed;
- (7) That the Resources and Performance Scrutiny Board be invited to consider the draft budgets and service plans, service priorities and service growth bids at their meeting on December 9<sup>th</sup> 2008 and submit their comments to the Executive meeting to be held on 12 January 2009. That all recommendations of the Resources and Performance Scrutiny Board as set out in Annex 1 to these minutes (as set out in the minute book) be adopted;
- (8) That the Council does not participate in the Government's free swimming programme due to the fact that the Government grant is insufficient to cover the cost arising;

- (9) To approve a supplementary capital estimate of £250,000 for the provision of disabled facility grants in the financial year ended 31<sup>st</sup> March 2009.

**Reasons** - The budget will form the financial expression of the Council's service delivery plans for 2009/10; the allocation of resources against agreed service priorities is necessary in order to achieve its strategic priorities.

140 **Annual Monitoring Report**

The Head of Planning and Affordable Housing Policy submitted a report to consider the progress made on the Council's Local Development Framework (LDF) in terms of meeting milestones in the Local Development Scheme and to consider monitoring information on business development, housing, biodiversity, open space, transport, and local services for the monitoring year April 2007 to March 2008.

**Resolved**

- (1) That the report for submission to the Secretary of State by 31 December 2008 be endorsed and the Head of Planning and Affordable Housing Policy be delegated to make any minor presentational changes in consultation with the Portfolio Holder for Planning and Housing;
- (2) That the housing delivery position described in the report noted;
- (3) That it be agreed that the Council continues to bring forward proposals for the delivery of sites identified for residential development in the Non-Statutory Cherwell Local Plan 2011, which was approved as interim planning policy for development control purposes on 13 December 2004, and that officers continue to work with the development industry, local communities and other interested parties in order to do this in the interests of sustaining housing delivery (including the provision of affordable housing) to meet the requirements of the adopted Oxfordshire Structure Plan and, upon adoption, the South East Plan.

**Reasons** - The Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Development) (England) Regulations 2004 require the Council to produce an Annual Monitoring Report (AMR). Upon approval by the Executive, the AMR will form part of the District's Local Development Framework (LDF).

141 **The Impact of the Economy on the Housing Benefits Function**

The Head of Exchequer submitted a report to advise the Executive on the impact of the current economic climate on the current and future delivery of the Housing and Council Tax benefit function. It was noted that this issue had not been included in the Forward Plan for January to May and had been considered in accordance with the Special Urgency provisions of the constitution and would be reported to Council accordingly.

**Resolved**

- (1) That the contents of the report and the increased workloads in processing housing and council tax benefit applications be noted.
- (2) That a supplementary estimate of £14,000 to ensure that the backlog in processing housing and council tax benefit applications is eliminated which will ensure a robust service to the public and residents of the district during this period of economic uncertainty be approved.

- (3) That a further supplementary estimate of up to £16,000 to ensure that the increased workload of claims can be dealt with efficiently and ensure that claimants receive a timely response be approved.
- (4) That officers be asked to identify actions to secure up to £30,000 of savings to offset the supplementary estimates.
- (5) That an update be given on the number of additional claims relating to the economic climate at the January Executive and options for the future delivery of the service discussed.

**Reasons** - The current economic climate has seen a sharp rise in the number residents claiming benefit and the Government has predicted a 50% increase in the number of unemployed in the next 12 -18 months. The predicted rise would increase the benefits caseload by 2,387 (31%) to just over 10,000 claims.

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**Exclusion of Public and Press**

Resolved, that in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraph 3 Schedule 12A of that Act.

# EXEMPT

143 **The Impact of the Economy on the Housing Benefits Function - Exempt Appendix**

**Resolved**, that the exempt appendix be noted.

144 **Dry Recyclables Collection and Disposal**

The Head of Environmental Services submitted a report on dry recyclables collection and disposal. It was noted that this issue had not been included in the Forward Plan for January to May and had been considered in accordance with the Special Urgency provisions of the constitution and would be reported to Council accordingly.

**Resolved**

That the recommendations as set out in the exempt minute be agreed.

**Reasons** – With the recent changes to the world economy have resulted in recent market changes in the recycling sector and possible financial and operational implications to the collection services arising from the severe reduction in values of recycled materials.

The meeting ended at 8.55pm

Chairman:

Date:

## **RESOURCES & PERFORMANCE SCRUTINY BOARD FEES & CHARGES SCRUTINY 2008**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **OBJECTIVES**

The primary purpose of the Fees & Charges scrutiny review was to identify the service areas where through reviewing fees and charges a fair balance could be struck between cost of service provision and income for the Council. In particular where fees and charges were historic, had not been reviewed for some time and had fallen behind being a 'reasonable' charge for the service received. The review also set out the practicalities of how this could be achieved, and to assess how compatible this would be with the Council's overall objectives. The outcome should deliver increased income which will help to alleviate future budget pressures.

#### **METHODOLOGY**

The Resources and Performance Scrutiny Board (R&PSB) conducted the review, supported by the Finance Director, Service Accountants and the Scrutiny Officer.

Members of the R&PSB met informally on four occasions to gather evidence and discuss ideas with specific Heads of Service. The conclusion was a formal committee meeting on 18 November when the R&PSB "challenged" specific Portfolio Holders and Heads of Service on proposals for income generation.

#### **CONCLUSIONS**

- That the absence of a uniform policy or system for the review of fees and charges within the Council had resulted in a confusion of individual charges and policies, many of which could not be explained or justified.
- That there should be a regular (annual) review of all fees and charges; and that this should involve objective/independent comment from councillors/officers outside the portfolio/service area.
- That there should be a clear and consistent approach to charging across the Council.
- That any discretionary charge must recover the cost of provision of the service.
- That there is a need for improved management information to inform the review and decision making process. This same information should support and assist Service Heads in the ongoing operation of the service area.



- The Fees & Charges review did not look at the Council's property portfolio. However, this is an area that should be subject to review and asset management has been identified as a potential topic for scrutiny in 2009.

Recommendations	Reasons	Projected additional income 2009/10
<p>1. The Executive should formalise a Fees &amp; Charges process to:</p> <ul style="list-style-type: none"> <li>i. ensure the implementation of the proposals, if accepted, for individual fees &amp; charges in the 2009/10 budget;</li> <li>ii. formulate a charging policy for the Council;</li> <li>iii. formulate a discount policy for the Council;</li> <li>iv. formulate a concessions policy for the Council;</li> </ul>	<p>The Council needs a clear and consistent charging, discount and concessions policy based on equitable access to all services.</p>	-
<ul style="list-style-type: none"> <li>v. develop initial strategic thinking for income generation in the 2010/11 budget;</li> </ul>		-
<ul style="list-style-type: none"> <li>vi. identify the type of management information required to support a more robust and standardised approach to the setting of fees and charges;</li> </ul>	<p>This scrutiny review was on occasion limited by the lack of detailed management information and limited analysis of the financial data. The decision making of members and officers can only be improved by the timely provision of better data.</p>	-
<p>and that the Executive should invite:</p>		
<ul style="list-style-type: none"> <li>vii. 2 or 3 members of the R&amp;PSB to be involved in the on-going Fees &amp; Charges review process.</li> </ul>	<p>This allows the R&amp;PSB to be pro-active in discharging its responsibility for the overview and scrutiny of the Council's finance budgets and services.</p>	-
<p>2. The Executive should ensure that the annual Budget and Service &amp; Financial Planning process includes a review of all fees and charges and that this should involve councillors and officers from outside the portfolio/service area.</p>		-
<p>3. The Finance Scrutiny Working Group (FSWG) should monitor the impact of the (accepted) proposals for individual fees &amp; charges on the 2009/10 outturn. The FSWG should also review income generation as part of its routine work programme.</p>	<p>This is central to the role of the FSWG, which is charged with responsibility for the detailed scrutiny of budgets and finance and is expected to consider profiled spends and outturn (e.g. car park income).</p>	-

<p><b>Legal and Democratic Services</b></p>	
<p>4. That within Legal and Democratic Services and the Corporate Centre the Executive should:</p> <ul style="list-style-type: none"> <li>i. Maintain the Land Charges Personal Search fee in line with statutory fees and continue to lobby government for legislation to allow local authorities to recover the costs of this service;</li> <li>ii. review the hourly rate charged to external clients, including town and parish councils, for legal work and advice;</li> <li>iii. increase the corporate charge for copying to 20p per sheet.</li> </ul>	<p>-</p> <p>TBA</p> <p>TBA</p> <p>TBA</p>
<p><b>Building Control and Engineering Services</b></p> <p>5. That Building Control and Engineering Services are to be commended for their business like approach and their practice of maintaining an on-going review of fees and charges.</p>	
<p><b>Urban and Rural Services</b></p>	
<p>6. That within Urban and Rural Services the Executive should:</p> <ul style="list-style-type: none"> <li>i. introduce the changes to the various licensing fees and charges as set out in Annex 1, items a – e;</li> <li>ii. increase the Excess Charge Notice (ECN) fees from £50 to £70 and £35 to £50 with the latter discounted to £40 for early payment from January 2009 (Annex 1 item f);</li> <li>iii. increase the charges for season tickets as set out in Annex 1 item g and support this with a clear policy/formula for the pricing and application of discounts;</li> <li>iv. increase the pay &amp; display parking tariff by £0.10 per hour (Annex 1 item h);</li> </ul>	<p>As set out in Annex 1.</p> <p>£12,000</p> <p>£30,000</p> <p>£34,900</p> <p>£323,400</p>

	higher than rate after proposed 10p increase. Hourly rate still significantly cheaper than private sector competitors in Banbury. Staged increase over 2 years reduces potential income and duplicates costs/resource demands. Technical considerations re 5p coin.			Nil Impact
v.	postpone any increases in charges to the Bicester Residents Parking scheme until the completion of the review into that scheme and the proposals for the roll-out of similar scheme in Banbury;		Significant practical problems with the implementation of the Bicester scheme, especially relating to enforcement. Cost base and pricing structure must be considered as part of specific review into district wide residents parking schemes.	Nil Impact
vi.	ask officers to explore the possibility of amending the conditions of the Bicester Residents Parking Scheme to allow the permit holders to use the Cattle Market car park during the day. This arrangement should be temporary and kept under review as part of the town centre development project;		Offers practical solution and alleviation to some members of the Bicester Residents Parking Scheme. Cattle Market car park is severely underutilised. In the short term there is no adverse impact on income generation.	Nil Impact
vii.	ask officers to review the arrangements, with particular reference to cost recovery, for the Banksman post at the Banbury bus depot (Annex 1 item k);		The Council needs to understand the full costs of this arrangement and to examine how other local authorities offer similar services.	Nil Impact
<b>Environmental Services</b>				
7.	That within Environmental Services the Executive should:			
i	introduce a pest control fee for the treatment of rats and mice;		Local comparators charge for this element of pest control. Need to set appropriate fee level consistent with external pest control contract.	Fee to be determined. (Approx 700/yr)
ii	consider the concessions structure for pest control as part of an overall concessions policy;		The Council needs a clear and consistent concessions policy based on equitable access to all services.	-
iii	increase the charge for the recovery of abandoned vehicles in line with other local authorities;		Current £10 fee is below local comparators. Fee increase anticipates possible upturn in incident rate as a result of changes to scrap metal value.	Approx 60/yr @ increased rate of £30 = £1,200 (additional income)
iv	set the MOT service price at the statutory rate and ensure that future price increases are applied as soon as the new statutory rates are published;		This is a discretionary service where traditionally the fees are set slightly below the statutory level. It has a strong local customer base. For some categories of vehicle it is	Minimal Impact

	the only local supplier.		
v	ensure that the unit sale price of blue or brown bins (other than for promotional campaigns) covers the cost of provision;	Fee needs to strike an appropriate balance between promoting recycling and recovering the costs of bins.	-
vi	increase the charge for bulky waste in line with neighbouring authorities and withdraw the free collection for fridges/freezers;	Current £10 fee is below local comparators and only 33% of collections attract a charge. Fee level needs to increase if we are to encourage use of retailers' disposal schemes and to minimise risk of increased fly-tipping.	Approx 3200 <b>paid</b> collections/yr @ increased rate of £20 = £32,000 additional income.
vii	consider the concessions structure for bulky waste as part of an overall concessions policy;	Local comparators do not offer concessions. The Council needs a clear and consistent concessions policy based on equitable access to all services.	-
viii	ask officers to explore opportunities for closer working with local organisations to optimise recycling and re-use of bulky waste;	Promotes reduce, re-use, recycle principles and supports the Cleaner, Greener corporate priority.	-
ix	increase the charge for the trade waste service so that costs are fully recovered in parallel with the promotion of a trade waste recycling initiatives.	This is a discretionary service and must recover its costs. Supports the Cleaner, Greener corporate priority.	Fee to be determined.
<b>Total projected additional income in 2009/10</b>			<b>£433,500</b>

## Urban &amp; Rural Services Fees and Charges - Scrutiny Summary 2009/10

As at 18 November 2008

Element	Current Income	Proposal for 2009/10	Comments	Additional Income Projection 2009/10
a. Street Trading	£36,000	Raise the £7.53/day to £10/day equivalent	No increase since 2005. Then a 3 year programme to bring in line with benchmark review. Then review/RPI each year.	£11,800
b. Tables and chairs	£2,500	10% increase	Complete a review and introduce more robust arrangements. 2 year programme to bring in line with benchmarking. Then review/RPI each year.	£250
c. Markets Bicester and Kidlington	£52,000	Equalisation of frontage rental	Friday charges in K currently half the price of Saturday charge. Then review/RPI each year	Nil net effect
d. Premises Licenses		No change	Controlled by legislation	Nil
e. Gambling Act Permits		No change	Controlled by legislation	Nil
f. Gambling Act Premises	£7,700	Increase by RPI-3%	Need to control so income nets off costs. Then review/RPI each year	£230
g. Taxis (vehicle and drivers licenses) (Private Hire and Hackneys)	£120,000	3-5% increase subject to benchmarking	3 year programme to bring in line with benchmark review. Then review/RPI each year	£3,600-£6,000

**Annex 1**

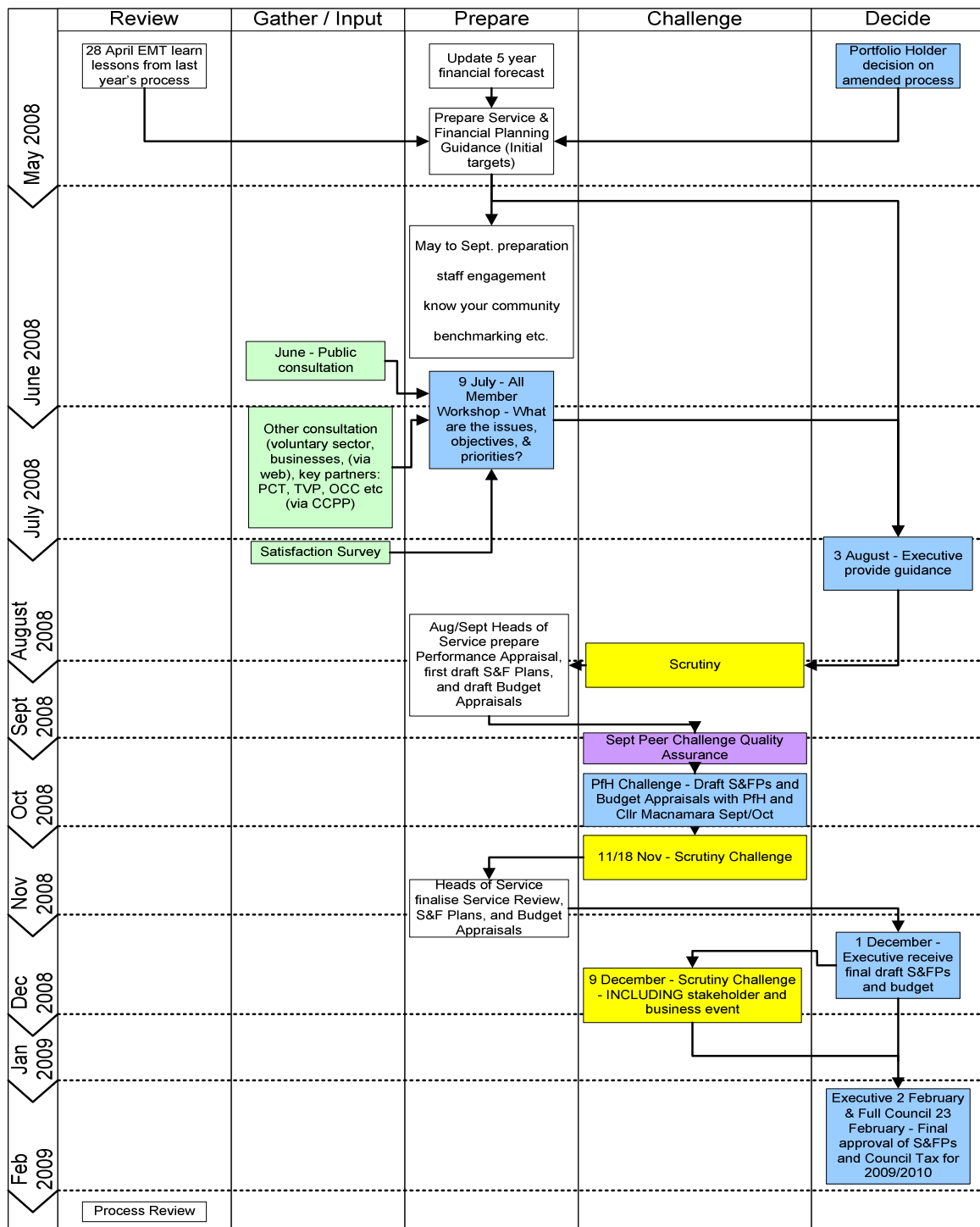
h.	Excess Charge Notices (ECN)	£240,000	£50 increased to £70 £35 increased to £50 discounted to £40	Bring in line with Civil Parking Enforcement (CPE). If assume 6000 ECN's issued and average value is £45. Note CPE legislation could well result in lower income on its introduction.	£30,000
i.	Season Tickets	£105,000	Base costs on discounted daily pay and display rate Bring discounts to same level across the District.	Monthly 24% discount Quarterly 30% discount Annual 37% discount Then review / RPI each year These are the current levels of discount using Banbury season tickets and pay and display as the benchmark	Bicester £19,392 Banbury £15,508
j.	Pay and Display Bicester Banbury	£673,296 £917,844	£0.10 per hour increase	Based on Average increase of 21.6% in Bicester. Based on average increase of 19.39% in Banbury. Then annual review and bi annual increase.	Bicester £145,431 Banbury £ 177,969
k.	Residents Parking Bicester	£6,250	All Residents permits £65. An increase from £50 and £25.	Then review / RPI each year visitor permits are free but could charge at £10.00 per book of 25 = additional £4,400	£2,650
l.	Road Closures	£4,000	5% increase		£200
m.	Bus departures	£12,000	Increase by RPI-3%	RPI each year	£360

## SERVICE & FINANCIAL PLANNING PROCESS

### 1. Service and Financial Planning Process

The Council has developed an integrated approach to service and budget planning. The process and timetable for agreeing the service plans and budget is presented in the flow chart below.

**Service & Financial Planning Process 2008/9**



	<p>Each year we make changes to the Service and Financial Planning process in the light of lessons learnt from the previous year and changes in the external environment. In overall terms we wanted to retain the most successful features of the process for 2008/09 in that it was a member led process that was challenging and clearly focussed on improving service delivery and organisational performance. Building on those strengths we made a number of improvements:</p>
	<ul style="list-style-type: none"> <li>• There is better integration of the service plan with the Community Plan and targets coming from the Local Area Agreement.</li> <li>• Staff at all levels were engaged in the development of the plan.</li> <li>• There was an improved assessment of current performance.</li> <li>• We had better quality demographic information and were able to use this to better understand and respond to the diversity of needs in the district.</li> <li>• We also changed the timing and the content of the annual Customer Satisfaction Survey so that it would better inform the process.</li> </ul> <p>As in previous years we used the process to identify areas where efficiency can be improved and savings achieved without affecting service delivery. This was given added urgency this year by the global economic crisis. So as well as considering how the corporate target of 5% efficiency savings will be achieved for 2009/10 services were asked to identify what additional efficiency savings could be identified through improved working, shared services and outsourcing.</p>
<b>2</b>	<b>Consultation and Prioritisation</b>
	<p>Central to the Service and Financial Planning process is the engagement with the local community about their priorities for the coming year. In recognition of the diversity of the district our consultation targeted a number of different groups. There were two half day sessions with members of the general public (representing people living in urban and rural areas). There were a number of shorter focus groups with people from various communities or groups; younger people, older people, people with disabilities and people from black and minority ethnic groups. Telephone interviews were held with local business to listen to their views on budget priorities. In addition to the public consultation events a number of sessions were held with key stakeholders. These were; the parish councils, the voluntary sector, the Cherwell Community Planning Partnership (the Local Strategic Partnership for Cherwell) and a session for Cherwell District Council elected Members. A summary of the key findings is below.</p>

Group Consulted	General Findings
Public Consultation	<p><b>Key concerns:</b> anti-social behaviour, sports/leisure, recycling, housing and 'urban' matters</p> <p><b>Spending Priorities:</b></p> <p>More: anti-social behaviour, sports facilities, sports and arts</p> <p>Less: tourism</p> <p><b>Top Strategic Priority:</b></p> <p>District of Opportunity and Cleaner/Greener</p>
Urban Dwellers	
Rural Dwellers	<p><b>Key concerns:</b> anti-social behaviour, sports facilities, refuse collection and 'rural' issues</p> <p><b>Spending Priorities:</b></p> <p>More: anti-social behaviour, sports facilities, leisure development</p> <p>Less: Banbury museum, tourism, health promotion</p>



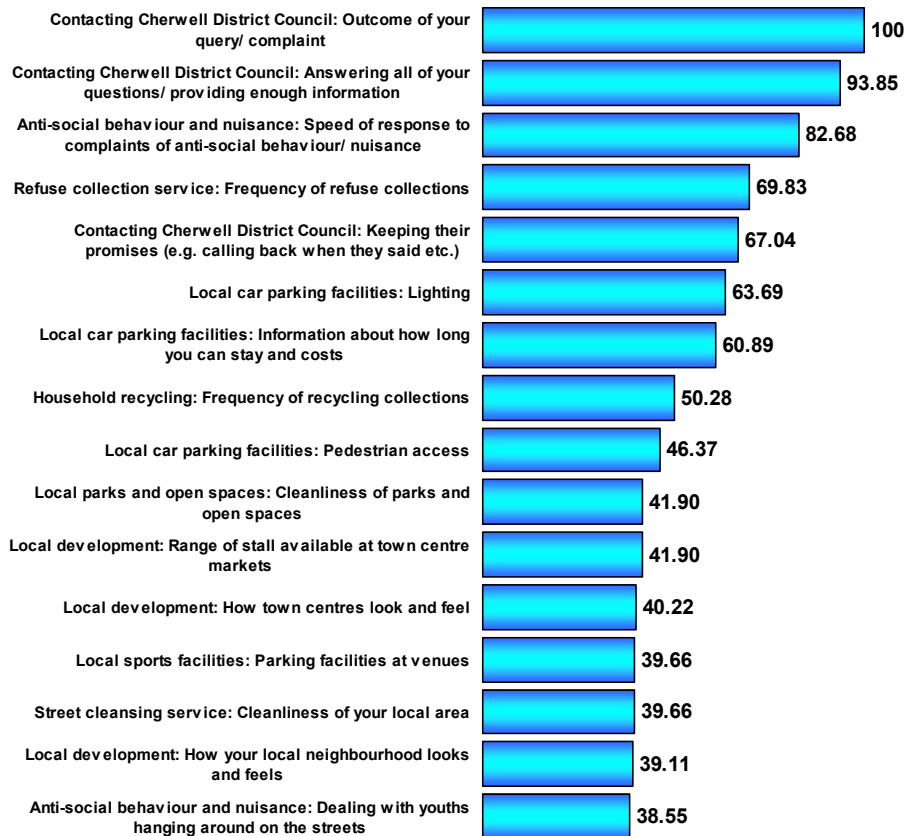
Group Consulted	General Findings
	<p><b>Top Strategic Priority:</b> A Safer Cherwell, A Healthy Cherwell</p>
Business	<p><b>Key concerns:</b> safer communities, recycling, leisure/economic development and rural areas.  <b>Spending Priorities:</b>  More: rural areas, recycling, safer communities, sports facilities, leisure development, economic development and regeneration  Less: landscape, diversity and equality, Banbury museum.  <b>Top Strategic Priority:</b>  District of Opportunity and A Safer Cherwell.</p>
<p>Harder to reach groups</p> <p style="padding-left: 100px;">Younger People</p> <p style="padding-left: 100px;">Older People</p> <p style="padding-left: 100px;">Disabled People</p> <p style="padding-left: 100px;">Minority Ethnic Groups</p>	<p><b>Key concerns:</b> aspects of safety along with their short-term future (housing, jobs, marriage plans)  <b>Spending Priorities:</b>  More: rural areas, recycling, safer communities, community development, local transport, leisure development, conservation &amp; urban design, strategic housing  Less: landscape, licensing, diversity &amp; equality, tourism, private sector housing  <b>Top Strategic Priority:</b>  A Safer Cherwell and Cleaner, Greener</p> <p><b>Key concerns:</b> The cleaner, greener agenda.  <b>Spending Priorities:</b>  More: anti-social behaviour, refuse collection  Less: public protection, health promotion  <b>Top Strategic Priority:</b>  Cleaner, Greener</p> <p><b>Key concerns:</b> Aspects of the cleaner, greener agenda and (personal) safety  <b>Spending Priorities:</b>  More: refuse collection, anti-social behaviour, leisure development, strategic housing, housing needs  Less: landscape, licensing, Banbury museum, conservation and urban design  <b>Top Strategic Priority:</b>  Cleaner, Greener and A Safer Cherwell</p> <p><b>Key concerns:</b> Housing, refuse collection, public protection, diversity and equality.  <b>Spending Priorities:</b>  More: refuse collection, public protection, diversity and equality, health promotion., local development, strategic housing, housing needs, private sector housing  Less: environmental protection, community development, planning enforcement  <b>Top Strategic Priority:</b>  Evenly spread across the four strategic priorities</p>
Elected Members	<p><b>Key concerns:</b> Cleansing, anti-social behaviour, safer communities, leisure and economic development  <b>Spending Priorities:</b>  More: Cleansing, Safer Communities, Antisocial Behaviour, Leisure Development, Tourism  Less: rural areas, landscape, diversity and equality, Banbury</p>

Group Consulted	General Findings
	museum <b>Top Strategic Priority:</b> An even spread between all four priorities
Parish Councillors	<b>Key concerns:</b> rural areas, local transport services, planning enforcement, antisocial behaviour, community development. <b>Spending Priorities:</b> More: local transport services, planning enforcement, rural areas Less: landscape, licensing, diversity and equality <b>Top Strategic Priority:</b> District of Opportunity and Cleaner, Greener
Community Planning Partnership	<b>Key concerns:</b> Local transport, local development, rural areas and Banbury museum (support for) <b>Spending Priorities:</b> More: local transport, local development Less: licensing, planning control, <b>Top Strategic Priority:</b> District of Opportunity
Voluntary Organisations	<b>Key concerns:</b> antisocial behaviour, community development, health promotion and housing <b>Spending Priorities:</b> More: community development, health promotion, strategic housing Less: landscape, licensing, public protection, tourism, planning control <b>Top Strategic Priority:</b> A Healthy Cherwell and A Safer Cherwell

These results show the diversity of needs and priorities across all the different groups consulted. However within this overall picture there are clearly some priorities that are the same for many groups. Most notable are community safety and anti-social behaviour, dealing with refuse, and protecting the environment. These findings coincide with the findings of the 2008 Customer Satisfaction Survey in which the respondents identified the priority factors influencing overall satisfaction. The results which are shown below also give high priority to these issues (with the addition of customer care and car parking issues). This complex picture has meant that when we agreed the service plans and the resources to deliver them we had to balance our the delivery of our corporate priorities with allowing services the leeway to respond to this complexity of needs.

# CHERWELL DISTRICT COUNCIL DRIVERS OF SATISFACTION – RELATIVE IMPORTANCE OF FACTORS IN DRIVING OVERALL SATISFACTION

## - Driver Analysis -



BASE: (Those answering)

*0 - 100 Index*

<b>3</b>	<p><b>Service Plans 2009/10</b></p> <p>Copies of the Service Plans for 2009/10 are available on the Council's intranet site <a href="http://intranet/improvement/draftserviceplans.cfm">http://intranet/improvement/draftserviceplans.cfm</a>.</p>
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### Further Document Information

Appendix No	Title
Appendix 2a	Consultation Priorities

Summary of Priorities

Service Area	Strategic Priority	Budget Consultation Rank (1-7)	Customer Survey		Satisfaction and trend	Previous Investment High/Medium/Low	Overall Priority Ranking Recommendation 1-7
			Rank High/Medium/Low	Priority			
Anti-social behaviour	Safe & Healthy (safety element)	1	High		Low but improving satisfaction.	MEDIUM	1
Refuse collection	Cleaner, Greener	2	High		Medium but stable satisfaction.	HIGH	1
Strategic Housing	District of Opportunity	1	N/C		-	MEDIUM	1
Leisure development	Safe & Healthy (health element)	2	Medium		(in relation to parks and open spaces)	MEDIUM	2
Access to Services	Accessible, Value for Money	This strategic priority was not considered as part of consultation	Low		Low priority when ranked by respondents but in key driver analysis of top significance. Medium and stable satisfaction.	MEDIUM	2
Recycling	Cleaner, Greener	3	High		High but declining satisfaction.	HIGH	2
Safer communities	Safe & Healthy (safety element)	3	Medium		(in relation to CCTV) Low and declining satisfaction.	HIGH	2
Local Development	District of Opportunity	4	Medium		(in relation to 'control of local development') Low but improving satisfaction.	MEDIUM	3
Customer service centre	Accessible, Value for Money	This strategic priority was not considered as part of consultation	Low		Low priority when ranked by respondents but in key driver analysis of top significance. Medium and stable satisfaction.	MEDIUM	3
Rural Areas	Cleaner, Greener	4	N/C		-	MEDIUM	4
Sports facilities	Safe & Healthy (health element)	3	Medium		Medium but improving satisfaction.	HIGH	4
Sports and arts	Safe & Healthy (health element)	3	N/C		-	HIGH	4
Cleansing	Cleaner, Greener	4	Medium		Medium but improving satisfaction.	MEDIUM	4
Environmental Protection	Cleaner, Greener	4	N/C		-	MEDIUM	4
Public Protection	Safe & Healthy (safety element)	4	N/C		-	MEDIUM	4
Community Development	Safe & Healthy (safety element)	4	Medium		(in relation to community recreation facilities) High and improving satisfaction.	MEDIUM	4
Local Transport and Concessionary Fares	Safe & Healthy (safety element)	4	N/C		-	MEDIUM	4
Health Promotion	Safe & Healthy (health element)	4	N/C		-	MEDIUM	4
Conservation & Urban Design	District of Opportunity	4	N/C		-	MEDIUM	4
Planning Enforcement:	District of Opportunity	4	Medium		(in relation to 'control of local development') Low but improving satisfaction.	MEDIUM	4
Building Control and Engineering	District of Opportunity	4	N/C		-	LOW	4
Economic Development and Regeneration	District of Opportunity	4	Medium		(in relation to 'control of local development') Low but improving satisfaction.	HIGH	4
Housing Needs	District of Opportunity	4	Medium		(in relation to 'control of local development') Low but improving satisfaction.	MEDIUM	4
Private Sector Housing	District of Opportunity	4	Medium		(in relation to 'control of local development') Low but improving satisfaction.	MEDIUM	4
Urban centres	Cleaner, Greener	5	Medium / Low		Elements that relate to local development medium priority, low but improving satisfaction. Elements that relate to car parking, low priority, medium but improving satisfaction.	MEDIUM	5
Licensing	Safe & Healthy (safety element)	7	N/C		-	MEDIUM	5
Planning control	District of Opportunity	6	N/C		-	MEDIUM	6
Diversity and equality	Safe & Healthy (safety element)	6	N/C		-	MEDIUM	6
Tourism	Safe & Healthy (health element)	6	N/C		-	MEDIUM	7
Banbury Museum	Safe & Healthy (health element)	6	N/C		-	MEDIUM	7
Landscape	Cleaner, Greener	7	N/C		-	MEDIUM	7

**Notes**

Priority ranking scheme:	
Budget Consultation	1 - greatest priority for investment, 7 - lowest priority for investment,
Customer Satisfaction	High priority, medium priority, low priority.
Previous Investment	High, Medium, Low : based on last 2 year growth and capital bids
Overall Rating	1 - greatest priority for investment, 7 - lowest priority for investment

**Key**

N/C- the customer satisfaction survey did not cover this element of service delivery  
Safe and Healthy (safety element) - for the purposes of the budget consultation the safe and healthy priority was split into two elements safety and healthy.  
Safe and Healthy (health element) - for the purposes of the budget consultation the safe and healthy priority was split into two elements safety and healthy.

## Draft Capital Programme 2009/10

**CAPITAL PROGRAMME AND FINANCING STATEMENT-SUMMARY**

	Scheme Cost £
Approved Programme-Schemes approved prior to 2009/2010	£7,055,500
Proposed Programme for 2009/2010	<u>£16,850,100</u>
<b>Total Capital Programme excluding projects</b>	<b>£23,905,600</b>
<b>Main Projects - approved prior to 2009/2010</b>	
Sports Centre Modernisation	£10,248,599
Bicester Town Centre Project	£10,000,000
	<b>£20,248,599</b>
<b>Total Capital Programme</b>	<b>£44,154,199</b>
<b>Financed by:</b>	
Capital Receipts	<b>£32,460,866</b>
Capital Grants and Contributions	<b>£2,878,000</b>
Government Grants	<b>£375,000</b>
Direct Revenue Financing/Use of Reserves	<b>£8,440,333</b>
	<b><u>£44,154,199</u></b>

- 1.1 The draft capital proposals to date for 2009/10 are shown in Appendix 3a these bids totalling £16,850,000 still need to be considered in the context that a substantial proportion of the current approved programme will be undertaken in 2009/10 and must meet with the Council's priorities. Each scheme is supported by an appraisal and these will be scored according to priority.
- 1.2 The schemes will be considered by Members for approval before being incorporated in to the budget. The Capital programme review is still ongoing and therefore a revision to the Capital programme will be included for consideration in the January and February 2009 budget reports.

**Further Document Information**

Appendix No	Title
Appendix 3a	New Capital Bid Proposals

## PROPOSED CAPITAL PROGRAMME 2009/10

Key to Priorities:

- A = District of Opportunity  
 B = Safe and Healthy  
 C = Cleaner and Greener  
 D = Accessible, VFM  
 E = Corporate Capital Strategy and Asset Management Plan

Capital Scheme	Service Head	Strategic Priority	Committed Y/N	Scheme Cost	2009/2010 £	2010/2011 £	2011/2012 £	2012/2013 £	2013/14	2014/15
<b>Customer Service &amp; Resources</b>										
<i>Business Services</i>										
Toilet Refurbishments Phase 4 - Bodicote House	Tina Poke	C	Yes	£30,000	£30,000	£0	£0	£0	£0	£0
Replacement of Vehicle Fuel Installation - Highfield Depot	Tina Poke	C	Yes	£70,000	£70,000	£0	£0	£0	£0	£0
Replacement of Heating Boilers - Old Bodicote House	Tina Poke	C	Yes	£40,000	£40,000	£0	£0	£0	£0	£0
Acquisition of High Volume Shredding Machine - Confidential Waste	Tina Poke	C	Yes	£15,000	£15,000	£0	£0	£0	£0	£0
				£155,000	£155,000	£0	£0	£0	£0	£0
<u>ICT</u>										
Telephone Voice Recording	Pat Simpson	D		£35,000	£35,000	£0	£0	£0	£0	£0
Disaster Recovery ICT	Pat Simpson	D		£15,000	£15,000	£0	£0	£0	£0	£0
Environmental Services Waste Management IT System 2009/10	Pat Simpson/ Ed Potter	C		£38,000	£38,000	£0	£0	£0	£0	£0
Remote and mobile working (including Netilla Replacement)	Pat Simpson	D		£10,000	£10,000	£0	£0	£0	£0	£0
Data Security (Govt Connect)	Pat Simpson	D		£10,000	£10,000					
Electronic Document Records Management System (HR only in 2009/10)	Pat Simpson	D		£60,000	£60,000					
Online Service Provision via Forms	Pat Simpson	D		£50,000	£50,000					
Online Training at the point of entry	Pat Simpson	D		£20,000	£20,000					
Self-Service Terminals	Pat Simpson	D		£80,000	£80,000					
System Integration for Customer Relationship Management (inc upgrade to V7)	Pat Simpson	D		£30,000	£30,000					
Uniform Developments	Pat Simpson	D		£45,000	£45,000					
Laptop upgrades/replacement and other mobile devices	Pat Simpson	D		£10,000	£10,000					
Network Upgrade to Backup Drives and Robot Replacement	Pat Simpson	D		£38,000	£38,000					
Storage replacement for Filestore/Filestore2 (network SAN) Phase 1	Pat Simpson	D		£40,000	£40,000	£40,000				
Storage replacement for Filestore/Filestore2 (network SAN) Phase 2	Pat Simpson	D		£40,000	£40,000					
Sunray and Mitel Intergration (supporting hotdesk & homeworking)	Pat Simpson	D		£15,000	£15,000					
Telephony Decommissioning and Upgrades to Switches	Pat Simpson	D		£20,000	£20,000					
Telephony support for customer service (improvements to Contact Centre)	Pat Simpson	D		£10,000	£10,000					
Upgrades to Microsoft Office 2003	Pat Simpson	D		£55,000	£55,000					
CORE	Pat Simpson	D		£10,000	£10,000					
GIS Tools	Pat Simpson	D		£30,000	£30,000					
Sharepoint extension	Pat Simpson	D		£50,000	£50,000					
Establishment of a customer panel for improving customer service	Pat Simpson	D		£10,000	£10,000					
Channel Migration Advertising campaign	Pat Simpson	D		£15,000	£15,000					
				£736,000	£696,000	£40,000	£0	£0	£0	£0
<b>Customer Services &amp; Resources</b>										
				£891,000	£851,000	£40,000	£0	£0	£0	£0
<b>Environment &amp; Community</b>										
<i>Health &amp; Recreation</i>										
Repairs to existing Car Park and Footways at Woodgreen - DDA	Paul Marston-Weston	A,B,D	Yes	£50,000	£50,000	£0	£0	£0	£0	£0
Banbury Museum - Repair and Improvement	Paul Marston-Weston	A,B,D	Yes	£20,000	£20,000	£0	£0	£0	£0	£0
Relaying the Astroturf at Cooper School - Bicester	Paul Marston-Weston	B,A,D	Yes	£150,000	£150,000	£0	£0	£0	£0	£0
North Oxfordshire Academy Astroturf	Paul Marston-Weston	B,A,D	Yes	£150,000	£150,000	£0	£0	£0	£0	£0
North Oxfordshire Academy Site Safety & Security	Paul Marston-Weston	B	No	£60,000	£60,000	£0	£0	£0	£0	£0
Energy Saving Measures at Museum	Paul Marston-Weston	C		£20,000	£20,000	£0	£0	£0	£0	£0
Town Centre Visitor Signage	Paul Marston-Weston	A	Yes	£20,000	£20,000	£0	£0	£0	£0	£0
Drayton Athletics Track Refurb and Throws Cage Replacement	Paul Marston-Weston	B		£20,000	£20,000	£0	£0	£0	£0	£0
South West Bicester Sports Village	Paul Marston-Weston	A,B,D	Yes	£6,373,000	£170,000	£3,750,000	£2,203,000	£250,000	£0	£0

Capital Scheme	Service Head	Strategic Priority	Committed Y/N	Scheme Cost	2009/2010	2010/2011	2011/2012	2012/2013	2013/14	2014/15
				£	£	£	£	£	£	£
<b>Urban &amp; Rural</b>										
Automated Number Plate Recognition (assist Crim Reduction)	Chris Rothwell	B,D	Yes	£40,000	£40,000	£0	£0	£0	£0	£0
Implementation of Banbury Residents Parking - Signage & Lining	Chris Rothwell	A	Yes	£30,000	£30,000	£0	£0	£0	£0	£0
Community Woodland Project	Chris Rothwell	C,B,A	Yes	£90,000	£35,000	£10,000	£5,000	£0	£0	£0
Urban Centres Improvements	Chris Rothwell	A,B,C,D	Yes	£300,000	£45,000	£50,000	£75,000	£75,000	£55,000	£0
Pocket Parks Improvements	Chris Rothwell	B,D,A	Yes	£60,000	£20,000	£0	£20,000	£0	£20,000	£0
Markets Enhancements	Chris Rothwell	Yes	Yes	£30,000	£30,000	£0	£0	£0	£0	£0
Kidlington Village Centre Pedestrianisation	Chris Rothwell	A	Yes	£20,000	£20,000	£0	£0	£0	£0	£0
Kidlington Exeter Close Project	Chris Rothwell	D	Yes	£30,000	£30,000	£0	£0	£0	£0	£0
Off Road Parking Facilities/Environmental Improvements	Chris Rothwell	B,C	Yes	£750,000	£150,000	£150,000	£150,000	£150,000	£150,000	£0
Covered Vehicle Inspection Facility (Licensing)	Chris Rothwell	B	Yes	£25,000	£25,000	£0	£0	£0	£0	£0
				£1,335,000	£425,000	£210,000	£250,000	£225,000	£225,000	£0
<b>Environmental Services</b>										
Recycling Container Scheme	Ed Potter	C		£100,000	£65,000	£35,000	£0	£0	£0	£0
Vehicle Replacement Programme	Ed Potter	C		£3,304,000	£738,000	£521,000	£473,000	£728,000	£844,000	£0
Kitchen Waste Collection Service	Ed Potter	C	Yes	£50,000	£50,000	£0	£0	£0	£0	£0
				£3,454,000	£853,000	£556,000	£473,000	£728,000	£844,000	£0
<b>Safer Communities &amp; Community Development</b>										
Replacement Cabling Infrastructure for CCTV and Office Links and Fibre City	Grahame Helm	B,D	Yes	£250,000	£250,000	£0	£0	£0	£0	£0
				£250,000	£250,000	£0	£0	£0	£0	£0
<b>Environment &amp; Community</b>										
				£11,902,000	£2,188,000	£4,516,000	£2,926,000	£1,203,000	£1,069,000	£0
<b>Planning &amp; Affordable Housing</b>										
<b>Housing Services</b>										
Discretionary Grants	Gillian Greaves	A	Yes	£440,000	£440,000	£0	£0	£0	£0	£0
Mandatory Disabled Facilities Grants	Gillian Greaves	A	Yes	£950,000	£950,000	£0	£0	£0	£0	£0
Acquisitions Scheme	Gillian Greaves	A	Yes	£1,000,000	£1,000,000	£0	£0	£0	£0	£0
Housing Investment Programme	Gillian Greaves	A	Yes	£30,000	£30,000	£0	£0	£0	£0	£0
				£2,420,000	£2,420,000	£0	£0	£0	£0	£0
<b>Economic Development &amp; Estates</b>										
Future Regeneration Schemes - Preliminary Professional Fees	David Marriott	D	Yes	£300,000	£50,000	£50,000	£50,000	£50,000	£50,000	£50,000
Bicester Town Centre Redevelopment Scheme	David Marriott	A	Yes	£120,000	£60,000	£40,000	£20,000	£0	£0	£0
Bicester Cattle Market Car Park	David Marriott	A	Yes	£35,000	£0	£0	£0	£0	£0	£0
Access to Highfield Depot	David Marriott	D	Yes	£22,100	£22,100	£0	£0	£0	£0	£0
Thorpe Lane Depot Refurbishment Scheme	David Marriott	E	Yes	£1,160,000	£1,134,000	£26,000	£0	£0	£0	£0
				£1,637,100	£1,301,100	£116,000	£70,000	£50,000	£50,000	£50,000
<b>Planning &amp; Affordable Housing</b>										
				£4,057,100	£3,721,100	£116,000	£70,000	£50,000	£50,000	£50,000
<b>Total Programme</b>										
				£16,850,100	£6,760,100	£4,672,000	£2,996,000	£1,253,000	£1,119,000	£50,000