

**Committee:** Overview and Scrutiny Committee  
**Date:** Tuesday 14 June 2011  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

<b>Councillor Kieron Mallon (Chairman)</b>	<b>Councillor Lynn Pratt (Vice-Chairman)</b>
<b>Councillor Ann Bonner</b>	<b>Councillor Tim Emptage</b>
<b>Councillor Chris Heath</b>	<b>Councillor Alastair Milne Home</b>
<b>Councillor Neil Prestidge</b>	<b>Councillor Leslie F Sibley</b>
<b>Councillor Daniel Sames</b>	<b>Councillor Trevor Stevens</b>
<b>Councillor Lawrie Stratford</b>	<b>Councillor Rose Stratford</b>

### Substitutes

<b>Councillor Andrew Beere</b>	<b>Councillor Patrick Cartledge</b>
<b>Councillor Timothy Hallchurch MBE</b>	<b>Councillor Simon Holland</b>
<b>Councillor David Hughes</b>	<b>Councillor George Parish</b>
<b>Councillor Alaric Rose</b>	<b>Councillor Douglas Williamson</b>

## 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. **Urgent Business**

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

### 4. **Minutes** (Pages 1 - 8)

To confirm as a correct record the minutes of the meetings held on 8 March and 18 May 2011.

### 5. **Update on parking provision** (Pages 9 - 28)

Report of Head of Safer Communities, Urban and Rural Services

#### **Summary**

To report progress against actions agreed at the Executive meeting on 10 January 2011 relating to parking with specific reference to:

- (i) The balance and location of long stay/short stay parking in Banbury, Bicester and Kidlington
- (ii) The cost benefit analysis of alternative management arrangements for car parks, including 'Pay on Exit'.
- (iii) An initial review of the impact of the new Parking Order and plans for further evaluation.

To bring to the attention of the Committee the findings of the Bicester Chamber of Commerce and Bicester Vision traffic survey.

#### **Recommendations**

The meeting is recommended to:

- (1) Note the contents of this report
- (2) Give thanks to Bicester Vision and Bicester Chamber of Commerce for providing the information obtained through the traffic survey and advise them on the outcome of the Committee's discussions
- (3) Advise the Executive:
  1. That the current arrangements for pay and display parking across the District should remain in place, at least in the medium term.
  2. The findings set out in this report on provision of parking places are taken into account in the review of parking programmed for later in the year.
  3. Of any actions it would like the Executive to consider in the review of parking planned for later this year arising from its discussions on the traffic survey.

**6. Overview & Scrutiny Work Programme 2011/2012 (Pages 29 - 84)**

Report of Interim Head of Legal and Democratic Services

**Summary**

To provide the Committee with the draft overview and scrutiny work programme for 2011/12, specifically to update on items carried forward from the 2010/11 overview and scrutiny work programme and to consider new items for inclusion on the 2011/12 work programme.

**Recommendations**

The Overview and Scrutiny Committee is recommended:

- (4) To note the update on items carried forward from the 2010/11 overview and scrutiny work programme;
- (5) To decide which items should be removed from the work programme in 2011/12;
- (6) To determine which new topics should be included on the 2011/12 Work Programme.
- (7) To confirm the work programme for 2011/12 for the Overview and Scrutiny Committee.
- (8) To confirm the agenda for the meeting on 19 July 2011.

**7. Review of public speaking at call-in (Pages 85 - 88)**

Report of Interim Head of Legal and Democratic Services

**Summary**

To consider public speaking at Call-in.

**Recommendations**

The Overview and Scrutiny Committee is recommended to:

- (9) Consider what change(s), if any, they wish to make to the order of speaking at Call-in.

**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) 221583 prior to the start of the meeting.

### **Declarations of Interest**

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

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

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

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

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

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

### **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.

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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 Catherine Phythian, Legal and Democratic Services  
catherine.phythian@cherwell-dc.gov.uk (01295) 221583

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## **Mobile Phones**

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

**Sue Smith**  
**Chief Executive**

Published on Monday 6 June 2011

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# Agenda Item 4

## Cherwell District Council

### Overview and Scrutiny Committee

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 8 March 2011 at 6.30 pm

Present: Councillor Daniel Sames (Chairman)

Councillor Ann Bonner  
Councillor Nick Cotter  
Councillor John Donaldson  
Councillor Andrew Fulljames  
Councillor Alastair Milne Home  
Councillor Leslie F Sibley  
Councillor Lawrie Stratford  
Councillor Rose Stratford

Apologies for absence: Councillor Chris Smithson  
Councillor Trevor Stevens  
Councillor Keith Strangwood

Also Present: Tan Lea, Strategic Lead for Youth; Children, Young People and Families Directorate, Oxfordshire County Council  
Anthony Sayles, Area Service Manager Northern, Integrated Youth Support Service, Oxfordshire County Council

Officers: Ian Davies, Interim Chief Executive and Head of Paid Service  
Paul Marston-Weston, Head of Recreation & Health  
Philip Rolls, Recreation & Health Improvement Manager  
James Doble, Democratic, Scrutiny and Elections Manager  
Catherine Phythian, Senior Democratic and Scrutiny Officer  
Ian Davies, Interim Chief Executive and Head of Paid Service

#### 44 **Appointment of Vice Chairman**

It was agreed that as this was the last meeting of the Committee in the current municipal year there was no need to appoint a vice-chairman.

#### 45 **Declarations of Interest**

Members declared interests in the following agenda items:

##### **6. Youth Services in Oxfordshire.**

Councillor Ann Bonner, Personal, as a member of Oxfordshire County Council.

## **6. Youth Services in Oxfordshire.**

Councillor Lawrie Stratford, Personal, as a member of Oxfordshire County Council.

### 46 **Urgent Business**

There was no urgent business.

### 47 **Minutes**

The minutes of the meeting held on 25 January 2011 were agreed as a correct record and signed by the Chairman, subject to the following amendment and point of clarification:

Page 4        Item 43 Secondary School Education Attainment Levels, paragraph 2, sentence 1

Delete Oxfordshire and replace with Cherwell

Page 5        Item 43 Executive consideration of the recommendations from the Overview and Scrutiny Committee: Car Parking Charges Call-in

Members of the Committee who had not been present at the meeting on 25 January 2011 sought clarification on the decision to review the Call-in procedure. The Chairman said that in general he believed that most people involved in the Call-in held on 10 January 2011 had been satisfied with the process. This view was endorsed by other members of the Committee. The Chairman went on to explain that it was not intended to conduct a full review of the whole Call-in procedure but that some concerns had been expressed regarding the rules on public speaking at a Call-in and this would be the only issue to be reviewed.

### 48 **Youth Services in Oxfordshire**

The Chairman welcomed Oxfordshire County Council officers Tan Lea (Strategic Lead for Youth; Children, Young People and Families Directorate) and Anthony Sayles (Area Service Manager Northern, Integrated Youth Support Service) to the meeting to discuss the proposals for youth services in the county. The Chairman explained that the discussion would be in two parts: firstly a briefing on the county council's proposals for youth services and secondly consideration of what impact this would have on the district council's youth work.

#### **Oxfordshire County Council youth services**

The County Council officers began by setting the overall context for the provision of youth services. They explained that the budget constraints would result in a £10M reduction in funding for youth services in 2011/12. Statutory

services would be safeguarded and this meant that the non-statutory activities would be more vulnerable to funding cuts. They referred the Committee to the county council's consultation document which set out the proposals for the provision of services to children, young people and families. They emphasised that although the service model looked very different the council retained its firm commitment to early intervention and to partnership working with community groups and other service providers like Connexions and the probation service.

The Committee learnt that the proposals for the youth service centred on local delivery from "hubs" across the county. Two of the hubs would be within Cherwell, at Woodgreen Young Peoples Centre in Banbury and The Courtyard in Bicester. The range of services provided would vary according to local need. In Banbury there would be close liaison with the work of the Banbury Brighter Futures project.

In response to questions from the Committee County Council officers confirmed that there would inevitably be some loss of services across the county as a whole but that it was not possible to quantify the change or identify specific services at present.

The Head of Recreation & Health told the Committee that the value for money review of youth services had been deferred until the outcome of the county council consultation was known and that the Cherwell District Council youth budget had not been cut in 2011/12. Nevertheless the service was actively seeking to provide improved services to residents and to safeguard activities against the changes that might result from the county council proposals.

The Committee recognised that the county council's proposals were as a direct result of the economic climate and that the options available were limited but they expressed reservations about the high level of dependency on the voluntary sector and parents and other volunteers. They were also concerned about the potential loss of professional expertise from within the youth service. The Committee was also concerned that the focus on the more vulnerable members of the community might result in a large number of other young people losing out because they did not meet any of the priority indicators. The Committee also commented on the importance of managing public perception of this fundamental change in the provision of youth services.

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### **Overview and Scrutiny Work Programme 2010 - 2011**

The Committee considered the report on the Overview and Scrutiny Work Programme 2010/11.

#### **Forward Plan**

The Committee agreed that there were no items on the Forward Plan for March to June 2011 that they wished to include on their work programme in 2010/11.

### **Built Environment Conservation Area Policy**

The Committee noted that the Chairman had presented their report on the review of the Council's Built Environment Conservation Area Policy to the Executive on 7 February 2011. They were pleased to note that all of their recommendations had been accepted without amendment. The Committee reflected that this piece of work was an excellent example of good scrutiny which had resulted in a tangible outcome (the publication of the Planning and Design Guidance: Subdivision of Buildings for Residential Use). They commended Mrs Rand for her work in preparing this document and asked that it should be circulated to all council members.

### **Strategic review of car parking issues**

The Committee had previously agreed to include on its work programme further investigation of the following parking issues:

1. The balance and location of long stay/ short stay parking in Banbury, Bicester and Kidlington
2. The wider economic impact of parking policy on the district's urban centres
3. The cost benefit of alternative management arrangements for car parks, including pay on exit

The Interim Chief Executive advised the Committee that he had discussed the structure, timing and resourcing of such an important and strategic scrutiny review with the Chairman and lead officers in the council. He suggested that the Committee should conduct the review in two stages. Firstly a select committee style discussion at the June meeting based on a detailed officer report addressing the issues raised at items 1 and 3 above which were essentially concerned with practical, operational arrangements for existing car parks. Secondly the Committee could commission a separate study into the wider economic impact of the council's parking policy. Such a study would need to be very thoroughly scoped and supported by detailed planning and clear objectives.

The Committee gave careful consideration to these these suggestions. They agreed that the review should be conducted in two stages and confirmed that officers should bring a detailed report to the June meeting which addressed issues around the balance and location of long stay/ short stay parking in the district and the cost benefit of alternative management arrangements for car parks. They asked that the report be supported by statistical information from the council's records, the background information provided to the call-in on car parking and should also include consideration of motorbikes and disabled parking requirements. In addition Bicester members of the Committee suggested that the findings of the Bicester Chamber of Commerce traffic survey should be brought to the meeting for the Committee's consideration.

The Committee agreed that consideration of whether or not to proceed with a wider economic impact of parking policy on the district's urban centres should be deferred until after the discussions at the June meeting.

### **Secondary School Education Attainment Levels**

Following a lengthy discussion, the Committee agreed that the review of secondary school education attainment levels should proceed in 2011/12.

They agreed that the initial briefing discussion with Councillor Waine, Oxfordshire County Council Cabinet Member for Schools Improvement, should be scheduled for the meeting on 19 July 2011.

Councillor L Stratford and Councillor Mrs R Stratford asked that their objection to the decision to proceed with this scrutiny review be recorded.

**Overview and Scrutiny Committee meeting on 12 April 2011**

The Committee agreed to cancel this meeting.

**Resolved**

- (1) That the current Overview and Scrutiny Committee element of the work programme for 2010/11 be noted.
- (2) That there were no items of interest in the current version of the Forward Plan (March - June 2011) to be included on the future work programme.
- (3) That the Executive's endorsement of the recommendations from the Overview and Scrutiny Committee regarding the Built Environment Conservation Area Policy scrutiny review be noted; and that Mrs Rand be thanked for her work on the production of the Planning and Design Guidance: Subdivision of Buildings for Residential Use; and that this document be circulated to all council members.
- (4) That the agenda for the June meeting of the Committee would include a select committee style consideration of an officer report on the issues around the balance and location of long stay/ short stay parking in the district and the cost benefit of alternative management arrangements for car parks.
- (5) That an initial briefing for the review of Secondary School Education Attainment Levels should be scheduled for the meeting on 19 July 2011.
- (6) That the meeting scheduled for 12 April 2011 be cancelled.

The meeting ended at 8.15 pm

Chairman:

Date:

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## Cherwell District Council

### Overview and Scrutiny Committee

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 18 May 2011 at 7.40pm

Present: Councillor Lynn Pratt (Vice-Chairman)

Councillor Ann Bonner  
Councillor Tim Emptage  
Councillor Chris Heath  
Councillor Alastair Milne Home  
Councillor Neil Prestidge  
Councillor Leslie F Sibley  
Councillor Daniel Sames  
Councillor Trevor Stevens  
Councillor Lawrie Stratford  
Councillor Rose Stratford

Apologies for absence: Councillor Kieron Mallon

#### 1 **Appointment of Chairman**

**Resolved** that Councillor Kieron Mallon be elected Chairman of the Overview and Scrutiny Committee for the 2011/12 Council year.

#### 2 **Appointment of Vice-Chairman**

**Resolved** that Councillor Lynn Pratt be elected Vice-Chairman of the Overview and Scrutiny Committee for the 2011/12 Council year.

The meeting ended at 7.45 pm

Chairman:

Date:

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## Overview and Scrutiny Committee

### Update on Parking Provision

14 June 2011

### Report of Head of Safer Communities, Urban and Rural Services

#### PURPOSE OF REPORT

To report progress against actions agreed at the Executive meeting on 10 January 2011 relating to parking with specific reference to ;

- (i) The balance and location of long stay/short stay parking in Banbury, Bicester and Kidlington
- (ii) The cost benefit analysis of alternative management arrangements for car parks, including 'Pay on Exit'.
- (iii) An initial review of the impact of the new Parking Order and plans for further evaluation.

To bring to the attention of the Committee the findings of the Bicester Chamber of Commerce and Bicester Vision traffic survey.

This report is public

#### Recommendations

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The meeting is recommended to:

- (1) Note the contents of this report
- (2) Give thanks to Bicester Vision and Bicester Chamber of Commerce for providing the information obtained through the traffic survey and advise them on the outcome of the Committee's discussions
- (3) Advise the Executive:
  - (i) That the current arrangements for pay and display parking across the District should remain in place, at least in the medium term.
  - (ii) The findings set out in this report on provision of parking places are taken into account in the review of parking programmed for later in the year.
  - (iii) Of any actions it would like the Executive to consider in the review of parking planned for later this year arising from its discussions on the traffic survey.

### Executive Summary

- 1.1 Changes were made to parking arrangements across the District in April 2011 following a period of consultation between January and March 2011. This followed a detailed Scrutiny review of fees and charges and of Parking Policy that had taken place as part of the 2011/12 budget process. The Executive's decision on these matters was 'Called-In' but subsequently approved at the Executive meeting on 10 January 2011.
- 1.2 The changes that were implemented in April 2011 affected all car parks managed by the Council. However, not all car parks were affected in the same way and a summary of the changes is set out at Appendix 1.
- 1.3 In approving these changes, the Executive requested that further work be undertaken into:
  - (i) The balance and location of long stay/short stay parking in Banbury, Bicester and Kidlington
  - (ii) The wider economic impact of Parking Policy on the Districts urban centres
  - (iii) The cost benefit of alternative management arrangements for car parks, including 'Pay on Exit'.
- 1.4 At the 8 March 2011 Scrutiny meeting, the Committee agreed that the review should be conducted in two stages and confirmed that officers should bring a detailed report to the June meeting which would address points (i) and (iii) above, but that a decision on whether or not to proceed with a wider economic impact of parking on the District's urban centres be deferred until after the discussions at the June meeting.
- 1.5 Scrutiny Committee asked that the report be supported by statistical and financial information on parking and, the background information provided to the call-in on car parking and should also include consideration of motorbikes and disabled parking requirements.
- 1.6 In addition, Bicester members of the Committee suggested that the findings of the Bicester Chamber of Commerce traffic survey should be brought to the meeting for the Committee's consideration. A copy of the survey report has been circulated to the Committee.
- 1.7 For completeness, this report also brings members up to date with the decision not to progress the introduction of paid for parking at Kidlington, Watts Way car park which was a matter that Scrutiny Committee spent a significant amount of time debating as part of the Parking Policy work.

## **Background**

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### **Current Parking Provision**

- 2.1 The existing Council car parking facilities are summarised in Appendix 2. Pay and display parking is provided in Banbury and Bicester. Kidlington parking remains free.
- 2.2 In Banbury there are a range of privately provided parking facilities that include Chiltern Rail for station parking, NCP, Castle Quay and Vinci (previously Meteor). The Council has parking management agreements with some of these providers, but this report does not go into detail on these.
- 2.3 There are no privately operated public parking facilities in Bicester town centre at the moment although the town centre redevelopment will see closure of Crown and Crown Walk and a new Sainsbury's multi storey car park as part of the development. The station has paid for parking facilities and Bicester Village and Tesco's have large areas of free parking.
- 2.4 A number of small car parks are currently provided in Kidlington including Co-Op and Exeter Close. These provide free parking.
- 2.5 A summary of car park charges and comparators where available is set out at Appendix 3.

### **Kidlington- Watts Way (Curtis Place) Car Park**

- 2.6 Members will recall this car park is covered by a restrictive covenant. Following discussions with the beneficiaries of the covenant, a decision not to proceed with introducing pay and display parking at this time was taken in April 2011 and is set out in the Portfolio Holder report at Appendix 4.
- 2.7 As part of the High Street Pedestrianisation works it is considered that additional designated disabled parking spaces should be included in the car park and this can be implemented if and when that scheme is approved. It is proposed to increase the existing seven spaces by a further two.

### **Bicester Parking**

- 2.8 In anticipation of the changes to Bicester town centre as a consequence of the Sainsbury's development and Market Square improvements, a detailed review of the balance of long stay and short stay parking was undertaken last year. This was presented in a report to the Executive on 24 May 2010 and finalised and approved through a Portfolio holder report in August 2010. A copy of this report has been circulated.
- 2.9 In summary, the changes were aimed at adjusting parking provision consequent of the closure of Crown and Crown Walk and then

Franklins Yard, moving long stay parking to an extended Cattle Market and re designating those remaining car parks closest to main shopping areas as short stay. The maximum period of stay was also increased from 2 hour to 3 hours in short stay car parks (bringing them in line with Banbury) and all the measures set out below on blue badge parking also implemented.

- 2.10 Timing of the changes was programmed to take place in line with the intended town centre project programme, and legal Orders were advertised ready for this. Unfortunately the Compulsory Purchase Order (CPO) process on the town centre works has delayed that project but it was felt appropriate to continue with the parking changes on original programme, especially in view of the legal process completed and because it gave an opportunity for car park users to get used to new arrangements before the main works disruption started.
- 2.11 The new Sainsbury's multi storey car park will provide some 600 spaces and these will be short stay as set out in the Section 106 Agreement. Charges also have to be in line with the Council's. The new car park will also increase the designated blue badge parking- which will be chargeable. Management arrangements will be 'pay on exit'.
- 2.12 In the short term, the closure of Crown and Crown Walk will displace cars particularly to Claremont and Franklins and will result in a loss of 20 designated disabled parking bays. Arrangements are being considered to replace some, but not all, of these spaces in Franklins Yard, Claremont and Market Square car parks but, with the loss of general parking spaces and the migration of some blue badge parking to on- street (as a consequence of the introduction of blue badge holder charges), it is not felt appropriate to re-provide on a like for like basis. Final provision also needs to take into account the temporary relocation of the Shopmobility service.
- 2.13 It is not felt appropriate to undertake any further changes to long stay/short stay parking in Bicester at this time, but this should be kept under review and reconsidered once the Sainsbury's development has opened and parking and visitor patterns can be reassessed.

### **Banbury Parking**

- 2.14 As discussed at paragraph 2.2 above, Banbury has a mixed economy of parking provision. The situation prior to April this year was that evening car parking was limited as most of the privately managed car parks closed after 7pm. The majority of evening parking being though the Council's free parking after 6pm (4pm on Sundays and Bank holidays).
- 2.15 Significant changes have also taken place in Banbury in the last 12-18 months as a consequence of the opening of the new Spiceball Leisure Centre car park (operated by Parkwood) and the changes in Market Place and North Bar East as part of the Parson Street pedestrianisation

scheme.

- 2.16 Additional designated blue badge parking has been provided in Market Place and North Bar.
- 2.17 In the medium term there are also further plans that will have an impact on car parking as part of the Bolton Road redevelopment. This is some way off but parking in this area is being considered as part of that Project.
- 2.18 In addition, the temporary arrangements that were introduced on Spiceball Park Road and provide some 80 spaces have had an impact on parking patterns. This car park has been well used, particularly by sports centre users in the evening.
- 2.19 Because of these issues, and because parking supply appears to be sufficient to cope with current demand, it is not recommended that any changes to the balance of long stay short stay be undertaken at this time. This situation might well be different on final determination on use of the Spiceball area, and on progress with the Bolton Road development. Future Parking Policy may also be influenced by any decisions to reconsider the deferral of a Banbury Residents Parking Scheme and Civil Parking Enforcement.

#### **Blue Badge and Motorcycle Parking**

- 2.20 The table at Appendix 2 shows the current provision for blue badge and motorcycle parking.
- 2.21 Motorcycle parking is free in designated bays. Motorcycles can park in general parking bays but then need to pay and display.
- 2.22 Blue badge holders can use both designated bays (on display of their blue badge) and general parking bays. In April this year charges for blue badge holders were introduced for the first time. A number of concessions were also included in this change to the Council's Parking Policy including: one hour free after the initial paid for period; maximum stay extended by 1 hour in ultra and short stay car parks; discounts on season tickets; free access to the pay by phone service.
- 2.23 Blue badge holders can also park free of charge in designated on-street parking bays and on yellow lines provided they are not causing an obstruction. In liaison with the police (who are responsible for enforcement of on-street traffic offences) the changes that were implemented in April do not appear to have led to any significant highway issues, but there have been one or two public calls for residents parking to be reconsidered in Banbury due to increase in displacement in an evening.

#### **Pay on Exit Management Arrangements**

- 2.24 A number of privately operated car parks in Banbury operate the 'Pay on Exit' system (although it should be noted that the NCP car park on

Marlborough Road has in the last year or so changed from 'Pay on Exit' to pay and display and the new operators of the Bolton Road Multi storey are in process of changing from Pay on Exit to pay and display).

- 2.25 'Pay on Exit' management arrangements require barrier controlled entrance and exit. Car parks also need to be enclosed so motorists have to use the controlled entrance/exit. Barrier control would not work on car parks that are along the highway, for example Victoria Road in Bicester and South/North Bar in Banbury. It needs also to be noted that with barrier parking, a member of staff would have to be on call 24 hours a day to deal with barrier malfunction. This would incur additional cost as it is not an issue with pay and display.
- 2.26 All the existing pay on exit car parks in Banbury have on site staff and so the thinking that a change from pay and display would enable staff numbers to be cut is not correct. Indeed it is possible that the existing team of 9 wardens that cover the 3 urban centres 7 days a week would have to be increased if the Council chose to introduce a mixed economy for its parking services.
- 2.27 Pay stations for pay on exit tend to be much larger than ticket machines and therefore could use space currently used as parking bays leading to a loss of revenue. As council car parks are all open air and operate 24 hours there is a higher risk of damage/vandalism to control equipment. Pay on exit systems are more suited to multi storey car parks which are designed for this purpose and locked at night.
- 2.28 The pay and display located on the highway would continue to require mobile enforcement and it would then need (usually a staffing complement of 2) staff on site at each pay on exit car park to be on hand to deal with any barrier faults and pay station issues. Whilst the barrier is out of action a member of staff would need to be constantly on site to collect monies.
- 2.29 Logistics: Pay on exit can cause queues within the car park for cars waiting to pay on exit. There could also be queuing on entry as drivers wait for a vacant parking space. This could result in traffic backing up on the highway and causing congestion and health and safety issues. This problem can be seen on Spiceball Park Road with the Castle Quay deck level barrier operated car park.
- 2.30 An initial assessment has been undertaken as to suitability for 'Pay on Exit' and this has identified the following car parks are enclosed and could be suitable:

**Banbury:** Calthorpe Street (East and West), The Mill, Chamberlaine Court, Riverside, Spiceball North, Windsor Street, Compton Road.

**Bicester:** Clarendon, Cattle Market.

In addition, with boundary enclosure work the following may also be suitable (indicative costs for boundary treatment identified):

Market Place- £10,000-£20,000

Franklins Yard - £5,000-£7,000 - but car park is scheduled to close

2.31 An initial assessment of capital costs (in addition to any enclosure works) has also been undertaken with the need for barrier controls and pay stations/ticket machines as well as communication link to the Parking Office being required:

- Barriers - Estimate at £5,000 per car park for the equipment with unknown costs of civil engineering works
- Pay Stations/Ticket machines - Estimate at £12,000-£15,000 per pay station
- Communications link - Estimate of £1,000-£2,000 per car park with unknown costs of civil engineering works
- Total estimated cost range per car park £18,000-£24,000.

2.32 An estimated budget costing for Pay on Exit for all the car parks identified in paragraph 2.31 above would be in the range of £249,000 to £339,000.

2.33 The 2011/12 income budget for parking is £3,026,000 split between pay and display income of £2,475,000 and £451,000 from Excess Charge Notices (ECN's). A change to pay on exit might help to generate additional paid for parking income but this would need to be balanced against the loss of revenue generated from ECN's.

2.34 A full business case would need to be prepared should members wish for this option to be explored further. It should be noted that 'Pay on Exit' parking would need to have an enforcement resource available to manage the car park and there would continue to be a staffing and enforcement requirement in those car parks that remained as Pay and Display. Consequently, the savings from reduction in enforcement staff that were perhaps envisaged are unlikely.

2.35 Anecdotally, the general public seem to prefer pay on exit as it removes the risk of fines for overstay, but it should also be noted that the hourly parking costs in Pay on Exit car parks can often incur a premium of up to 20% compared to Pay and Display parking rates.

### **Green Transport**

2.36 One additional area that members may wish to consider in any future investment in its car parks is the provision of electrical recharge points for electric cars and new pay and display machines that can offer different payment arrangements.

### **Residents Parking and Civil Parking Enforcement (CPE)**

2.37 It is also important to have regard for CPE and residents parking (particularly in Banbury) as pressure on residential streets increases as traffic on our roads continues to grow and parking policy displaces

drivers further out from town centre to find free on street parking.

## **Conclusion**

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- 3.1 The current level of parking provision is considered to be appropriate, but needs to be kept under review in light of the significant infrastructure developments in Bicester and with development proposals planned in Banbury.
- 3.2 There are no plans to further review the current free parking in Kidlington at this time.
- 3.3 Blue badge parking in Banbury is also felt to be adequate. A number of changes were made in Banbury as part of the Parson Street improvements and this increased the levels of provision in Market Place and North Bar. A number of concessions have been included in the new paid for parking arrangements and these are considered to be a sensitive response to this difficult change. Some changes will be required in Bicester as a consequence of the closure of Crown and Crown Walk later in the year and additional designated bays can be considered for Watts Way, Kidlington as part of the pedestrianisation project.
- 3.4 No additional provision for motorcycles is considered necessary.
- 3.5 On the initial assessment "Pay on Exit" is not considered appropriate at this time due to the capital cost of change, the potential drop in revenue and the unlikelihood of reducing staffing costs. A full business case would need to be prepared to understand the viability of the option.
- 3.6 Green transport measure should be considered at the appropriate time when investment is being made in car parks.
- 3.7 Civil Parking Enforcement should be looked at again once the new management structures are in place with South Northants Council, who are already operating this regime.

## **Implications**

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**Financial:** The financial implications are as set out in the report. Any proposed changes to the parking order would need to be fully appraised and considered against 2011/12 budget.

Comments checked by Karen Curtin, Head of Finance, 01295 221551.

**Legal:** There are no direct legal implications associated with this report. Any changes to parking arrangements would need to be contained in a new parking order

and follow the consultation procedures and timescales set out in the legislation.

Comments checked by Nigel Bell, Team Leader –  
Planning and Litigation/Interim Monitoring Officer  
01295 221687

### **Wards Affected**

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All

### **Corporate Plan Themes**

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District of Opportunity

### **Executive Portfolio**

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Councillor George Reynolds  
Deputy Leader

### **Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Summary of Parking measures implemented on 4 April 2011
Appendix 2	Existing Council Parking facilities
Appendix 3	Comparison of car parking charges
Appendix 4	Portfolioholder report- Curtis Place Car Park Covenant
<b>Background Papers</b>	
Resources and Performance Scrutiny Board Agendas 12 October 2010, 23 November 2010, 30 November 2010 Agenda 6 December 2010 Executive Agenda Overview and Scrutiny Committee 5 January 2011 Agenda Executive 10 January 2011 The Cherwell District Council (Off-street Parking Places) (Banbury, Bicester, Kidlington) Order 2011 Portfolioholder report on Bicester Parking - August 2010	
<b>Report Author</b>	Chris Rothwell, Head of Safer Communities, Urban and Rural Services
<b>Contact Information</b>	01295 221712 chris.rothwell@Cherwell-dc.gov.uk

## **Appendix 1**

### **Summary of parking measures implemented on 4 April 2011**

1. to increase parking charges at all car parks in Banbury and Bicester by 10p per hour (Banbury from 70p to 80p per hour, Bicester from 60p to 70p per hour and all other hourly charges by a 10p multiple per hour);
2. to introduce parking charges for disabled drivers holding a blue badge in line with standard hourly rates, but with one additional hour free of charge, at all car parks in Banbury and Bicester (excluding the drop off/pick up bay at Bridge Street, Banbury);
3. to introduce evening charges from 6.00 pm to 12 midnight at all car parks in Banbury and Bicester, at a flat rate of 80p (Banbury) and 70p (Bicester);
4. to increase Excess Charge Notice levels at all car parks in Banbury, Bicester and Kidlington by £10 for each contravention, with a premium charge of £100 being introduced for failure to pay within 28 days;
5. to increase the parking charges and charging hours applicable to Sunday and all bank and public holidays (other than Christmas Day, Boxing Day, New Year's Day, Good Friday and Easter Sunday when no charges apply) to those applicable to Monday – Saturday at all car parks in Banbury and Bicester;
6. to revise the maximum period of stay permitted at each car park in Bicester
7. to consolidate existing regulations relating to all car parks in Banbury, Bicester and Kidlington, presently contained in numerous Orders, into a new single Order.

## Appendix 2 Existing Council Car Parking Facilities

Location	Car Bays	Disabled	M/Cycle	Doctors	Total
<b>Banbury</b>					
<b>Ultra Short Stay 1hr</b>					
Market Place	40	7	0	0	47
Bridge Street (15mins)	4	3	0	0	7
<b>Short Stay 3 hrs</b>					
Horsefair West	36	2	0	0	38
Calthorpe Street Extension	31	3	0	0	34
Calthorpe Street East	17	3	0	0	20
South Bar Short Stay	27	2	0	0	29
North Bar East	33	7	1	0	41
Chamberlaine Court	52	0	0	3	55
The Mill	33	6	0	0	39
<b>Long Stay 24 hrs</b>					
Calthorpe Street west	78	0	1	0	79
Windsor Street	116	0	0	0	116
South Bar Long Stay	91	0	0	0	91
North Bar West	31	0	0	0	31
Compton Road	80	0	0	0	80
Riverside	44	2	0	0	46
Spiceball North	70	0	2	0	72
Spiceball Park Road (Temp)	80	0	0	0	80
Compton Road Coach Park	10 Coach Bays	0	0	0	10
<b>Bicester</b>					
<b>Ultra Short Stay 1 hr</b>					
Market Square***	33	2			35
<b>Short Stay 3hrs</b>					
Victoria Road	28				28
Franklins Yard**	83		2		85
Crown *	189	10			199
Crown walk*	60	10			70
Claremont	163	9			172
Chapel Brook	20				20
<b>Long Stay 24 hrs</b>					
Chapel Street****	14				14
Cattle Market	270	8			278
<b>Kidlington</b>					
Short Stay 3 hrs	85	7	2		94
Long Stay 24 hrs	60				

\*due to close late 2011 for town centre redevelopment

\*\* due to close for Civic building. Date not known but post 2013

\*\*\* changes proposed should Market Square development go ahead

\*\*\*\*due to close 2011.

Note: Blue badge holders allowed to stay one hour above max stay limit.

## Appendix 3

### Car Parking Fees and Charges-Comparison

Location	0-30mins	1hr	2hr	3hr	4hr	Daily	Evening (6pm-midnight)	Excess Charge A	Discount <14 days	Excess Charge B	Discount <14 days	Payment >28 days	Notes
<b>Banbury</b>													
<b>Council Car Parks</b>													
<b>Ultra Short Stay 1hr</b>													
Market Place	£0.80	£1.20	n/a	n/a	n/a	n/a	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	Closed on market days
Bridge Street (15mins)	£0.30	n/a	n/a	n/a	n/a	n/a	n/a	£60.00	£50.00	£80.00	n/a	£100.00	
<b>Short Stay 3 hrs</b>													
Horsefair West	n/a	£0.80	£1.60	£2.20	n/a	n/a	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
Calthorpe Street Extension	n/a	£0.80	£1.60	£2.20	n/a	n/a	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
Calthorpe Street East	n/a	£0.80	£1.60	£2.20	n/a	n/a	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
South Bar Short Stay	n/a	£0.80	£1.60	£2.20	n/a	n/a	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
North Bar East	n/a	£0.80	£1.60	£2.20	n/a	n/a	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
Chamberlaine Court	n/a	£0.80	£1.60	£2.20	n/a	n/a	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
The Mill	n/a	£0.80	£1.60	£2.20	n/a	n/a	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
<b>Long Stay 24 hrs</b>													
Calthorpe Street West	n/a	£0.80	£1.60	£2.20	£2.80	£3.50	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
Windsor Street	n/a	£0.80	£1.60	£2.20	£2.80	£3.50	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
South Bar Long Stay	n/a	£0.80	£1.60	£2.20	£2.80	£3.50	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
North Bar West	n/a	£0.80	£1.60	£2.20	£2.80	£3.50	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
Compton Road	n/a	£0.80	£1.60	£2.20	£2.80	£3.50	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
Riverside	n/a	£0.80	£1.60	£2.20	£2.80	£3.50	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	

Location	0-30mins	1hr	2hr	3hr	4hr	Daily	Evening (6pm-midnight)	Excess Charge A	Discount <14 days	Excess Charge B	Discount <14 days	Payment >28 days	Notes
Spiceball North	n/a	£0.80	£1.60	£2.20	£2.80	£3.50	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	
Spiceball Park Road	n/a	£0.80	£1.60	£2.20	£2.80	£3.50	£0.80	£60.00	£50.00	£80.00	n/a	£100.00	Temporary
<b>Private Car Parks</b>													
Castle Quay (08.00-20.00)	£1.00	£1.00	£1.70	£2.20	£2.80	£6.50	£1.00-£1.70	n/a	n/a	n/a	n/a	n/a	£1.50 all day Sun/Bank Hols / pay on exit
Marlborough Road NCP(24hr/7days)	n/a	n/a	£2.50	n/a	n/a	£3.00	£2.50-£3.00	£100.00	£50.00	£100.00	£50.00		
Cherwell Centre NCP(08:00-22:00 Mon-Sat 09:30-17:00 Sun)	£3.50	£3.50	£5.50	n/a	n/a	£6.60	£3.50-£5.50	n/a	n/a	n/a	n/a	n/a	£60 charge for misuse / pay on exit
Vinci Multi Storey Bolton Rd (07.30-18.30)	£0.80	£0.80	£1.60	£2.00	£2.60	£3.50	£0.80	n/a	n/a	n/a	n/a	n/a	Closed Sunday / pay on exit
Vinci Banbury Train Station (24hrs)	n/a	n/a	n/a	n/a	n/a	£6.50	£6.50	yes	?	yes	?		Off peak rate of £4.50 apply after 10am Mon to Sat, Sun and Bank Holidays.
Retail Outlets - e.g. Sainsbury's, Tesco etc	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	All car parks free of charge for customer use only at retail outlets
<b>Bicester</b>													
<b>Council Car Parks</b>													
<b>Ultra Short Stay 1hr</b>													
Market Square***	£0.70	£1.20	n/a	n/a	n/a	n/a	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	changes proposed should Market Square development go ahead

Location	0-30mins	1hr	2hr	3hr	4hr	Daily	Evening (6pm-midnight)	Excess Charge A	Discount <14 days	Excess Charge B	Discount <14 days	Payment >28 days	Notes
<b>Short Stay 3hrs</b>													
Victoria Road	n/a	£0.70	£1.40	£2.00	n/a	n/a	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	
Franklins Yard**	n/a	£0.70	£1.40	£2.00	n/a	n/a	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	due to close for Civic building. Date not known but post 2013
Crown	n/a	£0.70	£1.40	£2.00	n/a	n/a	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	due to close late 2011 for town centre redevelopment
Crown Walk	n/a	£0.70	£1.40	£2.00	n/a	n/a	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	due to close late 2011 for town centre redevelopment
Claremont	n/a	£0.70	£1.40	£2.00	n/a	n/a	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	
Chapel Brook	n/a	£0.70	£1.40	£2.00	n/a	n/a	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	
<b>Long Stay 24 hrs</b>													
Chapel Street****	n/a	£0.70	£1.40	£2.00	£2.60	£3.00	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	due to close 2011
Cattle Market	n/a	£0.70	£1.40	£2.00	£2.60	£3.00	£0.70	£60.00	£50.00	£80.00	n/a	£100.00	
<b>Private Car Parks</b>	none	none	none	none	none	none	none	none	none	none	none	none	All car parks are for customer use only at retail outlets
<b>Kidlington</b>													
Curtis Place	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Short Stay 3 hrs and Long Stay 24hrs
<b>Private Car Parks</b>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	All car parks are for customer use only at retail outlets

## Appendix 4

# Portfolio Holder Report for Community Safety, Street Scene and Rural Services

## Curtis Place Car Park Covenant

### Report of Head of Safer Communities, Urban and Rural Services

#### PURPOSE OF REPORT

To secure decision on:

1. Whether to progress further negotiations with Eames in connection with the covenant restrictions on Curtis Place car park, Kidlington, to enable introduction of paid for parking or to determine that no further work be undertaken.

This report is public
Reason Non-Key
No effect on Policy or budget.

#### Recommendations

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The Portfolio Holder is recommended to :

- (4) Note the outcomes of correspondence with Eames in connection with releasing the covenant restriction.
- (5) Determine that no further work be undertaken on alternative management arrangements for parking at Curtis Place at this time.

#### Executive Summary

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##### Introduction

- 1.8 Following the 6 December 2010 Executive, Officers were asked to investigate the lifting of the covenant on Curtis Place car park to enable consideration of paid for parking.

- 1.9 Material in implementing paid for parking at Curtis Place (should the covenant restriction be negotiated away), are the wider implications of parking in the village centre. These issues would need to be explored thoroughly with relevant parties to be certain that the financial affects planned from paid for parking were indeed realistic and there was no material adverse affects.
- 1.10 Prior to any detailed implications being considered, negotiations with the beneficiaries of the covenant, Eames, would need to be concluded. They have indicated they see no benefit from the covenant being lifted but may be interested in purchasing some or all of the public car park. No further discussions have taken place pending member views.

### **Proposals**

- 1.11 That no further investigation of alternative management arrangements for parking at Curtis Place, Kidlington takes place at this time.

### **Conclusion**

- 1.12 The wider implications from introducing paid for parking at Curtis Place, Kidlington, in particular displacement into other free publically available parking or to residential streets; and the reluctance by Eames to lift the covenant rule out this opportunity at the current time.

### **Background Information**

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- 2.38 As part of the MTFs (Medium Term Financial Strategy) Building Block work undertaken in August last year, officers were tasked with identifying potential opportunities for increasing income. Along with the range of parking proposals that are being implemented on 4 April 2011, the option to investigate paid for parking on Curtis Place, Kidlington was included.
- 2.39 The early assessment at that stage (August 2010) was that, whilst sections of the car park are covered by a restrictive covenant, there may be opportunities to explore lifting this to allow introduction of paid for parking and, using the charging arrangement that were at that time in force at Bicester, there could be potential for income up to £120,000 per year, with set up costs of around £18,000. The Building Block also made reference to the need to consider wider village centre parking provision in any consideration of this proposal for Kidlington.
- 2.40 During the early MTFs discussions a number of Building Blocks were identified as confidential, consequently no consultation was undertaken with Kidlington Parish Council or other potential consultees at that stage.
- 2.41 The car park is mainly comprised within three separate legal titles-the Council's property terrier and numbered 629, 631 and 4230. There is provision for both long stay and short stay parking, and enforcement is

undertaken on a 'light touch' basis, to enforce length of stay and parking within bays.

### **The Covenant**

2.42 The covenant on the car park area in the title deeds 629 and 631 states:

“To construct and complete in ... [a proper and workmanlike] ... manner a free public car parking area and public convenience on that part of the property first hereinbefore described which does not form the site of the said new road and thereafter at all times to use or cause the same to be used for that purpose and for no other purpose whatsoever and at its own expense to maintain the same in a proper state of repair and condition PROVIDED that the Purchaser or its successors in title shall not be required to permit public car parking free of charge under the foregoing covenant if at any time the car parking area shall be placed under the supervision of a paid attendant or if any building designed for use as a public car park shall be erected thereon in which event a reasonable charge only may be made”.

2.43 The expressed purpose of the covenant was to benefit and protect the adjoining shopping precinct.

### **Scrutiny and Call-In**

2.44 Along with the other parking proposals, the Resources and Performance Scrutiny Board undertook a review of this proposal. At their meeting on 23 November 2010 the Head of Safer Communities, Urban and Rural Services reported that the covenant issue had been discussed with the Head of Legal and Democratic Services and the Head of Regeneration and Estates but that the position of the owner (Eames Estates) was not yet known.

2.45 The Board agreed the following recommendations be submitted to the 6 December Executive:

- That officers be requested to make initial approach to the owner of Watts Way car park to explore the position with the covenant and to understand the legal costs that any negotiations may entail.
- That any consideration of charging proposals be deferred pending the outcomes the outcomes of the above and be reviewed as part of the 2012/13 budget process
- That officers be requested to explore the possibility of selling the Watts Way car park.

### **Wider Implications**

2.46 In considering the introduction of paid for parking at Curtis Place (should covenant restrictions be lifted), members need to be mindful of potential consequential effects:

- There are a number of other publically accessible car parks in Kidlington that are free to park. It is likely that displacement from Curtis Place into these areas would occur. It would be sensible to consider, and discuss with the

operators of these facilities, the overall policy on parking in the village centre.

- Without enforcement on the streets around the village centre, there is every likely hood of displacement into these areas and consequent resident dissatisfaction and highway safety fears. There are currently no plans for this Council to take on Civil Parking Enforcement and the police see enforcement on street parking contraventions as a low priority.
- The Council, along with Kidlington Parish Council are promoting High Street pedestrianisation. It is possible that this project could be adversely affected should paid for parking be implemented in Curtis Place.

### **Eames Response**

- 2.47 In response to the Head of Safer Communities, Urban and Rural Services' initial enquiry to Eames, a letter was received back from their Agent which concluded that "Having considered the matter very carefully at a recent (Board) meeting, Eames does not feel inclined to entertain lifting or modification of the covenant..."
- 2.48 This did not reject out of hand a negotiation to seek lifting of the covenant so further correspondence was entered into at the beginning of March which included some broad principles around how paid for parking might be implemented. It also included the alternative for Eames to consider purchasing the car park from the Council.
- 2.49 Eames response on 10 March stated: "...the Board meeting yesterday discussed your proposals at length. Regrettably Eames can see no benefit to lifting the covenant to themselves, their tenants or customers. They might be interested in considering a purchase of part of or all the public car park".

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

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- 3.8 Whether to undertake further work on the introduction of paid for parking or other management arrangements in light of the covenant position Eames has taken; and because of the wider implications and displacement activity that is likely to take place.

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

- |                   |   |
|-------------------|---|
| <b>Option One</b> | Continue to negotiate release of the covenant.<br>Not recommended.  |
| <b>Option Two</b> | Not to undertake any further negotiations in relation to Curtis place car park at this time.<br>Recommended |

## Consultations

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<b>Eames</b>		As set out in this report
<b>Kidlington Council</b>	<b>Parish</b>	Whilst not formally consulted in light of initial confidentiality, Kidlington Parish Council are not in favour of paid for parking. They have expressed concern for the effects on the prosperity of the village centre and the implications for the pedestrianisation scheme.

## Implications

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<b>Financial:</b>	<p>The initial Building Block identified additional income up to £120,000 and set up costs of c £18,000. Income projections were based on the charging Policy then in operation at Bicester, and that the covenant could be lifted.</p> <p>The income projections are based on charging levels that could not realistically be sustained at Kidlington in light of the other free parking that is available in the village centre</p> <p>Comments checked by Denise Taylor, Service Accountant 01295 221982</p>
<b>Risk Management:</b>	<p>The recommendations in effect leave the status quo with no consequent additional risks.</p> <p>Comments checked by Claire Taylor, Corporate Strategy and Performance Manager 01295 221563</p>
<b>Other</b>	<p>The pedestrianisation project that the Council is currently working on with Kidlington Parish Council could be adversely affected should paid for parking be considered further.</p> <p>Comments checked by Chris Rothwell, Head of Safer communities, Urban and Rural Services 01295 221712</p>

## Wards Affected

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All Kidlington

## Corporate Plan Themes

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Accessible, Value for Money Council

## Executive Portfolio

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**Councillor Nigel Morris**  
Portfolio Holder for Community safety, Street Scene and Rural

## Document Information

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Appendix No	Title
<b>Background Papers</b>	

<p>Medium Term Financial Strategy Building Block 45  Resources and Performance Scrutiny Board Agendas 12 October 2010,  23 November 2010, 30 November 2010,  Agenda 6 December 2010 Executive  Agenda 21 December 2010 Call-In.  Minutes of Call-In 21 December 2010</p>	
<b>Report Author</b>	Chris Rothwell, Head of Safer Communities, Urban and Rural Services
<b>Contact Information</b>	01295 221712 <a href="mailto:chris.rothwell@Cherwell-dc.gov.uk">chris.rothwell@Cherwell-dc.gov.uk</a>

## Overview and Scrutiny Committee

### 2011/12 Draft Work Programme

14 June 2011

### Report of Interim Head of Legal and Democratic Services

#### PURPOSE OF REPORT

To provide the Committee with the draft overview and scrutiny work programme for 2011/12, specifically to update on items carried forward from the 2010/11 overview and scrutiny work programme and to consider new items for inclusion on the 2011/12 work programme.

This report is public

#### Recommendations

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The Overview and Scrutiny Committee is recommended:

- (1) To note the update on items carried forward from the 2010/11 overview and scrutiny work programme;
- (2) To decide which items should be removed from the work programme in 2011/12;
- (3) To determine which new topics should be included on the 2011/12 Work Programme.
- (4) To confirm the work programme for 2011/12 for the Overview and Scrutiny Committee.
- (5) To confirm the agenda for the meeting on 19 July 2011.

#### Details

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#### 1 Draft Overview and Scrutiny Work Programme for 2011/12

- 1.1 The 2010/11 year end work programme for both the Overview and Scrutiny Committee and the Resources and Performance Scrutiny

Board is attached at Appendix 1.

- 1.2 In determining the work programme for 2011/12 the Committee will wish to take into account the terms of reference as laid out in the Constitution (Appendix 2) and the informal criteria which should be applied to all suggestions for a scrutiny review (Appendix 3).

#### **Forward Plan**

- 1.3 During the year the Committee will wish also to review the Forward Plan to consider whether there are any issues which they would wish to look at in more detail in advance of the Executive discussion and decision. To facilitate a thorough consideration of the topic the Committee will need to identify the Forward Plan items at an early stage of the decision making process.
- 1.4 The Forward Plan is updated and published monthly; an electronic copy is available on the council's website and all councillors are sent a prompt containing the website link. Members of the Committee are encouraged to review the Forward Plan outside the committee meetings and to contact the Chairman, Vice-Chairman or Democratic Services Officer if there is a topic that they wish to review. The latest Forward Plan is attached at Appendix 4.

#### **Corporate Improvement Plan**

- 1.5 In determining their work programme the Committee will also wish to consider the content and scheduling of items included in the Corporate Improvement Plan (Appendix 5)

#### **Council Resources**

- 1.6 The Committee will understand that in planning their work programme they will need to consider the resources available from the Democratic Services team and the individual service areas to support the work and the timescales involved.

## **2. Update for items carried forward from 2010/11 and previous years**

**Scrutiny** – agreed topics for consideration at committee meetings

#### **Strategic Parking Issues**

- 2.1 This is an agenda item for the meeting on 14 June 2011.

#### **Secondary School Education Attainment Levels**

- 2.2 This is scheduled as an agenda item for the meeting on 19 July 2011. This will be a select committee style Q&A session which will allow the Committee to decide whether there are any issues which they would want to review in detail.

**Monitoring** – to examine responses to scrutiny reports and to

## **check on implementation of recommendations**

### **Kidlington Pedestrianisation Capital Bid**

- 2.3 The Committee monitored progress on this scheme during 2010. The proposals for the scheme was the subject of an informal public consultation in the autumn and received overwhelming positive support. This support for the scheme meant the project board could agree to proceed forward to advertising a new draft Traffic Regulation Order (TRO) for High Street. This draft TRO will be subject to statutory public consultation from 24 June 2011. If there are no significant objections it is anticipated that the scheme will be in place in the early autumn. However, if there are significant objections it may go to public enquiry. It is suggested that this topic remain on the work programme and that the Urban Centres Development Officer is asked to provide a written update to the September meeting of the Committee.

### **Houses in Multiple Occupation (HMO) and Planning Policy**

- 2.4 It is proposed that this item remains on the work programme and that the Committee reviews progress in the autumn.

### **Built Environment Conservation Area Policy**

- 2.5 The Executive accepted all the recommendations from this review in February 2011. It is proposed that this item remains on the work programme and that the Committee reviews progress against the recommendations in the autumn.

### **Democratic Engagement with Young People**

- 2.6 It is proposed that this topic be removed from the work programme for 2011/12.

### **Crime and Anti-Social Behaviour**

- 2.7 It is proposed that this topic be removed from the work programme for 2011/12.

### **Private Sector Housing Strategy**

- 2.8 The Committee previously agreed to review the council's progress against the Strategy Action Plan in the spring of 2011. It is proposed that this item is added to the agenda for the July meeting when the Head of Housing will be available to present the first annual progress report.

### **Youth Services**

- 2.9 This was discussed at the March meeting of the Committee. It is proposed that this item remains on the work programme and that the Committee reviews progress against the recommendations in the autumn.

### **Preparations for the 2012 Olympics**

- 2.10 The Committee looked at this topic in 2009/10. It was not reviewed in 2010/11. Plans for the Olympics are well advanced at a national level.

Cllr Nicholas Turner has special responsibility for Olympics 2012 and a district group with CDC, Banbury, Bicester and Kidlington councils has been set up to coordinate events and activities with a 2012 theme/flavour. There is also a countywide 2012 group on which Cllr Turner also sits to further coordinate Olympic planning in the area. This council has published a legacy document which details what we intend to do to ensure the district embraces and benefits from this unique event. Recently, the torch relay overnight stops have been announced and the council is keen to explore if it is able to feature on the route to or from the county in some way. Given the level of planning currently taking place, it is proposed that this topic be removed from the work programme for 2011/12.

### **RAF Bicester**

- 2.11 The former Domestic site has been sold to City and Country Group who have submitted an application for conversion of the existing buildings to residential use and for additional new development within the grounds. The Council is currently considering the application.
- 2.12 The former technical site remains in Defence Estates ownership with one building and the flying field leased to Windrushers Gliding Club. The remainder of the site is mothballed and in a poor state of repair. Defence Estates released a report on 20 March giving its initial conclusion that none of the former land owners are entitled to be offered their land back from MOD.
- 2.13 We have lobbied the local MP and met with the Government Minister, we have designated a conservation area, we have undertaken a survey of the buildings with an itemised schedule of repair works required, we have published a Planning Brief setting out the constraints and opportunities, we will incorporate these aspirations for the site in the LDF process. We have worked with Bomber Command Heritage on their aspirations for the site. We have supported the Working Group set up by Bicester Town Council to push for joined up thinking for the future of the site, albeit there has been less co-operation between Windrushers and Bomber Command Heritage than would be desirable.
- 2.14 As a Local Planning Authority (LPA) we have done as much as we can to encourage Defence Estates to make the buildings wind and weather tight, to bring the site to the market, to encourage Windrushers Gliding Club and Bomber Command Heritage to co-operate with each other, to protect the buildings and promote the site for appropriate new uses. There is little further action that the LPA can undertake and it is proposed that this topic be removed from the work programme for 2011/12.

### **Residents' Parking Schemes**

- 2.15 The Committee agreed to maintain a "watching brief" on this item and the Lead Member, Urban and Rural Services and the Strategic Director, Environment and Community would circulate briefing notes as

appropriate. As there are no immediate plans to introduce a scheme to Banbury and any issues relating to the Bicester scheme are dealt with as an operational service matter it is proposed that this topic be removed from the work programme.

### **3 Potential Work Programme Items 2011/12**

#### **Scheduling – to identify and agree potential topics for scrutiny**

3.1 The Corporate Management Team has suggested that the council's commitment to equalities would be an appropriate topic for a scrutiny review in 2011/12. The proposal is that the Committee look at two distinct areas:

1. The Council's Equality Framework for Local Government 'Achieving' Self Assessment

This evidence based self-assessment of the council's equalities performance has been prepared by the Equality Corporate Steering Group. This is an officer only group and it is essential that the assessment is subject to an independent review and challenge by members of the council.

Timing: September 2011

Approach: 1 or 2 group discussions facilitated by the Resources: Community Planning, Performance & Partnerships Manager and the Equalities Officer; followed by discussion at committee meeting.

Outcome: To ensure that we have self assessed Cherwell DC at the correct level and to highlight areas of weakness to allow continued improvement within Corporate Equalities.

2. To review the implementation of the Equality Act 2010

Timing: January 2012

Approach: Committee meeting consideration of a report prepared by the Resources: Community Planning, Performance & Partnerships Manager and the Equalities Officer.

Outcome: To ensure the Cherwell DC have implemented the new Equality 2010 Act correctly and that access to our services is fair for all. The Equality Act is legal legislation so it is also important to treat this as a health check so that we are not left vulnerable.

3.2 On the 23 May 2011 the Executive considered a report on the Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell. The Executive approved all of the recommendations in the report but asked that it be referred to the Overview and Scrutiny Committee. A copy of the original report and an additional briefing document is attached at Appendix 6.

#### **4 Agenda for 19 July 2011**

- 4.1 This is the draft agenda for the meeting in July:
1. Secondary School Education Attainment Levels  
The Committee will wish to consider whether to invite the new Cabinet Member for Schools Improvement, (Oxfordshire County Council) to attend the meeting.
  2. Private Sector Housing Strategy  
The Head of Housing will be attend to present the first annual progress report.
  3. Work Programme 2011-12  
Regular agenda item presented by the Scrutiny Officer.

#### **5 Future Meetings Schedule**

- 5.1 The future meeting dates for the Overview and Scrutiny Committee and the Resources and Performance Scrutiny Board are listed below.

<b>Overview and Scrutiny Committee</b>	19 July 2011 13 September 2011 18 October 2011 15 November 2011 06 December 2011
<b>Resources &amp; Performance Scrutiny Board</b>	21 June 2011 18 July 2011 6 September 2011 11 October 2011 22 November 2011

#### **Implications**

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**Financial:** There are no financial implications arising directly from this report. The report of the individual scrutiny reviews will address any specific financial issues.

Comments checked by Sarah Best, Senior Accountancy Assistant 01295 221736

**Legal:** There are no legal implications arising directly from this report. The report of the individual scrutiny reviews will address any specific financial issues.

Comments checked by Paul Manning, Solicitor, 01295 221691

**Risk Management:** If the work programme contains too many items there is a risk that scrutiny agendas become overloaded. This undermines effective scrutiny because Members are unable to concentrate on the key issues and officer resources are over-stretched. It may be necessary to hold further meetings during the year if the risk of not achieving the work programme becomes apparent. The report of the individual scrutiny reviews will address any specific risk issues.

Comments checked by James Doble, Democratic, Scrutiny and Elections Manager, 01295 221587

### Wards Affected

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Each scrutiny review will identify the wards affected

### Corporate Plan Themes

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Each scrutiny review will identify the relevant corporate plan themes

### Document Information

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Appendix No	Title
Appendix 1	Draft Overview and Scrutiny Annual Work Programme 2011/12
Appendix 2	Terms of Reference: Overview and Scrutiny Committee
Appendix 3	Informal criteria to apply to proposed scrutiny topics
Appendix 4	Forward Plan
Appendix 5a	Corporate Plan 2011-12
Appendix 5b	Corporate Plan timeframe 2012-13
Appendix 5c	Corporate Improvement Plan
Appendix 5d	Corporate Improvement plan timetable 2011-12
Appendix 6	Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell
Background Papers	
As previously circulated	5 January 2011 - Car Parking Call-in
	May 2011 - Bicester Vision Parking and Shopping Survey Results Summary
	August 2010 - Bicester Parking
Report Author	Catherine Phythian, Senior Democratic and Scrutiny Officer
Contact Information	01295 221583 Catherine.phythian@cherwell-dc.gov.uk

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## Overview &amp; Scrutiny Work Programme 2011/12

Title	Sub-committee	Comments	Meeting			
			June	July	Sept	Later
<b>OVERVIEW AND SCRUTINY COMMITTEE</b>						
<b>Scheduling – to identify and agree potential topics for scrutiny</b>						
Equalities policy		Suggested by officers	✓			
Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell.		Suggested by Executive	✓			
<b>Scrutiny – agreed topics for consideration at committee meetings</b>						
Strategic Parking Issues	OSC	Agenda item for 14 June meeting	✓			
Secondary School Education Attainment Levels	OSC	Agenda item for 19 July meeting. Select committee style Q&A session to consider whether there are any issues for review by CDC in 2011/12.		✓		
<b>Task &amp; Finish Groups – agreed topics for review outside committee meetings</b>						
None						
<b>Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations</b>						
Kidlington Pedestrianisation	OSC	Monitor progress of implementation of scheme				✓
Houses In Multiple Occupancy and Planning Policy	OSC	Monitor legislative position and progress of recommendations to Portfolio Holder and LDF Advisory Panel				✓

## Overview &amp; Scrutiny Work Programme 2011/12

Title	Sub-committee	Comments	Meeting			
			June	July	Sept	Later
<b>OVERVIEW AND SCRUTINY COMMITTEE</b>						
Democratic Engagement with young people	OSC	Proposed: Remove from work programme				
Crime & Anti-social behaviour	OSC	Proposed: Remove from work programme				
Private Sector Housing Strategy	OSC	Review progress against action plan in early 2011		✓		
Built Environment Conservation Area Policy	OSC	Review progress against recommendations and implications for Local Development Framework				✓
Youth Services	OSC	Monitor developments in OCC and CDC Youth Services.				✓
Preparation for 2012 Olympics	OSC	Proposed: Remove from work programme				
RAF Bicester	OSC	Proposed: Remove from work programme				
Residents' Parking Schemes	OSC	Proposed: Remove from work programme				

Overview & Scrutiny Work Programme 2011/12

Title	Sub-committee	Comments	Meeting			
			June	July	Sept Later	
<b>RESOURCES &amp; PERFORMANCE SCRUTINY BOARD</b>						
<b>Scheduling – to identify and agree potential topics for scrutiny</b>						
Partnership Scrutiny: Oxfordshire Waste Partnership	R&PSB	The R&PSB Chairman has identified the Oxfordshire Waste Partnership as a potential topic for partnership scrutiny in light of its inclusion on the 2011/12 risk register.		✓		
<b>Scrutiny – agreed topics for consideration at committee meetings</b>						
The cost and use of external consultants by Cherwell District Council	R&PSB	To receive additional information on the complete process of procuring consultants giving examples from each directorate to a future meeting of the Board.			✓	
Contracts review – Landscape Maintenance	R&PSB	2 Members nominated to work with officers regarding the Landscape Maintenance. To receive an update on the contract review process and performance in light of the reduction in service.	✓	→	→	→
Concessions Policy	R&PSB	An outcome of the 2011/12 budget scrutiny was the recommendation that a Concessions Policy be developed. 3 Members have been nominated to work with officers to develop the policy.	→	→	→	✓
Planning Applications Charges	R&PSB	To consider changes to charges for planning applications in line with government guidance and CDC policy	✓	→		

OSC: Overview & Scrutiny Committee  
T&FG: Task & Finish Group

R&PSB: Resources & Performance Board

FSWG: Finance Scrutiny Working Group  
PSWG: Performance Scrutiny Working Group

Overview & Scrutiny Work Programme 2011/12

Title	Sub-committee	Comments	Meeting		
			June	July	Sept Later
<b>RESOURCES &amp; PERFORMANCE SCRUTINY BOARD</b>					
<b>Task &amp; Finish Groups – agreed topics for review outside committee meetings</b>					
None					
<b>Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations</b>					
Partnerships: ORCC	R&PSB	Progress against recommendations accepted by Executive in April reviewed in September. In light of budget position, to review again in spring 2011	✓		
Partnerships: Cherwell Safer Communities	R&PSB	To receive an update on the Partnership following the end of the Government's consultation on policing reform and once budget positions of the partners are clearer	✓		
Partnerships: Bicester Vision	R&PSB	Retain on work programme			✓
Past year Budget Scrutiny Recommendations Monitoring, including impact of car parking charge increases	R&PSB /	Retain on work programme to monitor			✓
	FSWG	FSWG to consider impact of car parking fees increases	✓		
Disabled Facilities Grants	R&PSB	Progress against implementation of policy and any wider implications in light of budget position			✓
The cost and length of planning appeals	PSWG	The PSWG considered the draft development control VfM report at the July meeting and agreed to monitor performance.	✓		

OSC: Overview & Scrutiny Committee  
T&FG: Task & Finish Group

R&PSB: Resources & Performance Board

FSWG: Finance Scrutiny Working Group  
PSWG: Performance Scrutiny Working Group

Overview & Scrutiny Work Programme 2011/12

Title	Sub-committee	Comments	Meeting			
			June	July	Sept	Later
<b>RESOURCES &amp; PERFORMANCE SCRUTINY BOARD</b>						
Food Waste Processing	PSWG	Review spring 2011	✓			
The cost and use of external consultants by Cherwell District Council	FSWG	Monitor consultancy costs through the information provided to the Finance Scrutiny Working Group			✓	

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## Overview and Scrutiny Committee Terms of Reference

(12 members with 3 named substitutes for each political group)

The Overview and Scrutiny Committee has overall responsibility for the performance of all overview and scrutiny functions (under Local Government Act 2000 and Local Government and Public Involvement in Health Act 2007) on behalf of the Council and ensuring its effectiveness.

- To consider and call in decisions relating to the discharge of Executive functions before those are put into effect. The Overview and Scrutiny Committee can ask the Executive to reconsider any such decision (or, exceptionally, refer it to Council).
- To consider decisions relating to the discharge of the Executive functions after they are put into effect.
- To consider the Forward Plan and comment as appropriate to the decision maker on key decisions (before they are taken by the Executive).
- To conduct reviews of policy, services and aspects of services where there is an identifiable need, by itself or through setting up a Task and Finish Group.
- To make suggestions on the development of policies and suggest new policies where appropriate.
- To work with or appoint representatives to work with other local authorities and organisations to carry out joint scrutiny.
- To assist the Executive in the development of the Budget and Policy Framework.
- To receive and consider recommendations on issues requiring scrutiny in terms of wellbeing powers of Local Government Act 2000 and Local Government and Public Involvement in Health Act 2007 and, where appropriate, establishing Task and Finish Groups, or referring to the Resources and Performance Scrutiny Board, topics for scrutiny.
- To exercise the power assigned to a crime and disorder scrutiny committee (under the Local Government and Public Involvement in Health Act, 2007 and Police and Justice Act, 2006).
- To create Task and Finish Groups and set their terms of reference, in order to fulfil the overview and scrutiny requirements of the authority and the annual overview and scrutiny work programme.
- To receive reports, presentations and updates in order to scrutinise the Executive's priorities for and its performance in the year.
- To review and scrutinise the performance of the Executive, Executive Portfolio Holders, and appropriate officers both in relation to individual decisions and over time.
- To approve an annual overview and scrutiny work programme, including the power to request and receive the work programme of the Resources and Performance Scrutiny Board and Task and Finish Groups it appoints so as to ensure that their time is effectively and efficiently utilised and that the potential for

### Overview and Scrutiny Work Programme 2011-12

duplication of effort is minimised.

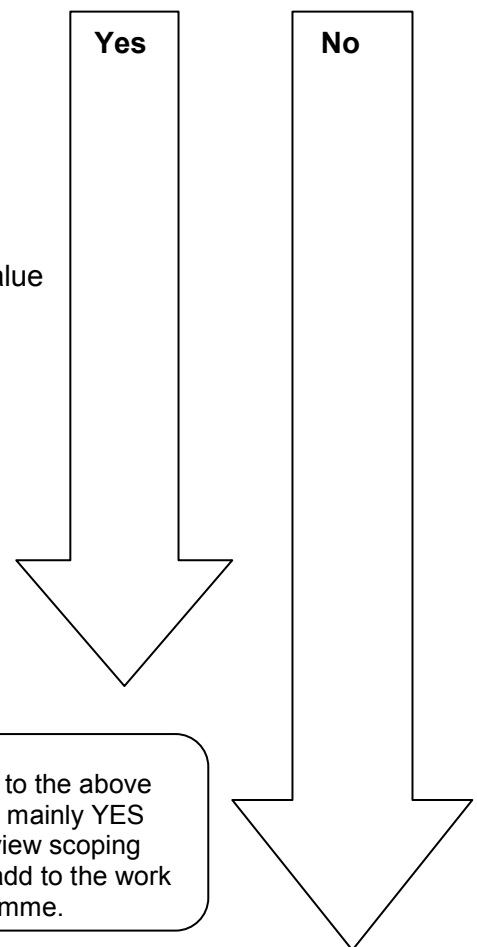
- To produce a unified annual report for the whole scrutiny process, with sections provided by the Resources and Performance Scrutiny Board and each of the Task and Finish Groups.
- To allocate money from approved overview and scrutiny budgets for its own use, and upon request to the Resources and Performance Scrutiny Board and Task and Finish Groups to support them in meeting their objectives and further the overview and scrutiny work programme and development.
- The overview and scrutiny work programme will not include the following “excluded matters”:
  - a) Any matter relating to a decision on a specific planning application
  - b) Any matter relating to a decision on a specific licensing application
  - c) Any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or right of appeal conferred by or under any enactment; including but not limited to:
    - Standards decisions and items which may be brought for decision;
    - Appeals decisions and items which may be brought for decision;
    - Breaches of the Constitution and its protocols e.g. Code of Conduct;
    - Matters relating to the terms and conditions of employment or conduct of individual or groups of staff or Members.
  - d) Any matter which is vexatious, discriminatory or not reasonable to be included in the agenda for, or to be discussed at, a meeting of the overview and scrutiny committee or at a meeting of a sub-committee of that committee.
  - e) Audit process and items which are likely to be considered by the Audit process.
  - f) Matters within the proper remit of the Section 151 and Monitoring Officers.
  - g) Matters relating to a particular identifiable service recipient or potential service recipient.
  - h) Complaints or matters before the courts or local government Ombudsman.
  - i) Contractual matters, other than performance monitoring and review, except with the agreement of the Executive.



DISTRICT COUNCIL  
NORTH OXFORDSHIRE

## Deciding when to scrutinise - prioritisation checklist

- Does the issue have a potential impact for the population of Cherwell?
- Is it an issue of community concern?
- Does the issue match the strategic aims of the council?
- Will the scrutiny activity improve the overall performance and value for money provided by the council?
- Is it likely to get results?
- Is it an issue of concern to partners and stakeholders?
- Are there adequate resources to do the scrutiny?
- Is the activity timely?



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DISTRICT COUNCIL  
NORTH OXFORDSHIRE

# Forward Plan Summary

**June 2011 to September 2011**

# Cherwell District Council

## Summary of the Forward Plan

This summary of the Forward Plan, (produced by officers on behalf of the Leader of the Council) sets out the key Executive decisions which will be taken at Cherwell District Council. Whilst this document provides details of the key decisions for the next four month period (set out on the front cover of this document), where details of key decisions to be made after this period are known, they will be provided for information. The Forward Plan will be updated and rolled forward on a monthly basis. As this takes place, the programme will be adjusted: further key decisions may be added, or anticipated ones may be rescheduled or removed. The summary shows the decisions programmed to be taken during each month. A likely date of decision is shown, but it is possible that a decision may be rescheduled to a later month. The full Forward Plan, including the latest position on prospective decisions is available on the council website at [www.cherwell.gov.uk](http://www.cherwell.gov.uk), using the link to Council meetings.

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

## Key Decisions

A key decision is a 'significant' decision that is legally within the power of the Council to make, is not precluded by statute from being made under Executive arrangements and is not otherwise retained for decision by Council or delegated to a Committee of Council or officer by the Council's constitution.

Significance – A decision is significant if it meets the financial and / or community impact criteria:

- Financial  
A decision that will result in the Council:
  - Incurring potential revenue expenditure or savings above £50,000
  - Incurring potential capital expenditure or savings above £250,000
  - Procuring or awarding any contract having a total value exceeding £500,000

and / or

- Community Impact  
A decision that is significant in its effects on communities living or working in an area comprising two or more Wards in the area of the Council. That is a decision where:
  - A significant number of users of the service in the Ward(s) will be affected and / or
  - An impact that will last for a number of years, or be permanent; and / or
  - A significant impact on communities in terms of environmental and social well-being.

The following are not regarded by the Council to constitute key decisions:

- Implementing approved budgets or policies and strategies where there is little or no further choice involved and the main decision has already been taken by the council in agreeing the budget and policy framework.
- Implementing approved actions and targets in annual service plans.
- Decisions by the Head of Finance which are part of the ordinary financial administration of the Authority, notably those relating to investments, within the agreed Treasury Management Policy.
- Implementing projects for which specific conditions have been attached by external funders, such as the Government or European Union.
- The award of contract for the provision of works, goods and services, within an agreed policy and budget and where a decision has been made.
- Changes arising from amendments to statute where there is little or no discretion.

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

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

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

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

## **Cherwell District Council – Executive Members**

\*\* Please note that the current Executive portfolio holders are liable to change following the meeting of Annual Council on 18 May 2011. A revised Forward Plan will be published following the appointment of portfolio holders for 2011-12.

<b><u>Portfolio</u></b>	<b><u>Member</u></b>
Policy, Community Planning and Community Development	Councillor Wood
Resources and Communications	Councillor Macnamara
Breaking the Cycle of Deprivation	Councillor Clarke
Performance Management, Improvement and Organisational Development	Councillor Atack
Customer Service and ICT (with special responsibility for tourism)	Councillor Turner
Economic Development and Estates	Councillor Bolster
Planning and Housing	Councillor Gibbard
Environment, Recreation and Health	Councillor Reynolds
Community Safety, Street Scene and Rural	Councillor Morris
Democratic Services and Member Development	Councillor Miss Pickford

## Cherwell District Council Forward Plan

Key decisions on which reports will be submitted to the Executive for consideration:

Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)
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### Likely date of decision: June 2011

<p><b>Bolton Road Area Supplementary Planning Document</b> To formally approve the draft Supplementary Planning Document for the Bolton Road area in Banbury, to go forward for public consultation</p>	<p>Key stakeholder workshops and full public consultation with questionnaire, exhibition and use of the consultation portal</p>	<p>Portfolio Holder for Planning and Housing</p>	<p>Lisa Chaney Tel: 01295 221843</p>
<p><b>IT Service</b> To consider IT Service</p>		<p>Portfolio Holder for Customer Service and ICT (with special responsibility for tourism)</p>	<p>Pat Simpson Tel: 01295 227069</p>
<p><b>Medium Term Financial Strategy (MTFS)</b> To consider the MTFS</p>		<p>Portfolio Holder for Resources and Communication</p>	<p>Karen Curtin Tel: 01295 221551</p>
<p><b>HS2 Consultation</b> To consider the consultation for HS2</p>		<p>Portfolio Holder for Planning and Housing</p>	<p>Bob Duxbury Tel: 01295 221821</p>
<p><b>Performance Management Framework Report</b> To consider the PMF</p>		<p>Leader of the Council and Portfolio Holder for Policy, Community Planning and Community Development</p>	<p>Claire Taylor Tel: 01295 221563</p>
<p><b>2010/11 Out Turn</b> To consider the 2010/11 Out Turn</p>		<p>Portfolio Holder for Resources and Communication</p>	<p>Karen Curtin Tel: 01295 221551</p>
<p><b>Treasury Management Annual Report</b> To consider the treasury management annual report</p>		<p>Portfolio Holder for Resources and Communication</p>	<p>Karen Curtin Tel: 01295 221551</p>

### Likely date of decision: July 2011

<p><b>Local Planning Fees</b> To consider local planning fees</p>		<p>Portfolio Holder for Planning and Housing</p>	<p>John Hoad Tel: 01295 227980</p>
<p><b>Bicester Civic Buildings Project</b> To consider the Bicester civic buildings project</p>		<p>Portfolio Holder for Economic Development and Estates</p>	<p>David Marriott Tel: 01295 221603</p>
<p><b>Horton Hospital Update</b> To consider an update on Horton Hospital</p>		<p>Leader of the Council and Portfolio Holder for Policy, Community Planning and Community Development</p>	<p>Ian Davies Tel: 01295 221698</p>

<b>Subject for Decision</b>	<b>External Consultees/ method of consultation</b>	<b>Executive Portfolio</b>	<b>Contact Officer(s)</b>
<b>Value for Money Review - Tourism</b> To consider the VFM review of Tourism		Portfolio Holder for Performance Management, Improvement and Organisational Development	Neil Lawrence Tel: 01295 221801
<b>Value For Money Review - Economic Development</b> To consider the VFM review of Economic Development		Portfolio Holder for Performance Management, Improvement and Organisational Development	Neil Lawrence Tel: 01295 221801
<b>Value For Money Review - Public Protection</b> To consider the VFM review of public protection		Portfolio Holder for Performance Management, Improvement and Organisational Development	Neil Lawrence Tel: 01295 221801
<b>Value for Money Review - Vehicle Maintenance</b> To consider the VFM review of vehicle maintenance		Portfolio Holder for Performance Management, Improvement and Organisational Development	Neil Lawrence Tel: 01295 221801
<b>Banbury Museum Trust Status</b> To consider Banbury Museum Trust Status		Portfolio Holder for Environment, Recreation and Health and Deputy Leader	Neil Lawrence Tel: 01295 221801

**Likely date of decision: August 2011**

<b>Performance Management Framework - Quarter 1</b> To consider the PMF Quarter 1		Portfolio Holder for Resources and Communication	Karen Curtin Tel: 01295 221551
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**Likely date of decision: September 2011**

<b>Housing Strategy</b> To consider Affordable Housing Projects		Portfolio Holder for Planning and Housing	Gillian Greaves Tel: 01295 221654
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**Likely date of decision: October 2011**

<b>Bicester Hospital</b> To consider an update on Bicester Hospital		Leader of the Council and Portfolio Holder for Policy, Community Planning and Community Development	Ian Davies Tel: 01295 221698
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Subject for Decision	External Consultees/ method of consultation	Executive Portfolio	Contact Officer(s)
<p><b>Banbury Canalside Supplementary Planning Document</b> To consider the representations received to the Banbury Canalside Draft Supplementary Planning Document (SPD) and to seek endorsement of changes made to the draft SPD. To seek endorsement to adopt the SPD as informal planning policy for development control purposes.</p>	<p>All  Public consultation on Banbury Canalside Draft Supplementary Planning Document for 6 weeks.</p>	<p>Portfolio Holder for Planning and Housing</p>	<p>Chris Thom Tel: 01295 221849</p>

## Corporate Plan 2011/12

Cherwell District Council's new corporate plan will be developed for the same period as covered by the comprehensive spending review (4 years 2011/12 - 14/15). This version outlines the Council's priorities for **year one** of the period (**2011-2012**) taking into account the reductions in the Council's net budget. This plan outlines the Council's four strategic priorities and the objectives that underpin each one. The performance of each objective will be monitored through either progress against projects, key milestones or numerical performance measures. Detailed targets and performance milestones [are](#) set out in the Council's Performance Management Framework.

	A A District of Opportunity	B A Cleaner Greener Cherwell	C A Safe, Healthy and Thriving Community	D An Accessible Value for Money Council
Page 53	<p><b>1 Work with partners to tackle disadvantage in the District.</b></p> <ol style="list-style-type: none"> <li>Support vulnerable residents through challenging economic times (<i>numerical measures homelessness, temporary accommodation, mortgage rescue, and project measures - supporting residents through benefits reforms</i>)</li> <li><b>Work with our partners to reduce the number of young people not in education employment or training across the district</b> (<i>numerical measure</i>)</li> <li>Support local people into work (<i>apprenticeships and the Job Club - project measure</i>)</li> <li>Deliver the Brighter Futures in Banbury programme (<i>project measure and performance scorecard</i>)</li> </ol>	<p><b>Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district.</b></p> <ol style="list-style-type: none"> <li><b>Increase the household recycling rate to above 60%</b> (<i>numerical measure</i>)</li> <li>Reduce the amount of waste sent to landfill (<i>numerical measure - tonnes</i>)</li> <li>Maintain the current high levels of customer satisfaction with our recycling and waste collection services (<i>numerical measure – survey</i>)</li> </ol>	<p><b>Work with partners to support the development of safe and thriving local communities and neighbourhoods.</b></p> <ol style="list-style-type: none"> <li><b>Continue to provide a wide range of recreational activities and opportunities of young people across the district</b> (<i>project measure &amp; numbers participating</i>)</li> <li><b>Work with partners to maintain already low levels of crime in the district</b> (<i>numerical measures -crime &amp; ASB</i>)</li> <li>Improve the condition of homes in the district to make them safer and healthier (<i>project measure</i>)</li> </ol>	<p><b>Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services.</b></p> <ol style="list-style-type: none"> <li><b>Secure savings of at least £1m to help meet the reduction in our government funding</b> (<i>financial measure against medium term financial strategy</i>)</li> <li>Ensure the Council's budget is matched to strategic priorities and services are able to demonstrate they provide value for money (<i>finance/project measure</i>)</li> </ol>
	<p><b>2 Balance economic development and housing growth.</b></p> <ol style="list-style-type: none"> <li>Deliver 500 new homes including through planned major housing projects (<i>measured through the AMR- number of new homes, numerical measure</i>)</li> <li><b>Deliver 100 affordable homes in the district</b> (<i>numerical measure</i>)</li> <li>Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships (<i>project measure</i>)</li> </ol>	<p><b>Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe.</b></p> <ol style="list-style-type: none"> <li><b>Maintain high levels of residents' satisfaction with street and environmental cleanliness</b> (<i>numerical measure – survey</i>)</li> <li>Increase the number of bring bank recycling sites in the district (<i>numerical measure</i>)</li> <li>Work with local communities to continue the programme of neighbourhood litter blitzes (<i>numerical measure</i>)</li> </ol>	<p><b>Support the local community, voluntary and not for profit sectors to play an active role in the district.</b></p> <ol style="list-style-type: none"> <li>Work with the local voluntary sector to provide advisory services for the local community (<i>project measure</i>)</li> <li>Support volunteering across the district (<i>project measure</i>)</li> <li>Prepare a new community development strategy to ensure the Council's work in this area provides value for money and addresses local need (<i>project measure</i>)</li> </ol>	<p><b>Work with partners to reduce Council costs.</b></p> <ol style="list-style-type: none"> <li>Reduce senior management costs by implementing a single shared senior management team with South Northamptonshire Council (<i>financial measure</i>)</li> <li>Explore opportunities to reduce costs by working with partners including South Northamptonshire Council, to develop alternative service delivery models or shared services. (<i>project measure</i>)</li> </ol>

	A A District of Opportunity	B A Cleaner Greener Cherwell	C A Safe, Healthy and Thriving Community	D An Accessible Value for Money Council
3	<p><b>Develop a robust and locally determined planning framework.</b></p> <ol style="list-style-type: none"> <li>1. Develop a clear long term local development framework for the district <i>(project measure)</i></li> <li>2. Prepare an updated policy for developer contributions and deliver at least £1million funding for infrastructure improvements. <i>(project measure)</i></li> <li>3. Protect and enhance the quality of the built environment <i>(planning appeals and project measures)</i></li> </ol>	<p><b>Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same.</b></p> <ol style="list-style-type: none"> <li>1. <b>Reduce the Council's carbon footprint by installing solar panels on Council buildings and generating savings in our energy costs</b> <i>(project measure and co2 numerical measure)</i></li> <li>2. <b>Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills</b> <i>(project measure)</i></li> </ol>	<p><b>Provide good quality recreation and leisure opportunities in the district.</b></p> <ol style="list-style-type: none"> <li>1. Make progress on the South West Bicester multi-sports village <i>(project measure)</i></li> <li>2. Maintain current levels of visits/usage to district leisure centres <i>(numeric measure)</i></li> <li>3. Secure the long term future of Banbury museum, reducing the cost for local taxpayers and maintaining access for the community <i>(project measure)</i></li> </ol>	<p><b>Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance.</b></p> <ol style="list-style-type: none"> <li>1. <b>Improve the information available to the public about our costs and performance, maintaining the publication of all items of expenditure over £500</b> <i>(project measure)</i></li> <li>2. Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities <i>(project measure)</i></li> </ol>
	<p><b>Work to improve the quality and vibrancy of our town centres and urban areas.</b></p> <ol style="list-style-type: none"> <li>1. <b>Start building the new shops and cinema in Bicester Town Centre</b> <i>(project measure)</i></li> <li>2. Make progress on the Canal side Regeneration programme in Banbury <i>(project measure)</i></li> <li>3. Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury <i>(project measure)</i></li> </ol>	<p><b>Work with partners to support the development of Eco-Bicester, creating a centre of excellence in terms of green or sustainable living.</b></p> <ol style="list-style-type: none"> <li>1. <b>Deliver the Eco-Bicester demonstration projects</b> <i>(project measure)</i></li> <li>2. Work with all parties to achieve an acceptable scheme on the initial 400 home development <i>(project measure)</i></li> <li>3. Ensure there are opportunities for local people to participate in the Eco-Bicester programme <i>(project measure)</i></li> </ol>	<p><b>Support improvement of local health facilities, services and standards across the district.</b></p> <ol style="list-style-type: none"> <li>1. Work to promote active and independent lifestyles amongst older people <i>(project measure: the Ageing Successfully programme)</i></li> <li>2. Support the local NHS to retain and develop health services at the Horton General Hospital <i>(project measure)</i></li> <li>3. Continue to support new and improved health services in Bicester and the surrounding area <i>(project measure)</i></li> </ol>	<p><b>Work to ensure we provide good customer service through the delivery of high quality and accessible services.</b></p> <ol style="list-style-type: none"> <li>1. <b>Maintain high rates of customer satisfaction with our Services</b> <i>(70% numerical measure—annual survey)</i></li> <li>2. Maintain existing levels of satisfaction with information provided by the Council <i>(69% in 2010/11 numerical measure - annual survey)</i></li> <li>3. <b>Improve access to our services by increasing online payment and appointment options</b> <i>(project measure)</i></li> </ol>

**Highlighted** objectives will form the Council's Public Pledges and will be included in the Council Tax Leaflet.

# Pledges 2011/12

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1. Work with our partners to reduce the number of young people not in education, employment or training across the district
2. Deliver 100 affordable homes in the district
3. Start building the new shops and cinema in Bicester Town Centre

## **A Cleaner, Greener District**

1. Increase the household recycling rate to above 60%
2. Maintain high levels of residents' satisfaction with street and environmental cleanliness
3. Reduce the Council's carbon footprint by installing solar panels on Council buildings and generating savings in our energy costs
4. Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills
5. Deliver the Eco-Bicester demonstration projects

## **A Safe, Healthy and Thriving District**

1. Continue to provide a wide range of recreational opportunities and activities for young people across the district.
2. Work with partners to maintain already low levels of crime in the district

## **A Value for Money Council**

1. Secure savings of at least £1m to help meet the reduction in our government funding.
2. Improve the information available to the public about our costs and performance, maintaining the publication of all items of expenditure over £500
3. Maintain high levels of customer satisfaction with our services
4. Improve access to our services by increasing online payment and appointment options

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**Corporate Planning Time Line: April 2011 to November 2011 - Development Phase**

	April	May	June	July	August	September	October	November	
<b>Consultation &amp; Local Intelligence</b>		Customer survey & hard to reach groups Refresh Living in Cherwell and equalities profile			First draft consultation report	Bespoke consultation / service analysis	Managers information workshops (outcomes form consultation and local intelligence work to inform service planning)	Budget and corporate plan scrutiny	
			Budget consultation					Commission 2012/13 consultation programme (procurement)	
<b>Corporate Plan and budget</b>						Executive & CMT Away Day	EMT review of priorities & focus for corp plan	Draft corporate plan and council tax promises Draft corporate plan for formal consultation	
<b>Shared Services</b>					Implementation of new management structure			Opportunities for share services may be explored, to be reflected in operational plans	
<b>Service &amp; Financial Planning</b>		EMT MTFS			Communicate and clarify service planning process. Support to managers etc.		Lead member and Heads of Service 1:1 to consider service priorities	DMTs consider service plan and budget issues Service Plan quality assurance • Equalities & EqIAs • Targets • Other corp issues	
							Deadline first draft of Service Plans for challenge		
							Budget Guidelines agreed by Exec		
	MTFS building blocks								
							DRAFTING SERVICE PLANS		
<b>Delivery</b>	Ongoing delivery & collection of performance information, customer information, benchmarking, staff engagement etc.								
<b>Monitoring</b>	Monthly Dashboard PMF Quarter 1 (April-June)		Monthly Dashboard PMF Quarter 2 (July – September)			Monthly Dashboard PMF Quarter 3 (October – December)			

**Corporate Planning Time Line: December 2011 to June 2012 - Formal Consultation and Agreeing Performance Targets**

	December	January	February	March	April	June
<b>Consultation &amp; Local Intelligence</b>	Formal draft budget and corporate plan consultation period					Consultation strategy annual review
<b>Corporate Plan and budget</b>	First draft budget and corporate plan to Exec 5/12/11		Final draft budget, council tax & corp plan to Exec			
	Formal budget & corporate plan consultation with businesses – chambers of commerce (w/c 12/12/11)		Draft Council Tax Promises leaflet	Full Council Budget & Council Tax		
<b>Shared Services</b>	Opportunities for share services may be explored, to be reflected in operational plans – some flexibility over planning deadlines will be required (e.g. where joint plans are necessary)					
<b>Service &amp; Financial Planning</b>	Delivery & collection of performance information, customer information, benchmarking, staff engagement etc.					
	Service Plans in draft as part of formal budget consultation (background papers)	Target allocation and setting (Pi forms, DQ, target QA)		Service Plans built into P+		Review targets on basis of year end outturns and comparative data
<b>Delivery</b>	Ongoing delivery & collection of performance information, customer information, benchmarking, staff engagement etc.					
<b>Monitoring</b>		Monthly Dashboard PMF Quarter 4 (January – March)		Year end		

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# CDC Corporate Improvement Plan 2011/12

APPENDIX 5c  
Update March 2011

Area of Attention	Theme/Priority	Focus and key activities	Priority Rating	Lead Officers	Start	Finish
SNC and shared services	Exploiting the potential for sharing services	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Brief (and priority) to be determined by Joint Arrangements Steering Group</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Identify priority areas for assimilation based on the needs of the management team</li> <li>Form joint council working teams and assess feasibility/practicalities</li> <li>Develop individual action plans for implementation across teams</li> </ul>	High	<p><b>Service:</b> Various</p> <p><b>Impr:</b> Alison Davies</p> <p><b>Finance:</b> Karen Muir</p>	Await brief	Await brief
Medium Term Financial Strategy	2 year settlement	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Respond to the implications of the 2 year settlement, local government finance reform and benefits reform;</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Analyse the implications of the settlement</li> <li>Update the MTFs forecast in line with settlement and budget 11/12</li> <li>Prepare action plan to address forecast deficit taking into consideration the various CIP projects underpinning the MTFs</li> <li>Refresh MTFs strategy in line with funding reductions and corporate strategy</li> <li>Engage in consultation into the Local Government Finance Reform</li> </ul>	High	<p><b>Service:</b> Karen Curtin</p> <p><b>Impr:</b> Neil Lawrence</p> <p><b>Finance:</b> Karen Muir</p>	Jan 2011	July 2011
Medium Term Financial Strategy	VFM programme	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Carry out VFM Reviews to contribute to the Public Promise of £1m in 2012/13</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Complete reviews of two outstanding services (Tourism and Economic Development)</li> <li>Undertake reviews of Public Protection and Vehicle Maintenance</li> </ul>	High	<p><b>Service:</b> Various</p> <p><b>Impr:</b> Neil Lawrence Alison Davies</p> <p><b>Finance:</b> Eric Meadows</p>	Feb 2011	May 2011
Medium Term Financial Strategy	New Homes Bonus use/ Budget Strategy	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>New Homes Bonus use / budget strategy (in particular the relationship to mainstream revenue spend support versus infrastructure use)</li> <li>Linkage with SNC re common framework opportunities</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Assess impact of NHB proposals (financial and logistical)</li> <li>Determine change in policy/practice required to maximise benefits to the council</li> <li>Recommend interim fee policy for 11/12</li> </ul>	High	<p><b>Service:</b> Phil Clarke</p> <p><b>Impr:</b> Alison Davies</p> <p><b>Finance:</b> Joanne Kaye</p>	April 2011	Dec 2011
Legislation changes in housing and response	Practical support for implementing change/improvement	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Implement the action plan agreed by Executive (10 Jan 2011)</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>As set out in the Action Plan</li> <li>Linkage to the Brighter Futures activity to trial supporting residents affected by the benefit reductions from April 2011</li> </ul>	High	<p><b>Service:</b> Gill Greaves</p> <p><b>Impr:</b> Alison Davies</p> <p><b>Finance:</b> Joanne Kaye</p> <p><b>Legal:</b> Nigel Bell</p>	As per Action Plan	As per Action Plan

# CDC Corporate Improvement Plan 2011/12

Update March 2011

Area of Attention	Theme/Priority	Focus and key activities	Priority Rating	Lead Officers	Start	Finish
Medium Term Financial Strategy	DC fee / charge setting and VFM	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Develop and introduce a charging policy for development control in line with new flexibilities</li> <li>Consider the linkage with SNC for a shared framework</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Assess scope and impact of flexibilities proposed</li> <li>Develop a fee model to inform charging policy</li> <li>Consult on and communicate changes</li> <li>Gain Executive approval (inc. commitment to review annually)</li> </ul>	High	<p><b>Service:</b> Bob Duxbury  <b>Impr:</b> Alison Davies  <b>Finance:</b> Joanne Kaye</p>	Jan 2011	June 2011
Medium Term Financial Strategy	Banbury Museum Trust Status	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Enact Executive's (in principle) decision to move to Trust status for the Museum</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Detailed report on next steps and proposals to Executive, including scope and implementation plan, for final decision</li> <li>Identify potential trustees and decide on necessary structure/staffing arrangements, IT/telephony, financial plan, tenancy agreement and legal agreements</li> <li>Implement the agreed Plan</li> </ul>	High	<p><b>Service:</b> Paul Marston-Weston  <b>Impr:</b> Neil Lawrence  <b>Finance:</b> Denise Westlake  <b>Legal:</b> Richard Hawtin</p>	Jan 2011	April 2013
Customer Service Improvement Programme	Practical support for implementing change/improvement	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Achieve the following outcomes; lower cost of service, maintain/improve customer satisfaction, control access to the service, focus on online service delivery and routinely apply customer insight to service design</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Implement a range of interrelated projects to achieve outcomes; payment kiosks, Tell Us Once initiative, Right First Time service reviews, appointments system for benefits, online booking system, enhancements to Lagan, introduce customer intelligence reporting and regular meetings with services, introduce a new phone number suite and SMS capability</li> <li>Use advertising/communications campaign to encourage migration to lower cost services and improve customer information, workload management to control access, improve online services to encourage greater use and increase telephone capacity to improve response rates</li> <li>Ongoing improvements/actions arising from Right First Time reviews, regular customer intelligence meetings with services and delivering existing Customer Service Improvement Plan</li> </ul>	High	<p><b>Service:</b> Pat Simpson (+ other services)  <b>Impr:</b> Neil Lawrence  <b>Finance:</b> Denise Westlake</p>	Feb 2011	March 2013

# CDC Corporate Improvement Plan 2011/12

Update March 2011

Area of Attention	Theme/Priority	Focus and key activities	Priority Rating	Lead Officers	Start	Finish
Implementing Localism in Cherwell	Dealing with the impact of the Localism Bill	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Develop a council-wide strategy to embrace the opportunities offered by the Bill, particularly the General Power of Competence (GPC), and including the devolution of current powers/activities to neighbourhoods</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Gain an early understand the scope and implications of the Bill</li> <li>Consult local councils and community groups on functions they wish to see devolved, and the support needed to take them on</li> <li>Consult Managers on areas that the GPC could enable them to undertake</li> <li>Develop a strategy for Executive consideration</li> </ul>	High	<p><b>Service:</b> Various</p> <p><b>Impr:</b> Neil Lawrence</p> <p><b>Finance:</b> Sarah Best</p>	Nov 2011	March 2012
Deprivation / Brighter Futures in Banbury (local co-ordination)	Practical support for implementing change/improvement	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Implementation and coordination of local activity to meet the objectives of the programme</li> <li>CDC is Banbury programme lead and programme management</li> <li>CDC has responsibility for delivery of 2 Themes and associated workstreams (Employment &amp; Financial Support Theme and Housing and the Environment Theme)</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Multi-agency Theme Partnerships meeting regularly</li> <li>Multi-agency Delivery Action Plans in place for 2011: Worklessness project, NEETs reduction programme, Benefit Reduction Support Trial, Job Clubs, Food Bank, Spring volunteering event, Housing New Build/Self-build project, Warm Homes, HMOs, overcrowding and homelessness initiatives, Govn Affordable Housing changes etc</li> <li>Consultation/Communication Programme under development with Members</li> </ul>	Medium	<p><b>Service:</b> Gill Greaves/ Claire Taylor</p> <p><b>Impr:</b> Alison Davies</p> <p><b>Finance:</b> Leanne Lock</p>	Jan 2011	Apr 2012
Services to Young People	2010/2011 Improvement Team Work Programme	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Identify the priority areas to support in the light of spending pressures and a reduction in provision by OCC</li> <li>Develop a future vision of the service that Cherwell provides and an associated strategy/policy and action plan to 2014</li> <li>Develop the multi-agency/voluntary sector opportunities</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Review existing project brief and confirm scope/timetable</li> <li>Develop a "map" of providers of young peoples services</li> <li>Identify the priorities for Cherwell and the scope of the commitment in terms of staff resource and funding to 2014</li> <li>Consider cross-boundary linkage with SNC</li> </ul>	Medium	<p><b>Service:</b> Paul Marston-Weston</p> <p><b>Impr:</b> Alison Davies</p> <p><b>Finance:</b> Denise Westlake</p>	May 2011	Aug 2011
Community development improvement plan	Practical support for implementing change/improvement	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Ensure community development activity is focused on the needs of Cherwell's communities</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Explore current provision of grants, links with housing services, seek to shift current policy in the light of external drivers of Localism and the Big Society</li> </ul>	Medium	<p><b>Service:</b> Gillian Greaves/ Claire Taylor</p> <p><b>Impr:</b> Neil Lawrence</p> <p><b>Finance:</b> Karen Muir</p>	March 2011	Sept 2011

# CDC Corporate Improvement Plan 2011/12

Update March 2011

Area of Attention	Theme/Priority	Focus and key activities	Priority Rating	Lead Officers	Start	Finish
Managing information	Practical support for implementing change/improvement	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Identifying how CDC can best respond to increasing demands and expectations for easily available information, and control increasing costs of information provision</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Assess sources/impact/implications of demand and any new requirements arising from the Government's transparency agenda</li> <li>Assess council information needs to support policy and service planning initiatives</li> <li>Research best practice elsewhere</li> <li>Identify process improvements and IT requirements necessary</li> <li>Agree programme, costs and implementation plan</li> </ul>	Medium	<p><b>Service:</b> Various</p> <p><b>Impr:</b> Neil Lawrence</p> <p><b>Finance:</b> Jessica Lacey</p>	May 2011	Sept 2011
Responding to the Changing Needs of an Ageing Population	2010/11 Improvement Team Work Programme	<p><b>Focus:</b></p> <ul style="list-style-type: none"> <li>Identify long-term strategy to respond to increasing numbers of older people together with their changing needs</li> <li>Develop a future vision, strategy/policy and action plan to 2014</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>Develop project brief</li> <li>Consider linkages with SNC</li> <li>Develop a "map" of providers of older peoples services</li> <li>Identify the priorities for Cherwell and the scope of the commitment in terms of staff resource and funding to 2014</li> </ul>	Low	<p><b>Service:</b> Gill Greaves</p> <p><b>Impr:</b> Alison Davies</p> <p><b>Finance:</b> Karen Muir</p>	Dec 2011	April 2012

Project	Priority	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	
SNC/Shared Services	High	[Shaded bar from Mar-11 to Mar-12]													
MTFS Strategy	High	[Shaded bar from Mar-11 to Jul-11]													
VFM Programme	High	[Shaded bar from Mar-11 to May-11]													
New Homes Bonus/Budget Strategy	High	[Shaded bar from Apr-11 to Dec-11]													
Legislation changes in Housing	High	[Shaded bar from Mar-11 to Mar-12]													
Planning Fees/Charges	High	[Shaded bar from Mar-11 to Jun-11]													
Banbury Museum Trust Status	High	[Shaded bar from Mar-11 to Apr-13]													
Customer Service Improvement Programme	High	[Shaded bar from Mar-11 to Mar-13]													
Implementing Localism	High	[Shaded bar from Oct-11 to Mar-12]													
Brighter Futures in Banbury	Medium	[Shaded bar from Mar-11 to Mar-12]													
Services to Young People	Medium	[Shaded bar from May-11 to Aug-11]													
Community Development Improvement Plan	Medium	[Shaded bar from Mar-11 to Sep-11]													
Managing Information	Medium	[Shaded bar from Apr-11 to Sep-11]													
Changing Needs of an Older Population	Low	[Shaded bar from Dec-11 to Apr-12]													

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**Programme Plan for Improvement and VFM  
Programmes 2011/12**

No	Project	Service Lead	Improvement lead	CMT Final Report	Final Report to CMT	Exec Final Reports	Exec Dispatch	Executive
1	SNC/Shared Services	TBC	Alison Davies	#N/A		#N/A	#N/A	#N/A
2	MTFS Strategy	Karen Curtin	Neil Lawrence	#N/A		#N/A	#N/A	#N/A
3	VFM Reports (Exec reports)	Various	Neil Lawrence	17 Jun 2011	22 Jun 2011	22 June 2011	24 June 2011	04 July 2011
3a	- <i>Tourism</i>	Paul Marston-Weston	Neil Lawrence	11 Mar 2011	16 Mar 2011			
3b	- <i>Economic Development</i>	Philip Clarke	Alison Davies	22 Apr 2011	27 Apr 2011			
3c	- <i>Public Protection</i>	Paul Marston-Weston	Neil Lawrence	3 Jun 2011	8 Jun 2011			
3d	- <i>Vehicle Maintenance</i>	Ed Potter	Alison Davies	3 Jun 2011	8 Jun 2011			
4	New Homes Bonus	Philip Clarke	Alison Davies	16 Dec 2011	21 Dec 2011	28 Dec 2011	30 Dec 2011	9 Jan 2012
5	Housing Strategy	Gill Greaves	Alison Davies	#N/A		#N/A	#N/A	#N/A
Page 65	Planning Fees/Charges	Bob Duxbury	Alison Davies	8 Jul 2011	13 Jul 2011	27 Jul 2011	29 Jul 2011	8 Aug 2011
	Banbury Museum Trust Status	Paul Marston-Weston	Neil Lawrence	10 Jun 2011	15 Jun 2011	22 Jun 2011	24 Jun 2011	4 Jul 2011
	Customer Service Transformation Prog	Pat Simpson	Neil Lawrence	#N/A		#N/A	#N/A	#N/A
	Implementing Localism	Various	Neil Lawrence	2 Mar 2012	7 Mar 2012	21 Mar 2012	23 Mar 2012	2 Apr 2012
10	Brighter Futures in Banbury	Gill Greaves/Claire Taylor	Alison Davies	23 Mar 2012	28 Mar 2012	10 May 2012	12 May 2012	23 May 2012
11	Services to Young People	Paul Marston-Weston	Alison Davies	16 Sep 2011	21 Sep 2011	26 Oct 2011	28 Oct 2011	7 Nov 2011
12	Community Development Imp Plan	Gill Greaves/Claire Taylor	Neil Lawrence	16 Sep 2011	21 Sep 2011	26 Oct 2011	28 Oct 2011	7 Nov 2011
13	Managing Information	Various	Neil Lawrence	23 Sep 2011	28 Sep 2011	26 Oct 2011	28 Oct 2011	7 Nov 2011
14	Changing Needs of Older Population	Gill Greaves	Alison Davies	6 Apr 2012	11 Apr 2012	10 May 2012	12 May 2012	23 May 2012

**CDC Corporate Improvement Plan 2011/12**

Project	Priority	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	
SNC/Shared Services	High	[Bar from Mar-11 to Mar-12]													
MTFS Strategy	High	[Bar from Mar-11 to Jul-11]													
VFM Programme	High	[Bar from Mar-11 to May-11]													
New Homes Bonus/Budget Strategy	High	[Bar from Apr-11 to Dec-11]													
Legislation changes in Housing	High	[Bar from Mar-11 to Mar-12]													
Planning Fees/Charges	High	[Bar from Mar-11 to Jun-11]													
Banbury Museum Trust Status	High	[Bar from Mar-11 to Apr-13]													
Customer Service Improvement Programme	High	[Bar from Mar-11 to Mar-13]													
Implementing Localism	High	[Bar from Nov-11 to Mar-12]													
Brighter Futures in Banbury	Medium	[Bar from Mar-11 to Mar-12]													
Services to Young People	Medium	[Bar from May-11 to Aug-11]													
Community Development Improvement Plan	Medium	[Bar from Mar-11 to Sep-11]													
Managing Information	Medium	[Bar from May-11 to Sep-11]													
Changing Needs of an Older Population	Low	[Bar from Dec-11 to Apr-12]													

## Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell

### Points for clarification for Overview and Scrutiny Committee

#### Introduction

This report is for the Overview and Scrutiny Committee to consider at their 14<sup>th</sup> June 2011 meeting and help inform members if any issues require further consideration at their subsequent meeting of 19<sup>th</sup> July 2011.

On the 23<sup>rd</sup> May 2011 the Executive agreed:

- (1) To signal the likely cessation of existing funding arrangements for organisations funded through the Council's Voluntary Sector (Community Development) Grants Programme and Community Transport Grants Programme as from 31 March 2012;
- (2) To commence a commissioning process to fund strategically relevant Advice, Volunteering and Volunteer Car Driving services across three geographical areas within Cherwell;
- (3) To note ongoing officer discussions with Oxfordshire County Council regarding County Council proposals to develop a countywide Dial-a-Ride Service and how this might serve District residents most in need of this service; and
- (4) To receive a further report on the outcome of this exercise as part of the 2012/13 Service and Financial Planning process in the Autumn.

Please note that the Council's Housing Services and Procurement officers are now taking forward the approved actions from Executive to ensure that there is sufficient time to:

- A) Consult and engage with the voluntary sector on the content of the service specification
- B) Run 'provider workshops' to build capacity in the voluntary sector and ensure organisations have sufficient information and advice to enable them to bid for funding
- C) Ensure new contracts are awarded in the autumn which in turn provides sufficient time for transition to ensure new services are in place for April 2012
- D) Provide sufficient time for organisations who do not want to bid to organise alternative income streams or adjust their service provision in time for the new arrangements in April 2012

This report is provided in response to feedback from the 23<sup>rd</sup> May 2011 meeting of the Executive and will hopefully provide clarification on the queries raised by members. The intention of this report is to provide further detail and background information to explain the rationale for the Executive report.

It is important to note that the report does not recommend the end of funding from voluntary sector services, but an **end to the current arrangements** in the way in which funding is given. The big change proposed is that the Council funds services in a way which is equitable, open, and transparent and focused on strategically relevant

## Overview and Scrutiny Work Programme

services which are delivered in the most efficient way and achieve the best outcomes for local people. The report details the reasons why change is necessary. There are some particularly key points to note:

**1. There are going to be some significant changes to community transport across Oxfordshire (S 2.4.1) from March 2012**

Alongside taking on responsibility for concessionary fares, the County Council is undertaking a significant review of community transport. This includes:

- Reviewing its funding to Dial-a-Ride Services (which in the case of Cherwell is BCTA) to develop a county-wide Dial-a-Ride Service. The County Council has already entered into discussions with BCTA to inform them of this and has started working with them to map the current provision. The County Council is also about to send out a letter to all parish councils informing them of this so that they can help inform the new provision to ensure it serves the most vulnerable members of the community. Early discussions with the County Council Transport Officer (Neil Timberlake) suggest that the contribution from the District Councils would be in the region of £30,000 per annum.
- Developing its range of in-house services such as MiDAS (mini bus driver) training
- Developing OXTAIL ~ a dedicated telephone travel advice line for older people or people with a high level of needs
- Promoting 'low floor easy access buses' and running information workshops for people with disabilities to increase confidence in using public transport

**2. Cherwell currently pays over 60% more on community transport than any other District Council in Oxfordshire or South Northamptonshire Council**

One of the reasons why expenditure is particularly expensive is that the Dial-a-Ride Service operating in Cherwell (BCTA) is fully run by paid staff, without any volunteers. Though entering into a county partnership may result in a reduction in Dial-a-Ride provision in will mean that Cherwell has provision which is more proportionate to neighbouring authorities and targeted at those most in need.

**3. Volunteer Car driving schemes are an important part of community transport provision**

Though the provision of community transport is not a statutory responsibility of the council we do recognise its value and the fact that some funding is needed to build capacity to set up and deliver schemes. There are some excellent examples in the district of varying sizes including the Balscote and Wroxton Scheme (specifically to transport people to the doctor's surgery and to collect prescriptions) and the CCVS Scheme. There are also examples in both Cherwell and elsewhere where volunteer driving schemes are successfully run out of the same premises as other services such as volunteer bureaux.

**4. There is a growing need for focused advice on debt and money management issues**

It is for this reason that the report recommends a major focus of the service specification is on debt advice. This is one of the main reasons why people lose their homes and present as homeless to the council. Tackling homelessness is a

## Overview and Scrutiny Work Programme

statutory duty of the council and will be very costly if homelessness rises again in the district. The Government is implementing a range of welfare reform measures which mean that many people will not receive the level of benefits that they are used to which could cause people problems with paying bills and rent. Equally, as public sector cuts continue there may be a growing number of people who are on lower incomes than previously which again suggests a possible rise in demand for debt counselling and money management advice. We therefore feel it is prudent to focus council money on debt to help us deliver our statutory duties and to target advice at those most in need. It should be noted that this compliments the range of other advice services which operate in the district quite independently of council funding. These services support people with an array of needs including mental illness, disability, learning disabilities etc and it will be an important part of service delivery that the services we commission signpost members of the public to these services and promote them as much as possible.

**5. Some organisations are over reliant on funding from the District Council (please see Section 2.4.6)**

Many organisations in the district are excellent at securing funding through events, social enterprise and through bids to charitable trusts including the National Lottery. However it is a concern that some organisations are heavily reliant on the council and in fact receive more than 75% of their funding from the council. An important role for the Council going forward will be to build capacity for local organisations to secure external funding. Indeed just this month Housing Services are running workshops for the voluntary sector on "Funding ~ Finding it!". We have also sent out 'Voluntary Sector Health check' forms to all local organisations. These will flag up issues such as having a business plan etc and will provide an indication of which agencies need training and further input to build capacity to secure sustainable income streams going forward.

**6. The quality of service provision across the District is variable**

The new commissioning arrangements can help improve this through:

- a) A more equitable distribution of funding in proportion to population and need ~ as per Section 2.4.3 of the Executive Report and illustrated by the map in appendix two. This will provide capacity at each geographical location to deliver the service specification.
- b) Quality standards and accreditation. We have made contact with Volunteering England in respect of volunteer centre accreditation and Advice Services Alliance and Legal Services Commission in respect of advice service accreditation. All three organisations have confirmed that accreditation is achievable regardless of size of service and will help deliver more consistent outcomes across the District.
- c) A clear service specification and outcomes monitoring. The service specification will be outcome based and encourage organisations to be innovative in securing the best outcomes for people living in the District. The Council will establish a straightforward outcome monitoring system to enable service providers to evidence outcomes and value for money.
- d) Making it a condition of the service specification that the agencies delivering the commissioned services work collaboratively wherever possible to achieve best value for money. This could for example include joint training events, sharing websites etc.

## Overview and Scrutiny Work Programme

- e) Working with commissioned services to ensure services are promoted well and accessed by all sectors of the community regardless of age, race etc.

**Concluding Comments**

The points above are listed to provide further context to the Executive, and seek to find the best way forward for the most vulnerable members of our community in times of reduced public funding. If this commissioning exercise achieves all it sets out to do our hope is that even in the context of reduced funding, outcomes for our community will be increased due to smarter and more focused service provision. If you require any further information please contact:

Helen Town, Strategic Housing Officer  
Housing Services, Cherwell District Council  
Extension 7991

# Executive

## Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell

23 May 2011

### Report of Head of Housing Services

#### PURPOSE OF REPORT

To consider a commissioning exercise to deliver a consistent and equitable approach to the funding of advice, volunteering and volunteer driving services in Cherwell and to consider the implications for a potential countywide Dial-a-Ride service.

This report is public

#### Recommendations

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The Executive is recommended:

- (5) To cease existing funding arrangements for organisations funded through the Council's Voluntary Sector (Community Development) Grants Programme and Community Transport Grants Programme as from 31 March 2012.
- (6) To commence a commissioning process to fund strategically relevant Advice, Volunteering and Volunteer Car Driving services across three geographical areas within Cherwell.
- (7) To note ongoing officer discussions with Oxfordshire County Council regarding County Council proposals to develop a countywide Dial-a-Ride Service and how this might serve District residents most in need of this service.
- (8) To receive a further report on the outcome of this exercise as part of the 2012/13 Service and Financial Planning process in the Autumn.

#### Executive Summary

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##### Introduction

- 1.1 This report highlights the reasons why a new approach to the funding of voluntary sector advice, volunteering and volunteer driving schemes is necessary from April 2012. This report recommends a move from grant funding organisations to commissioning strategically relevant services.

## Overview and Scrutiny Work Programme

- 1.2 This report proposes the commissioning of advice, volunteering and volunteer driving services located across three urban centres serving the district as a whole.

**Proposals**

- 1.3 To cease existing funding arrangements for organisations funded through the Council's Voluntary Sector (Community Development) Grants Programme and Community Transport Grants Programme as from 31 March 2012. This funding is listed in Appendix One.
- 1.4 To seek to reduce the Council's overall spend in this sector in line with the reduction in central government funding.
- 1.5 To commission a district wide advice, volunteering and volunteer driving service located in Banbury, Bicester and Kidlington serving the towns and surrounding villages.
- 1.6 To commission a three year contract (1<sup>st</sup> April 2012 to 31<sup>st</sup> March 2015) with an option to extend for a further two years to 31<sup>st</sup> March 2017, with reference to 1.5 above.
- 1.7 To engage with Oxfordshire County Council (OCC) to investigate the possibilities of how a county wide Dial-a-Ride Service would help to protect Cherwell's most vulnerable residents as a result of the proposed grant withdrawal which in turn would result in the closure of the Cherwell Dial-a-Ride Service
- 1.8 To undertake a procurement exercise to aim to achieve value for money, with reference to 1.5 above.
- 1.9 Please note this proposal does not include all the Council's grant aid activity, some of which was already reduced this year but is restricted to those listed in Appendix 1.

**Conclusion**

- 2.0 This proposal marks a shift from grant funding organisations to commissioning strategically relevant services. We are in a time when it is important that the Council funds services which target those most in need, are delivered on an equitable basis and support the Council to deliver its statutory responsibilities. This proposal sets out to do this in the context of a national agenda of Localism and Big Society.

## Overview and Scrutiny Work Programme

- 2.1 The business case for voluntary sector agencies to deliver advice, volunteering and community transport is very strong:
- Members of the public are more likely to ask an organisation who they know and trust for advice than a statutory service
  - Voluntary agencies are able to attract additional funding through charitable trusts, fundraising etc to enhance a service
  - Trained volunteers working alongside paid staff enhance service provision and add value ~ often the value of volunteer hours over a year can equate to thousands of pounds 'in kind'.
  - Specifically for advice, The 'Case For Advice' (Advice Services Alliance) details the huge savings in relation to community cohesion, health and wellbeing, economic benefits and social inclusion and improving public services
- 2.2 There are many organisations in Cherwell which provide support, advice, transport and information to local residents. Most of these groups function without financial support from the Council and exist through the support of volunteers and fundraising.
- 2.3 In addition to organisations referred to in section 2.2, there are a number of organisations who collectively receive a significant level of in grant from the Council Please see Appendix One which summarises the funding awarded.
- 2.4 Though, for many years these organisations have delivered important and well respected services for residents of Cherwell there are some important reasons why a new approach to funding is proposed. These can be summarized as follows:
- 2.4.1 **Significant Changes to Community Transport across Oxfordshire.** As reported to Executive earlier this year, the responsibility for concessionary fares is now with the County Council. The national move towards personal budgets for people with physical disabilities and other special needs may mean that 'block purchasing' of transport services may not be viable in the future.
- The delivery of community transport is not a statutory function of the District Council and therefore brings into question the high level of funding for community transport in times of reduced public spending. Cherwell's funding for community transport is currently awarded to Banbury Community Transport Association, with a smaller contribution to ORCC. A recent review of community transport found that Cherwell provides a considerably higher (over 60% higher) level of grant funding for community transport than other districts in Oxfordshire. Whilst the Council *could* withdraw completely from community transport, this paper proposes a continued involvement through commissioning volunteer car driving schemes, working in close partnership with parish councils to ensure rural communities are well served. There is also potential for contributing (at a much lower level) towards a jointly commissioned countywide Dial-a-Ride Service, which other District Councils are currently considering for their most vulnerable residents. Officers are currently working with the County's Integrated Transport Unit in taking forward this proposal which is intended go live by April 2012.
- 2.4.2 **Low take up of advice service by certain groups within the District.** Anecdotal evidence suggests that young people and particularly people whose English is not their first language are less likely to access local advice services funded by the Council. There are some services which target

## Overview and Scrutiny Work Programme

specific groups and localities such as Oxfordshire Chinese Community Advice and Banbury Samaritans, but this does raise the question of the Council financially supporting one group over another and a fair distribution of funding across the District as a whole.

- 2.4.3 Consideration of population and levels of deprivation across the District.** For service provision funded by the Council to be equitable, we need to consider the population across the District and also consider areas of deprivation. The following table supported by the map at Appendix Two shows data on population and Housing Benefit claims (to give an indication of need) split over three geographical areas aligned with the three towns of Banbury, Bicester and Kidlington. This is a useful exercise in that it considers population and housing benefit take up in rural areas as well as urban areas.

District	Population	Percentage of Total District Population	Housing Benefit Claimants	Percentage of Total District Housing Benefit Claimants	Average of combined percentages & proposed proportion of funding
Banbury & surrounding villages	63223	43%	4563	64%	54%
Bicester & surrounding villages	44692	31%	1807	25%	28%
Kidlington & surrounding villages	37290	26%	760	11%	18%
<b>Total</b>	145205	100%	7130	100%	100%

- 2.4.4 Consideration of Legal Services Commission funded services.** The Legal Service Commission funds a number of Community Legal Service (CLS) contracts in Cherwell and the surrounding areas. Such contracts include Family Law and Employment Law. These contracts are delivered by solicitors and certain voluntary sector groups including Banbury CAB who deliver a CLS Debt and Welfare Benefits Contract. In addition the Legal Services Commission funds a national helpline which includes access to advice on debt, employment, family law and welfare benefits. The helpline does not include immigration, which is delivered through a National Immigration and Asylum Team. It is important to note that this is the current provision, however there are potential changes in the future, depending on the outcome of Legal Aid reforms that are being proposed by the Ministry of Justice.

- 2.4.5 Consideration of consistency in procurement.** The Council's grant process is open and transparent. However, in considering reduced funding and the growing importance of equitable service delivery, it is important that the Council commissions services which prioritise its statutory responsibilities, commissions services which are outcome focused and wherever possible serve the district equitably as a whole.

- 2.4.6 Concern with regards to viability or organisations that rely heavily on**

## Overview and Scrutiny Work Programme

**council funding.** Though the Council has a policy of funding no more than 75% of an organisation's overall income, some organisations have struggled to secure additional funding. The impact of this is that should Council funding be withdrawn or reduced these particular services will be unviable. Therefore an important role for the Council should this proposal be approved will be to work with service providers to identify additional funding streams to increase capacity and resilience. It will be important, in future commissioning to build in a target for services to secure 100% match funding thereby the Council only funding 50% of total income.

**2.4.7 Changes at a county level to funding of infrastructure organisations.**

Oxfordshire Community and Voluntary Action (OCVA) are currently funded at a county level to provide infrastructure support to the voluntary sector. Cherwell is the only district in the County to have a separate infrastructure organisation in Cherwell CVS and there is therefore potential for duplication in services.

**Please note**, there is a parallel piece of corporate work being undertaken by officers looking at community development activity across the district. This includes voluntary sector capacity building such as training and higher level infrastructure activities some of which are delivered on a county basis by different organisations. Such activities, though related are not within the scope of this report.

### Proposals

2.5 The proposed model is for the Council to commission an advice, information, volunteering and voluntary car scheme operating out of three Community Advice Centres. The rationale for commissioning these services together is two-fold. Firstly there is the common factor of volunteering and there may be opportunities for volunteers to give their time to more than one element of the services e.g. advice and volunteer driving. Secondly, it reduces the stigma of people accessing advice services ~ people could, for example be accessing the Community Advice Centre to explore volunteering so it would not be obvious to the public why someone is entering the building. The service will operate out of each of the three towns, serving that particular town and surrounding villages, as per the map in Appendix Two. The specification for each centre will include the following:

2.6 **Information and support for people seeking volunteering opportunities.** Each Community Advice Centre will be commissioned to promote volunteering opportunities in the locality. It is likely therefore that each centre will be linked into the Do-It Web resource, which in turn will be promoted amongst all local voluntary organisations to place volunteering opportunities on. By having in a sense a 'mini volunteer bureau' in each Community Advice Centre there will be the dual benefit of local knowledge about voluntary groups in the surrounding area and a greater opportunity to recruit volunteers into the advice centres themselves. The minimum requirement will be for each centre to provide access to a computer, printer and telephone for members of the public wishing to access this information.

Service providers may add value to this by providing:

- Trained staff or volunteers to assist members of the public in using the computer, explaining information and making contact with organisations.
- Providing mentoring and training on interview techniques, communication skills, timekeeping etc
- Working collaboratively with local voluntary organisations to promote volunteering

- 2.7 **Development of volunteer car driving schemes.** Each Community Advice Centre will be commissioned to develop volunteer driving schemes within the town and villages in its service area.

It is likely that the most effective way for each Community Advice Centre to do this will be for them to work in partnership with the parish councils and other community groups to identify needs and opportunities and target priority areas or priority groups as identified by communities. This may be through building capacity through providing training and information packs and support to local community groups wishing to set up volunteer car driving schemes. It is estimated that it costs approximately £200 to set up a local volunteer car driving scheme (publicity, insurance etc) which will be built into the budgets for each Community Advice Centre. This model of delivery will provide transport for vulnerable people living in rural area needing face to face advice at the Community Advice Centres and other local services. This will hopefully deliver a 'double win' in that the link between the volunteer car driving schemes and the Community Advice Centres will increase opportunities for vulnerable people in rural areas to access transport when they need to receive face to face advice. This in turn will reduce the need for paid advice staff to undertake home visits, which can prove expensive and take up considerable time.

- 2.8 **Advice on debt, money management and welfare rights.** Current Council grant funding for Bicester CAB, Banbury CAB and KADIC is for a range of subject areas. Taking into consideration the services that are funded by the Legal Services Commission and taking into consideration that certain subjects are not a statutory duty of the council (e.g. Consumer Advice) it is recommended that the Council commissions advice services which increase financial capability, and prevent homelessness. One of the biggest causes of homelessness and most significant block to housing options for people living in Cherwell is housing related debt. Therefore, in line with our statutory responsibility to prevent homelessness it is proposed that the Council commissions advice on debt, money management and welfare rights. Service providers will provide this advice through:

- A triage service available through drop-in, telephone, letter and email
- Appointments for follow up case work for issues which cannot be dealt with through triage
- Resources for people to 'self help' through access to computers, information leaflets etc
- Undertaking targeted publicity to engage people who are currently under represented in accessing advice services. This includes young people and people from ethnic minority groups
- Collaborative work with other advice services including the Council's Housing Options Team and the Customer Services Team

Service providers may add value through:

- Running a rolling training programme for people to attend on money management
- Providing training to other community organisations to build capacity for other groups to provide advice, information and training on money management
- Establishing systems (possibly in partnership with another organisation) for people to save money and pay debts

Please note that as part of the evaluation of applications for funding there will be a requirement for services to evidence experience in delivering free advice to a recognised quality mark.

- 2.9 **Information and signposting to other advice, information and support services.** This may include:
- Providing Information on local and national services including telephone and web based services.
  - Signposting advice over the telephone, face to face or email from paid or volunteer
  - Providing a stock of updated information leaflets for people to take away
  - Making computers available for people to access web based resources.

Services may add value through providing training to other community organisations to build capacity for other groups to provide advice, information and training on money management

- 2.10 **Duty Court Desk in Banbury.** This requires trained and experienced staff being available to give advice and representation to people in the court system due to risk of repossession or eviction. Please note that Court desk representation at Oxford Court is funded through the Legal Services Commission 'Housing Possession Court Duty Scheme', to provide emergency advice and advocacy to anyone facing possession proceedings.

### **Commissioning**

- 2.11 The proposals for commissioning include the following.
- 2.12 That the advice, volunteering and voluntary driving service is commissioned through a competitive tender process. As this is considered to be a 'Part B' Service it is not subject to a full EU Tender.
- 2.13 That the anticipated level of funding available is made known to organisations wishing to tender. This would allow organisations to make informed bids. It also means that one of the ways organisation's bids can be scored is through demonstrating how they can add value through volunteer hours, securing additional funding etc.
- 2.14 That the tender is divided into three geographical 'lots': Banbury, Bicester and Kidlington. Though people may access any of the three services (especially by telephone or email) the geographical split is taking a common sense view of where people may travel to for face to face advice. It also means that the services will be responsible for networking with other voluntary organisations in their 'area' for the purposes of the volunteer bureau function and for the purposes of developing volunteer driving schemes. Hopefully it will also mean a strong sense of local identify.
- 2.15 That organisations are able to bid for one or more of the geographical lots. It should be noted that bidding for more than one geographical areas is expected to deliver improved value for money (due to shared 'back office' functions such as HR, communications etc) and improved business continuity. It should also be noted that there is the risk that some existing providers may not be successful and that there is a significant risk of closure for organisations who receive more than 75% of their funding from the Council (please see Appendix One). However, Housing Services are undertaking a programme of work during 2011/12 to build capacity into local organisations to respond to Big Society agenda in the context of reduced public funding. This includes a 'Voluntary Sector Health Check' (which includes an offer of one-to-one advice), a series of training events on funding and governance (at different locations across the district) and an increased focus on capacity building in the Voluntary Sector Forums.

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- 2.16 That a proportion of funding for each lot (possibly between 5 and 10%) is held back for 'payment on results', whereby services exceed expectations/targets.
- 2.17 That contracts are awarded for an initial period of three years with an option to extend for a further two years.
- 2.18 That the Council stays in close communication with the County Council and neighbouring authorities throughout the procurement process. This is particularly relevant to advice services and community transport. The County Council is planning two separate and relevant reviews ~ a review of voluntary infrastructure support services and a review of community transport. There is an option to hold back from this commissioning exercise to wait for the outcome of these county reviews, however this delay will prevent the District from realising the savings projected and delay commissioning strategically relevant and sustainable service provision. What is crucial is to continue the dialogue to ensure that the services commissioned by the District Council are in a strong position to bid for County funding should this become available at a later date.
- 2.19 That parallel to this commissioning exercise, the Council explores potential building options for these services. It may well be that should existing service providers be successful in the procurement process then they will chose to remain in their current buildings. However, there are issues with some of the current buildings in relation cost, condition and location. If a key outcome is to deliver efficiency savings and improve accessibility, then there is a gain to the Council negotiating cheaper and improved premises and these options are being explored. Associated with this is the opportunity which the new civic building in Bicester will offer which will be factored into the process.
- 2.20 That contract monitoring will form an important part of this commissioning exercise. This will not just be about 'checking on performance' but to work constructively with service providers to seek opportunities to develop services, secure funding from other sources and work collaboratively. This capacity building role from the Council will also include publicity and communications to ensure the service take up is representative of local people in Cherwell, including people regardless of age, gender, nationality and sexuality. The service providers will be required to have a computerised system to monitor and quantify the agreed targets. The Council will monitor performance of the service through quarterly electronic returns and a six monthly monitoring visit. These are the standard arrangements, but extra visits or requests for monitoring data may be requested by The Council, subject to need.

Quarterly monitoring data request will consist of the following information:

- Number of advice sessions delivered and the method of delivery
- Number of new clients
- Number of repeat clients
- Number of debt/money cases closed
- Number of debts
- Value of debt
- Benefit realisation
- Homeless prevention cases

Additional annual monitoring will consist of the following information:

- Information on other funding sources and progress in securing 100% match funding to the council's funding
- At least 95% client satisfaction with the service they have received

## Overview and Scrutiny Work Programme

- Evidence of what outcomes have been delivered through providing the services
- Profile of clients by ethnicity, gender, age, disability
- Profile of referrals to and from the organisation (where applicable)
- Updated service development plan

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

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3.1 The following options have been identified. The approach in the recommendations (Option Three) is believed to be the best way forward

**Option One**                      **Continue current arrangements.** This would not deliver the 24% savings nor provide an opportunity to target funding at services which support the Council's statutory responsibilities and improve cost effectiveness and a more equitable distribution of resources.

**Option Two**                      **Delay the proposed commissioning arrangements until the County Reviews for both Community Transport and Advice Services are complete.** It should be noted though that the risk of entering into a county procurement exercise are a) further delays, b) significant officer time, c) potential compromise between county and district priorities.

**Option Three**

- To cease existing funding arrangements for organisations funded through the Council's Voluntary Sector (Community Development) Grants Programme and Community Transport Grants Programme as from 31 March 2012 – as listed in Appendix One
- To commence a competitive commissioning process to fund a strategically relevant Advice, Volunteering and Volunteer Car Driving Service across three Community Advice Centres in Cherwell.
- Through undertaking the above achieve an efficiency saving.

### Consultations

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4.1 These proposals have been devised with ongoing discussions with partners. All the relevant agencies have been given the opportunity to meet with Council Officers to discuss the proposal. Most of the key agencies have already met with Council Officers on at least one occasion to discuss the context and rationale for this proposal. This includes KADIC, C CVS, ORCC, BCTA, Banbury CAB and Bicester CAB. Though all agencies are understandably concerned about their own financial well being, there is a good understanding within the voluntary sector about the financial pressures for the council in the current climate.

4.2 Council Officers have also met with Elected Members who are the member representative on outside bodies for the agencies relevant to this proposal.

## Overview and Scrutiny Work Programme

- 4.3 In addition Council Officers have consulted with relevant officers in Oxfordshire County Council to ensure a co-ordinated approach to engagement and support for the voluntary sector.

### Implications

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- Financial:** The proposals contained in this report are consistent with the Council's MTFs and are intended to provide a better and more cost effective service to local people particularly this in greatest need of support.
- Comments checked by Karen Curtin, Head of Finance  
01295 221551
- Legal:** The procurement process proposed is in accordance with the Council's procurement policy and procedures.
- Comments checked by Richard Hawtin, Team Leader –  
Contracts and Property, 01295 221695
- Risk Management:** There are risks associated with the recommendations in this report. As highlighted above, this could result in a very different voluntary sector make up in the District and in some cases will have a significant affect on those organisations listed in Appendix 1.
- Comments checked by Gillian Greaves, Head of Housing  
Services, 01295 221654
- Equalities** An Equalities Impact Assessment has been undertaken in respect of this proposal. The need to develop equality of access to services for Cherwell's most vulnerable customers has been of paramount importance.
- Comments checked by Claire Taylor, Corporate and  
Community Planning Manager, 01295 221563

### Wards Affected

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All

### Corporate Plan Themes

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Cherwell, a District of Opportunity  
Cherwell, an Accessible Value for Money Council

### Executive Portfolio

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Councillor Michael Gibbard, Portfolio Holder for Housing and Planning  
Councillor Barry Wood, Leader of the Council and Portfolio Holder for Policy,  
Community Planning and Community Development

### Document Information

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Appendix No	Title
Appendix A	Voluntary Sector (Community Development) Grants and Community Transport Grants in 2010/11
Appendix B	Map showing area divisions to inform proposed distribution of service centres

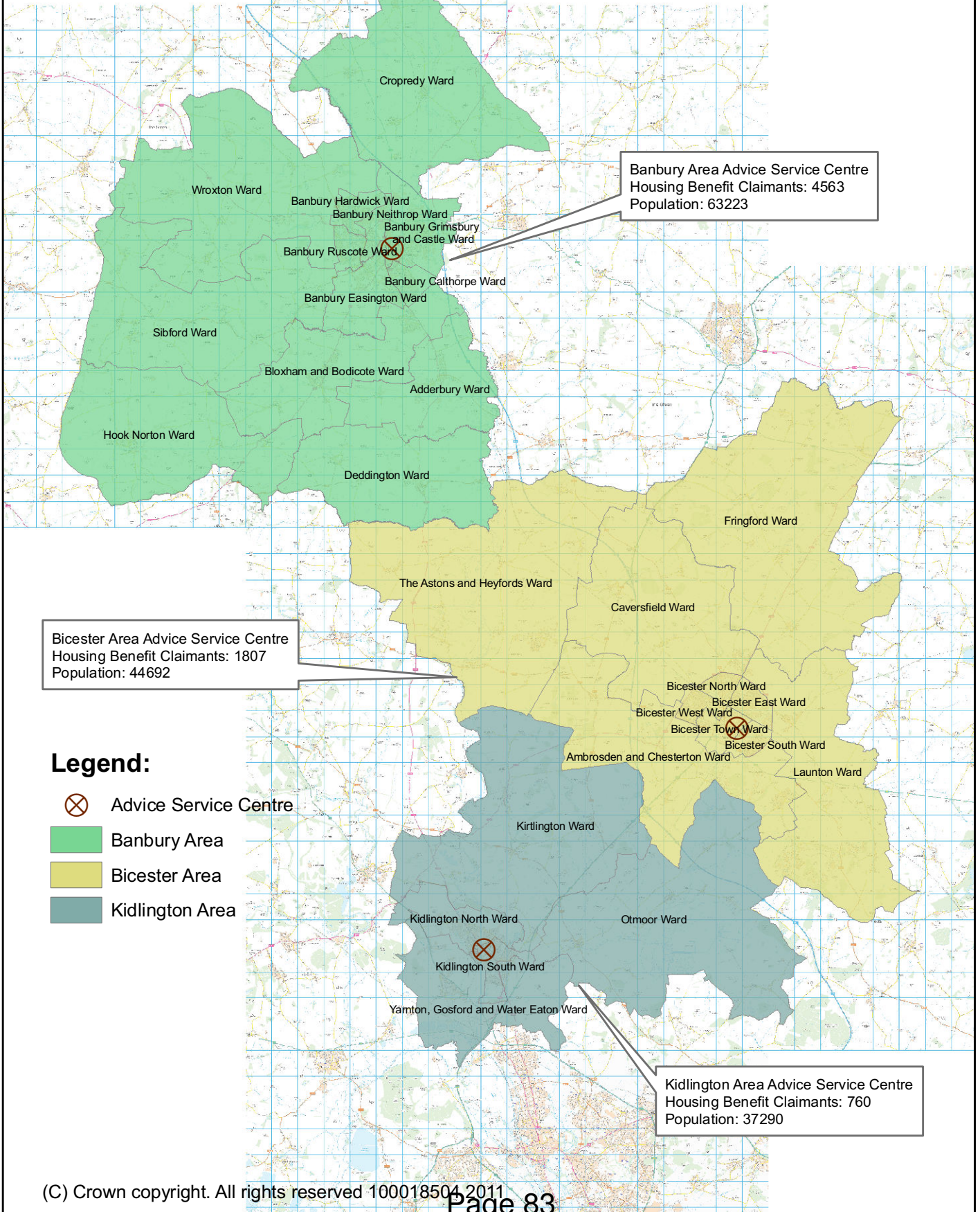
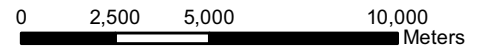
## Overview and Scrutiny Work Programme

<b>Report Author</b>	Helen Town, Strategic Housing Officer
<b>Contact Information</b>	01295 227991 helen.town@Cherwell-dc.gov.uk

## Appendix A: 2011/12 Grants for Voluntary Sector (Community Development) and Community Transport

<b>Grants for Voluntary Sector (Community Development)</b>				
<b>Agency</b>	<b>2010/11 Grant</b>	<b>Total income</b>	<b>% of organisation's total income from CDC grant (for grants over £3000)</b>	<b>2011/12 Grant</b>
Cherwell Council for Voluntary Services (CCVS) Core Grant	£17,000	£18,599	91%	£17,000
Banbury CAB: Core Grant	£106,968	£358,000	44%	£106,228
Housing Grant	£49,260			£49,260
Bicester CAB: Core Grant	£86,263	£117,050	74%	£86,263
KADIC: Core Grant	£7,700	£16,920	45%	£7,700
Banbury Carers Centre	£9,700	£441,739	2%	Ceased operation – grant returned
Relate	£5,000	£253,428	2%	£5,000
Banbury and District Samaritans	£3,500	£33,461	10%	£3,000
Oxfordshire Chinese Community Advice	£3,030			£2,000
Oxfordshire Association for the Blind	£3,000			Did not apply
Cruse Bereavement	£850			Did not apply
Banbury Talking Newspapers	£750			Did not apply
<b>Grants for Community Transport</b>				
Banbury Community Transport (Cherwell Dial-a-Ride Service)	£187,000	£212,500 plus bus fare income	88%	£187,000
ORCC (Rural Community Transport)	£11,500			£11,500
<b>Current total spend</b>	<b>£491,521</b>			<b>£474,951</b>

# Advice service centre areas



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## Overview and Scrutiny Committee

### Review of Public Speaking at Call-In

14 June 2011

### Report of Interim Head of Legal and Democratic Services

#### PURPOSE OF REPORT

To consider public speaking at Call-in.

This report is public

#### **Recommendations**

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The Overview and Scrutiny Committee is recommended to:

- (1) Consider what change(s), if any, they wish to make to the order of speaking at Call-in.

#### **Details**

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##### **Background**

- 1.1 At the time of the Call-in of Car Parking charges concern was raised by some members of the public that they would not be given the opportunity to speak due to the time taken by Councillors to debate the issue. This led to some members of the public leaving the meeting with the mistaken belief that Councillors were trying to filibuster the debate.
- 1.2 In the event every member of the public and councillor present was given full opportunity to speak as would the members of the public who had expressed the concern had they not left the meeting prematurely. It should also be noted that the view expressed by the members of the public was not shared by Councillors of all political groups who were present at the Call-in.
- 1.3 However, due to the impression given to some members of the public it is good practice to review public speaking at meetings of the

Overview and Scrutiny Committee where a Call-in is heard.

### **Legal Position**

- 2.1 There is no public right to speak at a Call-in meeting. Indeed, at many councils Call-in is viewed as a semi quasi-judicial process and public speaking is not permitted. At Cherwell, the council has taken a proactive view to public engagement and permits speaking at all Overview and Scrutiny meetings (including Call-in) at the discretion of the Chairman.
- 2.2 Put very simply the issue in question is at which point during a Call-in should the public speak?
- 2.3 The current speaking order is set out below:
  - The spokesperson(s) for the Councillors who have made the call-in request (who shall be seated together) should outline the reasons for the call-in. Each speaker will be time limited to 5 minutes.
  - The relevant Portfolio Holder or decision taking officer explains the rationale for the decision and may be supported by officers and the Leader of the Council as appropriate. They shall also be seated together. Each speaker will be time limited to 5 minutes.
  - Councillors who have made the call-in request have the opportunity to question the Portfolio Holder or decision taking officer.
  - Other members of the Overview and Scrutiny Committee have the opportunity to question the Portfolio Holder or decision taking officer.
  - At the discretion of the Chairman, other members present may have the opportunity to question the Portfolio Holder or decision taking officer or make a brief statement.
  - At the discretion of the Chairman, anyone else present may have the opportunity to make a statement (limited to 5 minutes) on the issue.
  - The Portfolio Holder or decision taking officer will have a right of reply to any brief statement made on the issue.
  - Before forming a decision, the Chairman may decide to adjourn the meeting in order to allow the call-in signatories to reflect on the evidence received and to consider any proposals they wish

the Committee to consider.

- The Overview and Scrutiny Committee will debate on the issue, only members of the Committee and the officer appointed by the Chief Executive to advise the Overview and Scrutiny Committee on the call-in may speak.
- If there is no proposal the Chairman or another member may propose a motion which can be voted on in the normal way.

2.4 It should be remembered that Call-in is a process to enable Councillors to review a decision of the Executive. If the public are allowed to speak earlier they will go up the running order and will then be speaking before Councillors.

2.5 The Committee is requested to consider, what change, if any, they wish to make to the order of speaking at Call-in.

## **Implications**

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**Financial:** There are no financial implications associated with this report.

Comments checked by Denise Taylor, Service Accountant 01295 221982

**Legal:** There are no legal implications associated with this report.

Comments checked by Paul Manning, Solicitor, 01295 221691

**Risk Management:** Ensuring a clear process that allows reasonable time for the public to contribute helps to ensure that the council is seen as a modern and democratic organisation responding to the needs of the public, minimising any adverse impact on the council's reputation and contributing to effective decision making.

Comments checked by Claire Taylor, Community and Corporate Planning Manager, 01295 221563

## **Wards Affected**

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All

## Document Information

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<b>Appendix No</b>	<b>Title</b>
None	
<b>Background Papers</b>	
None	
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