

**Committee:** Overview and Scrutiny Committee  
**Date:** Tuesday 14 January 2014  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

<b>Councillor Ann Bonner (Chairman)</b>	<b>Councillor Daniel Sames (Vice-Chairman)</b>
<b>Councillor Alyas Ahmed</b>	<b>Councillor Melanie Magee</b>
<b>Councillor Alastair Milne Home</b>	<b>Councillor Jon O'Neill</b>
<b>Councillor Lynn Pratt</b>	<b>Councillor Nigel Randall</b>
<b>Councillor Lawrie Stratford</b>	<b>Councillor Rose Stratford</b>
<b>Councillor Douglas Williamson</b>	<b>Councillor Sean Woodcock</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 - 4)

To confirm as a correct record the minutes of the meeting held on 12 December, 2013.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Five Year Business Strategy** (Pages 5 - 16)

Report of Head of Transformation.

**Purpose of report**

To review the Council's draft five year Business Strategy and emerging priorities for the annual business plan.

**Recommendations**

The meeting is recommended:

1.1 To review and note the strategic priorities

1.2 To identify any specific items, projects or measures for consideration by Executive.

7. **Air Quality** (Pages 17 - 18)

To receive a briefing on the monitoring of air quality across the District by the Environmental Protection Officer.

This item was retained on the work programme following initial consideration by the Overview & Scrutiny Committee in October 2012

8. **Overview and Scrutiny Work Programme** (Pages 19 - 30)

Report of Head of Law and Governance

**Purpose of Report**

This report presents the Overview and Scrutiny work programme 2013/14 for consideration.

## **Recommendations**

The meeting is recommended:

- 1.1 To consider the Overview and Scrutiny Committee Work Programme 2013/14 as set out at Appendix 1 of the report.
- 1.2 To note any items of interest in the Executive Work Programme and consider whether to include them on the Overview and Scrutiny Committee Work programme 2013/14.
- 1.3 To consider if there are any other items Members would like to include on the Overview and Scrutiny Committee Work Programme.

**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@cherwellandsouthnorthants.gov.uk](mailto:democracy@cherwellandsouthnorthants.gov.uk) or 01327 322365 prior to the start of the meeting.

### **Declarations of Interest**

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

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

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

### **Evacuation Procedure**

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

## **Access to Meetings**

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

## **Mobile Phones**

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

## **Queries Regarding this Agenda**

Please contact Dave Parry, Democratic and Elections  
dave.parry@cherwellandsouthnorthants.gov.uk, 01327 322365

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

Published on Monday 6 January 2014

# 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 10 December 2013 at 6.30 pm

Present: Councillor Ann Bonner (Chairman)

Councillor Alyas Ahmed  
Councillor Douglas Williamson  
Councillor Sean Woodcock

Also Present: Councillor Michael Gibbard, Lead Member for Planning

Apologies for absence: Councillor Daniel Sames  
Councillor Melanie Magee  
Councillor Alastair Milne Home  
Councillor Jon O'Neill  
Councillor Lynn Pratt  
Councillor Nigel Randall  
Councillor Lawrie Stratford  
Councillor Rose Stratford

Officers: Bob Duxbury, Development Control Team Leader  
Marianne North, Housing Needs Manager  
Natasha Clark, Team Leader, Democratic and Elections  
Hedd Vaughan Evans, Research and Intelligence Officer  
Dave Parry, Democratic and Elections Officer

#### 36 **Declarations of Interest**

There were no declarations of interest.

#### 37 **Urgent Business**

There was no urgent business.

#### 38 **Minutes**

The Minutes of the Overview and Scrutiny Committee held on 7 November 2013 were agreed as a correct record and signed by the Chairman.

39 **Chairman's Announcements**

The Committee held a minutes silence as a mark of respect and to note the death of the former President of South Africa, Nelson Mandela.

40 **Commissioning of Services to Banbury CAB**

The Chairman welcomed the Housing Needs Manager and Barbara Shaw, the Chief Executive of Banbury Citizens Advice Bureau (CAB) to the meeting.

The Chief Executive of Banbury CAB gave a presentation advising on the services provided by the organisation and the operation of the contract with the Council. Debt and money advice services included the mortgage rescue scheme. The scheme within Cherwell was recognised as the most successful in the region.

Debt management plans had been arranged for 1407 families and benefits advice given to clients had resulted in additional income of £3.8m being secured. Additionally, advice to people made redundant and people with disabilities had secured benefit payments which, in-turn, had prevented instances of homelessness.

Support from the Council had helped the CAB facilitate 201 people into volunteering, and the volunteer driver service had already delivered 1191 journeys and was likely to hit its annual target of 2000 journeys (it was already apparent that, with the reduction in ambulance services, demand for the volunteer driver service was increasing).

Monitoring by the Council of the various elements of the contract was undertaken by the Housing Needs Manager and the Countryside and Communities Manager and, rather than simply specifying footfall and client numbers, this related to outcomes, and this ensured the issue of service quality was monitored as well as service volume.

The CAB Chief Executive advised the Committee that pressure on the service was increasing and it was currently running a budget deficit. On average, approximately 19 clients a week were turned away; albeit if their circumstances changed it was possible that they would subsequently be able to be given advice or assistance.

The Committee questioned the Chief Executive on various aspects of the CAB's operations and services, following which the Chairman thanked both the Chief Executive and the Housing Needs Manager for their attendance.

**Resolved**

- (1) That the monitoring being undertaken regarding the provision of debt and money advice services by the Banbury CAB be acknowledged.
- (2) That the item be retained on the Work Programme, and that the Housing Needs Manager and the Countryside and Communities

Manager, together with the Chief Executive of Banbury CAB and the Transport Coordinator (OCC) be invited to attend a future meeting to advise further on the various elements of the contract.

#### 41 **Update on Planning Enforcement Service**

The Chairman welcomed to the meeting Councillor Michael Gibbard, Lead Member for Planning, and the Team Leader, Major Developments.

The Lead Member for Planning and the Team Leader, Major Developments presented the report of the Head of Development Management which gave an update on the impact on the Planning Enforcement service of the allocation of additional staff resources.

The Committee noted the fluctuating number of complaints, which could change from none on one day to several the next and welcomed the intention to adopt a more proactive, rather than reactive approach. Members acknowledged it was only the allocation of additional resources that had improved performance to the point where this could be considered.

The Committee also agreed that, whilst the service was discretionary, it was unquestionably essential to ensuring the credibility and effectiveness of the whole planning process. It was equally acknowledged that the discretionary element allowed the Council to decide against action where this was considered inappropriate, and this helped ensure the Council was seen to act in a fair and reasonable manner, and also make the best use of its resources.

The Chairman thanked the Lead Member for Planning and the Team Leader, Major Developments for their presentation and update.

#### **Resolved**

- (1) That the report be noted.
- (2) That the positive impact of the allocation of additional resources to the Enforcement Service be acknowledged, and that this item be removed from the work programme.

#### 42 **Customer Insight Report Quarter Two**

The Committee considered the report of the Head of Transformation, reviewing the Quarter 2 Customer Insight Report, noting overall satisfaction rates, satisfaction regarding particular services, complaints, media enquiries, social media, and website interaction.

The Committee noted the issue regarding recording complaints within the Council's Lagan (complaint recording) system and welcomed the move to centralise responsibility for complaints management within the Performance and Insight team from 1 January 2014. The Committee also welcomed the intention to update and improve the on-line complaints form and the provision of additional information which would enable complainants to raise their

issues with the appropriate authority/organisation where this was not the Council.

**Resolved**

- (1) That the position and information provided regarding customer complaints be noted.
- (2) That the Corporate Performance Manager submit a further report at Q4, and report on the impact of the new process.

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**Overview and Scrutiny Work Programme 2013/14**

The Committee considered the report of the Head of Law and Governance, which presented the Overview and Scrutiny Work Programme 2013/14.

**Executive Work Programme**

The Committee agreed that there were no additional items in the Executive Work Programme for December 2013 to March, 2014 that they wished to include on their Work Programme in 2013/

**Air Quality and Draft Cherwell District Council Five Year Business Strategy** – It was noted that these items would be considered at the Committee's January meeting.

**Housing Service Plan** – The Team Leader, Democratic and Elections advised that arrangements were in-hand for a special meeting of the Committee to be held during February, 2014, to review the Housing Service Plan. All members would be invited to attend.

**Resolved**

- (1) That the Overview and Scrutiny Committee Work Programme 2013/14 be noted.
- (2) That no items in the current version of the Executive Work Programme (December 2013 to March 2014) be included on the Work Programme for 2013/14.

The meeting ended at 7.46 pm

Chairman:

Date:



## Cherwell District Council

### Overview and Scrutiny Committee

14 January 2014

<p><b>Cherwell District Council</b> <b>Five Year Business Strategy</b></p>
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### Report of Head of Transformation

This report is public

#### Purpose of report

To review the Council's draft five year Business Strategy and emerging priorities for the annual business plan.

#### 1.0 Recommendations

The meeting is recommended:

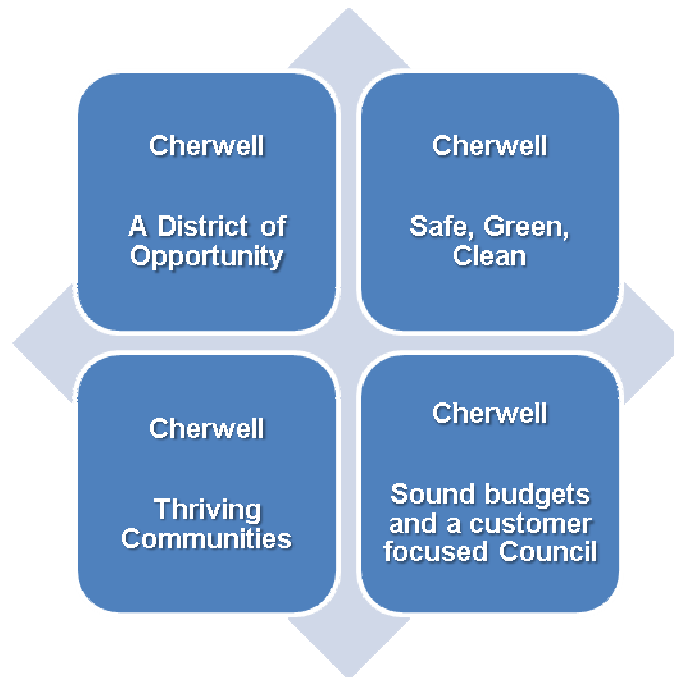
- 1.1 To review and note the strategic priorities
- 1.2 To identify any specific items, projects or measures for consideration by Executive.

#### 2.0 Introduction

- 2.1 Each year the Council updates its business plan and medium term financial strategy and these documents set out service priorities, major projects and performance objectives and the annual budget of the Council.
- 2.2 To bring the business planning approach in line with the Council's medium term financial planning approach Executive have decided to adopt a 5 year business strategy to sit alongside the medium term financial strategy.
- 2.3 This document will set out the high level strategic priorities of the organisation. It will be reviewed annually and, along with the annual budget, an annual business plan will be developed. This annual plan will form the foundation of the Council's performance management framework.
- 2.4 The five year business strategy and medium term financial strategy will also be refreshed on an annual basis.

### 3.0 Report Details

- 3.1 During October 2013 the Executive undertook a review of the Council's current objectives and refreshed the medium term financial strategy. As a result of this work a set of high level strategic priorities have been developed.
- 3.2 The priorities will be underpinned by a more detailed set of performance measures, key projects and targets that will make up the Council's annual plan. Again, the committee is invited to suggest any specific issues for inclusion in this annual plan.
- 3.3 The Council's four strategic priorities are highlighted in the diagram below.



- 3.4 The key issues and challenges that have informed the refresh of the priorities are:

- **Managing growth:** delivering appropriate economic development and its relationship to financial sustainability. The growth and delivery agenda will have high profile over the coming five years and both town centre Masterplans need to be included in this priority. Business regulation that supports business development is essential as is planning performance. Affordable housing and appropriate housing development also fall within this priority.
- **Service delivery:** getting our core services (i.e. what matters to local residents) right. This includes recycling and waste, street cleansing, dealing with anti-social behaviour and community safety.
- **Supporting communities:** making sure the health, leisure, culture and community development we deliver (or commission), delivers four outcomes
  - 1) Prevents problems emerging (e.g. homelessness, joblessness)
  - 2) Protects vulnerable people (e.g. older/disabled/welfare reform)
  - 3) Supports the wider health and well being agenda (e.g. older people)
  - 4) Delivers sustainable communities (places where people want to live)

- **Strong financial management and a continued focus on customers:** a financial strategy that delivers income generation through appropriate development, asset management and lower cost service delivery models (of all types). A Medium Term Financial Strategy that moves the Council to a long term position of financial sustainability. The delivery of high quality enabling services to support our core services (e.g. legal) and ensuring that we effectively communicate with and respond to customer need.

## 4.0 Conclusion and Reasons for Recommendations

- 4.1 The development of the five year business strategy has been informed by public consultation specifically via the citizens' panel. This consultation included a representative survey which asks for people's service priorities and views on their local area. The survey also asks residents whether they would be prepared to pay more council tax to increase services.
- 4.2 In addition to the survey two public workshops were held (one in Bicester and one in Banbury) to further explore local residents' priorities, expectations and views about the Council.
- 4.3 These consultations have directly informed the development of the business strategy and are refreshed every year to ensure the Council has high quality data by which to inform decision making. The draft business plan and budget will be subject to further consultation in December 2013.
- 4.4 The five year business strategy is therefore based on public consultation and directly links into the Council's medium term financial strategy. It sets out medium term objectives for the Council and provides the framework upon which performance targets and annual budgets will be set.

## 5.0 Consultation

Cherwell Citizens Panel June 2013	Annual Satisfaction Survey
Cherwell Citizens Panel August 2013	Budget consultation workshops
Planned December 2013	Draft Budget and Business Plan consultation

## 6.0 Alternative Options and Reasons for Rejection

## 7.0 Implications

### Financial and Resource Implications

- 7.1 The five year business strategy and annual plan is developed in line with the Council's medium term financial strategy. The plan sets out the Council's priorities one of which is around delivering sound and well managed budgets.

Comments checked by: Tim Madden, Head of Finance and Procurement,  
Tel: 0300 003 0106, E-mail: [tim.madden@cherwellandsouthnorthants.gov.uk](mailto:tim.madden@cherwellandsouthnorthants.gov.uk)

## Legal Implications

- 7.2 There are no specific legal implications arising from this report,  
Comments checked by: Kevin Lane, Head of Law and Governance,  
Tel: 0300 0030 107, Email: [kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:kevin.lane@cherwellandsouthnorthants.gov.uk)

## Risk Implications

- 7.3 Failure to deliver against the Council's priorities could impact on the Council's reputation or financial position. This is mitigated via effective performance management.  
Comments checked by: The author of the report is responsible for risk management.

## Equalities Implications

- 7.4 The Council's Annual Plan will be subject to an equalities impact assessment.  
Comments checked by: The author of the report is responsible for equalities policy.

## Wards Affected

All

## Links to Corporate Plan and Policy Framework

Sets out future Corporate Plan priorities

## Lead Councillor

Councillor Nicholas Turner – Lead Member for Customers and Performance

## Document Information

Appendix No	Title
1	Draft 5 year Business Strategy and options for the annual business plan
<b>Background Papers</b>	
<ul style="list-style-type: none"><li>• Medium Term Financial Strategy</li><li>• Executive Papers 4 November 2013 – annual satisfaction survey results</li></ul>	
<b>Report Author</b>	Claire Taylor, Corporate Performance Manager
<b>Contact Information</b>	Tel: 0300 0030113 Email: <a href="mailto:claire.taylor@cherwellandsouthnorthants.gov.uk">claire.taylor@cherwellandsouthnorthants.gov.uk</a>

## Suggested Priorities for the 5 year strategy

The table below highlights the four strategic priorities and areas where key objectives could be set to underpin them. These objectives will be supported with targets, measures and key projects which will be reported upon in the performance management framework.

<b>A</b> <b>Cherwell: A District of Opportunity</b>	<b>B</b> <b>Cherwell: Safe, Green, Clean</b>	<b>C</b> <b>Cherwell: Thriving Communities</b>	<b>D</b> <b>Cherwell: Sound budgets and a customer focused Council</b>
a1. Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure.	b1. Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible.	c1. Deliver affordable housing and work with private sector landlords to help improve affordable housing options.	d1. Reduce the cost of providing our services through partnerships, joint working and other service delivery models.
a2. Implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities.	b2. Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.	c2. Work with partners to support financial inclusion and help local people into paid employment.	d2. Work to effectively communicate with local residents and businesses to better understand and respond to their needs
a3. Implement the Masterplan for Banbury helping to provide retail, employment and town centre development opportunities.	b3. Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.	c3. Provide high quality housing options advice and support to prevent homelessness.	
a4. Implement the Masterplan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.	b4. Reduce our carbon footprint and protect the natural environment.	c4. Work to promote and support health and wellbeing across the district.	d3. Improve customer service through the use of technology and responding to customer feedback.
		c5. Provide high quality and accessible leisure opportunities.	d4. Produce and deliver a rolling five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.
a5. Promote inward investment and support appropriate economic growth within the district.		c6. Provide support to the voluntary and community sector.	
a6. Deliver high quality regulatory services that support the growth of the local economy.		c7. Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.	
		c8. Work to ensure rural areas are connected to local services and the retail centres provided in the two market towns.	
			d6. Deliver below inflation increases to the CDC element of Council Tax.

## Year 1 Detail

A Cherwell: A District of Opportunity			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
a1. Deliver the Local Plan to provide a framework for sustainable housing, employment and infrastructure.	<ul style="list-style-type: none"> <li>Meet the Local Plan milestones including preparation for the examination process</li> </ul>	Quarterly update	AC
a2. Implement the Masterplan for Bicester helping to provide new housing, jobs and leisure opportunities.	<ul style="list-style-type: none"> <li>Northwest Bicester: Delivery of the Masterplan to the agreed timescales</li> <li>Northwest Bicester: Delivery of the eco – Bicester business centre</li> <li>Bicester town centre regeneration including the council commercial building</li> <li>Graven Hill: deliver the Council's vision for this strategic site</li> </ul>	Quarterly update	KC
a3. Implement the master plan for Banbury helping to provide retail, employment and town centre development opportunities.	<ul style="list-style-type: none"> <li>Wood Green – secure the delivery of new homes on the site and continue to improve the physical environment of the area</li> <li>Secure an agreed scheme for the delivery of the Bolton Road site</li> <li>Work with the developer to secure delivery of the extension to the Castle Quay shopping centre and improved retail commercial offer and the Spiceball development</li> </ul>	Quarterly update	CS
a4. Implement the Masterplan for Kidlington, helping to develop a strong village centre and make the most of the strategic communications opportunities afforded by its location.	<ul style="list-style-type: none"> <li>Agree next steps for the development options for Kidlington against agreed timescales and milestones</li> </ul>	Quarterly update	CS
a5. Promote inward investment and support appropriate economic growth within the district.	<ul style="list-style-type: none"> <li>Produce marketing material to promote commercial and industrial business sites and the area</li> <li>Develop the role of the Cherwell Investment Partnership, to provide a hub for inward investment</li> </ul>	Quarterly update	AC

<p>a6. Deliver high quality regulatory services that support the growth of the local economy.</p>	<ul style="list-style-type: none"> <li>• Develop a whole Council 'Better Business' approach to support new and existing businesses</li> <li>• Introduce revised planning enforcement policy</li> </ul>	<p>Major Planning apps  Minor Planning apps  Other Planning apps  Appeals (consider new government measure of major appeals lost over 2 years)  Pre planning advice within 25 working days  No of PPA's(planning performance agreements ) in place</p>	<p>ID/CR  AP</p>
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<p><b>Page 15</b>  <b>Herwell: Safe, Green, Clean</b></p>			
<p><b>5-year strategic properties</b></p>	<p><b>Key objectives and milestones for 2014/15</b></p>	<p><b>Measure</b></p>	<p><b>JMT owner</b></p>
<p>b1. Provide high quality recycling and waste services, aimed at helping residents recycle as much as possible.</p>	<ul style="list-style-type: none"> <li>• Maintain a minimum of 57% recycling rate</li> </ul>	<p>Cost of collection per household annual  Customer satisfaction  Percentage waste recycled target 57%  Kg waste per household  Waste tonnage sent to landfill</p>	<p>EP</p>
<p>b2. Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.</p>	<ul style="list-style-type: none"> <li>• Increase customer satisfaction with street cleansing</li> <li>• Undertake 6 neighbourhood blitzes with community involvement</li> </ul>	<p>No of flytips  Programme of neighbourhood litter blitzes  Customer satisfaction survey</p>	<p>EP</p>
<p>b3. Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour.</p>	<ul style="list-style-type: none"> <li>• Explore new partnerships delivery models for the management and operation of CCTV</li> <li>• Continue to work with the local police and licence holders to ensure our town centres remain safe and vibrant in the evenings</li> </ul>	<p>Reduced costs of CCTV  ASB measures  Fear of crime</p>	<p>CR</p>

b4. Reduce our carbon footprint and protect the natural environment.	<ul style="list-style-type: none"> <li>Maintain our 5 year commitment to reduce our carbon footprint by 22 % by 2016.</li> </ul>	Carbon Management Plan and CO2 savings  Annual Green House Gas report	EP
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<b>C</b> <b>Cherwell: Thriving Communities</b>			
5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
c1. Deliver affordable housing and work with private sector landlords to help improve affordable housing options.	<ul style="list-style-type: none"> <li>Deliver 150 units of affordable housing and 150 self build housing projects as part of the HCA funded grant programme</li> </ul>	No of affordable housing units No of self-build properties built	CS
Page 12 c2. Work with partners to support financial inclusion and help local people into paid employment.	<ul style="list-style-type: none"> <li>Commissioning of high quality financial and debt advice for vulnerable residents.</li> <li>Effective implementation of welfare reform and administration of benefits.</li> <li>Delivery of the Brighter Futures in Banbury programme to provide opportunities in some of the district's most disadvantaged</li> <li>Continue to support skills development, apprenticeships and job clubs in order to help support local employment and reduce the number of young people not in education, employment or training</li> </ul>	Benefits measures	CS TM ID
		NEETS, skills development apprenticeships and Job Clubs	AC
c3. Provide high quality housing options advice and support to prevent homelessness.	<ul style="list-style-type: none"> <li>Deliver the approved new Homelessness Prevention Strategy and action plan</li> </ul>	Homelessness figures Temporary accommodation figures Homelessness prevention figures	CS
c4. Work to promote and support health and wellbeing across the district.	<ul style="list-style-type: none"> <li>Support the work of the Community Partnership Network with financial, clinical and technological changes in the health and social care sector</li> </ul>	Quarterly update	ID



c5. Provide high quality and accessible leisure opportunities.	<ul style="list-style-type: none"> <li>• Maintain a minimum usage level of visits to leisure facilities</li> <li>• Commence Phase 2 pavilion works for SW Bicester Sports Village</li> <li>• Increase access to leisure and recreation opportunities through development and outreach work</li> </ul>	Target to be the outturn from 13/14	CR
c6. Provide support to the voluntary and community sector.	<ul style="list-style-type: none"> <li>• Secure social and community infrastructure for housing developments across the District</li> <li>• Continue to support the voluntary sector and community groups</li> </ul>	Quarterly update	CR
c7. Protect our built heritage by supporting effective conservation, managing the impacts of growth and working to ensure development takes place in appropriate areas.	<ul style="list-style-type: none"> <li>• Continue programme of Conservation reviews</li> <li>• Establish a register of Local Heritage Assets</li> <li>• Provide design guidance on major developments</li> </ul>	5 reviews per year	AP
c8. Work to ensure rural areas are connected to local services.	<ul style="list-style-type: none"> <li>• Roll out the service implementation of Broadband with Oxfordshire County Council</li> </ul>	Quarterly update	AC

**D**

**Cherwell: Sound budgets and a customer focused Council**

5 year strategic properties	Key objectives and milestones for 2014/15	Measure	JMT owner
<p>d1. Reduce the cost of providing our services through partnerships, joint working and other service delivery models.</p>	<ul style="list-style-type: none"> <li>• Extend the joint working programme to include: New methods of service delivery More services delivered in partnership</li> <li>• A new HR strategy designed to support new methods of service delivery involving more partners increased organisational capacity and efficiency improved workforce planning and development visible recognition for innovation</li> <li>• Identify and remove unnecessary work from service delivery processes to help deliver savings and efficiencies</li> <li>• Plan to reduce the number of ICT systems required to deliver and manage services, through sharing where possible, and taking advantage of new procurement opportunities</li> <li>• Through a 3-way Working Group with South Northamptonshire and Stratford upon Avon District Councils, review service delivery operating models using the Transformation Challenge Funding provided by DCLG in order to further our exemplar model of sharing services and deliver quantifiable efficiencies and savings; deliver a minimum of 10% financial savings.</li> <li>• Maximise income through designing services that can attract a market</li> <li>• Make successful bids for external funding</li> </ul>		JP
<p>d2. Work to effectively communicate with local residents and businesses to better understand and respond to their needs</p>	<ul style="list-style-type: none"> <li>• Increase our use of social media to communicate with residents and local businesses</li> <li>• Support the increased use of the CDC website as a communications and transactional tool</li> <li>• Deliver a new approach to communications for the Bicester Master plan</li> <li>• Continue to develop our business focused communications</li> </ul>	<p>Social media ratings Online transactions Customer satisfaction ratings</p>	JP

<p>d3. Improve customer service through the use of technology and responding to customer feedback.</p>	<ul style="list-style-type: none"> <li>• Implement additional online services for customers and deliver a significant reduction in phone contact in relation to those services</li> <li>• Implement the Individual Electoral Registration system in accordance with legislative timetable</li> <li>• Increased capacity to build service delivery processes suitable for online for self service</li> <li>• Bring about a measurable plan to increase significantly the proportion of our total customer demand that is met through self service</li> <li>• Target the reduction of avoidable contact from customers by: <ul style="list-style-type: none"> <li>○ Improved information signposting</li> <li>○ More information on-line</li> <li>○ Improved letters and communications with clear, understandable instructions and information</li> </ul> </li> </ul>	<p>Measure and quarterly update Govmetric</p>	<p>CR  KL</p>
<p>d4. Produce and deliver a rolling five year business strategy, medium term financial plan and a capital programme that ensures the Council is resourced to deliver its strategic priorities.</p>	<ul style="list-style-type: none"> <li>• Deliver an annual balanced budget setting out the five year financial plan (Medium Term Financial Strategy)</li> <li>• Deliver the savings targets within the agreed timescales</li> </ul>	<p>Budget variance on capital and revenue within 2%</p>	<p>TM</p>
<p>d5. Work to ensure the Council gets the most out of its resources, including land and property through effective asset management.</p>	<ul style="list-style-type: none"> <li>• Commission and introduce a new asset management strategy</li> </ul>	<p>Quarterly update</p>	<p>CS</p>
<p>d6. Deliver below inflation increases to the CDC element of Council Tax.</p>	<ul style="list-style-type: none"> <li>• CDC Council Tax element frozen for 14/15</li> </ul>		<p>TM</p>

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# Agenda Item 7

## Overview and Scrutiny Committee

### Briefing Note



**DISTRICT COUNCIL  
NORTH OXFORDSHIRE**

**Subject:** Local Air Quality Management in Cherwell - Update  
 Head of Service / Jackie Fitzsimons / Sean Gregory  
 Officer Responsible

<p><b>Background and Reason for Briefing Note</b></p>	<p>This briefing note provides a general update on local air quality management and an update on matters agreed (below) at the May 2013 Overview and Scrutiny Committee. These matters were:</p> <p>(1) That officers be requested to ensure that an Air Quality Action Plan be produced as soon as possible in respect of Hennef Way and that Members be advised of its publication via a Briefing Note.</p> <p>(2) That, six months after the publication of the Air Quality Action Plan, a further report be submitted to the Committee advising on how the objectives are being met.</p> <p>Local Authorities have a duty under Part IV of the Environment Act 1995 to review and assess air quality to identify areas where an air quality objective is being or is likely to be exceeded. If an exceedance of an air quality objective is identified an Air Quality Management Area (AQMA) must be declared. Once an area has been designated Local Authorities must carry out an assessment and then develop an Action Plan for the AQMA.</p> <p>In January 2011 CDC declared an AQMA in Hennef Way, Banbury because of exceedances of annual and hourly mean air quality objectives for nitrogen dioxide and is required to produce an Air Quality Action Plan (AQAP).</p>
<p><b>Head of Service</b></p>	<p>As part of the process for completing an AQAP local authorities are required to take into account DEFRA's comments. These comments were received from DEFRA on CDC's Further Assessment in October 2013 with a recommendation that further monitoring be completed in closer proximity to resident's dwellings before drafting and consulting on an AQAP for this AQMA. Additional monitoring is in progress and will be completed by January 2015. Once this monitoring has been assessed, CDC will then be in a position to consult on an AQAP for this area. In the interim, stakeholders within the council, transport and health departments at OCC, Banbury Town Council, residents within the AQMA, the Environment Agency, Banbury Chamber of Commerce, Oxfordshire local authorities will be provided with an update of the current findings in anticipation of completing the AQAP in 2015.</p> <p>In addition to the comments from DEFRA on air quality in Hennef Way, DEFRA has also provided feedback on CDC's Detailed Assessment reports for three other locations in the district. These are: Bicester Road in Kidlington, Oxford Road to North Bar in Banbury and Kings End to Field Street in Bicester.</p> <p>CDC had recommended that AQMA's be declared in these three areas following our monitoring and assessment which was reported to O&amp;S Committee in May 2013. DEFRA have agreed with our findings and consultation on the findings of these Detailed Assessment reports will begin in early 2014. Once complete AQMA's will be declared for</p>

the areas, followed by a Further Assessment and the production of an AQAP.

Members are requested to note:

1)The update on a requirement for further monitoring in Hennef Way prior to drafting an AQAP

2) DEFRA's support for AQMA's in a further three areas and CDC's commencement of public consultation with regard to Air Quality in the District in early 2014 to aid action planning and the declaration of AQMA's.

**Completed by: Sean Gregory,  
Environmental Protection Officer**

**Date: 06.01.2014**

## Cherwell District Council

### Overview and Scrutiny Committee

14 January 2014

<b>Work Programme 2013/14</b>
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### Report of Head of Law and Governance

This report is public

#### **Purpose of report**

This report presents the Overview and Scrutiny Committee work programme 2013/14 for consideration.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To consider the Overview and Scrutiny Committee Work Programme 2013/14 as set out at Appendix 1 of the report.
- 1.2 To note any items of interest in the Executive Work Programme and consider whether to include them on the Overview and Scrutiny Committee Work programme 2013/14.
- 1.3 To consider if there are any other items Members would like to include on the Overview and Scrutiny Committee Work Programme

#### **2.0 Introduction**

- 2.1 The work programme report identifies the topics and issues under consideration by the Overview and Scrutiny Committee and allows an opportunity for additional subjects to be identified and included on the programme.

#### **3.0 Report Details**

##### **Overview and Scrutiny Work Programme**

- 3.1 The Overview and Scrutiny Committee Work Programme 2013/14 is attached at appendix 1.

- 3.2 Members are invited to make any suggestions to improve the appearance of the work programme.
- 3.3 Each future agenda item includes an overview of the item and reason for consideration by the Committee.
- 3.4 In determining the work programme for 2013/14, the Committee will wish to take into account the terms of reference as laid out in the Constitution (Appendix 2).

### **Executive Work Programme**

- 3.6 As part of the monthly work programme report, the Committee reviews the Executive Work Programme 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 Executive Work Programme items at an early stage of the decision making process.
- 3.7 The Executive Work Programme 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 Executive Work Programme 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.
- 3.8 The Committee will wish to note any items of interest in the current version of the Executive Work Programme and consider whether to include them on the Overview and Scrutiny Committee Work Programme for 2013/14.
- 3.9 At the time of writing this report, the current version of the Executive Work Programme is February 2014 to May 2014 and can be found at:  
[www.cherwell.gov.uk](http://www.cherwell.gov.uk)

### **Informal Meeting on 12 February 2014**

- 3.10 An informal meeting of the Overview and Scrutiny Committee, to which all Councillors have been invited, will be held on Wednesday 12 February 2014 at 6.30pm to review the 2014/15 housing service plan. The Lead Member for Housing and housing officers will be in attendance.
- 3.11 Outcomes and feedback from the informal meeting will be form part of the agenda for the 18 February 2014 Overview and Scrutiny Committee.

### **Future meetings Schedule**

- 3.10 The future meetings of the Overview and Scrutiny Committee are listed below:

2013/14 12 February 2014, 6.30pm (informal meeting meeting) 18 February 2014, 6.30pm 01 April 2014, 6.30pm
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2014/15 (meeting calendar agreed to September 2014)  
17 June 2014, 6.30pm  
22 July 2014, 6.30pm  
2 September 2014, 6.30pm

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

- 4.1 The recommendations as set out in the report are believed to be in the best interests of the Council.

## **5.0 Consultation**

None

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

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: To agree the recommendations as set out in the report.

Option 2: To amend the recommendations.

Option 3: Not to agree the recommendations.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There are no financial implications arising directly from this report. The report of the individual scrutiny reviews will address any specific legal issue.

Comments checked by:

Kelly Wheeler, Service Accountant, 01327 322224

kelly.wheeler@cherwellandsouthnorthants.gov.uk

### **Legal Implications**

- 7.2 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 Advocate

01295 221691, paul.manning@cherwell-dc.gov.uk

## Risk Management

- 7.3 If too many items are included on the work programme there is a risk that scrutiny agenda 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 reports of the individual scrutiny reviews will address any specific risk issues.

Comments checked by:

James Doble, Democratic and Elections Manager,  
01295 221587, james.doble@cherwellandsouthnorthants.gov.uk

## 8.0 Decision Information

### Wards Affected

Each scrutiny review will identify the wards affected.

### Links to Corporate Plan and Policy Framework

Each Scrutiny Review will identify the relevant Corporate Plan and Policy framework links.

### Lead Councillor

None

### Document Information

Appendix No	Title
Appendix 1	Overview and Scrutiny Committee Work Programme 2013/14
Appendix 2	Overview and Scrutiny Committee Terms of Reference
Background Papers	
None	
Report Author	Dave Parry, Democratic and Elections Officer
Contact Information	Tel: 01327 322365 Email – dave.parry@cherwellandsouthnorthants.gov.uk

# Overview and Scrutiny Committee

## Work Programme items - 2013/2014

(Updated: January 2014)

Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
<b>Air Quality (Jan)</b>	To review monitoring across the District, and review progress of Hennef Way Action Plan objectives.	Briefing note to meeting in January, 2014 advising on how objectives being met following consideration by O&S Committee - October, 2012 and May, 2013. Full report to future meeting.	Sean Gregory Environmental Protection Officer	Lead Member for Public Protection (Cllr Ilott) to be invited to attend (full report only).
<b>Five Year Business Strategy - Review of Year 1 targets, measures and key projects (Jan)</b>	To undertake a review of the year 1 targets, measures and key projects.	Committee request arising November, 2013	Louise Tustian, Senior Performance and Improvement Officer	
<b>Housing Service Plan (Feb)</b>	To review outcomes from special meeting on 12 February	Committee Request	Chris Stratford, Head of	Informal meeting, to which all councillors have been

Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
			Regeneration and Housing.	invited, to be held on Wednesday 12 February 2014
<b>Commissioning of services to Banbury CAB; including Community Transport and Dial-a-Ride (April)</b>	Undertake monitoring of new service arrangements (Volunteering / coordinating role; giving advice; Voluntary Driver scheme) to ascertain value received following addition contribution.	Committee request	Chris Stratford, Head of Regeneration & Housing; and Chris Rothwell, Head of Community Services	The Housing Needs Manager, Countryside and Communities Manager, OCC Transport Coordinator and Banbury CAB Chief Executive to be invited to attend a future meeting to advise further on the various elements of the contract.
<b>Customer Insight (Q4) (April)</b>	To undertake regular review of customer complaints and feedback, and ensure issues are addressed.	Committee decision arising September, 2013	Hedd VaughanEvans, Research and Intelligence Officer	
<b>Wind Turbines and their locations (TBC)</b>	To undertake a Scrutiny Review regarding the Council's Planning Policy in respect of Wind Turbines and their locations.	Committee request arising April and August, 2013.	TBC	Scrutiny Review to be undertaken by Cllrs Ann Bonner, and Jon O'Neill, supported by Michael Gibbard (Lead Member for Planning, Planning and

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Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
				other officers as appropriate. November update: Cllr O'Neill would be meeting with Officers shortly.
<b>CDC Employment Initiatives (TBC)</b>	To consider a scoping document regarding a potential review of the effectiveness of the various employment initiatives introduced by the Council.	Committee request arising April, 2013	TBC	November update; Cllr Magee had met with the Economic Development Officer, and would be drafting a scoping document.
<b>Contract Scrutiny: Landscape Maintenance Contract (Ongoing outside of formal meetings. Feedback to be provided at appropriate point)</b>	To receive updates as appropriate. Cllrs Lawrie Stratford, Douglas Williamson and Sean Woodcock nominated to be involved in the procurement of the landscape maintenance contract	Scrutiny review – contract scrutiny	Ed Potter, Head of Environmental Services; Paul Almond, Streetscene and Landscape Services Manager	The nominated Members will provide updates to the Committee as appropriate. November update: Cllr Lawrie Stratford had met the Head of Environmental Services and Street Scene & Landscape Services Manager, and would be meeting with Cllrs. Williamson and Woodcock prior to consideration by Executive.

## Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

Item	Description	Reason for / Date of next Consideration	Contact Officer	Further Action / Note
<b>Review of Local Plan process (TBC)</b>	Upon completion of the Local Plan examination, to review the process, and consider lessons learnt for future, similar projects.	Request from Cllr Woodcock with support of Executive.	TBC	
<b>Items retained on Work Programme for update via Briefing Notes</b>				
<b>Update on Empty Homes</b>	Update on progress in bringing empty homes and other empty property back into use	Originally considered by former Overview and Scrutiny Committee in March, 2013. Update via Briefing Note – March 2014	Chris Stratford (Head of Regeneration and Housing)	
<b>Electronic Document and Records Management (EDRM) (Joint CDC/SNC Transformation Project)</b>	To receive updates as appropriate on the Electronic Document and Records Management (EDRM) project	Scrutiny and Monitoring. Outcomes from pilot (commencing July, 2013). Briefing note to be submitted to Committee six months after implementation.	Jo Pitman, Head of Transformation and Gareth Jones, ICT Manager	Update included in November 2013 report. Scheme now part of Joint CDC/SNC Transformation Project. Committee to receive Briefing note six months after implementation.

## Key to Reason for Consideration:

Scrutiny review – agreed topics for consideration at committee meetings; Policy development – to support the development of Council Policy; Monitoring – to examine responses to scrutiny reports and to check on progress on implementation of recommendations; Scheduling – to identify and agree potential topics for scrutiny; Information/Standing Item – to update/advise members on issues related to overview and scrutiny or regular committee item

# Overview and Scrutiny Committee

The Overview and Scrutiny Committee will:

- Innovate and challenge the way the Council operates
- Exercise the call in powers contained in the Constitution
- Add value to the Council through in-depth studies
- Add value to the Council through selective studies of external crosscutting issues
- Promote more informal smaller group working.
- Open up the local democratic process to greater public involvement.
- Add value to the Council through pre-decision scrutiny of Key Decisions through using the 28 day notice
- Be involved in performance management on a selective and strategic basis.
- Develop effective and positive channels of communication between itself and the Executive.
- Adopt a Select Committee style and approach wherever possible.
- Require effective and reliable officer support
- Be involved in the development of Policy
- Scrutinise areas of interest or concern and make recommendations to Executive and where appropriate full Council following the completion of such scrutiny

### Terms of Reference

The Committee will be appointed to discharge the functions conferred by Section 21 of the Local Government Act 2000 or Regulations under Section 32 of the Local Government Act 2000

### Scrutiny Committee

Co-ordinating and managing the scrutiny Work Programme and ensuring that there is effective and timely scrutiny of Council Policy and authority wide performance as well as holding the Executive to account.

The Overview and Scrutiny Committee will have a membership of 12 Councillors who are not members of the Executive, appointed on a Proportional Representation basis by Council.

### Functions

Within its scope and terms of reference, the Overview and Scrutiny Committee will:

- (a) review and monitor the performance of the Council's services;
- (b) review and/or scrutinise policies, proposals, decisions made or actions taken in connection with the discharge of any of the Council's functions;
- (c) make reports and/or recommendations to the Council and/or the Executive in connection with the discharge of any functions;
- (d) consider any matter affecting the area or its inhabitants;
- (e) exercise the right to Call-in, for reconsideration, decisions made, but not yet implemented by the Executive.

- (f) consider matters arising from a Councillor Call for Action (CCfA) under Section 119 of the Local Government and Public Involvement in Health Act 2007 and Regulations thereunder; and
- (g) undertake the functions of the Council's crime and disorder committee for the purposes of Section 19 of the Police and Justice Act 2006, including CCfA relating to crime and disorder matters.

### **Specific Functions**

- (a) **Scrutiny** - Within its scope and terms of reference Scrutiny may:
- (i) review and scrutinise the decisions made by and performance of the Executive and/or Committees and the appropriate Officers both in relation to individual decisions and over time;
  - (ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service area;
  - (iii) question Members of the Executive and/or Committees and appropriate Officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
  - (iv) make recommendations to the Executive and/or appropriate Committees and/or Council and/or any external bodies arising from the outcome of the scrutiny process;
  - (v) review and scrutinise the performance of major partnerships and other public bodies in the area and invite written reports and/or request them to address the Committee and local people about their activities and performance;
  - (vi) require Members of the Executive, the Chief Executive, Directors and Service Heads to attend to answer questions and give evidence on receipt of at least 5 days' written notice.
  - (vii) question and gather evidence from any person, not a Member or an Officer of the Council, with their consent;
- (b) **Advisory and Review** – Within its scope and terms of reference the Overview and Scrutiny Committee may:
- (i) assist the Council and the Executive in the development of its Policy Framework by in-depth analysis of policy issues, excluding those policy areas which fall under the remit of the Strategic Planning and Regeneration Committee;
  - (ii) conduct research, community and other consultation in the analysis of policy issues and possible options
  - (iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options,
  - (iv) make recommendations to Executive and/or appropriate Committees and/or Council and/or any external bodies arising from the outcome of the scrutiny process.
  - (v) review and scrutinise the performance of major partnerships and other public bodies in the area and invite written reports and/or request them to address Councillors and local people about their activities and performance.
- (c) **Annual Report** – The Overview and Scrutiny Committee will report annually to Council on function on their workings and make recommendations for future work programmes and amended working methods if appropriate.
- (d) **Work Programme** – The Overview Scrutiny Committee will exercise overall responsibility for the Overview and Scrutiny Work Programme and for ensuring that



this is sustainable with regard to the support and resources that are available to it and that is considered in conjunction with other committees of the Council and their respective work programmes in order to minimise duplication of effort.

### **Proceedings of Overview and Scrutiny**

The Overview Scrutiny Committee will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in this Constitution.

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