

Public Document Pack



Committee: Overview and Scrutiny Committee
Date: Tuesday 10 January 2017
Time: 6.45 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Neil Prestidge (Chairman)	Councillor Jolanta Lis (Vice-Chairman)
Councillor Chris Heath	Councillor David Anderson
Councillor Claire Bell	Councillor Mike Bishop
Councillor Hugo Brown	Councillor Mark Cherry
Councillor Andrew McHugh	Councillor Sandra Rhodes
Councillor Jason Slaymaker	Councillor Bryn Williams

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 - 6)

To confirm as a correct record the minutes of the meeting held on 22 November 2016.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Development of Corporate Business Plan, Priorities and Pledges 2017/18**
(Pages 7 - 28)

Report of the Director of Strategy and Commissioning.

Purpose of Report

The purpose of this report is to facilitate the development of the corporate business plan, its associated priorities and pledges for 2017/18.

The Overview and Scrutiny Committee is invited to consider, discuss and offer feedback upon the proposed priorities and pledges for 2017/18 in order to ensure a transparent and engaging whole Council approach to the development of the priorities, prior to consideration by Executive and Full Council in February 2017.

Recommendations

The meeting is recommended to:

- 1.1 consider the draft corporate priorities, outcomes and pledges for 2017/18
- 1.2 identify any areas to be discussed for referral to Executive in February 2017.

7. **Work Programme 2016/17** (Pages 29 - 34)

Report of Head of Law and Governance

Purpose of report

To give an update on the Overview and Scrutiny work programme for 2016-2017

Recommendations

The meeting is recommended:

- 1.1 To review the draft work programme (Appendix 1).
- 1.2 To identify any items from the Executive Work Programme to form part of the Overview and Scrutiny Committee Work Programme for 2016/17.

- 1.3 To identify any other possible future topics for scrutiny and consider whether these topics should have scoping documents produced, based on the considerations of risk and what value scrutiny can add through considering the issue.

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 or 01327 322043 prior to the start of the meeting.

Declarations of Interest

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

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

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

Evacuation Procedure

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

Please contact Emma Faulkner, Democratic and Elections
emma.faulkner@cherwellandsouthnorthants.gov.uk, 01327 322043

Sue Smith
Chief Executive

Published on Thursday 22 December 2016

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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 22 November 2016 at 6.45 pm

- Present: Councillor Neil Prestidge (Chairman)
Councillor Jolanta Lis (Vice-Chairman)
- Councillor Chris Heath
Councillor David Anderson
Councillor Mike Bishop
Councillor Hugo Brown
Councillor Mark Cherry
Councillor Andrew McHugh
Councillor Sandra Rhodes
Councillor Jason Slaymaker
Councillor Bryn Williams
- Substitute Members: Councillor Sean Woodcock (In place of Councillor Claire Bell)
- Also Present: Councillor D M Pickford, Lead Member for Clean and Green
Councillor Barry Wood, Leader of the Council
- Apologies for absence: Councillor Claire Bell
- Officers: Ed Potter, Head of Environmental Services
Paul Almond, Street Scene & Landscape Manager
Ed Bailey, Corporate Performance Manager
Nicola Riley, Shared Community Services Manager
Nicola Leonard, Consultation and Engagement Officer
Lesley Farrell, Democratic and Elections Officer
Emma Faulkner, Democratic and Elections Officer

20 **Declarations of Interest**

There were no declarations of interest.

21 **Urgent Business**

There were no items of urgent business.

22 **Minutes**

The Minutes of the meeting of the Committee held on 1 September 2016 were confirmed as a correct record and signed by the Chairman.

23 **Chairman's Announcements**

The Chairman welcomed Councillor Andrew McHugh to the Committee, following his election to the Adderbury, Bloxham and Bodicote Ward in September 2016.

Councillor McHugh had replaced Councillor Nick Mawer, who the Chairman thanked for his time on the Committee.

24 **Area Amenity Maintenance Report**

The Committee considered a report from the Head of Environmental Services, which detailed a response to a motion submitted to the 18 July 2016 Council meeting regarding maintenance of amenity space across the district.

In response to questions from the Committee, the Head of Environmental Services explained that maintenance of grass verges was the responsibility of Oxfordshire County Council.

With regards to areas of unregistered land, the Street Scene and Landscape Services Manager explained that the preference would be for the local town or parish council to take over responsibility for maintenance of the land, but acknowledged that this might not be possible in every case.

The Head of Environmental Services advised the Committee to contact the Street Scene and Landscape Services Manager directly if there were any specific areas of concern across the district.

Resolved

- (1) That the co-ordinated activities currently taking place be noted.
- (2) That the high levels of customer satisfaction with Parks and Open spaces be noted.
- (3) That the proposed actions to improve co-ordinated activity be supported.

25 **Quarter Two Performance Update**

The Committee considered a report from the Director – Strategy and Commissioning which provided an update on performance during quarter two, 1 June to 30 August 2016.

The Corporate Performance Manager introduced Nicola Leonard, the new Consultation and Engagement officer who had recently joined the Council. Nicola would be involved in work to enhance the Customer Satisfaction Survey, as well as supporting consultation activities.

In response to questions from the Committee, the Corporate Performance Manager agreed to clarify whether the target time for indicators 3.2.2a, b and c, average time taken to process change of circumstances, housing benefit claims and new housing benefit claims, was working days or calendar days.

Resolved

- (1) That the highlighted exceptions and proposed actions be noted.
- (2) That no performance related matters be referred to Executive.

26

Results of the Customer Satisfaction Survey 2016

The Committee considered a report from the Director – Strategy and Commissioning which detailed results of the Annual Customer Satisfaction Survey.

The Corporate Performance Manager explained that a different process has been used for completing the survey, with a paper questionnaire being posted to 3,500 residents who had been chosen at random, rather than via a Citizens' Panel. A breakdown of the responses received ward by ward had been circulated to all Members.

In response to questions from the Committee, the Corporate Performance Manager confirmed that the results of the survey would be used to inform future priority setting.

Resolved

- (1) That the report and appendices be noted.
- (2) That it be noted that Executive agreed that the 2016 results are used as a baseline for future target setting and benchmarking.

27

Safeguarding - Update on Internal Review Action Plan and Draft Section 11 Return Submission

The Committee considered a report from the Community Services Manager which detailed the draft Section 11 audit for submission to the Oxfordshire Safeguarding Children Board.

The Community Services Manager explained that good progress had been made on the action plan. A part time Safeguarding Officer would be joining the council in 2017 whose role would be concentrating on further training to include Members.

Resolved

- (1) That action plan progress made to date be noted.
- (2) That the draft Section 11 audit for 2016/17 be endorsed for submission to Oxfordshire Safeguarding Children Board in December 2016.

28

Work Programme 2016/17

The Committee considered the draft work programme.

With regard to the Youth Engagement review, the Committee felt it was important for the review to continue in some way, as it was possible that interest from the schools could increase at the time of major elections. It was agreed that the membership of the working group be increased to include Councillors Anderson, McHugh, Prestidge, Slaymaker and Rhodes from the Committee, and also Councillor Sean Woodcock.

In connection with the A361 traffic review, the Committee approved the draft scoping document.

The Committee discussed other areas of concern, and officers agreed to gather more information from relevant Cherwell officers in relation to gym and leisure facilities and how the management contracts were monitored; housing numbers; and issues around parking on grass verges.

With regard to concerns over mobile phone signal in the district, the Committee agreed to set up a working group comprising of Councillors Anderson, Brown, Lis, Prestidge and Williams, to look at the issue in more detail.

The Committee also expressed an interest in inviting each of the Executive Lead Members to future meetings of the Committee to find out more about their roles.

It was also agreed that officers involved with the website improvement project be invited to a future meeting of the Committee to provide an update.

Resolved

- (1) That the draft work programme be approved, subject to the inclusion of an item relating to an update on the website project.
- (2) That the Youth Engagement Review be continued, with a working group comprising of Councillors Anderson, McHugh, Prestidge, Slaymaker, Rhodes and Woodcock.
- (3) That the scoping document relating to the A361 traffic review (annex to the Minutes as set out in the Minute Book) be approved.
- (4) That Executive Lead Members be invited to future meetings of the Committee, to explain their role and responsibilities.

- (5) That a working group be established comprising of Councillors Anderson, Brown, Lis, Prestidge and Williams to look at the issue of mobile phone signal across the district.

The meeting ended at 8.25 pm

Chairman:

Date:

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Cherwell District Council

Overview and Scrutiny Committee

10 January 2017

<p>Development of Corporate Business Plan, Priorities and Pledges 2017/18</p>
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Report of Director - Strategy and Commissioning

This report is public

Purpose of report

The purpose of this report is to facilitate the development of the corporate business plan, its associated priorities and pledges for 2017/18.

The Overview and Scrutiny Committee is invited to consider, discuss and offer feedback upon the proposed priorities and pledges for 2017/18 in order to ensure a transparent and engaging whole Council approach to the development of the priorities, prior to consideration by Executive and Full Council in February 2017.

1.0 Recommendations

The meeting is recommended to:

- 1.1 consider the draft corporate priorities, outcomes and pledges for 2017/18
- 1.2 identify any areas to be discussed for referral to Executive in February 2017.

2.0 Introduction

- 2.1 Every good business has a business plan in place which sets out its direction of travel and plans for growth, and how it plans to invest its resources to achieve its ambitions.
- 2.2 As members who were in office prior to the elections in May 2016 will be aware, at Cherwell District Council we combine the principles of private sector best practice in this area, with the need to provide transparency in the way in which we invest tax payers' money and other sources of external funding to achieve better outcomes for our District. Our business plan, corporate priorities and pledges provide a tool through which we can be, and are, held to account, and our performance measured by our constituents and other key partners/stakeholders.

- 2.3 The business plan is an essential part of our internal governance arrangements, enabling us to evidence strong and effective corporate health and performance management. Not only does it align our financial resources to the delivery of key outcomes for the benefit of our business community and residents, but it also provides a framework through which we can ensure that our staff understand the part they play in helping to make a difference to our District, and putting Cherwell District Council on the map as a forwarding thinking, visionary, and dynamic Council, as already evidenced through the awards that we have been shortlisted for and won.
- 2.4 Once the corporate business plan, priorities and pledges are set by Full Council they are used to develop local service plans and set the performance objectives of every employee in the Council for the year ahead ensuring that our staff spend their productivity time on the things that matter most, and will ultimately make a positive difference.
- 2.5 Progress against the corporate business plan is measured with management reports received by the Joint Management Team, Overview and Scrutiny Committee and Executive. This enables us to collectively monitor progress and ensure that we remain on track to deliver the things that we set out to achieve at the beginning of the performance year.
- 2.6 The draft corporate priorities and pledges for 2017/18 have, so far, been developed with full contribution from the Executive. The Overview and Scrutiny Committee is now invited to make its contribution.

3.0 Report Details

3.1 Strategic Priorities, Pledges and Outcomes for 2017/18

- 3.2 We are not a Council that wants to be all things to all people and takes on more than it can sensibly manage or afford. We are a Council that listens to our constituents and stakeholders; we are a Council that is committed to financial sustainability and growth; we are a Council prepared to make difficult decisions to that end, and we are a Council that prides itself on doing the things we do well. For the time being, these principles are serving us well.
- 3.3 For the year ahead we are not proposing to change the four current strategic priorities. Consequently it is recommended that the four strategic priorities for 2017/18 should be:
- District of Opportunity
 - Safe, Green, Clean
 - A Thriving Community
 - Sound Budgets and Customer Focused Council
- 3.4 Appendix A is a draft of the refreshed business plan. This has been developed following discussions between Executive and Joint Management Team. It sets out how the strategic priorities will be managed via a set of more specific outcomes which in turn can be monitored and managed through key milestones and performance measures.

- 3.5 The measures and milestones in the plan will form the basis of the performance reporting of the business plan which is reviewed by Overview and Scrutiny on a quarterly basis.
- 3.6 The annual customer satisfaction survey results and feedback from 2016 have also been taken into account and used in the development process.
- 3.7 Following the review of the plan by Overview and Scrutiny, it will be considered by Executive, along with the feedback from this Committee, in February for recommendation to Full Council.

4.0 Conclusion and Reasons for Recommendations

- 4.1 A corporate business plan is an essential part of good corporate governance, providing both a statement to stakeholders, partners and constituents. It also provides important links between the strategic objectives and what our staff deliver for us on a day to day basis.
- 4.2 It is important to ensure that a transparent and engaging approach is adopted to the development of the corporate priorities and pledges to ensure whole Council agreement to the direction of travel for the Council and our District for the year ahead.

5.0 Consultation

- 5.1 The results of the 2016 annual customer satisfaction survey have informed the development of the corporate business plan; particularly the questions asking residents to prioritise services.
- 5.2 The Overview and Scrutiny Committee is now invited to help shape and influence the proposed priorities and key outcomes for the year ahead prior to consideration by Executive and Full Council in February 2017.
- 5.3 The process of developing the corporate business plan is complemented by an equally inclusive approach to the development of the proposed Council budget for 2017/18, for which separate consultation arrangements are put in place.

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.
- 6.2 There are no alternative options as the Committee is being invited to consider and comment on the contents of Appendix 1 as part of a whole Council approach to the development of the corporate priorities and pledges for 2017/18.

7.0 Implications

Financial and Resource Implications

- 7.1 Financial implications – The draft budget will be out for consultation and closes in February 2017.

Comments checked by:

Paul Sutton, Chief Finance Officer

03000 030106 Paul.Sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal issues arising from this report.

Comments checked by:

Kevin Lane, Head of Law and Governance

0300 0030107 kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 There are no risks arising directly from this report or the proposed priorities and pledges. Once the Council has agreed the business plan for 2017/18 (and associated priorities and pledges) all managers will be required to identify and manage any risks associated with delivering the business plan in accordance with the Council's corporate performance and risk management framework. All risks are logged on the corporate risk register and reported quarterly to the Audit Committee as part of the service planning cycle.

Comments checked by:

Ed Bailey, Corporate Performance Manager

01295 221605 Edward.Bailey@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

This report and associated appendix represents the development of the actual corporate plan for 2017/18. It sets the direction of travel for the Council and provides a measure through which all of the Council's resources are managed. The business plan and pledges are measures through which the Council can be held accountable to its constituents for delivering better outcomes for the District, informed by the annual customer satisfaction survey.

Lead Councillor

Councillor Barry Wood

Leader of the Council

Document Information

Appendix No	Title
A	Draft Cherwell District Council Business Plan 2017/18 refresh
Background Papers	
None	
Report Author	Shirley Vaughan, Performance and Planning Officer
Contact Information	01327 322375 shirley.vaughan@cherwellandsouthnorthants.gov.uk

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Business Plan 2017-18



Cherwell:
a district of
opportunity

Cherwell:
safe, green,
clean

Cherwell:
a thriving
community

Cherwell:
sound budgets
and customer
focused council

Cherwell: a great place to live

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www.cherwell.gov.uk

Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Foreword

Welcome to Cherwell District Council’s business plan for 2017–18. This plan is about our priorities for the district in the coming year. The council is here to serve the people of the district and therefore our plan aims to support those who live, work and visit this district which has a lot to offer. Our plan is based on an understanding of the challenges and opportunities facing our district and consultation with local businesses and residents to determine local requirements.

We will make sure the council operates efficiently, and work towards long term solutions to deal with the cuts we face. We have already been proactive working with our partner South Northamptonshire Council developing shared working and looking at new ways of delivering services for our communities. Financial savings have been made over the past years and we will continue to be as innovative as possible to ensure the council manages its day to day business even more effectively and transparently.

We recognise that a strong local economy is essential for a strong local community. We will continue to promote economic growth; helping local companies to expand, securing high quality and high value jobs, with increased opportunities for all, and supporting more affordable homes for local people. The above is supported by the Cherwell Local Plan 2011-2031 which ensures that growth is targeted and investment made whilst still respecting the character and beauty of our rural areas.

This business plan, based around four key themes, also outlines our performance pledges for the year and we remain committed to working effectively with our partners to ensure high quality services are delivered in times of financial constraint.

We want Cherwell to be a district where people want to live and work and we think we are moving in the right direction.

If you would like any more information about the priorities of this council please get in touch using the details on the back of this document.



Councillor Barry Wood



Leader of Cherwell District Council



Sue Smith



Joint Chief Executive, Cherwell District and South Northamptonshire Councils



An overview of Cherwell

Named after the River Cherwell which flows through it, the district is located between London and Birmingham, at the most northern point of the South East region, where it meets the West Midlands and East Midlands. Cherwell borders Oxford City, South Oxfordshire, Vale of White Horse, West Oxfordshire, Aylesbury Vale, South Northamptonshire and Stratford on Avon districts. The M40 passes through Cherwell and there are good rail connections to both London and Birmingham.

The district is growing with over half of the population living in the principal centres of Banbury, Bicester and Kidlington; the remainder in more than 70 smaller settlements. Cherwell’s population has increased significantly over the past 20 years and this trend is set to continue with the population predicted to reach 155,650 by 2021.

One of the council’s main strategic challenges is to ensure that the district grows in a sustainable way; one that delivers a prosperous economy and thriving communities. The Eco Bicester development will see approximately 5,000 houses built over the next 20 years. Delivering the local plan will play a key role in this, as will implementing the Masterplans for Banbury, Bicester and Kidlington to secure new housing, retail, development and leisure opportunities. The council is working with its partners to ensure that this growth is delivered while protecting and enhancing the character of our urban centres, villages and landscapes.

Another key challenge for the district will be responding to population changes. The population of Cherwell is continuing to age, with the number of residents aged 60 and above predicted to increase by over 7,000 between 2011 and 2021. By 2021, nearly a quarter of Cherwell’s population will be aged 60 or over. This rate of increase will provide challenges and the council will have to continue to anticipate the future services required by our older population, building on

our strong track record of ensuring the needs of older residents are met. The council is focused on ensuring that our services are accessible to all people living in the district.

Another of the council’s key challenges will be to ensure that communities across the district continue to thrive. As part of this commitment, the council will be working with partners to increase the affordable housing options across the district, whilst continuing to work with partners to support financial inclusion and help local people into employment.



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Our strategic approach to business planning: Performance, accountability and transparency

Five Year Business Strategy - Priorities for the five year strategy

The table below presents the council’s strategic priorities for its five year business strategy. This strategy sits alongside the council’s Medium-term Financial Strategy and is underpinned by an annual

business plan, budget and performance management framework that sets out the milestones, performance measures and budget that will drive the council’s delivery of services and major projects.

Cherwell: a district of opportunity	Cherwell: safe, green, clean	Cherwell: a thriving community	Cherwell: sound budgets and customer focused council
Managing growth of the district.	Provide high quality recycling and waste services, helping residents recycle.	Deliver affordable housing and work with private sector landlords to help improve affordable housing options.	Reduce the cost of our services through efficiencies.
Deliver the growth plans for Bicester.	Provide high quality street cleansing services, and tackle environmental crime (littering, fly tipping, graffiti) where it arises.	Work with partners to support financial inclusion.	Communicate effectively with local residents and businesses and increase access to services on line.
Complete and implement the Masterplan for Banbury.	Work with partners to help ensure the district remains a low crime area.	Provide high quality housing options advice and support to prevent homelessness.	Deliver the five year financial strategy.
		Work to promote and support health and wellbeing across the district.	
Promote inward investment and support business growth within the district.	Reduce our carbon footprint and protect the natural environment.	Provide high quality and accessible leisure opportunities.	Deliver the key outcomes of the Commercial Strategy to reduce the funding gap in the Medium Term Revenue Plan.
		Provide support to the voluntary and community sector.	
Develop and implement a “One Council” offer of support to local businesses including regulatory services.		Protect our built heritage.	Ensure effective governance and performance management arrangements are in place.
Consider steps to support the visitor economy and the well-being of town centres as part of our approach to economic growth in the district.		Work to ensure rural areas are connected to local services.	

How we will manage the performance of our plan

Implementing our Strategy

Our annual business plan outlines the key actions for the coming year, along with the associated performance measures/outcomes. This enables us to demonstrate that we align our resources to the delivery of the business plan in the most effective way possible, whilst also providing a clear direction of travel for the council, its employees and for everyone in our district and those who read this document.

Our business planning cycle is underpinned by budget reviews aimed at identifying opportunities for increased efficiency and performance. This process is led by locally elected members. Consultation with residents and businesses also contribute to the development of the plan including our annual customer satisfaction survey.



Improvement and Innovation

The council has robust plans to deliver improvement and increased efficiency given the challenging national economic circumstances currently being faced.

We have progressed a transformation programme that delivers both financial savings and prepares us to be a leading and thriving council. We continue to work with our suppliers to identify procurement savings, reduce our energy costs, increase the amount of services that can be accessed online and generally improve our business processes.

Managing our Performance

The overarching five year Business Strategy, Medium-term Financial Plan, annual business plan, service plans and the appraisal targets of individual employees all demonstrate that the council has a

clear and robust “golden thread” between resource availability and delivery of the council’s agreed priorities. This approach helps us to provide effective community leadership, and will demonstrate that we are adopting a more mature and commercially aware approach to running our council.

Performance management represents an essential part of our assurance and accountability process. It ensures that we are focused on the delivery of our strategic and operational objectives and provides an effective way of demonstrating our achievements to local residents whilst also being transparent about the issues or challenges that we are facing.

Reporting our Performance

We report our performance on a quarterly basis and it is reviewed by the Executive. Where performance issues and challenges are identified the Joint Management Team and lead elected members work together to deliver improvement.

Details about our performance and expenditure are available at www.cherwell.gov.uk

Managing our Resources

The council continues to face challenging financial times, and we are not alone. We can and must learn from the experience of others. We are actively exploring all opportunities to not only ensure our survival, but ultimately also manage our growth. It is an ambitious aspiration, but it is one that we have to face head on. And it is our commitment to you. We must ensure that as taxpayers, your money is spent wisely and that we deliver services that provide you with what you need, when you need it.

The revenue budget for 2017–18 can be found on our website www.cherwell.gov.uk. The council also has an ambitious Capital Programme and an aspiration to regenerate the two market towns of Banbury and Bicester whilst not forgetting to invest adequate financial capital resources across the rest of the district for the people who live and work here. We aim to do this by delivering high quality programmes which will significantly boost the economic prosperity of the area and create much needed jobs and investment.

Cherwell: a district of opportunity

Supporting economic development, employment, conservation, regeneration and development of the district

Managing growth of the district

- Consult on the Proposed Submission Local Plan Part 2 and partial review of Local Plan Part 1 and submit to the Secretary of State
- Monitor the delivery of the five year land supply and work with Development Management on appropriate responses as this supply changes
- Engage with all neighbouring councils and other public bodies on planning matters affecting Cherwell from other Districts and public bodies under the duty to co-operate
- Support parish teams preparing neighbourhood plans for their community

Deliver the growth plans for Bicester

- Northwest Bicester: continue to facilitate the planning applications for the site
- Northwest Bicester: Delivery of the Eco - Bicester business centre
- Adoption of the Masterplan document to assist revitalisation of town centre
- Market Bicester's employment and investment opportunities
- Deliver, in partnership, the Healthy New Town programme for Bicester

Complete and implement the Masterplan for Banbury

- Review strategic development plan for Bolton Road site. Consult with local businesses and develop preferred option for redevelopment.
- Take steps to develop a Masterplan of Canalside in Banbury Town Centre for redevelopment
- Secure start on Castle Quay 2
- Maximise the council's income from Castle Quay
- Support The Mill & Museum Trust as the primary town centre arts and cultural provision in their development activity
- Proceed with the preparation of a Business Improvement District (BID) for Banbury

Promote inward investment and support business growth within the district

- Support business growth, skills & employment in local companies and the visitor economy
- Continue to use the Cherwell Investment Partnership (CHIP) as a hub for inward investment
- Ensure that available land and premises for business are promoted locally and nationally
- Work with OXLEP and SEMLEP to ensure the work of each Local Enterprise Partnership (LEP) supports the development of the economy of Cherwell district
- Support skills development to keep unemployment at a low level

Develop and implement a 'One Council' offer of support to local businesses including regulatory services.

- Review and simplify the planning pre-application process
- Improve customer satisfaction with regulatory services
- Continue working with agents / developers to ensure excellent working relationships

Consider steps to support the visitor economy and the well-being of town centres as part of our approach to economic growth in the district.

- Implement an Action Plan with key attractions and town centres to promote the district to visitors

Cherwell: safe, green, clean

Working to ensure the district has high standards of environmental cleanliness, great recycling and waste management, tackling crime and supporting energy efficiency

Provide high quality recycling & waste services, helping residents recycle

- Increase recycling and reduce residual waste per household
- Maintain high customer satisfaction with recycling and waste service

Provide high quality street cleansing services, and tackle environmental crime

- Maintain high customer satisfaction with street cleansing
- Maintain a programme of high profile neighbourhood blitzes and pursue a hard enforcement and conviction line to environmental crime
- Provide a fast response time in dealing with fly tip incidents

Work with partners to help ensure the district remains a low crime area

- Continue to work with Thames Valley Police to maintain an effective CCTV operational system for our urban areas
- Continue working with local police & licence holders to ensure town centres remain safe

Reduce our carbon footprint and protect the natural environment

- Deliver the council's Biodiversity Action Plan
- Reduction of two per cent in council's carbon emissions
- Establish multi-agency Air Quality Management Action Plans as required

Cherwell: a thriving community

Providing affordable housing, leisure and sports facilities and activities, working with partners to improve access to health services, providing arts, cultural and community services

Deliver affordable housing & work with private sector landlords

- The council to deliver at least 190 units of affordable housing
- Monitor the number of affordable housing units in the district that are delivered via negotiations on new development proposals
- Promote an off-site construction factory in Bicester
- Secure additional nomination rights into the private sector through landlords home improvement grants

Work with partners to support financial inclusion

- Conclude negotiation for a new debt, money and housing advice service through a third party contract
- Maintain performance on payment of Housing Benefit

Provide high quality housing options advice & support to prevent homelessness

- Reduce the number of households living in temporary accommodation
- Through Housing Advice team reduce the number of repeat homelessness cases presented to the council
- Prevent people from becoming homeless through use of Housing Advice Service
- Improve energy efficiency through CHEEP grants (The CHEEP grant is an energy efficiency grant available to private sector landlords)

Work to provide and support health and wellbeing across the district

- Support the Community Partnership Network with financial, clinical & technological changes in the health and social care sector
- With partners help improve lives of most vulnerable from Brighter Futures initiative
- Work with partners to maintain the widest level of health care provision at the Horton General Hospital
- To promote good health and wellbeing to residents and workers through the provision of active lifestyle opportunities plus advice on community engagement and healthy eating

Provide high quality & accessible leisure opportunities

- Undertake feasibility studies of extended and new indoor leisure facilities in Banbury and Bicester to meet additional demand from local growth
- Complete works for Whitelands Farm Sports Ground, SW Bicester to enable the outdoor sports pitches to operate from September 2017
- Commence, with the aid of external funding, the redevelopment of The Hill in Banbury
- Establish sports pitch and facilities strategies for the district

Provide support to the voluntary & community sector

- Support the development of neighbourhood community associations in areas of new large scale housing development
- Undertake new commissioning arrangements for promoting volunteering and the placement of volunteers.
- Support the Local Strategic Partnership in addressing the key issues in the district

Protect our built heritage

- Continue the programme of Conservation Area Reviews
- Provide design guidance on major developments
- Process planning applications and defend the council's position at appeals, in accordance with planning policies and guidance

Work to ensure rural areas are connected to local services

- Work with BT/BDUK & Oxfordshire County Council to extend Superfast Broadband district-wide

Cherwell: sound budgets and customer focused council

Ensuring the council is run as efficiently as possible, consulting with local people, helping vulnerable people to access our services, and the provision of council tax and housing benefits.

Reduce the cost of our services through efficiencies

- Identify and deliver on-going efficiencies and savings to reduce the cost of running our services
- Implement the shared corporate IT strategy including a new council website
- Increase in Council Tax Base
- Increase in NNDR Base

Communicate effectively with local residents & businesses and increase access to services online

- Continue to increase use of social media to communicate with residents & local businesses
- Continue to develop our business focused communications
- Increase the number of services that can be accessed and paid for on line

Deliver the five year financial strategy

- Deliver annual balanced budget setting out five year financial plan (Medium-term Revenue Plan)

Deliver the key outcomes of the commercial strategy to reduce the funding gap in the MTRP

- Grow existing income for services we currently trade
- Deliver a jointly owned company (with SNC) for Revenues and Benefits services
- Undertake feasibility studies for the delivery of new commercial services and projects
- Implement the actions set out in the new Asset Management Strategy

Ensure there are effective governance and performance management arrangements in place for all council owned companies and/or alternative service delivery vehicles

- Formation of sound business and financial plans
- Delivery of specific key performance indicators (KPI) from agreed service level agreements (SLA)
- Compliance with company law and relevant legislation
- Introduce quality management models in all services

Performance Pledges 2017–18

Every year from the key objectives and actions detailed across our strategic priorities several are highlighted as performance pledges. They are key activities that reflect local priorities and these pledges demonstrate our commitment to the delivery of important local services and new projects to help make Cherwell a great place to live.

For 2017–18 our pledges are:

Cherwell: a district of opportunity



- Deliver, in partnership, the **Healthy New Town** programme for Bicester.
- Deliver the Banbury Business Improvement District to **support local businesses**.
- Develop and implement a **'One Council' offer** to support local businesses including regulatory services.





Cherwell: safe, green, clean

- Undertake **neighbourhood blitzes** with community involvement and pursue a hard enforcement line on environmental crime.
- Work with the local police and licence holders to ensure our town centres remain **clean, safe and vibrant** at all times.
- Provide a **fast response time** in dealing with fly tip incidents.





Cherwell: a thriving community

- With our partners help to **improve the lives** of the most vulnerable from the Brighter Futures initiative.
- Deliver at least 190 units of **affordable housing**.
- **Complete the phase 2 pavilion** and car park works for Whitelands Farm Sports Ground.






Cherwell: sound budgets and customer focused council

- **Reduce the cost** of providing our services through partnerships, joint working and other service delivery models.
- Ease of communication – with **more services available online**.
- Continue to increase use of social media to **communicate with residents and local businesses**. Continue to develop our business focused communications.






Appendix – How we will show our performance

The following tables show the measures and actions we will use to report and manage the performance of the business plan. Progress is monitored on a regular basis by both Members and Officers with any issues being highlighted and acted upon.

Cherwell: a district of opportunity	
Our objective is:	We will show our performance through:
Managing growth of the district	Meeting key dates for the proposed submission of Local Plan Part 2
	Delivery against five year land supply targets
	Engaging with all neighbouring councils under the duty to co-operate
	Preparation of neighbourhood plans to timetables set in regulations
Deliver the growth plans for Bicester	Continuing to facilitate the planning applications for Northwest Bicester
	Delivery of the Eco-Bicester business centre
	Adoption of the Masterplan document to assist revitalisation of Bicester town centre
	Marketing Bicester's employment and investment opportunities
	Delivering, in partnership, the Healthy New Town programme for Bicester
Complete and implement the Masterplan for Banbury	Reviewing the strategic development plan for the Bolton Road site
	Adopting Masterplan for Canalside in 2017-18
	Securing start on Castle Quay 2
	Attending FM meeting, improving financial reporting and reviewing investment with Aberdeen Investment Properties
	Supporting The Mill & Museum Trust as the primary town centre arts and cultural provision in their development activity
	Completing 2nd stage assessment of the Business Improvement District (BID) for Banbury by October 2017
Promote inward investment and support business growth within the district.	Number of businesses who have received advice
	An increase in NNDR base
	Increased take up of LEP services - reported in Annual Business Survey
	Unemployment rate and take up of Job Clubs/Job Fairs by companies
Develop and implement a 'One Council' offer of support to local businesses including regulatory services.	A review of the planning pre-application process by June 2017
	Carrying out a survey and establish baseline satisfaction with services
	Developing an action plan for improvement
	Attendance numbers and feedback /satisfaction from Agents' forums
Consider steps to support the visitor economy and the well-being of town centres as part of our approach to economic growth in the district.	Updates on the Action Plan to Executive in 2016/17 and report on implementation

Cherwell: safe, green, clean

Our objective is:	We will show our performance through:
Provide high quality recycling & waste services, helping residents recycle	Achieving a 56% recycling rate
	Residual household waste per household
	Amount of waste sent to energy recovery
	Maintaining high customer satisfaction with recycling and waste service (80%)
Provide high quality street cleansing services, and tackle environmental crime	Maintaining high customer satisfaction with street cleansing (80%)
	Number of neighbourhood blitzes
	Number of enforcement actions
	Success of fly-tip enforcement
	Investigating incidents within 24 hrs from report
	Cleaning up within 48 hrs from investigation
Work with partners to help ensure the district remains a low crime area	Maintaining CCTV in all urban areas
	Reducing the number of anti-social behaviour incidents
	Carrying out operations and initiatives in accordance with the joint CDC /TVP night-safe plan
	Reducing incidents of drunkenness, begging and rough sleeping by carrying out proportionate interventions in the Banbury Public Spaces Protection Order (PSPO) area
	Embedding the new CDC Taxi Policy including implementing safeguarding awareness training for licensed taxi drivers
	Responding to incidents / complaints regarding licensed premises
	Undertaking routine food/health and safety inspections as per programme.
	To investigate and respond to complaints/accidents as required
Reduce our carbon footprint and protect the natural environment	Implementing agreed action plans including the promotion of cycling and walking
	Reviewing progress of the actions in the Air Quality Action Plans with partner agencies responsible for their implementation

Cherwell: a thriving community

Our objective is:	We will show our performance through:
Deliver affordable housing & work with private sector landlords	Delivering homes throughout the year that are designated for affordable housing
	Number of other affordable housing units
	Creating at least an additional 10 units of accommodation for nomination by the council
Work with partners to support financial inclusion	Average time taken to process new Housing Benefit claims
	Average time taken to process change in circumstances
	Average time taken to process new claims and changes for Housing Benefit
	Customer satisfaction with benefits process
Provide high quality housing options advice & support to prevent homelessness	Maintaining a target of no more than 41 properties allocated for temporary accommodation
	Tracking repeat homeless presentations and developing an action plan and initiatives following the new Homelessness Prevention Act coming into law.
	10 CHEEP Energy Efficiency Grants allocated in 2017–18
Work to provide and support health and wellbeing across the district.	Promoting the Workplace Wellbeing Charter to obtain commitment from five local businesses to work towards accreditation.
	Undertaking a feasibility study for introducing the Eat Out Eat Well Award for food businesses in Cherwell

Cherwell: a thriving community

Our objective is:	We will show our performance through:
Provide high quality & accessible leisure opportunities	New facility models in Banbury and Bicester (to be considered in Summer 2017)
	Whitelands Farm Sports Ground outdoor sports pitches being operational from September 2017
	Commencing construction on the redevelopment of The Hill in Banbury during the second half of 2017–18
	Agreeing Sports pitch and facilities strategies for the district in the first half of 2017–18
Provide support to the voluntary & community sector	Providing support for two new neighbourhood community associations
	Putting in place a partner organisation with new commissioning arrangements for promoting volunteering and the placement of volunteers in first half of 2017–18
Protect our built heritage	Completing five Conservation Area Reviews
	Responding to consultations from Development Management with design guidance on major developments within the prescribed timescale
	Processing major planning applications within 13 weeks
	Processing minor planning applications within eight weeks
	Processing other planning applications within eight weeks
The percentage of planning appeals allowed	
Work to ensure rural areas are connected to local services	Reporting every six months on progress of extending Superfast Broadband district-wide to show where has been connected and the forward programme

Cherwell: sound budgets and customer focused council

Our objective is:	We will show our performance through:
Reduce the cost of our services through efficiencies	Completion of efficiency reviews and £ savings delivered
	Implementing the shared Corporate IT Strategy including a new council website
	Percentage of Council Tax collected
	Percentage of Business Rates collected
Communicate effectively with local residents & businesses and increase access to services online	Social media ratings: Number of Facebook likes
	Social media ratings: Number of Twitter followers
	Making five more services available online
	Reducing face to face contact time
Deliver the five year financial strategy	Budget variance on capital within 2 per cent (Annually reported)
	Budget variance on revenue within 2 per cent (Annually reported)
Deliver the key outcomes of the commercial strategy to reduce the funding gap in the MTRP	Growing existing income for services we currently trade
	Delivering a jointly owned company (with SNC) for Revenues and Benefits services
	Undertaking feasibility studies for the delivery of new commercial services and projects
	Implementing the actions set out in the new Asset Management Strategy

Cherwell: sound budgets and customer focused council

Our objective is:	We will show our performance through:
Ensure there are effective governance and performance management arrangements in place for all council owned companies and/or alternative service delivery vehicles	Delivering specific KPIS from agreed Service Level Agreements with council owned companies
	All reports to members on establishment of companies/entities will include full legal implications confirming relevant statutory powers and compliance with legal requirements
	Each approved company entity incorporated in accordance with project plan timescale
	Introducing quality management models in all services

Getting in touch

Throughout the year the council provides opportunities for local people to have their say. Whether this be through customer satisfaction surveys, budget consultation, consultation on new projects and services, talking to local business organisations or feedback via our link-points or web site we are keen to listen to what you like and what needs to be improved.

However, if you would like to feedback about any other matter you can do so using the contact details on this page.

Email: consultation@cherwell-dc.gov.uk

To find and email your ward councillor:
<http://modgov.cherwell.gov.uk/mgFindCouncillor.aspx>

Call the Performance and Insight Team:
01295 221605

Customer Services: 01295 227001

Write:

The Performance and Insight Team
Bodicote House
Bodicote
Banbury
Oxfordshire, OX15 4AA

For general enquiries visit www.cherwell.gov.uk
or contact the customer service team
01295 227001.

Cherwell District Council

Overview and Scrutiny Committee

10 January 2017

Work Programme 2016/17

Report of Head of Law and Governance

This report is public

Purpose of report

To give an update on the Overview and Scrutiny work programme for 2016-2017

1.0 Recommendations

The meeting is recommended:

- 1.1 To review the draft work programme (Appendix 1).
- 1.2 To identify any items from the Executive Work Programme to form part of the Overview and Scrutiny Committee Work Programme for 2016/17.
- 1.3 To identify any other possible future topics for scrutiny and consider whether these topics should have scoping documents produced, based on the considerations of risk and what value scrutiny can add through considering the issue.

2.0 Introduction

- 2.1 The Committee are required to review the Work Plan at each meeting and make any amendments required as a result of developments since the last meeting.

3.0 Report Details

Update on current Scrutiny review

Youth Engagement Review

- 3.1 The Youth Engagement Review was established in October 2014, and a scoping document was signed off by the Committee. Councillors Bryn Williams and Neil Prestidge were appointed to the working group, along with Councillor Dan Sames. Councillor Sames left the Committee in 2015.

3.2 At the last meeting of the Committee in November 2016, it was agreed that the membership of the working group be amended to Councillors Anderson, McHugh, Prestidge, Slaymaker and Rhodes from the Committee, and also Councillor Sean Woodcock as a co-opted member.

3.3 Arrangements are being made for a meeting of the working group, officers will give a verbal update at the meeting.

A361 Traffic review

3.4 At the meeting of the Committee in May 2016, it was agreed that a working group be established to look at a potential review regarding the A361 through the district.

3.5 A scoping document was approved at the last meeting of the Committee in November 2016.

3.6 Arrangements are being made for a meeting of the working group, officers will give a verbal update at the meeting.

Mobile phone signal review

3.7 Following concerns regarding the quality of mobile phone signal across the district, the Committee agreed to set up a working group comprising of Councillors Anderson, Brown, Lis, Prestidge and Williams.

3.8 Arrangements are being made for a meeting of the working group, officers will give a verbal at the meeting.

Executive Work Programme

3.9 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.

3.10 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.

3.11 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 2016/17.

3.12 At the time of writing this report, the current version of the Executive Work Programme is January to April 2017 and can be found on the following page of the website: [Cherwell Forward Plan](#)

Future meetings Schedule

3.13 The meetings of the Overview and Scrutiny Committee for the 2016-2017 Municipal Year are listed below:

Overview and Scrutiny Committee	2016/17 21 February, 6:45pm 4 April, 6:45pm
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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:

Paul Sutton, Chief Finance Officer 0300 003 0106

paul.sutton@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:

Kevin Head, Head of Law and Governance 0300 003 0107

kevin.lane@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
1	Work Programme for 2016-17
Background Papers	
None	
Report Author	Emma Faulkner, Democratic and Elections Officer
Contact Information	Tel: 01327 322043 emma.faulkner@cherwellandsouthnorthants.gov.uk

Overview and Scrutiny Committee Draft Work Programme - 2016/2017

Item	Description	Reason for Consideration	Contact Officer
21 February 2017			
Performance Report 2016-17 Quarter 3 (1 October to 31 December)	Performance data and if necessary officer attendance for each quarter	To flag any issues before consideration by Executive	Ed Bailey, Corporate Performance Manager
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer
4 April 2017			
Draft Overview and Scrutiny Annual Report 2016/17	To consider the draft Overview and Scrutiny Committee Annual Report prior to submission to Council	Constitutional requirement to submit an annual report to Council	Emma Faulkner, Democratic and Elections Officer
Committee Work Plan	To review the work plan for the Municipal Year	Standing item	Emma Faulkner, Democratic and Elections Officer
Items to be allocated			
Community Infrastructure Levy	To receive information on the Community Infrastructure Levy (CIL)	Committee request May 2016	TBA
Website redevelopment Project	Update on the project	Committee request May 2016, following website review working group in 2015-16	TBA

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