

**Committee:** Budget Planning Committee  
**Date:** Tuesday 6 November 2018  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

<b>Councillor Nicholas Mawer (Chairman)</b>	<b>Councillor Carmen Griffiths (Vice-Chairman)</b>
<b>Councillor Phil Chapman</b>	<b>Councillor David Hughes</b>
<b>Councillor Andrew McHugh</b>	<b>Councillor Tony Mepham</b>
<b>Councillor Barry Richards</b>	<b>Councillor Alaric Rose</b>
<b>Councillor Tom Wallis</b>	<b>Councillor Douglas Webb</b>
<b>Councillor Lucinda Wing</b>	<b>Councillor Sean Woodcock</b>

## AGENDA

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 - 2)

To confirm as a correct record the minutes of the meeting held on 25 September 2018.

## 5. **Chairman's Announcements**

To receive communications from the Chairman.

## 6. **Finance Monitoring Report - August 2018** (Pages 3 - 52)

Report of the Assistant Director – Finance and Procurement

### **Purpose of report**

This report summarises the Finance monitoring position as at the end of each month.

### **Recommendations**

1.1 To note the contents of the report.

## 7. **2019/20 Budget and Medium Term Financial Strategy Update** (Pages 53 - 72)

Report of the Interim Executive Director – Finance and Governance

### **Purpose of report**

This report provides an update of the current financial position and progress made towards setting the budget for 2019/20 and Medium Term Financial Strategy.

### **Recommendations**

1.1 To note the contents of the report.

## 8. **Response to the Value for Money Judgement in 2017/18 accounts** (Pages 73 - 78)

Report of Interim Executive Director – Finance and Governance

### **Purpose of report**

Following the publication of the final accounts for 2017/18 for Cherwell District Council in September 2018, our accounts were not qualified, except for Value for Money. In response to the issues raised in that judgement, this report details the actions that we have taken to address any concerns in that judgement and highlights our continued strengthening of our financial management framework.

The issues highlighted related to the acquisition of one company, which included the acquisition of one site within Banbury known as “Crown House” and this report evidences the improvements that happened both within 2017/18 and into 2018/19 around our acquisition strategy and policy. Further actions are also detailed about other improvements that we wish to make.

As part of the Value for Money audit for 2017/18 other similar transactions were examined, including the acquisition of Castle Quay 1 and 2 and no issues were raised.

## **Recommendations**

The meeting is recommended:

1.1 To note the actions taken to date in relation to address any concerns within the value for money judgement in our 2017/18 accounts in relation to the acquisition of assets.

### **9. Review of Committee Work Plan (Pages 79 - 80)**

To review the Committee Work Plan.

**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 322043 / 01295 221550 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 / Richard Woods, Democratic and Elections  
emma.faulkner@cherwellandsouthnorthants.gov.uk, 01327 322043 /  
richard.woods@cherwellandsouthnorthants.gov.uk, 01295 221550

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

Published on Monday 29 October 2018

## Cherwell District Council

### Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 25 September 2018 at 6.30 pm

Present: Councillor Nicholas Mawer (Chairman)  
Councillor Phil Chapman  
Councillor Andrew McHugh  
Councillor Tony Mephram  
Councillor Barry Richards  
Councillor Tom Wallis  
Councillor Lucinda Wing  
Councillor Sean Woodcock

Apologies for absence: Councillor Carmen Griffiths  
Councillor David Hughes  
Councillor Alaric Rose  
Councillor Douglas Webb

Officers: Adele Taylor, Interim Executive Director: Finance and Governance  
Emma Faulkner, Democratic and Elections Officer  
Richard Woods, Assistant Democratic and Elections Officer

#### 21 **Declarations of Interest**

There were no declarations of interest.

#### 22 **Urgent Business**

There were no items of urgent business.

#### 23 **Minutes**

The minutes of the meeting of the Committee held on 29 August 2018 were confirmed as a correct record and signed by the Chairman.

#### 24 **Chairman's Announcements**

There were no Chairman's announcements.

#### 25 **Performance, Finance and Risk Monitoring 2018/2019**

The Committee considered a report from the Assistant Director – Finance and Procurement, which summarised the Council's Performance, Risk and Finance Monitoring position at the end of each month.

In response to questions from the Chairman relating to the current overspend on agency staff in the Environmental Services directorate, the Interim Executive Director – Finance and Governance advised that the Executive Director Environment and the Assistant Director Environmental Services were both actively managing the situation with colleagues from Human Resources, which had occurred as a result of sickness absence. Recruitment was on-going for two remaining LGV driver vacancies that were currently being covered by agency staff.

**Resolved**

- (1) That the contents of the report be noted.

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**Review of Committee Work Plan**

In light of the change of date of the October Council meeting to 30 October, the Interim Executive Director – Finance and Governance advised that it was necessary to change the Budget Planning Committee meeting also scheduled for that date. Following discussions with the Chairman it was proposed that the meeting be moved to 6 November 2018, with an additional agenda item regarding Crown House.

**Resolved**

- (1) That it be agreed that the date of the next meeting of the Committee change from 30 October 2018 to 6 November 2018.
- (2) That the work programme for 2018/19 be approved subject to the inclusion of an additional item regarding Crown House at the 6 November 2018 meeting.

The meeting ended at 6.46 pm

Chairman:

Date:

**Cherwell District Council**  
**Budget Planning Committee**

**6 November 2018**

**Finance Monitoring Report – August 2018**

**Report of the Assistant Director – Finance and Procurement**

This report is public

**Purpose of report**

This report summarises the Finance monitoring position as at the end of each month.

**1.0 Recommendations**

1.1 To note the contents of the report.

**2.0 Introduction**

2.1 The Council is committed to financial monitoring reviews on a monthly basis. This demonstrates an improvement from previous years where reporting has been quarterly.

2.2 Regular reporting is extremely important and we are committed to improving this during 2018/19. The committee will be able to provide input into the way the reporting develops further during the year.

**3.0 Report Details**

3.1 The frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting regularity will provide budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

3.2 The finance team has aligned itself with the business areas to provide better support, consistency and continuity of advice moving forward across both revenue and capital budgets in addition to monitoring any over funding levels.

3.3 The organisation is developing its monitoring and forecasting process and working closely with managers across the Council. The Council is currently forecasting a revenue overspend of £481k.

- Environmental Services overspend of £102k is made up of a number of variances across the service which the team are working to balance through careful management and delivery of service.
- Finance and Procurement overspend of £120k relates to additional interim staff and resource required to support the production of the Statement of Accounts and support financial management improvements within Finance and Procurement.
- Property Investment and Contract Management overspend of £258k relates to the income due for Crown House that will not be realised in 2018/19 due to the delay in the project completion date.
- Planning Policy and Development overspend of £279k comprises of the under recovery of planning income of £170k, due to the volatility of the expected number of planning applications, there is an earmarked reserve to assist with managing this risk, additionally the cost of the Interim Executive Director of Place and Growth costs overspend of £34k, Building Control overspend of £75k due to continuous reliance on agency staff.
- The housing underspend of (£91k) relates to additional income, due to a change in legislation for this area.
- The Executive Matter Underspend of (£17k) relates to a reduction in pension costs.

3.4 The Council Capital Programme is currently forecasting an underspend of (£185k), this reduction is due to the Microsoft licensing agreement budget no longer being required (£110k) and (£104k) underspend relating to works completed on community buildings for less than the original bids. An overspend of £29k relating to the additional cost for a second fire exit route to Antelope Garage in Banbury.

3.5 The Council will continue to challenge its forecasts and highlight risk areas as soon as possible. We will monitor and review existing costs and income to identify any further savings and efficiencies which would support the Council in managing its current position.

## **4.0 Conclusions and Reasons for Recommendations**

4.1 It is recommended that the contents of the report are noted.

## **5.0 Consultation**

5.1 The report sets out performance, risk and financial information from the previous month and as such no formal consultation on the content or recommendation is required.

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

6.1 This report sets out the performance against the 2018/19 plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.



## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There are no direct financial implications arising directly from the production of this report.

Comments checked by:

Kelly Watson, Assistant Director – Finance and Procurement  
01295 221638

[kelly.watson@cherwellandsouthnorthants.gov.uk](mailto:kelly.watson@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

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

Comments checked by:

James Doble, Assistant Director – Law and Governance

01295 221587 [james.doble@cherwellsouthnorthants.gov.uk](mailto:james.doble@cherwellsouthnorthants.gov.uk)

### **Risk Management**

- 7.3 There are no risk management implications arising from this report.

Comments checked by: Hedd VaughanEvans

Hedd Vaughan-Evans, Assistant Director, Performance and Transformation

01295 227978 [hedd.vaughanevans@Cherwellandsouthnorthants.gov.uk](mailto:hedd.vaughanevans@Cherwellandsouthnorthants.gov.uk)

## **8.0 Decision Information**

### **Wards Affected**

All

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

All

### **Lead Councillor**

Councillor Tony Ilott, Portfolio Holder for Finance and Governance

## Document Information

<b>Appendix No</b>	<b>Title</b>
Annex 1	Executive Report, Monthly Performance, Risk and Finance Monitoring Report August 2018
Appendix 1	Business Plan on a page – Final
Appendix 2	Monthly Performance Report August
Appendix 3	Leadership Risk Register
Appendix 4	Aug-18 CDC Capital
Appendix 5	Summer Activity 18
<b>Report Author</b>	Leanne Lock – Group Accountant
<b>Contact Information</b>	Leanne Lock – Group Accountant 01295 227098 <a href="mailto:leanne.lock@cherwellandsouthnorthants.gov.uk">leanne.lock@cherwellandsouthnorthants.gov.uk</a>

## Cherwell District Council

### Executive

#### Monthly Performance, Risk and Finance Monitoring Report – August 2018

#### Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Governance

This report is public

#### Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.

#### 2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 2018-19 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.5 The Report details section is split into three parts:
  - Performance Update
  - Leadership Risk Register Update
  - Finance Update

2.6 There are five appendices to this report:

- Appendix 1 - 2018/19 Business Plan
- Appendix 2 – Monthly Performance Report
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Capital Programme
- Appendix 5 - Leisure Summer Holiday 2018 Infographic

### 3.0 Report Details




#### Performance Update

3.1 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2018-19 business plan set out three strategic priorities:

- Protected, Green and Clean;
- Thriving Communities and Wellbeing;
- District of Opportunity and Growth.

3.3 This report provides a summary of the Council's performance in delivering against each strategic priority. To measure performance a 'traffic light' system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan	Delivering to target or ahead of it.

#### Priority: Protected, Green and Clean

3.4 The Council is committed to protecting the natural environment and ensuring the character of the district is preserved and enhanced. Our commitment included working to ensure the district has high standards of environmental cleanliness and greater waste and recycling services. Maintaining the district as a low crime area is another key part of this priority and the Council is committed to working in partnership to deliver against this objective.

### 3.5 Overview of our performance against this strategic priority:

- **Weather and dry conditions continues to impact on composting performance** – The percentage of waste recycled and composted fell again during August, an expected seasonal trend further affected by the extended dry weather experienced over the summer. Performance for August is reporting only 0.38% short of the monthly profiled target and 1.74% short of the YTD target which is a similar position to the same period last year.
- **Tackling environmental crime** is reporting Amber this month due to an increase in Fly Tipping. Following the proactive community warden patrols (talking to businesses, shops, pubs and shoppers, handing out smoking pouches and encouraging all to dispose of cigarette ends and litter lawfully) in Banbury we have seen a number of fixed penalty notices issued for the offences of littering (cigarette ends). This proactive approach will continue as well as team discussions around public campaigns and innovative ideas to educate our premises and residents.
- **The Bicester Air Quality Demonstration Project** will take place over a 3 week period in September/October 2018. It will provide hourly mapping of Nitrogen Dioxide, Particulate Matter and Ozone concentrations across Bicester accessible to the public via a user friendly desktop and mobile App. Continuing to collect air quality monitoring data monthly and to make data available to support air quality management initiatives and plans in reducing our carbon footprint.

#### Priority: Thriving Communities and Wellbeing

3.6 The Council is committed to supporting our communities to thrive and to promoting the wellbeing of our residents. This priority includes supporting health and wellbeing, improving leisure facilities and delivering leisure activities and working in partnership with voluntary organisations to deliver services in a manner that safeguards children, young people and vulnerable adults. Another key aspect of this priority is preventing homelessness, the delivery of affordable housing and improving the condition of residential properties.

### 3.7 Overview of our performance against this strategic priority:

- **% of Council Tax collected, increasing Council Tax base** is reporting Amber for August and Amber YTD (third consecutive month of Amber reporting) . This is only 0.58% short of the target for August and 1.49% short of the YTD target. This is due in part to the growth in the Cherwell District and the number of new builds coming on-stream for billing as the Valuation Officer assesses them. This results in back-billing for customers which can skew the usual instalment profiles. However, the incoming work is now being processed in fewer days which will assist with the collection of Council Tax. More active recovery will continue in future months which will also increase collection.

- **FAST (Families Active Sporting Together) programme off to a successful start** with 550 cards being accessed by residents in targeted wards within the Brighter future areas. Our Holiday Hub Programme has been very successful with record numbers, 2943, across both CDC & SNC – see Appendix 5 for infographic.

Priority: District of Opportunity and Growth

3.8 The Council is committed to developing the local economy, promoting inward investment and delivering sustainable growth. This priority also contributes towards making great places to live, work, visit and invest through economic development and working in partnership to deliver strategic transport infrastructure projects.

3.9 Overview of our performance against this strategic priority:

- **Community led housing proposals in development** - Hook Norton Low Carbon is working with the Council's Strategic Housing Team to work up proposals for a community led development of housing to meet local housing need within the village. A village housing need survey for Hook Norton has now been completed and analysed. The housing needs information will inform the community-led housing proposal.
- **Partial Review of the Local Plan submitted for Examination** to Planning Inspectorate on 5 March 2018. A preliminary hearing will be held on 28 September 2018. The dates for the main public hearings are not yet known, but the process of Examination is on-going. The programme for examination is overseen by the Planning Inspectorate not the Council. This reporting as Amber due to concerns raised at SNC.

Summary of Performance

3.10 The Council reports on performance against 20 joint business plan measures and 12 key performance indicators on a monthly basis. Performance for this month is summarised in the table below. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

<b>Business Plan Measures and Key Performance Indicators</b>					
<b>Status</b>	<b>Description</b>	<b>August</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Green	On target	27	84%	27	84%
Amber	Slightly off target	5	16%	5	16%
Red	Off target	0	0%	0	0%

### 3.11 **Spotlight On: Leisure and Sport**

Each month this report will focus on a theme or service provided by the Council, highlighting how this contributes to the delivery of the strategic priorities and the key achievements delivered to date.

This month we are focusing on the Leisure and Sport team.

The Leisure and Sport team play a key role in delivering key objectives and business plan goals within the Thriving Communities and Wellbeing directorate.

Within the CDC area the team heavily supports the “Thriving Communities” aim by promoting and supporting enhanced health and wellbeing to all residents through active lifestyle opportunities, improving community engagement along with enhancing leisure facilities to meet increased need and demand.

Within SNC the team impacts on the “Serve” element of the business plan by delivering and supporting local groups to increase recreation opportunities for all, along with delivering enhanced leisure facilities in local communities.



The Leisure & Sport team delivers increased physical activity opportunities for all and increased provision of leisure facilities to have a positive impact on the health and wellbeing agenda and in turn improve community cohesion, physical and mental health, whilst linking in and impacting on government and national objectives.

#### **What does the Leisure and Sport team deliver to support this impact?**

One element of how the team’s delivery impacts on the improvement of health and wellbeing is by delivering a range of physical activity programmes on a district wide whole system approach. We use data to support targeting specific wards and inactive population pockets across all age groups to support positive change.

Programmes such as the ‘Youth Activators’ specifically deliver informal activities for young people to access in schools and in their own community, with ‘Holiday Hubs’ offering positive physical activity opportunities in out of school hours (see Appendix 5).





**“I love meeting new people at the hubs. You get to try new experiences, meet new people and play a lot of sport”**

The team has been successful with applying for funding and commissioning services to meet shared agendas of partners. Examples of this are ‘FAST’ (Families Active, Sporting Together) family programme that is supported by a £215,000 grant from Sport England to deliver affordable activities in four specific wards in Banbury’s Brighter Future areas. The Diabetes programme which is funded by Clinical Commissioning Group with the Leisure Team being the Physical Activity delivery mechanism. Extensive work is also carried out locally to ensure community club provision and opportunities are available for all.

The team also secures, procures and supports the development of new and existing leisure and sport facilities across Cherwell and South Northamptonshire, to meet the strategic needs of the districts. This is achieved through a combination of Section 106 planning obligations and contributions, capital investment, external funding and influencing strategic community partners.



As well as building new facilities based on insight linking into national and local strategies such as Sport England guidelines and



**“My favourite thing about hubs is playing sport, I love when we play football”**

capturing local growth, the Leisure Team ensures that the facilities are being maximised. This is done through contract management of leisure facilities and monitoring of standards and performance to ensure high participation and customer satisfaction levels are met.



## Risk Update

- 3.12 The Council maintains a Joint Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 3.13 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L04, L10, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

- 3.14 The table below provides an overview of changes made to the Leadership Risk Register during the past month. Any significant changes since the publication of the report will be reported verbally at the meeting.

Leadership Risk	Score	Direction	Latest Update
<b>L01</b> Financial Resilience	9 Low risk	↔	Mitigating actions and comments updated.
<b>L02</b> Statutory functions	9 Low risk	↔	No changes
<b>L03</b> Lack of management Capacity	12 Medium risk	↑	Residual score increased from 9 to 12
<b>L04</b> CDC & SNC Local Plans	8 Low risk	↔	Mitigating Actions updated for CDC & Controls updated for SNC.
<b>L05</b> Business Continuity	16 High risk	↔	Comments updated
<b>L06</b> Partnering	12 Medium risk	↔	No changes
<b>L07</b> Emergency Planning	12 Medium risk	↔	Mitigating actions updated.
<b>L08</b> Health & Safety	12 Medium risk	↔	Controls, Control assessment, Mitigating Actions and Comments updated.
<b>L09</b> Cyber Security	15 Medium risk	↔	Mitigating Actions Updated
<b>L10</b> Safeguarding the Vulnerable	8 Low risk	↔	No change
<b>L11</b> Income generation through council owned companies	8 Low risk	↔	No change
<b>L12</b> Financial sustainability of third party third party suppliers	8 Low risk	↔	Comments updated
<b>L13a</b> Local Government Reorganisation (CDC)	15 Medium risk	↔	Mitigating Actions and Commentary updated
<b>L13b</b> Local Government Reorganisation (SNC)	15 Medium risk	↔	Commentary updated
<b>L14</b> Corporate Governance	9 Low risk	↔	No Change

**LO3 Lack of management Capacity** has increased residual score from 9 to 12. The full Leadership Risk Register update can be found in Appendix 3.

## Finance Update

- 3.15 We are continuing to develop the way we report and the ease of access and understanding of information we provide to ensure Members, and the public, are fully aware of the financial position of the Council.

In previous years financial reporting has been on a quarterly basis. This frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting is providing budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

The finance team has aligned itself with the business areas to provide better support and consistency and continuity of advice moving forward across both revenue and capital budget areas in addition to monitoring any over funding levels.

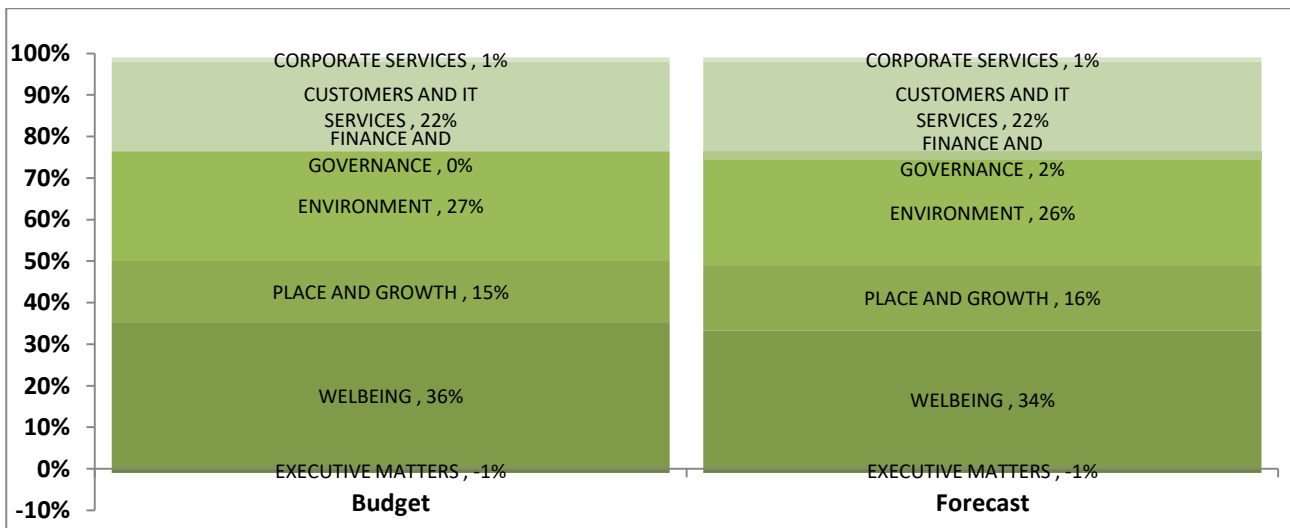
The risk based monitoring undertaken to date has highlighted areas of risk at this stage. The variances to date are set out below. All services are reviewing their forecasts to identify savings and efficiencies which may mitigate some of the risks being identified. Further risk to this position will be highlighted and detailed in future reports.

### 3.16 Revenue Position

The Council's forecast financial position is set out in the table below.

Revenue Monitoring <i>(Brackets denotes an Underspend)</i>	Budget £000's	Forecast £000's	Variance (Under) / Over £000's
Corporate Services	257	257	-
<b>CORPORATE SERVICES TOTAL</b>	<b>257</b>	<b>257</b>	<b>-</b>
Communities	2,627	2,627	-
Leisure & Sport	2,654	2,654	-
Housing	1,657	1,566	(91)
<b>WELLBEING TOTAL</b>	<b>6,938</b>	<b>6,847</b>	<b>(91)</b>
<i>Housing (£91k) additional income due to new legislation on Houses with Multiple Occupancy "HMO", however this is currently under detailed analysis to ascertain further risk and the applicable mitigating control, which will be reported in the September report.</i>			
Planning Policy & Development	1,444	1,723	279
Economy & Regeneration	1,482	1,482	-
<b>PLACE &amp; GROWTH TOTAL</b>	<b>2,926</b>	<b>3,205</b>	<b>279</b>
<i>Planning Policy &amp; Development £279k comprises £170k under recovery of planning income due to the volatility in the number of expected planning applications; however, there is an earmarked reserve to assist with managing this risk, additional £34k cost for the Interim Executive Director of Place and Growth (Oct-18 to Mar-19), £75k on Building Controls due to continuous reliance on agency staffs caused by shortage of skilled personnel to fill the vacant roles. Currently under review for potential.</i>			

Environmental Services	5,187	5,289	102
Environmental Health & Licensing	(43)	(43)	-
<b>ENVIRONMENT TOTAL</b>	<b>5,144</b>	<b>5,246</b>	<b>102</b>
<i>Environmental Services £102k is made up of £95k cost for agency staff to cover sickness absence and maternity leave, additional £148k due to an increase in the price charge per tonne (Gate Fees) for dry goods recycling, to mitigate the risk, a one month recurring contract has been agreed, this will continuously be reviewed and a longer term contract will be signed when deemed favourable. A cost savings of (£87k) for vacant posts not being filled and reduction in payroll cost due to a decrease in overtime. Extra incomes of (£53k) from a VAT reclaim relating to car parks, a decrease in the kennel fees and an increase in the number of wasp treatments. In addition, income maximisation is being explored.</i>			
Law & Governance	1,247	1,247	-
Finance & Procurement	1,715	1,835	120
Property Investment & Contract Management	(3,017)	(2,759)	258
<b>FINANCE &amp; GOVERNANCE TOTAL</b>	<b>(55)</b>	<b>323</b>	<b>378</b>
<i>Finance &amp; Procurement £120k forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.</i>			
<i>Property Investment Contract Management £258k Crown House income budget will not be realised in 2018/19 due to a delay in the project completion date.</i>			
Customers & IT services	2,722	2,722	-
Strategic Marketing & Communications	334	334	-
HR, OD & Payroll	716	716	-
Performance & Transformation	569	569	-
<b>CUSTOMERS &amp; IT SERVICES TOTAL</b>	<b>4,341</b>	<b>4,341</b>	<b>-</b>
<i>Customers &amp; IT Services, Detailed analysis is being carried out to ascertain further risk and the applicable mitigating control, which will be reported in the September report.</i>			
<b>TOTAL DIRECTORATES</b>	<b>19,551</b>	<b>20,219</b>	<b>668</b>
<b>Revenue Monitoring</b>	<b>Budget £000's</b>	<b>Forecast £000's</b>	<b>Variance (Under) / Over £000's</b>
Use of Reserves	4,419	4,419	-
Interest on Investments	2,074	2,074	-
Non Distributed Costs	(2,935)	(2,935)	-
Pension Costs	257	240	(17)
Capital Charges	(4,002)	(4,002)	-
<b>EXECUTIVE MATTERS TOTAL</b>	<b>(187)</b>	<b>(204)</b>	<b>(17)</b>
<i>Pension Costs (£17k) reduction in pension cost.</i>			
<b>COST OF SERVICES</b>	<b>19,364</b>	<b>20,015</b>	<b>651</b>
Reserve management			(170)
Cost of Services			481



The Council is forecasting some variance with its overall expectations. The graph above shows that the forecast overspends do not significantly impact upon the overall profile of spend for the Council.

### 3.17 Capital Programme

A summary of the capital programme forecast is set out in the table below. The detailed Capital programme is shown in the appendices to this report.

Directorate	Budget £000	Forecast £000	Re-profiled into 2019/20 £000	Re-profiled beyond 2019/20 £000	Variance £000
Wellbeing	2,309	2,115	194	-	-
Place and Growth	2,749	1,589	1,160	-	-
Environment	1,830	976	854	-	-
Finance & Governance	84,042	26,606	42,694	14,667	(75)
Customers & IT Services	943	833	-	-	(110)
<b>Total</b>	<b>91,873</b>	<b>32,119</b>	<b>44,902</b>	<b>14,667</b>	<b>(185)</b>

#### **Budget Update:**

The Budget change from **£90,687k (Reported Jul-18)** to **£91,873k (Reporting Aug-18)**, an increase of **£1,186k** made up of **Finance & Governance £1,047k** and **Customer & IT Services £139k** agreed capital budget re-profiled from 2017/18 now coded to the applicable service areas.

#### **Re-Profiled into 2019/20 and Beyond 2019/20:**

**Wellbeing £194k** Comprises **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19, **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018; and **£84k** spending linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year. Re-profiled into 2019/20.

**Place & Growth £1,160k** for East West Railways where 5 years of scheduled capital contributions to 2019/20 have not yet been requested. Re-profiled to 2019/20.

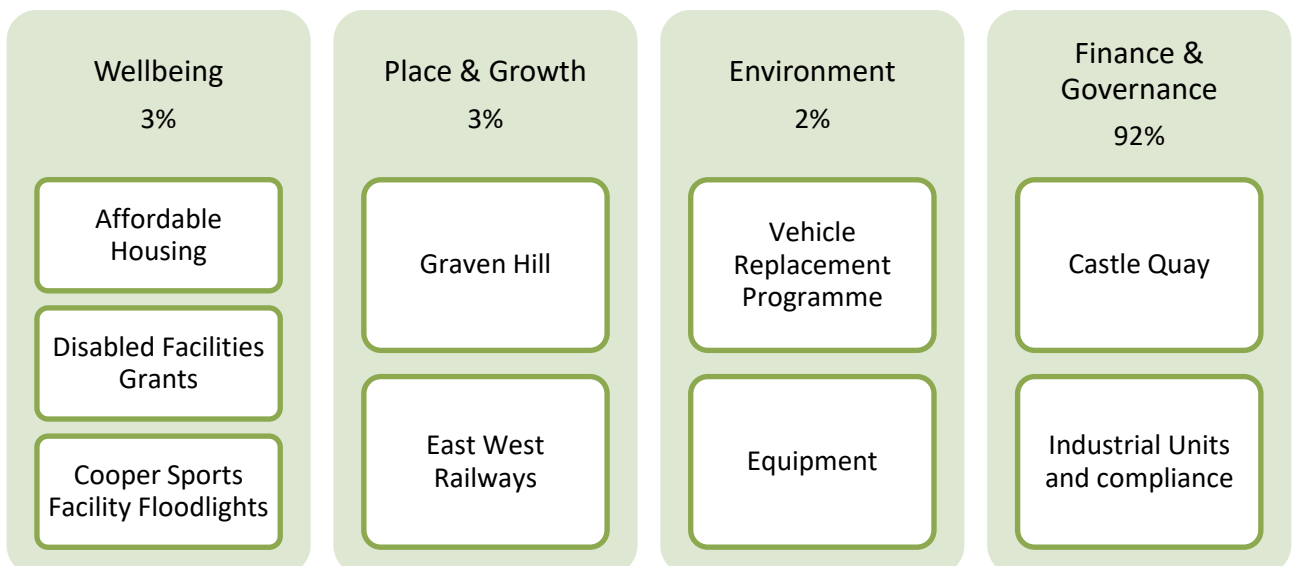
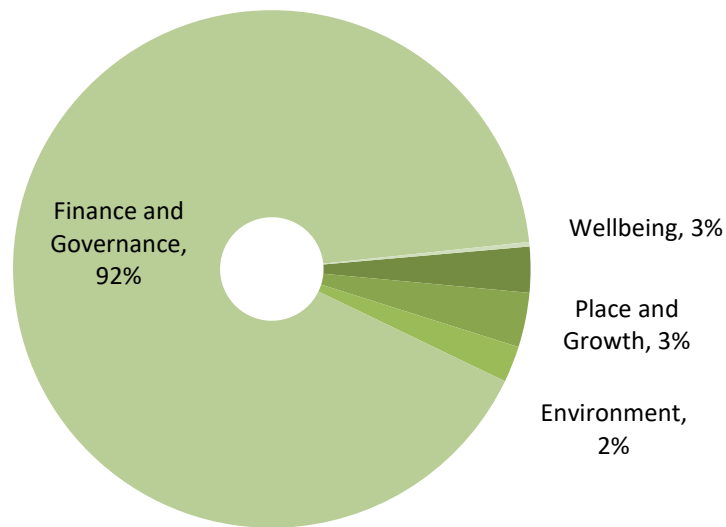
**Environment £854k** made up of **£467k** budget for the replacement of parking equipment, **£50k** planned changes to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, and **£15k** Work on the "Urban Centre Electricity Installations". These are not expected in 2018/19, hence re-profiled to 2019/20.

**Finance & Governance £57,361k** comprises **£50k** for the Spiceball Riverside bridge which is on hold pending the completion of a Castle Quay 2 “**CQ2**” new bridge as part of the CQ2 development, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£14,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

**Variance:**

**Finance & Governance (£75k)** is made up of, **(£104k)** savings for work completed on the Community Buildings, Bradley Arcade Roof Repairs and the Orchard Way Shopping Arcade Front Service, for less than the original bid value achieving the same goals and an additional **£29k** cost for a second fire exit route to the "Antelope Garage" in Banbury.

**Customer & IT Services (£110k)** Microsoft licensing agreement budget no longer required.



Where a capital project spans more than one financial year or there are delays to the project, re-phasing or re-profiling of expenditure may be needed. Re-profiling and phasing updates to capital projects will be identified in future reports.

The overall capital programme is currently expecting to spend to target. This position will be thoroughly reviewed by the Capital Programme Working Group. The

next meeting of this group will undertake a line by line review of the capital programme and the output of this meeting will be provided in the next monitoring report.

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

4.1 It is recommended that the contents of this report are noted.

## **5.0 Consultation**

5.1 This report sets out performance, risk and budgetary information from the previous month and as such no formal consultation on the content or recommendations is required.

## **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: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

## **7.0 Implications**

### **Financial and Resource Implications**

7.1 The financial implications are detailed within section 3.15 of this report.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance (Interim)  
[Adele.taylor@cherwellandsouthnorthants.gov.uk](mailto:Adele.taylor@cherwellandsouthnorthants.gov.uk)  
0300 003 0103

### **Legal Implications**

7.2 There are no legal implications from this report.

Comments checked by:

James Doble, Assistant Director: Law and Governance  
[James.doble@cherwellandsouthnorthants.gov.uk](mailto:James.doble@cherwellandsouthnorthants.gov.uk)  
0300 003 0207

### **Risk management**

7.3 This report contains a full update with regards to the Council's risk position at the end of the previous month. A risk management strategy is in place and the risk register has been fully reviewed.

Comments checked by:

Louise Tustian, Team Leader: Insight Team

01295 221786

[Louise.tustian@cherwellandsouthnorthants.gov.uk](mailto:Louise.tustian@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Key Decision

**Financial Threshold Met:** No

**Community Impact Threshold Met:** No

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

All

### Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Ilott – Lead member for Finance and Governance

## Document Information

Appendix No	Title
Appendix 1	2018/19 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital Programme
Appendix 5	Summer Holiday 2018 Infographic
<b>Background Papers</b>	
None	
<b>Report Author</b>	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation  Kelly Watson – Assistant Director: Finance and Governance
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# Joint Business Plan 2018-19 : *“Two Councils, one organisation”*



***“Protected, Green & Clean”***

High quality Waste & Recycling services

High quality street cleansing

Reduce our carbon footprint & protect the natural environment

Protect the built heritage

Maintain district as a low crime area

Tackle environmental crime

Mitigate impact of HS2

***“Great places to live, work, visit & invest”***

Provide and support health and wellbeing

Promote inward investment & business growth

Deliver welfare reform agenda

Safeguard the vulnerable

Deliver the Local Plans for CDC & SNC

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Increase tourism

Increase employment at strategic employment sites

Prevent homelessness

Provide support to voluntary sector

Deliver the Masterplans for key economic centres:  
Bicester/Banbury/Kidlington/Brackley/Towcester/Silverstone

***“District of Opportunity & Growth”***

Page 2  
***“Thriving Communities & Wellbeing”***

## Shared Organisational Plan

Operational Excellence  
Rigorous Financial Management  
Income optimisation  
Commercial & Procurement excellence  
Effective Governance  
Alternative Delivery Vehicles

Public Value  
24/7 access to services  
Right first time, every time  
Service at point of need  
Efficient & effective services  
Customer Service Excellence

Best Council to work for  
Sustainable relationships with key partners  
Culture of Innovation & Creativity  
Effective People service  
Employer of choice  
Enabled through digitisation  
Corporate Social responsibility

***“Here to Serve”***

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# Appendix 2 – Monthly Performance Report

## August 2018

Includes:

- Joint Programme Measures
- Joint Key Performance Measures (KPIs)

Key to symbols

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan / Ahead of target	Delivering to target or ahead of it.

**Joint Programme Measures -Protected, Green and Clean**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP1.1.1 Maintain High Quality Waste &amp; Recycling Services</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Improvements being made to the bulky waste service in anticipation of an increased usage once customers can book on-line.	Develop campaigns for improving material quality, concentrating on reducing the contamination of the dry recycling streams.	★	All running to plan, garden waste tonnages are a bit lower because of the hot summer however across both CDC & SNC we are in a similar position to the same period last year. Tonnages should rise in September when residents start filling their brown bins with garden waste. The team will be looking at educational and promotional material about what residents and businesses should be putting in which waste bins (Green, Blue & Brown bins).	★
<b>JBP1.1.2 Provide High Quality Street Cleansing Services</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Kings End Neighbourhood blitz, Bicester. Feedback and participation from Bicester residents was good.  Litter picking on the A43, SNC.	Preparation for delivery of the next Neighbourhood blitz events covering areas of Bretch Hill in CDC in September.  Proactive litter picks on the A43 through SNC.	★	The Neighbourhood blitz events programme are on track across both CDC & SNC. In Bicester, this resulted in many alleyways being cleared of rubbish and included many other alleyways which are not the responsibility of CDC.  Continued work on keeping the A43 dual carriageway clean including the central reservation in SNC is going well.	★
<b>JBP1.1.3 Tackle Environmental Crime</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	A number of fixed penalty notices have been issued for cigarette littering in Banbury.	The team will be investigating why and where and plans being developed to help curb this rise across CDC.	●	CDC - During this month concerns around the rise in fly tipping is being investigated, research into hot spots is being conducted.  Proactive community warden patrols have resulted in successes with Fixed Penalty notices being issued for littering (all cigarette ends) especially in Banbury. The Community wardens are conducting hot spot patrols and advising residents and businesses how to dispose of litter/cigarette ends lawfully.  SNC hasn't seen an increase of fly tipping activity during this period.	●
<b>JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment</b>	Cllr D Bambridge Cllr D Pickford	Carr, Jane Riley, Nicola Webb, Richard	CDC & SNC - Air quality monitoring continues in Horsefair and Hennef Way, Banbury, Kings End in Bicester and Towcester town centre.  Four electric street cleaning vans have been ordered to replace Petrol/diesel vehicles.	Air quality monitoring to continue across the both CDC & SNC Districts.  The electric street cleaning vans are due in September.	★	The Bicester Air Quality Demonstration Project will take place over a 3 week period during September/October 2018. To increase awareness of the link between transport and air quality CDC, in partnership with the UK Space Agency, is hosting a poster competition for secondary school students in Bicester.  A key objective of the scheme is to highlight the advantages of walking and cycling over car travel and this autumn Bicester will be the focus of the UK Space Agency funded <b>Urban Healthy Living project</b> using satellite technology to map levels of Nitrogen Dioxide across the town. The team is continuing to collect air quality monitoring data on a monthly basis across both CDC & SNC. This data is then made available to support the Air Quality Management initiatives and plans we have in place.	★

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**Joint Programme Measures -Protected, Green and Clean**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP1.1.5 Mitigate the Effects of HS2</b>	Cllr C Clarke Cllr S Clarke	Colwell, Adrian Newton, Jim	Schedule 17 submissions have been received for enabling highway works including the new Chipping Warden Relief Rd, and the highway junction improvements at Greatworth.	Determine the Schedule 17 submissions.  Planning Forum meeting.	★	Forthcoming Planning Forum meeting to include discussion on progress on formulation of route wide design parameters.	★
<b>Page 25</b>	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	Licensing - reviewing all new applicants for private hire / hackney carriage driver licences, ensuring they are undertaking all mandatory training.	Licensing - A Joint Operating Framework for taxi licensing to be adopted in Northamptonshire.	★	<p>Licensing - All new applicants for Private Hire / Hackney carriage driver licences continue to undertake mandatory safeguarding awareness training across both CDC &amp; SNC.</p> <p>Community Safety - Action plans have been revised to reflect the intelligence and address community safety concerns in both Districts. A new action plan has been developed to work in partnership with other organisations around minimizing the impact of organised crime groups operating in both district areas; this is a national trend which we are seeing in our two District areas.</p> <p>Crime remains higher when compared to previous years, but this is a national trend, both districts remain a safer place in comparison to its most similar group areas.</p> <p>A number of campaigns are being planned for the Autumn in both areas.</p> <p>A review of our staff and Councillor safeguarding training has taken place and an audit has been conducted to provide analysis of our gaps and where our focus needs to be.</p> <p>We currently have three active problem solving action plans in operation at this time across the two areas. These action plans are designed to make a direct impact on perpetrators of crime and benefit the community. Progress being made in discussions with other Councils in Northamptonshire on the introduction of a joint operating framework for licensing and safeguarding in the County. A draft Framework has been produced and is being reviewed and finalised for approval.</p>	★

**Joint Programme Measures -Protected, Green and Clean**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP1.1.7 Protect the Built Heritage</b>	Cllr C Clarke Cllr R Clarke	Colwell, Adrian Mitchell, Clare Newton, Jim	<p>Research for heritage and conservation area reviews.</p> <p>Refocusing Heritage at Risk Strategy</p> <p>On-going input to major development sites</p> <p>On-going input to strategic infrastructure projects including East West rail and HS2.</p>	<p>The heritage reviews for Piddington and Helmdon should be complete in September 2018.</p> <p>The conservation area reviews for Stratton Audley, Somerton and Duns Tew should be complete in November 2018.</p>	★	<p>Work continues to achieve appropriate conservation and/or re-use of historic buildings and structures currently identified as at risk. 50 buildings / sites have been contacted to undertake surveys as part of the Heritage at Risk Strategy. We anticipate that Heritage at Risk survey work for the remaining identified buildings and structures will be completed by November / December this year.</p> <p>Conservation support for major projects at the former RAF Bicester and RAF Upper Heyford sites will continue as required.</p> <p>Work continues in providing heritage advice to HS2 and East West Rail developments.</p>	★

**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP2.1.1 Provide &amp; Support Health &amp; Wellbeing</b></p> <p align="center">Page 27</p>	<p>Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott</p>	<p>Carr, Jane Colwell, Adrian Riley, Nicola Rowe, Rosie</p>	<p>CDC: Social Prescribing - Headline KPIs and Memo of Understanding agreed with Citizens Advice (CA).</p>	<p>CDC: Social Prescribing - Recruitment of Community Navigators; Establish contacts with 3<sup>rd</sup> sector referral partners. Activity Map - Publication of CDC Community Wellbeing Activity Map on the website Armed Forces Covenant - CDC to sign Oxfordshire Covenant.</p>	★	<p>An innovative 'Business to Business' Health Check event has been successfully piloted in Bicester. The event was organized in partnership with Bicester Vision and 2B's Management Consultancy, and attracted 56 businesses interested in understanding how productivity and profit can be successfully enhanced through promoting employee wellbeing. The successful event also offered a marketplace for local health and wellbeing suppliers to connect with local firms. The event is currently being evaluated with a view to holding similar events elsewhere in the district.</p>	★
			<p>CA has agreed contract for grant with Department of Health.</p>	<p>SNC: Health &amp; Wellbeing Forum - Meeting 25 September Activity Map - Publication of SNC Community Wellbeing Activity Map on the website Armed Forces Covenant - Funding decision on contribution to Armed Forces Community Covenant (AFCC) Partnership Officer post.</p>	<p>CDC - Work on going to develop Social Prescribing (SP) scheme in partnership with Citizens Advice North Oxfordshire, West Oxfordshire District Council and Oxfordshire Clinical Commissioning Group. Now that the Department of Health funding is secured the community navigators will be recruited.</p>	<p>CDC &amp; SNC - Across both our districts we are currently developing online 'Wellbeing Maps' which will be a visual directory of affordable community / wellbeing activities and feed into the lower 'self-referral' tier of Social prescribing. Vetting of participants has been more time consuming than anticipated, but we hope to go live in mid-September.</p>	
<p><b>JBP2.1.2 Provide enhanced leisure facilities</b></p>	<p>Cllr G Reynolds Cllr K Cooper</p>	<p>Bolton, Sharon Carr, Jane</p>	<p>Holiday Hub Programme successfully delivered across both districts.</p>	<p>Brackley Pool expected to complete in October.</p>	★	<p>Work on Brackley Leisure Centre ongoing.</p>	★
			<p>FAST programme started, over 500 cards signed up in Brighter Future Wards, Banbury.</p>	<p>Kitchen work to commence at North Oxfordshire Academy.</p>		<p>FAST programme has got off to a successful start with 550 cards being accessed by residents in targeted wards.</p>	
			<p>Cooper School (Bicester) Performance Hall floor finished.</p>	<p>FAST programme to have new offers at Spiceball with Family Membership 50% reduction included.</p>		<p>Holiday Hub Programme very successful with record numbers, 2943, across CDC &amp; SNC.</p>	

**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP2.1.3 Provide support to the voluntary sector</b></p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Riley, Nicola</p>	<p>SNC - Towcester Youth Partnership &amp; Brackley Youth Partnership - Appointment of Youth Co-ordinator for the district August 2018 to start in September.</p> <p>CDC - Summerfest Brighter Futures Play Day event delivered 21 August.</p> <p>Bicester Old School Play Day event delivered 28 August</p> <p>Play: Full initiative delivered in July /August in Brighter Future wards in Banbury</p>	<p>SNC- South Northants Seniors' Forum in planning stages for 31 October.</p> <p>CDC- Age Friendly Banbury focus groups launch in September - second part of the initiatives consultation.</p> <p>Little Lunch events planned for Sept/Oct.</p> <p>Cherwell Seniors Forum - September 27.</p> <p>CDC /SNC - Connecting Community events being planned for Oct - Theme Preparing for winter aimed at older residents across the districts.</p> <p>CDC: Lottery Community Fund grants policy and 'Good Cause' partners' membership policy for CEDR on 18/09.</p> <p>SNC: Agenda and arrangements for extra Parish Forum on 02/10.</p> <p>Grant application assesments for Community Funding Panel on 01/10.</p>	<p>★</p>	<p>SNC – Seniors Forum agenda to include Community Safety theme, Community Funding for Vol Sectors, Age UK Services update &amp; SNVB support and resources.</p> <p>Youth Coordinator pilot starts in September, funding has been secured for this post by the Brackley Youth Partnership &amp; Towcester Youth Partnership supported by SNC Community Development Officer – Young People.</p> <p>The Coordinator will work with voluntary youth groups and organisations to strengthen the offer for young people across the district.</p> <p>CDC - Summer Fest Play Day – To show case opportunities for young people and families in Brighter Future wards bringing together voluntary groups and organisations with information and engaging activities. Themes focused were 'health &amp; wellbeing, community safety and healthy eating'.</p> <p>Little lunch events will help bring communities together, reduce social isolation and make links to local organisations and groups in local areas across the district. All Community Associations in the district have been contacted to encourage events in their localities with Hanwell Fields / Ruscote &amp; Langford delivering the first events in the district.</p> <p>Age Friendly Banbury Focus group sessions are being planned as the second part of the initiatives consultation (Sept/Oct). The focus groups will look at the top 4 themes from the initial consultation and drill down into more detail with a cross section of Banbury older people groups. The consultation results will be used to shape the Age Friendly Banbury action plan.</p> <p>CDC: Lottery policies in place will enable us to generate pre-publicity for the Cherwell Community Lottery and gain expressions of interest from potential 'Good Cause' partners.</p>	<p>★</p>
			<p>Community Nature Plans are in place across both Districts - 2 year strategy.</p> <p>CDC - Cherwell Community Lottery - Gambling Commission licence application submitted. Outcome anticipated early Jan 2018.</p> <p>SNC - Assets of Community Value (ACV) full moratorium triggered for Middleton Cheney Library.</p>				



**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.4 Enhance community resilience as part of emergency planning</b>	Cllr A McHugh Cllr D Bambridge	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	Identify any learning from the Silverstone Moto GP. Strengthen arrangements for setting up and managing a District Emergency Control Centre.	CDC - Development of a joint approach to Emergency Planning with Oxfordshire County Council.  Refresh of all teams' Business Continuity Plans following the workshops held over the last two months relating to both CDC & SNC.	★	Senior Officers are attending multi-agency exercises to enhance their knowledge and experience in responding to emergencies across both districts.  Arrangements for a 'District Emergency Contact Centre' are developing with the recruitment of key personnel from within the organisation, supporting both CDC & SNC.  SNC supported emergency planning arrangements for the Moto GP to ensure a safe event.  Workshops for key service representatives are taking place in August and September to support the refresh of all business continuity plans.	★
<b>JBP2.1.5 Prevent homelessness</b>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian	Recruitment process for the vacant post of Housing Team Leader completed and the new postholder will commence employment in the role in mid-September.  The Accommodation Officer at CDC has commenced employment.	Meeting regarding implementation of homelessness strategy and monitoring the delivery of the action plan will take place in September across both districts.	★	There has been an increase in homelessness presentations to both CDC and SNC with teams responding effectively to demand and encouraging households to present early to maximise the opportunity for prevention.  An internal review of the needs of single homeless customers at CDC is well underway. Initial findings of this review are expected end of September.  Website content in relation to homelessness has been reviewed and updated to provide more information to help customers threatened with homelessness.  Both Councils are working with partners to submit bids to Ministry of Housing, Community Local Government for additional funding for domestic abuse services.	★
<b>JBP2.1.6 Safeguard the vulnerable</b>	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	CDC have collaborated on a Thames Valley bid to Government for domestic abuse services and SNC on a Northamptonshire bid. These were both submitted by the deadline of 28/8/18.	Outcomes of the joint bids for funding for Services to victims of domestic abuse are awaited in Oxfordshire and Northamptonshire.	★	Both SNC & CDC continue to work with statutory and voluntary sector partners to prepare bids to submit to central government (Ministry of Housing Communities and Local Government) to try to secure funding for domestic abuse services in Northamptonshire & Oxfordshire.	★

**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.7 Deliver affordable housing and work with private sector landlords</b>	Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke	Carr, Jane Douglas, Gillian	CDC completions in August: 1 x 2 bed house (Affordable Rent) 3 x 3 bed flat (Affordable Rent) 5 x 4 bed house (Affordable Rent) 3 x 2 bed house (Shared Ownership). SNC - The total completions for affordable housing in South Northants for August is 0 because progress has slipped to September/October	We continue to work with a community led organisation to progress an affordable housing development in Hook Norton.	●	CDC & SNC - The majority of new affordable housing is delivered via Section 106 agreements. This means that private developers build the affordable housing as a condition/obligation tied to the planning permission. As such the Council has limited control over the timescales for delivery of affordable housing.  At SNC this puts us slightly behind schedule for our 2018/19 delivery target (hence reporting as Amber this month) but pipeline delivery for the remainder of the period remains strong and we should still reach the year-end target. This month the build programmes for the developers have slightly slowed so the handover of units that were expected to be completed in August is slightly delayed.  Currently we have been informed that the units are expected to be completed and handed over in September/October.	●
<b>JBP2.1.8 Deliver the welfare reform agenda</b>	Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	Universal Credit full service has now been live in the Cherwell district since November 2017.  A project team has just been formed including colleagues from Benefits, Customer Services and Housing to support this change for residents and landlords.	Universal Credit full service will go live in the South Northants area in December 2018.	★	Both CDC and SNC continue to support residents through the wider welfare reform including identifying tenants who may be entitled to additional support via the Discretionary Housing Payments scheme and offering debt and money advice to maximise income.  The team continues to work with partners to support residents in this transition including offering help with online applications and referring residents for personal budgeting support.	★

**Joint Programme Measures - District of Opportunity & Growth**

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP3.1.1 Deliver innovative and effective housing schemes</b>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Colwell, Adrian Douglas, Gillian	<p>SNC The Local Development Company (LDC) has received pre- planning comments back from the local planning authority. These comments have informed detailed financial viability appraisals for the site.</p> <p>CDC <b>BUILD!</b> Accepted the handover of 42 one and two bedroom apartments at Gardeners Close, Bicester.</p>	<p>The detailed financial viability appraisal work will inform the business plan and overall financial model for the local development company.</p> <p>The business plan and overall financial model for the local development company to be updated.</p>	★	<p>Pre-planning application comments have been received from the local planning authority with regard to the Local Development Company. These comments have informed detailed financial viability appraisals for the site.</p> <p>The project is on track to bring a report to SNC Cabinet on 8 October.</p> <p>Hook Norton Low Carbon are working with the Council's Strategic Housing Team to work up proposals for a community led development of housing to meet local housing need within the village. A village housing needs survey for Hook Norton has now been completed and analysed. The housing needs information will inform the community-led housing proposal.</p> <p><b>BUILD!</b> Of the 43 properties, 40 of these are shared ownership and can be sold at 50% of their total cost to ensure we maximise affordability for the new owners.</p>	★
<b>JBP3.1.2 Increase Tourism</b>	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	<p>CDC New maps with visitor information installed on boards in Banbury.</p> <p>Supported the Heritage Lottery Fund submission for Bicester Dovecote on 14 Aug. Commissioned economic impact assessment of the volume and value of tourism locally.</p> <p>SNC Support and sponsorship for Brackley Festival of Motorcycling (10 Anniversary Event on 12 August). South Northamptonshire Walking &amp; Cycling guides (6 illustrated map books) updated. Rural Development Programme for England (RDPE) request for letter of support circulated to Towcester businesses.</p>	<p>CDC Projects - Produce new Cherwell Visitor Guide. Install new information boards in Bicester (Crown Walk). Review Visitor Information Centre Service Level Agreements by December. Events remote throughout the district. Publish economic impact assessment by November.</p> <p>SNC Complete first draft of the RDPE Watermeadows funding bid Full Application form. Reinstall &amp; refurbished cast iron Tourism Signage in Towcester &amp; Brackley Town Centre and at Waitrose in both Towns during September 2018.</p>	★	<p><b>CDC</b> Co-ordinated support for a rural business facing hardship, including engaging OxLEP business adviser to provide specialist advice. Nearing completion of the rural tourism development EU funding programme for rural enterprise. Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell's visitor economy, enabling business involvement in regional and national support. Contract management of Banbury and Bicester Visitor Information centres and destination management partnership - provided information and marketing services.</p> <p><b>SNC</b> Brackley Festival of Motorcycling took place on 12 August and the Economic Team worked closely with the organisers to provide sponsorship and support around event liaison, organisation and marketing (including SNC Tourism adverts in the Event programme and displayed on the large event screens). USAF Croughton: Onsite meeting held to deliver tourism brochures and also provide information to promote the district took place.</p> <p>Rural Development Programme for England Watermeadows funding bid - letter hand delivered by the Economic Growth Team to all Towcester Town Centre businesses (predominantly retailers) to request written support for the bid. Opportunity was taken to explain the bid in more detail whilst on site and to develop a dialogue with Towcester Business Groups and Clubs during the campaign.</p>	★

**Joint Programme Measures - District of Opportunity & Growth**

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center">Page 32</p> <p>JBP 1.3 Deliver the masterplans for the key economic centres</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Colwell, Adrian Jolly, Robert Newman, Steven Ward, Greg</p>	<p>SNC Brackley - Delivery of the Brackley Town Football Club Civic Dinner on 1 August</p> <p>Towcester - Weekly meetings with Highways England and Economic Growth Team for the A5 Towcester Roadworks programme</p> <p>CDC Banbury - Supported HelloFresh's 'Meet the Employer' event on 23 August, with Job Club as well as through promotion online (CDC website), via social media, &amp; local town centre posters. Insufficient interest shown by traders for pre-Christmas recruitment event.</p> <p>Bicester &amp; Kidlington- Core information, advice and guidance provided.</p>	<p>CDC - Banbury - Job Fair led by Activate Learning (Banbury College). Sponsor the 'Big Feed 2' event on 23 Sept, working with schools in developing career paths. Lead Brighter Futures projects around skills and employability support. Work experience directory linking schools with employers. Bicester - Lead 'Enterprise &amp; Skills' to be held on 27 Sept. Support Electric Vehicle event on 14 Sept. Recruitment support for Bicester's McDonalds. Kidlington - Liaise further with local businesses to offer support services.</p> <p>SNC - Silverstone - Project planning with Total Sim for involvement with the Silverstone Cycle Hub funding bid. Towcester - Develop the partnership working with Highways England and Forkers Ltd to ensure that all businesses, visitors, residents affected by the roadworks are kept informed and that disruption is minimised.</p>	<p>★</p>	<p><b>SNC</b></p> <p>Brackley Town Football Club Civic Event attended by over 40 guests of the SNC Chairman. This was followed by a presentation of a special life-size chocolate trophy, from a supplier in Brackley, for their outstanding success during the year and for their win at Wembley. The Club brought along &amp; displayed the actual Wembley Trophy on the evening.</p> <p>Towcester - The Economic Growth team involved in monitoring and liaising with Highways England to ensure that the programme for the A5 Towcester roadworks has the least impact on businesses and other groups as possible.</p> <p><b>CDC</b></p> <p>Banbury - On-going engagement with Castle Quay redevelopment plans to ensure that the needs of businesses are understood and met. Attended 'soft-launch' of Crown House development in Banbury. Supporting the manager and Board of the new Business Improvement District to enable it to flourish. Partner's open morning attended at EMBS Community College. Engagement with local schools, through the Young Enterprise Board and hosting a work experience student.</p> <p>Bicester - Liaison with traders to resolve operational matters. Planning and promotion of Enterprise and Skills event in September, including direct contact with local and public notice boards.</p> <p>Kidlington - Liaison with key businesses and developers to assist investment and operations.</p>	<p>★</p>

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP3.1.4 Increase employment at strategic employment sites, promote investments &amp; business growth</b></p> <p style="text-align: center; font-size: 24px;">Page 33</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Colwell, Adrian Jolly, Robert Newman, Steven Ward, Greg</p>	<p>SNC - Job Club/Job Match: 3 Jobseekers directly supported back to work Business Support: 27 one to one support, advice and guidance sessions undertaken Business Incubator Feasibility Study FINAL DRAFT Report competed for final review. Inward Investment Guide distribution completed.</p> <p>CDC - Job Clubs - new 5 day a week signposting service - progressing well alongside new Job Seeker guide. Detailed advice provided on key planning applications at Heyford Park and Begbroke Science Park. Support and guidance provided in the development of large industrial buildings to maximising their potential of representing leading employers.</p>	<p>CDC Publish examples of new commercial investment in Cherwell Link by Oct. Produce new Investment Guide by Sept. Develop a new Commercial investment website by Oct. Review small employment sites prior to Local Plan Part 2 (ensuring needs of SMEs are met). Enable the extension of enterprise support services by Oct. Trial new Invest North Oxfordshire website by Sept.</p> <p>SNC Job Match Workshop to be delivered 12 September 2018. Innovation and Investment Conference delivery of event. Attending SEMLEP Local Growth Fund Workshops and European Regional Development Fund Information events. Redundancy Support for Towcester Racecourse.</p>	<p>★</p>	<p><b>CDC</b> New industrial units in Bicester and Banbury under development, support provided to new occupiers. Promote workshops and grants available through both Local Enterprise Partnerships. Support implementation of Innovation Programme by engaging businesses.</p> <p><b>SNC</b> Job Club successes slightly down against target (3 against target of 4) owing to the summer holiday period. 3 successes were employees of Direct Legal and Collection (DLC). 89% of employees from Job Clubs have found employment. Business Support Visits comprised of 6 Business Start Up meetings, 18 Established Business Support Meetings and 3 Enterprise Club face to face consultations. SNC Innovation and Investment Conference on track for the September 19 event at The Wing, Silverstone (200 delegates booked on). Support offered to Towcester Racecourse after announcement on going into administration.</p>	<p>★</p>

**Joint Programme Measures - District of Opportunity & Growth**

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP3.1.5 Delivery against Local Plans for CDC &amp; SNC</b></p> <p align="center">Page 34</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Colwell, Adrian Darcy, Andy Newton, Jim Peckford, David</p>	<p>CDC - A programme of infrastructure projects are progressing to support the delivery of the adopted Cherwell Local Plan in Bicester, Banbury and elsewhere in the District.</p>	<p>SNC: Undertake a 6 week public consultation exercise and submit the Plan to Full Council for approval to submit to the Planning Inspectorate for examination no later than January 23 2019.</p>	<p>●</p>	<p>SNC: Progress has not kept pace with the local development scheme (which is the formal timetable). A substantial risk to the Plan emerged, which needed to be addressed. In order that the Plan as whole did not fail at a critical stage, which would have sent it back to the beginning of the process, instead a short delay enabled the risk to be reduced. This proactive risk management has resulted in a stronger Plan.</p>	<p>●</p>
			<p>SNC - the Towcester Relief Road detailed design is being considered by developers together with exploring the options for accelerating its delivery and securing the funding required to bring forward the construction programme. Improvements to the Oxford Road / A43 Roundabout in Brackley have been completed.</p>			<p>CDC - The Partial Review Local Plan was submitted to PINs (Planning Inspectorate) for Examination on 5 March 2018. A preliminary hearing will be held on 28 September 2018. The dates for the main public hearings are not yet known, but the process of Examination is on-going. The programme for examination is overseen by the Planning Inspectorate not the Council. The programme for the next Local Plan is under review having regard to the revised National Planning Policy Framework (published 24 July 2018) and the on-going scoping for the countywide Joint Statutory Spatial Plan.</p>	

Joint KPIs - Protected, Green and Clean

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	57.40%	57.78%	●	CDC Recycling rate is down by 1.5% in comparison to last year mainly due to the reduced garden waste.	57.40%	59.14%	●
JBP1.2.1S % Waste Recycled & Composted	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	62.47%	64.44%	●	Performance is lower because of the extremely hot and dry summer. This means that a lot less garden waste has been collected from the green bins.	64.39%	65.27%	●

**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Carr, Jane Douglas, Gillian	30.00	43.00	★	The Housing Team continues to proactively work to prevent and relieve homelessness. Despite the new duties under the Homelessness Reduction Act and increased demand, TA figures remain within target.	30.00	43.00	★
JBP2.2.1S Number of households living in Temporary Accommodation (TA)	SNC	Cllr K Cooper	Carr, Jane Douglas, Gillian	16.00	25.00	★	The Housing Options team is actively working within the framework of the Homelessness Reduction Act, with the main emphasis being on prevention. This has meant working hard with landlords to sustain tenancies and control use of TA.	16.00	25.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	14.81	15.00	★	The average time taken to assess new claims for benefit was 14.8 days for the month of August against a target of 15 days. The national average time taken to assess new claims is 22 days. Performance is strong and is reflected in the year to date figure of 12.89 days.	12.89	15.00	★
JBP2.2.2S Average time taken to process Housing Benefit new claims	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	5.16	15.00	★	The average time taken to assess new claims for Housing Benefit is 5.16 days against a target of 15 days. This is excellent performance and is reflected in the year to date figure of 7.91 days. New claims will continue to be monitored and a pro-active approach taken to the assessment including contacting the customer for information and use of the DWP and HMRC data systems.	7.91	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	5.06	8.00	★	The average time taken to assess change events is 5.06 days. This follows the introduction of a new work plan leading to a vast improvement on the average time for July of 14.45 days. The number of real time information files received from DWP and HMRC continues to increase and the team is undertaking a project to automate as many of these files as possible.	7.89	8.00	★
JBP2.2.3S Average time taken process Housing Benefit change events	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	5.82	8.00	★	The average time taken to assess change events is 5.82 days against a target of 8 days. This good performance is also reflected in the year to date figure of 4.64 days. The number of real time information change files received from the DWP and HMRC continue to increase in volume and the team is undertaking a project to automate as many of the change files as possible.	4.64	8.00	★



**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP2.2.5C Number of visits/usage of District Leisure Centres</b>	CDC	Cllr G Reynolds	Bolton, Sharon Carr, Jane	132,006	127,285	★	August 2018 compared to 2017 has seen an increase in usage from 117,328 to 120,240 (overall figure recorded is 132,006 however this includes Stratfield Brake and Whitelands for which there are no comparison figures for last year as they are new facilities). Usage at the Leisure Facilities across the month was fairly consistent with Bicester showing a 3,000 drop during August 2017 but Woodgreen Leisure Centre up 3,000 and Kidlington Leisure Centre up circa 2,000. This resulted in a net increase against 2017 of circa 3,000 users.	698,654	636,425	★
<b>JBP2.2.5S Number of Visits/Usage of District Leisure Centres</b>	SNC	Cllr K Cooper	Bolton, Sharon Carr, Jane	59,110	60,404	●	Usage across the Leisure Facilities is fairly consistent in comparison to the same month last year (59,110 - 2018 against 57,503 - 2017) an overall increase of circa 1,500 users. Individually Towcester Centre for Leisure increased by circa 900 users and Brackley Leisure Centre increased by around 1,300. Brackley Swimming Pool has decreased by circa 500 users which has caused this to report as Amber. This is due to a reduced number of swimming lesson attendance and the booking of birthday parties has reduced. However, Year to date we are over target by 20,000 increased usage which is fantastic.	321,383	302,020	★
<b>JBP2.2.6C % of Council Tax collected, increasing Council Tax base</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.92%	9.50%	●	We are slightly below target both in month and cumulatively for August 2018. This is due in part to the growth in the Cherwell District and the number of new builds coming on stream for billing as the Valuation Officer assesses them. This results in back billing for customers which can skew the usual installment profiles. However, the incoming work is now being processed in fewer days which will assist with the collection of Council Tax. More active recovery will continue in future months which will also increase collection.	47.51%	49.00%	●
<b>JBP2.2.6S % of Council Tax collected, increasing Council Tax Base</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.11%	10.00%	●	We have achieved our cumulative target for August 2018. Plans are in place to process the outstanding work in a more timely way which will continue to have a positive impact on the collection rates.	49.49%	49.00%	★
<b>JBP2.2.7C % of Business Rates collected, increasing NNDR base</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.24%	9.00%	★	We have achieved both the monthly and cumulative target for August 2018. We are processing the incoming work in a more timely way which will continue to have a positive impact on the collection rates.	49.41%	49.00%	★
<b>JBP2.2.7S % of Business Rates collected, increasing NNDR base</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	7.52%	9.00%	▲	We are slightly under the monthly target collection rate. We will closely monitor collection rates throughout September and plans are in place to analyse outstanding arrears and to refocus resources to process documents in a timely way which will have a positive impact on collection rates.	45.34%	48.00%	●

**Joint KPIs - District of Opportunity & Growth**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP3.2.1C % Major planning applications processed within 13 weeks</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	91%	60%	★	11 Major Planning Applications were determined during August. 10 of them were determined within the target period or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	87%	60%	★
<b>JBP3.2.1S % Major planning applications processed within 13 weeks</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	3 Major Planning Applications were determined during August and all were determined within target period. As such, 100% of Major Applications were determined within time against a target of 60%.	90%	60%	★
<b>JBP3.2.2C % Non Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	1%	10%	★	11 Major Planning Applications were determined and no Major Planning Appeals were determined during August. Both Appeals were dismissed; therefore the target of less than 10% of Major Appeals allowed by the Planning Inspectorate has been met.	1%	10%	★
<b>JBP3.2.2S Non major planning appeal decision allowed</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	64 Non-Major applications were determined during August and 1 Non-Major Appeal was allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10% of Non-Major Planning Appeals allowed.	1%	10%	★
<b>JBP3.2.3C % Planning enforcement appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Enforcement Appeals were determined during August	0%	10%	★
<b>JBP3.2.3S % Planning enforcement appeal decisions allowed</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Planning Enforcement Appeals were determined during August	0%	10%	★
<b>JBP3.2.4C % of non-major applications processed within 8 weeks</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	94%	70%	★	108 Non-Major planning applications were determined during August, 101 were determined within the target period or agreed timeframe. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met	89%	70%	★
<b>JBP3.2.4S % of non-major applications processed within 8 weeks</b>	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	81%	70%	★	64 Non-Major planning applications were determined during August and of those 52 were determined within the target or agreed time frame. Therefore the target of determining more than 70% within time has been met.	87%	70%	★
<b>JBP3.2.6C Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim	0.00	10.00	★	No Major planning appeals were determined during August	0.00	10.00	★
<b>JBP3.2.6S Major planning appeal decisions allowed</b>	SNC	Cllr R Clarke	Charlett, Jeremy Newton, Jim Seckington, Paul	0.00	10.00	★	No Major Planning Appeals were determined during August	0.00	10.00	★

Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 18/09/2018

Level of risk	How the risk should be managed
<b>High Risk</b> (16-25)	<b>Requires active management</b> to manage down and maintain the exposure at an acceptable level. Escalate upwards.
<b>Medium Risk</b> (10 -15)	<b>Contingency Plans</b> - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
<b>Low Risk</b> (1 – 9)	<b>Good Housekeeping</b> - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Residual Risks	5 - Catastrophic					
	4 - Major		L04, L10, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	<b>Financial resilience</b> – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams Programme management approach being taken Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Partially Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	AD Finance and Performance recruited. Overall Finance and Procurement resource being reviewed. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being established. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members. Financial support and capacity being developed during 18/19 through development programme. Regular utilisation of advisors. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders.	Risk reviewed - 11/09/18 - Mitigating actions and comments updated.
L02	<b>Statutory functions</b> – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service risk registers being reviewed as part of service planning. Internal Audit Plan aligned to Leadership Risk Register and agreed at Audit Committees in March.	Risk reviewed 07/09/18 - No changes
L03	<b>Lack of Management Capacity</b> - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	3	4	12	Use of interims / fixed term and project roles to support senior capacity as required. Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR / Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication	Fully Fully Fully Fully Fully	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	4	3	12	↑	Risk review underway to consider the impact of local government reorganisation and changes to joint working arrangements between CDC and SNC. Measures will be developed as the project plans for re-organisation and the cessation of joint working. Project planning for separation to be completed by September 2018. Separation will commence with senior management team, planned for Sept - Oct. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided.	Plans for senior management separation advanced. Aim is to implement at pace. The impact on those affected is recognised and the usual support arrangements are in place, including consultation and support from an external advisor. Slightly elevated risk this month due to the uncertainty caused by restructure. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Additional requirements to support LGR impacts on both SNC and CDC have resulted in the risk being slightly escalated to 12. Regular comms being provided by CEX	Risk reviewed 09/09/18 - Mitigating Actions, Comments and Residual score increased from 9 to 12.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L04	<b>CDC &amp; SNC Local Plans</b> - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places  Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work  Resources are in place to support delivery including QC support for each Local Plan.  For issues which are solely within the control of SNC or CDC policies, plans and resources are in place Work is at Reg 19 on Cherwell Partial Review, preparing submission plan for Feb 2018 sign off and to re-commence in 2018 on Local Plan part 2. Work is advancing on Reg 19 stage on South Northants Local Plan part 2. Due to be considered by Committee on September 19 2018 and submitted to PINS by January 24 2019. Statements of Community Involvement are in place.	Fully Partially Partially Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Adrian Colwell	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council  Regular Portfolio briefings and political review  LDS updated as required  Additional evidence commissioned as required  Need to review resources at CDC to speed up Local Plan part 2.  Submission of the CDC partial review took place on 05/03/18.	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan is to be held on 28 September 2018. Dates for the main hearings are still awaited from the Planning Inspectorate. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) for which recruitment of staff is on-going by the Oxfordshire Growth Board.  SNC – Joint Core Strategy Review has commenced with preparation of proposed timetable, resources and scope underway. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Next stage of Local Plan part 2 will be focused technical consultation on Local Green Space designations from Council meeting in May 2018, followed by Reg 19 full draft Local Plan consultation due to commence in July 2018. Aim remains to submit in December 2018.	Risk reviewed 12/09/18 - Mitigating Actions updated for CDC & Controls updated for SNC.
L05	<b>Business Continuity</b> - Failure to ensure that critical services can be maintained in the event of an incident	Inability to deliver key services to customers/residents  Financial loss	4	4	16	Business continuity strategy in place  Services prioritised and recovery plans reflect the requirements of critical services  ICT disaster recovery arrangements in place  Incident management team identified in Business Continuity Strategy  All services undertake annual business impact assessments and update plans	Partially Partially Partially Partially Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	4	4	16	↔	All individual service BC Plans recently updated  Corporate BC Plan to be reviewed  Testing to be programmed  BC solutions between both councils to be further developed  Corporate ownership and governance to sit at senior officer level  Draft Business Continuity Strategy and Policy completed to report and sign off at future senior officer meetings	There has been some delay in updating the business continuity plans owing to the departure of the Emergency Planning Officer. Additional resource has been identified and a programme has been developed to work with service teams to update their business continuity plans. The programme and timescales are now in progress within the timescales agreed with the Leadership Team. An officer Steering Group has been established to oversee this work.	Risk reviewed 06/09/18 - Comments updated.
L06	<b>Partnering</b> - Financial failure of a public sector partner organisation  Failure to build the necessary partnership relationships to deliver our strategic plan.  Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Poor service delivery  Inability to deliver council's plans and outcomes for communities  Legal challenge  Financial loss  Inability to partner in the future  Reduced opportunity for inward investment in the future	4	4	16	Robust governance/contract management framework in place for key third party relationships  Robust governance/contract management framework in place for key third party relationships  Training and development of senior officers/members to fulfil their responsibilities with partner organisations Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents  Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance  Standard agenda item at senior officer meetings  Continue Institute of Directors training for Officers and Members  Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed.  Impact of potential NCC cuts on this risk to be reviewed.  Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach	Risk reviewed 11/09/18 - No change.
L07	<b>Emergency Planning (EP)</b> Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency  Unnecessary hardship to residents and/or communities  Risk to human welfare and the environment  Legal challenge  Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly.  Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Public Protection Team as officers with appropriate skill Senior management attend Civil Emergency training  Twice yearly mock emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- coordinators  Full participation in LRF activities	Fully Partially Fully Fully Fully Fully	Councillor Dermot Bambridge Councillor Andrew McHughy	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and forming relationships with key partners.  Both Councils have cover arrangements in place to account for the vacancy in the Emergency Planning post. New call out arrangements have been established.  Training for senior officers was completed in June; further training has been offered for September. Senior managers have attended multi-agency exercises. Through the Inter Agency Group, plans were implemented successfully for F1 and are in place for Moto GP in August.  Both authorities are represented at the Local Resilience Forum	SNC supported the Moto GP Silverstone event by leading the Multi Agency Group to plan for emergencies as well as ensuring we had an active on-call rota in place for the duration of the event. Both authorities have active plans in place to ensure they are prepared for a variety of emergencies.  Further improvements are being made as a result of a review of these plans. Options are being explored to fill the vacant Emergency Planning post. Senior Officers have had the opportunity to attend multi agency training exercises during September to increase their knowledge and experience.	Risk reviewed 06/09/18 - Mitigating actions updated. No change in score.



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			Probability	Impact	Rating						Probability	Impact	Rating				
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	Robust Health & Safety Corporate H&S arrangements & guidance in place as part of an Integrated H&S Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Fully Fully Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt Councillor Peter Rawlinson	Adele Taylor	Mark Willis	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy will help to ensure that roles & responsibilities are discharged effectively. The next stage will be to begin to update Corporate H&S arrangements and guidance documents which support the policy underneath. All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas (checklist devised by H&S team to ensure H&S Management System framework is covered). AD's to submit checklist to their Director by 3/9/18. Corporate H&S Manager has sent a follow up note to Directors to suggest chasing outstanding AD checklists. Recommended that ED's and AD's consider the gaps within the checklists and liaise with their management teams on the agreed actions that they will be taking to address them. Actions to be formalised into service plans & monitored at DMT Meetings. Further support, advice & assistance provided by H&S Team (contacts established for each directorate area). Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training & Risk Assessment Workshop training to be developed and rolled out. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU.	Risk reviewed 10/09/18 - Controls, Control assessment, Mitigating Actions and Comments updated.
L09	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Partially Partially Fully Partially Partially Fully Partially	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	Tim Spiers	3	5	15	↔	We are working with a security company to review our cyber security status and achieve the cyber essentials + accreditation. The IT service are addressing the areas identified in a pre-audit report and the actual audit has been booked for 1st October 2018. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output is expected in September 2018. The IT service are in discussions with the Regional Police Cyber Security Advisor and will be arranging awareness raising and training for staff. Work is also being undertaken with the Communications team to raise staff awareness of issues and recommended actions to follow through internal channels such as 'In the Loop' and the intranet. The IT Transformation Programme includes migrating server rooms to external an data centre which will increase physical security. As part of this work improved monitoring solutions will also be implemented. The data centre has successfully completed provisioning phase and good progress is being made with applications migration.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. Staff and member briefings covered phishing March 2018. We are now discussing wider awareness raising with Communications Team.	Risk reviewed 04/09/18 - Mitigating Actions Updated

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			Probability	Impact	Rating						Probability	Impact	Rating				
L10	<b>Safeguarding the vulnerable (adults and children)</b> - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised  Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern  Staff training - new whole staff shared approach being launched last year and mandatory training introduced Safer recruitment practices and DBS checks for staff with direct contact  Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return complied for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Partially Fully Partially Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 11/09/18 - No change.
L11	<b>Income Generation through council owned companies</b>	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Recruiting to support shareholder and client side capacity. Relevant training being provided. Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Resources in place. Relevant training being provided to support resource provision.	Risk reviewed 11/09/18 - No further changes.
L12	<b>Financial sustainability of third party suppliers</b>	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings planned with suppliers to review higher risk areas.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required.	Risk reviewed 11/09/18 - Comments updated.
L13a	<b>Local Government Reorganisation CDC</b> - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Strategic partnership opportunities with Oxfordshire County Council being explored with Joint Chief Executive in place by 1st October. Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan and the appointment of a Joint Chief Executive with Oxfordshire County Council effective from 1st October. Risk remains the same this month as separation planning is advancing. A detailed risk register underpinning the transition will be developed during September.	Risk reviewed 07/09/18 - Mitigating Actions and Commentary updated.

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			Probability	Impact	Rating						Probability	Impact	Rating				
							Fully effective Partially effective Not effective										
L13b	<b>Local Government Reorganisation SNC</b> - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC. Interim Head of Paid Service appointed for SNC to start on 1st October. Regular review and sharing of partnership activity/engagement at senior officer meetlines	Partially Partially Partially	Councillor Ian McCord	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Additional communications resources have been put into place to support the agenda. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan. Senior management separation restructure to begin in September. Stand alone SNC senior structure to include clear responsibility for both LGR and separation from CDC.	Risk reviewed 07/09/18 - Commentary updated.
L14	<b>Corporate Governance</b> - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Adele Taylor	James Doble	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	Risk added to register following senior management discussion.	13/09/18 - No change



CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Community Centre Refurbishments	84		84		-	Spending is directly linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year, hence the fund which is earmarked in the main for fixtures and fittings won't be needed until 2019/20.
<b>Wellbeing - Communities</b>	<b>84</b>	<b>-</b>	<b>84</b>	<b>-</b>	<b>-</b>	
Biomass Heating Bicester Leisure Centre	14	14			-	
Whitelands Farm Sports ground	25	25			-	
Solar Photovoltaics at Sports Centres	80		80		-	This budget to cover solar PV component replacement which may not be called upon in 2018/19. Re-profiled to 2019/20
Football Development Plan in Banbury	20	20			-	
North Oxfordshire Academy Astroturf	207	207			-	
Stratfield Brake Repair Works	12	12			-	
Sports Centre Modernisation Programme	36	36			-	
Bicester Leisure Centre Extension	122	122			-	
Spiceball Leis Centre Bridge Resurfacing	30		30		-	Works to be determined post completion of the new bridge connection in 2018, as part of the CQ2 project. Re-profiled to 2019/20
Corporate Booking System	60	60			-	
Woodgreen - Condition Survey Works	2	2			-	
Bicester Leisure Centre - Access Road Improvements	33	33			-	
Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	
North Oxfordshire Academy - Replacement Floodlights	20	20			-	
North Oxfordshire Academy - Sports Pavilion Improvements	6	6			-	
Cooper sports Facility Floodlights	65	65			-	
<b>Wellbeing - Leisure and Sport</b>	<b>770</b>	<b>660</b>	<b>110</b>	<b>-</b>	<b>-</b>	

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DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Empty Homes Work-in-Default Recoverable	100	100			-	Moving £100k to Capital Reserves (NB. This needs to remain at £100k per annum. Any unspent budget is to be reprofiled and topped up to £100k)
Disabled Facilities Grants	983	983			-	
Discretionary Grants Domestic Properties	339	339			-	
Abritas Upgrade	33	33			-	
<b>Wellbeing - Housing</b>	<b>1,455</b>	<b>1,455</b>	-	-	-	
<b>Wellbeing Total</b>	<b>2,309</b>	<b>2,115</b>	<b>194</b>	<b>-</b>	<b>-</b>	
The Hill Youth Community Centre	989	989			-	
East West Railways	1,160		1,160		-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20
Graven Hill - Loans and Equity	600	600			-	
<b>Place &amp; Growth - Economy &amp; Regeneration</b>	<b>2,749</b>	<b>1,589</b>	<b>1,160</b>	<b>-</b>	<b>-</b>	
<b>Place &amp; Growth Total</b>	<b>2,749</b>	<b>1,589</b>	<b>1,160</b>	<b>-</b>	<b>-</b>	
Car Park Refurbishments	467		467		-	Budget for the replacement of parking equipment which is not expected in 2018/19. Re-profiled to 2019/20.
Energy Efficiency Projects	28	28			-	
Glass Bank Recycling Scheme	8	8			-	
Public Conveniences	50		50		-	Budget for the uplift of the Public Conveniences, work not expected to start in 2018/19. Re-profiled to 2019/20.
Off Road Parking Facilities	18	18			-	
Vehicle Replacement Programme	879	557	322		-	£322k deferred due to the useful life of some vehicles longer than estimated.
Wheeled Bin Replacement Scheme	125	125			-	
Urban Centre Electricity Installations	15		15		-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year, hence re-profiled to 2019/20.
Bicester Cattle Market Car Park Phase 2	90	90			-	

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Vehicle Lifting Equipment	30	30			-	
Container Bin Replacement	20	20			-	
Banbury Market Improvements	20	20			-	
<b>Environment - Environment</b>	<b>1,750</b>	<b>896</b>	<b>854</b>	<b>-</b>	<b>-</b>	
Customer Self-Service Portal CRM Solutn	80	80			-	
<b>Environment - Environment</b>	<b>80</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Environment Total</b>	<b>1,830</b>	<b>976</b>	<b>854</b>	<b>-</b>	<b>-</b>	
Financial System Upgrade	0				-	
Academy Harmonisation	119	119			-	
<b>Finance &amp; Governance - Finance &amp;</b>	<b>119</b>	<b>119</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Condition Survey Works	77	77			-	
Bradley Arcade Roof Repairs	85	35			(50)	Savings for work completed for less than the original bid value achieving the same goals.
Orchard Way Shopping Arcade Front Serv	20	16			(4)	Savings for work completed for less than the original bid value achieving the same goals.
Old Bodicote House	0				-	
Bicester Town Centre Redevelopment	0				-	
Banbury Museum - Refurbishment Programme	0				-	
Community Buildings - Remedial Works	150	100			(50)	Savings for work completed for less than the original bid value achieving the same goals.
Car Parks Resurfacing	0				-	
Spiceball Riverbank Reinstatement	50		50		-	On hold pending the completion of a new bridge as part of the CQ2 development. Re-profiled to 2019/20
NW Bicester Eco Business Centre	2,236	2,236			-	
Build Programme Phase 1a	1,047	1,047			-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Banbury - Antelope Garage	0	29			29	Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.

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Appendix 4

DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	270			-	
Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	
Castle Quay 2	62,000	4,689	42,644	14,667	-	
Castle Quay 1	7,636	7,636			-	
Franklins House - Travelodge	783	783			-	
Bicester - Pioneer Square	135	135			-	
Cherwell Community Fund	100	100			-	
Build Programme Phase 1b	1,875	1,875			-	
Build Programme Phase 2	6,500	6,500			-	
Housing & IT Asset System joint CDC/SNC	50	50			-	
Orchard Way - external decorations	95	95			-	
Retained Land	180	180			-	
Thorpe Place Industrial Units	175	175			-	
Thorpe Way Industrial Units	145	145			-	
Horsefair Banbury	100	100			-	
Thorpe Lane Depot - Tarmac / drainage	110	110			-	
EPC certification & compliance works	40	40			-	
<b>Finance &amp; Governance - Property, Investment &amp; Contract Management</b>	<b>83,923</b>	<b>26,487</b>	<b>42,694</b>	<b>14,667</b>	<b>(75)</b>	
<b>Finance &amp; Governance Total</b>	<b>84,042</b>	<b>26,606</b>	<b>42,694</b>	<b>14,667</b>	<b>(75)</b>	
Microsoft Licensing Agreement	110	110			-	Previously reported that a (£110k) for Microsoft licensing agreement budget was no longer required, following further investigation it has been established that the total budget is required and will be spend in 2018/19.
Land & Property Harmonisation	83	83			-	
5 Year Rolling HW / SW Replacement Prog	50	50			-	

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DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	VARIANCE	
Business Systems Harmonisation Programme	69	69			-	
Website Redevelopment	0				-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	
IT Strategy Review	139	139			-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Land and Property Harmonisation	167	167			-	
Customer Excellence & Digital Transfer	85	85			-	
Unified Communications	125	125			-	
<b>Customers Service Devt - Customers &amp; IT Services</b>	<b>943</b>	<b>943</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Customers &amp; Service Devt - HR, OD &amp; Payroll</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Customers &amp; Service Development Total</b>	<b>943</b>	<b>943</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital Total</b>	<b>91,873</b>	<b>32,229</b>	<b>44,902</b>	<b>14,667</b>	<b>(75)</b>	<b>75 - Under Spend</b>

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# Summer Holiday Programme 2018

2943

Number of attendees



Female

1296



Male

1647



1088

Hours of activity



18

Different Physical Activity / Sports on offer



1110

5-7 year olds



1686

8-12 year olds



147

12+ year olds



187

Pupil Premium



54

Participants with disabilities



£43,894

Income



535

FAST cards issued

282

Attendees to date

## Kids have say on happy holidays

Hundreds of children enjoyed the council's activity hubs over summer and they have been speaking out about what they loved best about the accessible programme of sports, games, arts and crafts.



"You can meet new people and stay fit while having fun"

Amber-Louise Sammons, aged ten



"You get to do loads of new activities; it's good to come for a week if you're bored at home"

William Perry, aged eleven



"Please come to the hubs, they have got lots of equipment and you will have lots of fun"

Mason Sammons, aged eleven



"You get to do a lot of sports, and you make friends very quickly"

Sam Dwyer, aged nine.



"My favourite thing about hubs is playing sport, I love when we play football"

Harry Cartwright, aged twelve



"I love meeting new people at the hubs. You get to try new experiences, meet new people and play a lot of sport"

Emily Dwyer, aged thirteen



# FAST Programme

## What is the FAST Programme?

The FAST programme is an exciting new programme based in targeted areas of Banbury launched in July aimed at making it easier and accessible for families to enjoy physical activity and sport together. The programme is funded for four years by a £215,000 grant from Sport England, working in partnership with OCC and Sanctuary Housing who both act as referral agencies for families and The Centre for Sustainable Healthcare who are evaluating the impact the programme has on families' activity levels.

The four targeted wards are - Neithrop, Ruscote, Hardwick and Grimsbury. The programme will help break down the barriers for families to access physical activities and positive opportunities in these areas by providing free physical activity opportunities throughout the year. In addition a FAST discount card that offers families in these wards heavily reduced offers throughout the year is on offer to families in these wards – An example of this was the summer offer where a 70% reduction in family swims at Wood Green



Leisure Centre was offered. Opportunities and offers will change and be available on the card all year. 550 families have already applied and received a FAST card.

The FAST programme will always offer:

- FREE 12 week programme in all of the schools in the targeted areas throughout the school year.
- FREE locally-based activity sessions in parks, leisure and community centres and settings
- FAST CARD family discounted membership.
- Resource packs and equipment to help families continue their favourite activities in their own time.
- Taster sessions and reduced membership fees at local sports clubs.
- Consultation with families to find out what they want.
- And much more!



## Holiday Hub

The Holiday Hubs is a programme designed to engage young people aged five to fifteen in a variety of different sport and physical activity opportunities during the school holidays. The Holidays Hubs are run at five venues across the Cherwell and South Northants Districts and offer both a short day, 8:45am to 3:00pm, and a long day, 8:45am to 5:00pm, to accommodate a range of childcare requirements and offer positive physical activity opportunities.

During each day the young people are supervised by a team of 40 enthusiastic and skilled leaders that deliver a range of fun sports and games. The young people also get the chance to work with a sport specific coach (18 different sports on offer) who deliver taster sessions designed to inspire them to pursue the sport

further in the future. Children who attend the holiday hubs are then made aware of the local clubs in the area and support and links are provided to continue their involvement if they wish.

In addition to the general public being able to book days on the holiday hubs at their on convenience online at prices £14.95 short day and £18.95 for a long day there are also special reductions in place to ensure children from low income families do not miss out. Working with schools a 33% reduction is offered to children who are on the pupil premium programme to help children access the holiday provision.

Summer 2018 figures can be found in infographic.





## Cherwell District Council

### Budget Planning Committee

6 November 2018

<b>2019/20 Budget and Medium Term Financial Strategy Update</b>
---

### Report of the Interim Executive Director – Finance and Governance

This report is public

#### **Purpose of report**

This report provides an update of the current financial position and progress made towards setting the budget for 2019/20 and Medium Term Financial Strategy.

#### **1.0 Recommendations**

- 1.1 To note the contents of the report.

#### **2.0 Introduction**

- 2.1 The Council is working towards setting its budget for 2019/20 and Medium Term Financial Strategy against a backdrop of local and national change.
- 2.2 The budget and strategy set out the framework for how the Council will work towards ensuring future financial sustainability. It is important that the financial strategy is closely aligned with business planning and the outlook for the Council.

#### **3.0 Report Details**

- 3.1 The attached appendix sets out the current financial position, the process being undertaken and the next steps being taken in ensuring we are able to develop a robust financial strategy for Cherwell District Council.
- 3.2 The national and local context provides a challenging time for local government. The national funding reviews and potential changes remain unknown, the Council is working closely with its partners, advisors and government to ensure that it remains up to date with information and ensuring that we are able to respond to upcoming consultations and communicate any implications, both positive and negative, to relevant stakeholders.

- 3.3 The potential reorganisation of a neighbouring county, Northamptonshire and the implications regarding the separation of Cherwell District Council with South Northamptonshire Council are currently being worked on. The plans for the change taking place are currently being developed and this will need to be incorporated into the budget setting process as required.
- 3.4 Officers are in the process of undertaking the detailed review of the current financial position and identifying future opportunities for the Council. Officers work closely with portfolio holders at each stage of the process.
- 3.5 The 2019/20 budget and Medium Term Financial Strategy will be presented at the next meeting of the Committee.

## **4.0 Conclusions and Reasons for Recommendations**

- 4.1 It is recommended that the contents of the report are noted.

## **5.0 Consultation**

- 5.1 The report sets out an update of the financial position and progress for 2019/20 budget setting and as such no formal consultation on the content or recommendation is required. Formal consultation of the budget will be undertaken in due course.

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

- 6.1 This report sets out a progress update. As this is an update report, no further options have been considered. However, members may wish to request that officers provide additional information.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There are no direct financial implications arising directly from the production of this report.

Comments checked by:

Kelly Watson, Assistant Director – Finance and Procurement

0300 003 0206

[kelly.watson@cherwellandsouthnorthants.gov.uk](mailto:kelly.watson@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 7.2 There are no legal implications arising directly from this report.

Comments checked by:

James Doble, Assistant Director – Law and Governance

01295 221587 [james.doble@cherwellsouthnorthants.gov.uk](mailto:james.doble@cherwellsouthnorthants.gov.uk)

## Risk Management

7.3 There are no risk management implications arising directly from this report.

Comments checked by: Hedd VaughanEvans  
Hedd Vaughan-Evans, Assistant Director, Performance and Transformation  
01295 227978 [hedd.vaughanevans@Cherwellandsouthnorthants.gov.uk](mailto:hedd.vaughanevans@Cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

All

### Lead Councillor

Councillor Tony Ilott, Portfolio Holder for Finance and Governance

### Document Information

Appendix No	Title
Annex 1	MTFS Update Presentation
Report Author	Adele Taylor, Executive Director – Finance and Governance
Contact Information	Adele Taylor, Executive Director – Finance and Governance 0300 003 0103 <a href="mailto:adele.taylor@cherwellandsouthnorthants.gov.uk">adele.taylor@cherwellandsouthnorthants.gov.uk</a>

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# MTFS & Budget Setting

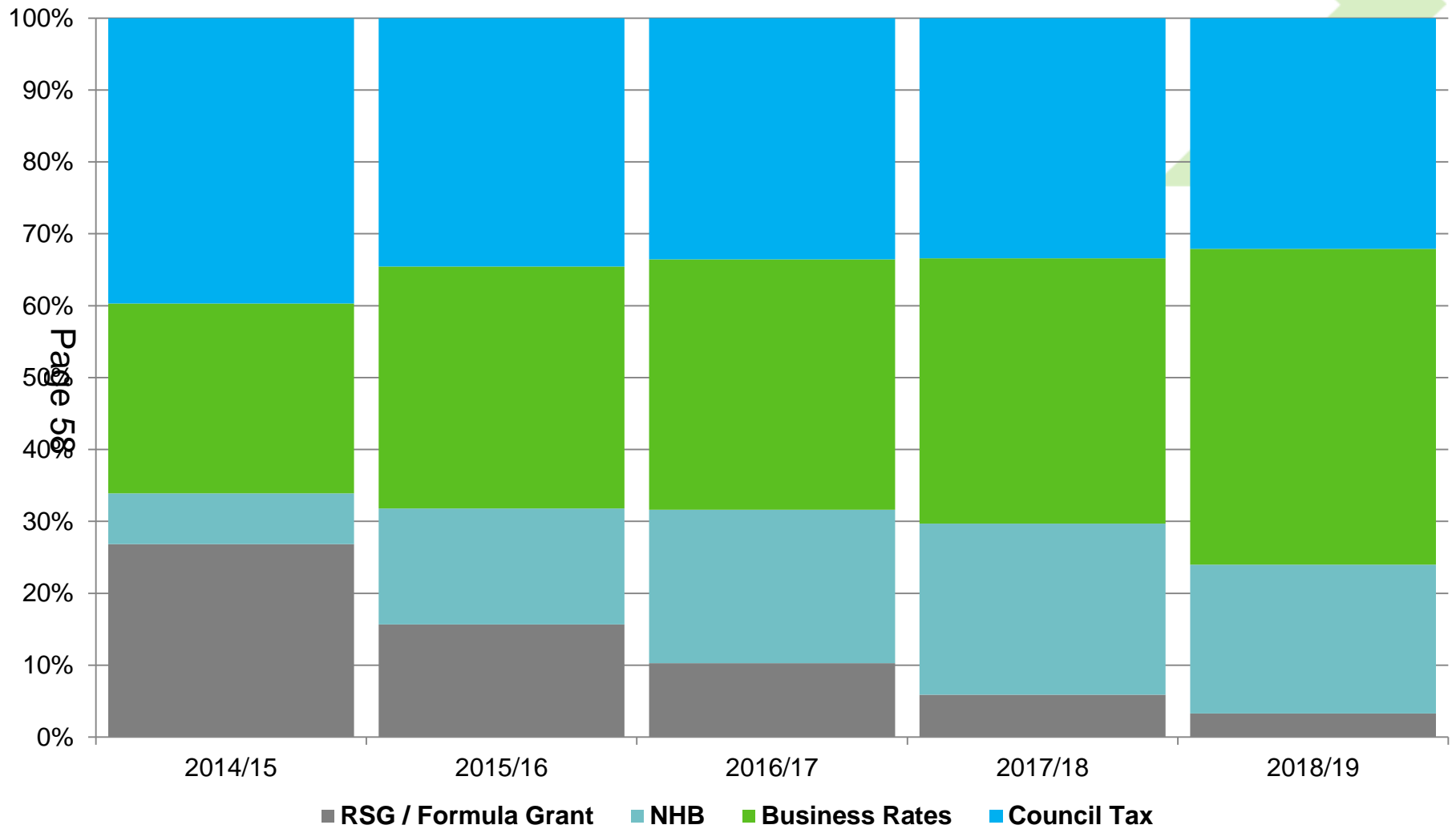
Claire Taylor, Director, Customers and Service Development

Adele Taylor, Executive Director, Finance & Governance



DISTRICT COUNCIL  
NORTH OXFORDSHIRE

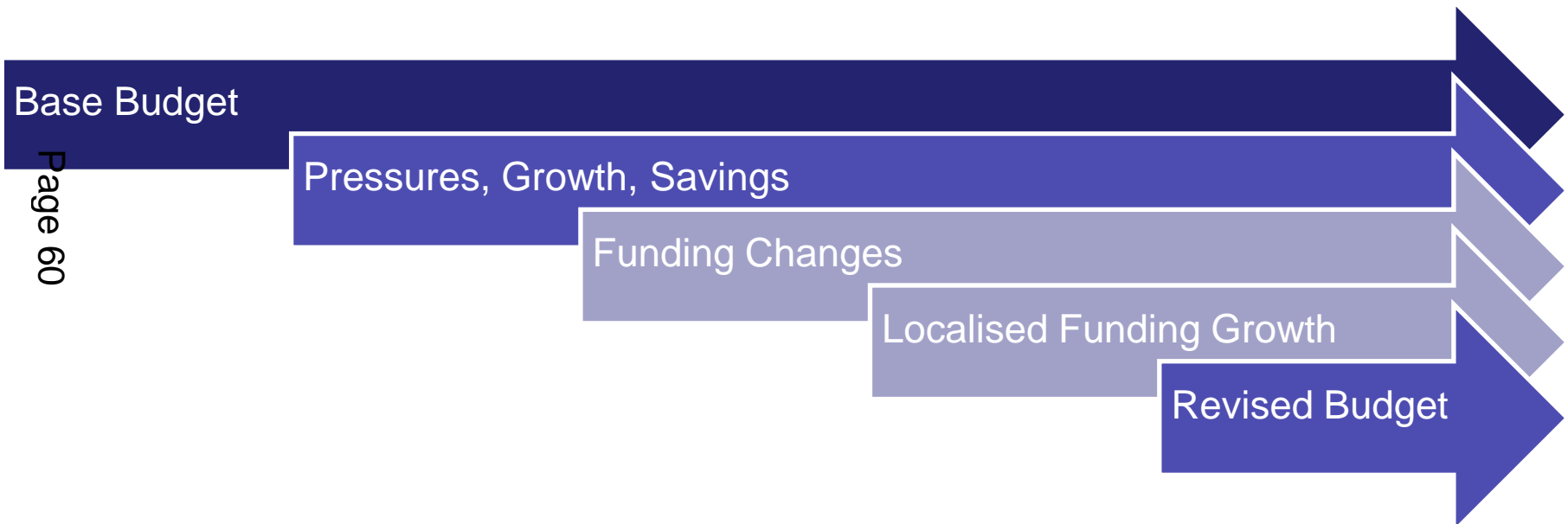
# Background



## 2018/19 Position

Service	2018/19 Budget	2019/20 (Feb 18)	2019/20
Corporate	246		<p><i>The budget review meetings are currently taking place with services. These are due to conclude towards the end of Oct</i></p>
Wellbeing	7,186		
Place & Growth	2,950		
Environment	5,902		
Finance and Governance	(870)		
Customers and Service Development	4,402		
<b>Net Cost of Services</b>	<b>19,817</b>	<b>20,545</b>	
Treasury / Reserve adjustments	(454)	(668)	
<b>Net Budget Requirement</b>	<b>19,363</b>	<b>19,877</b>	

# Building Blocks



Base Budget

Pressures, Growth, Savings

Funding Changes

Localised Funding Growth

Revised Budget

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# Assumptions

Type	Level		Future direction
General Inflation	2%		Similar
Payroll	2.5%		Similar
Council Tax Base Increase	2%		Similar
Council Tax Level Increase	CDC 0%	SNC 2.99%	Direction required
Interest Receivable	0.5%		Upward
Interest Payable	1.1%		Upward
Utilities	20%		Similar
Contracts	Average 5%		Similar
Rents (Build!)	2%		Similar
Planning Income	In consultation with service		In consultation with service

## MTFS Feb 2018 *(Starting Point)*

<b>MTFS FEB 18</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Net Cost of Services	20,545	21,639	22,743	23,852	24,329
Treasury / Reserves Adjustments	(668)	(471)	(650)	(710)	(724)
<b>Net Budget Requirement</b>	<b>19,877</b>	<b>21,168</b>	<b>22,093</b>	<b>23,142</b>	<b>23,604</b>
PSG	(114)	0	0	0	0
New Homes Bonus	(4,563)	(4,604)	(4,339)	(4,305)	(4,305)
Business Rates	(8,266)	(7,698)	(8,073)	(7,916)	(7,916)
Council Tax	(6,420)	(6,535)	(6,652)	(6,771)	(6,906)
<b>Total Funding</b>	<b>(19,363)</b>	<b>(18,837)</b>	<b>(19,064)</b>	<b>(18,992)</b>	<b>(19,127)</b>
<b>Funding Gap</b>	<b>514</b>	<b>2,331</b>	<b>3,029</b>	<b>4,150</b>	<b>4,477</b>
<i>Council Tax</i>	<i>£123.50</i>	<i>£123.50</i>	<i>£123.50</i>	<i>£123.50</i>	<i>£123.50</i>
<i>Council Tax Base</i>	<i>53,604</i>	<i>54,542</i>	<i>55,496</i>	<i>56,467</i>	<i>57,597</i>

# Funding

	18/19	19/20	20/21	21/22	22/23	23/24
RSG	(637)	(114)	0	0	0	0
New Homes Bonus	(4,009)	(4,563)	(4,604)	(4,339)	(4,305)	(4,305)
Business Rates	(8,502)	(8,266)	(7,698)	(8,073)	(7,916)	(7,916)
Council Tax	(6,215)	(6,420)	(6,535)	(6,652)	(6,771)	(6,906)
<b>Total Funding</b>	<b>(19,363)</b>	<b>(19,363)</b>	<b>(18,837)</b>	<b>(19,064)</b>	<b>(18,992)</b>	<b>(19,127)</b>

## NHB

- Policy
- Baseline Increase

## Business Rates

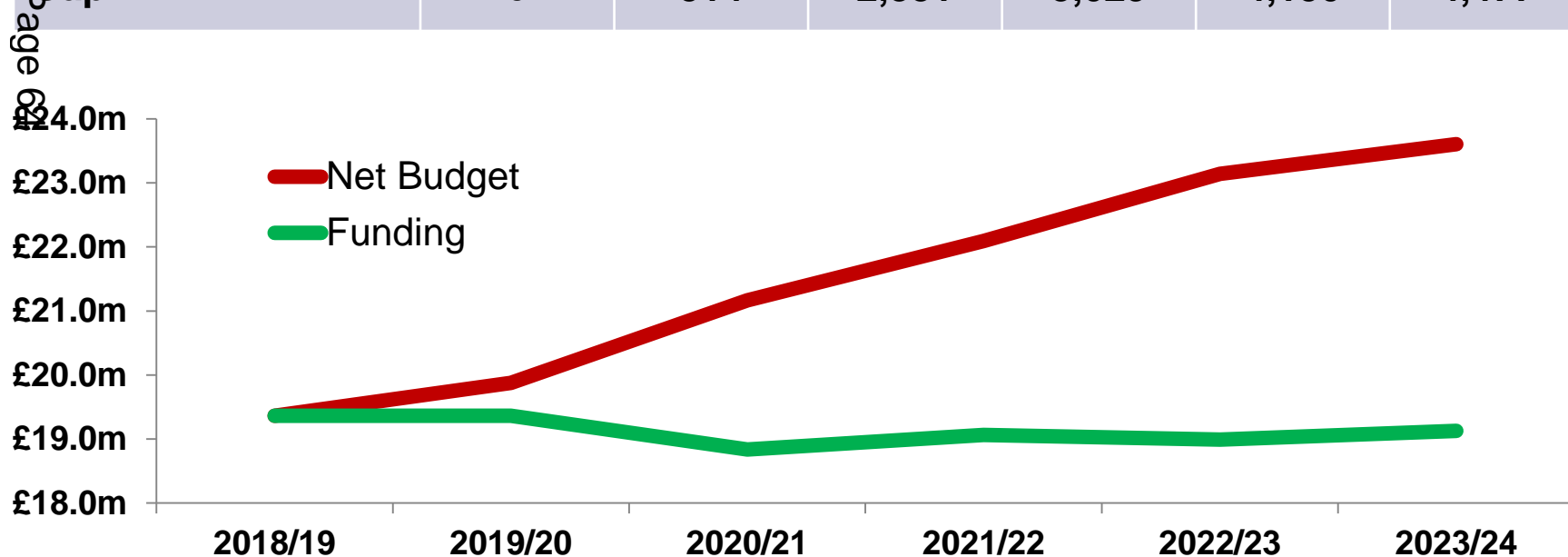
- Pilot
- Growth / Decline
- Reset 2020

## Council Tax

- Policy
- Tax base

# MTFS Gap

	18/19	19/20	20/21	21/22	22/23	23/24
Net Budget	19,363	19,877	21,168	22,093	23,142	23,604
Funding	(19,363)	(19,363)	(18,837)	(19,064)	(18,992)	(19,127)
<b>Gap</b>	<b>0</b>	<b>514</b>	<b>2,331</b>	<b>3,029</b>	<b>4,150</b>	<b>4,477</b>



# Capital Programme

- Informal Budget Planning Committee (23 Oct) to review and challenge the current capital programme
- Outcome of review incorporated into draft MTFS
- Capital programme bids being produced and will be discussed with Executive portfolio holders
- Bids will be included within the papers being presented to all relevant committees

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## Reserves

- The 2018/19 reserves opening balances were finalised as part of the production and approval of the Statement of Accounts 2017/18
- Reserves position will be presented as a detailed document with the MTFS papers
- An assessment of the minimum level of reserves will be undertaken initially by officers and take into account the current risks facing the organisation

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# Treasury Management

- Treasury management training taking place as part of the AARC meeting on 21 November
- Training is open to other members
- The draft treasury management strategy will be discussed with and presented to AARC at its meeting in January prior to being included as part of MTFS papers
- The treasury management strategy will also be discussed and presented with BPM and Executive prior to approval by full Council in February

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# Options / Considerations

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## Next steps

Page 69	CDC Draft MTFS	Organisational Budget review	CEDR	BPM	Discussions with Members	Budget Planning Committee	Executive
			12 & 20 Nov	20 Nov		27 Nov	3 Dec
	CDC Final MTFS	Organisational Budget review	CEDR	BPM	Discussions with Members	Budget Planning Committee	Executive
			Jan	15 Jan		29 Jan	4 Feb

# Transparency

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**Thank you**

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## Cherwell District Council

### Budget Planning Committee

6 November 2018

<p><b>Response to the Value for Money Judgement in 2017/18 accounts</b></p>
---

### Report of Interim Executive Director – Finance and Governance

This report is public

#### Purpose of report

Following the publication of the final accounts for 2017/18 for Cherwell District Council in September 2018, our accounts were not qualified, except for Value for Money. In response to the issues raised in that judgement, this report details the actions that we have taken to address any concerns in that judgement and highlights our continued strengthening of our financial management framework.

The issues highlighted related to the acquisition of one company, which included the acquisition of one site within Banbury known as “Crown House” and this report evidences the improvements that happened both within 2017/18 and into 2018/19 around our acquisition strategy and policy. Further actions are also detailed about other improvements that we wish to make.

As part of the Value for Money audit for 2017/18 other similar transactions were examined, including the acquisition of Castle Quay 1 and 2 and no issues were raised.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the actions taken to date in relation to address any concerns within the value for money judgement in our 2017/18 accounts in relation to the acquisition of assets.

#### 2.0 Background and report details

- 2.1 Over recent years, Cherwell District Council has been undertaking ambitious and proactive actions to positively invest in our local area and local community, including the acquisition of key land and buildings within our area for both financial and social reasons.
- 2.2 When acquiring assets, the Council has a duty to ensure that suitable due diligence is undertaken and that decisions about the fair price to acquire assets are taken

based upon sound financial and legal advice in an open and transparent way and must be mindful of our fiduciary responsibilities to all local tax payers in relation to Value for Money.

- 2.3 Transactions relating to the acquisition of assets can be complex and those that make the ultimate decision whether to purchase or not need to be able to understand not just the short term implications of their decision, but the longer term implications for the Council.
- 2.4 External Audit have a duty to consider any such transactions when reviewing the accounts at the end of the financial year in which they have happened, and they consider the way in which risks, issues and our response to our best value duties have been considered and demonstrated.
- 2.5 The evidence around one transaction in 2017/18 in relation to the acquisition of Crown House Banbury Ltd. identified some weaknesses in the acquisition process but only for that particular transaction. Despite other acquisitions taking place in 2017/18, no other weaknesses in relation to Value for money were identified.
- 2.6 Crown House within Banbury was a large derelict building (6.8 acres comprising 33,000 sq ft vacant part 4 and part 3 storey 1970's former office building) and considered to have a negative impact on the future potential of Banbury.
- 2.7 The council was able to evidence that the Crown House site was one that they had spent several years trying to work with others to improve; it had been a derelict site that blighted Banbury for a significant period of time.
- 2.8 The Council had undertaken many other actions including working with the previous owners, an attempt at CPO until finally the opportunity to acquire the company that owned the site itself and to take control of managing the situation arose in 2017. All of the evidence points to a strong awareness at both officer and Member level of the situation and a desire to find a solution to regenerate the site for the benefit of local people and businesses.
- 2.9 Following negotiations with the owners during that year, in July 2017 full Council approved a capital budget to acquire the site. The decision at the time appeared to be taken as a fully commercial one, although in reality this was not a purely commercial decision in terms of securing the site, there was also a social value that was not fully evidenced in the final papers presented.
- 2.10 Given strong evidence of the previous attempts to improve the site either through discussions with owners or through the CPO of the site, it could be understood that the Council knew that there was a social value element to the transaction. However, the evidence of this being considered in the final decision that was made cannot be fully demonstrated.
- 2.11 On this basis, External Audit had to issue an except for Value for Money conclusion. The transaction itself is still legally valid; it is just that the Council was not able to demonstrate that it had fully evidenced the value for money of the acquisition.
- 2.12 The issues around this transaction had been identified prior to the completion of the external audit by officers currently working at Cherwell and significant review was

undertaken to determine the exact nature of the weaknesses prior to discussion with them.

- 2.13 During the audit process, the current Chief Finance Officer (also known as the Section 151 Officer) identified these weaknesses and addressed them in a report to the auditors explaining what her own review had found, the improvements that had already taken place and other steps that would address the issues that arose.
- 2.14 As part of that review a commitment to report to the Budget Planning committee about the issues that had been highlighted was made, at the earliest opportunity following the completion of the external audit in September 2018.
- 2.15 Issues to highlight for this particular transaction are as follows:
- This was the acquisition of a company that held an asset, but some of the due diligence undertaken seemed to confuse these two issues when assessing and demonstrating a fair price to pay
  - The transaction was treated as a fully commercial decision when it was clear that there was an element of social value that needed to be considered in the purchase price.
  - The breakdown of how the purchase was being valued is not clearly demonstrated in the reports to Executive and Full council and therefore the rationale for the purchase price was not fully explained within the committee reports
  - There was not a clear demonstration of market testing the acquisition and the assumptions or modelling any risk scenarios
  - The likely cost of borrowing was not explicitly laid out in the report although having reviewed the budget at the time, there was enough headroom available to undertake the transaction in the treasury management budget at the time
  - Given this was an exempt report, all of these issues may have been discussed at the time but with no supporting evidence we could not demonstrate fully that this had all been considered.
- 2.16 Since reviewing this transaction as part of closing down our accounts, we can demonstrate the following actions have been undertaken:
- We have sought further professional advice to support the review of Crown House including legal advice on the validity of the original transaction which concluded it still remained valid.
  - Reviewed our other acquisitions since and these were found to be robust.
  - Improvements in governance had already been brought in, including the Investment strategy working group, a new programme management framework, increased levels of proactive and preliminary due diligence on any potential acquisitions and improved financial implication information.
  - We have also looked at strengthening our policies for decision making over acquisitions, the first of these was the new Banbury Strategic Investment vision agreed in September 2018.
  - We are also reviewing the social value and undertaking a best value assessment of the transaction retrospectively.
- 2.17 In addition to this we recognise that the likelihood that officers and members may be asked to consider decisions around further complex transactions such as these

in the future is increasing. We want to ensure that they can feel confident in undertaking that role. We are arranging external training to cover strategic decision making in a commercial and social value environment and are in discussion with leading experts to arrange these sessions.

- 2.18 We will also learn from our own best practice in subsequent transactions as well as consider other best practice and case studies as part of this training and development.

### **3 Conclusion and Reasons for Recommendations**

- 3.1 The issues that were highlighted and raised in terms of Value for money are serious ones, but related only to the acquisition of Crown House Banbury Ltd.
- 3.2 Having reviewed the transaction it is clear that the right decision, with the right intentions was made but there were some flaws in the way the process was undertaken.
- 3.3 We took a proactive stance with our external auditors and this was recognised by them in their value for money conclusion, as was the recognition that this related to just the one transaction.
- 3.4 In the external auditors "ISA260" (their final audit opinion) they also reflect on the improvements in financial management that we have already made and continue to make.

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

- 4.1 The report is for noting so there are no alternative options required.

## **5.0 Implications**

### **Financial and Resource Implications**

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

Comments checked by: Kelly Watson, Assistant Director Finance and Procurement  
0300 003 0206, [Kelly.watson@cherwellandsouthnorthants.gov.uk](mailto:Kelly.watson@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 5.2 The Monitoring Officer has worked closely with the Section 151 Officer on this matter and in obtaining legal advice. The Monitoring Officer fully endorses the measures taken by the Section 151 officer with regard to this matter and the contents of this report.

Comments checked by: James Doble, Assistant Director of Law and Governance,  
01295 221587, [james.doble@cherwellandsouthnorthants.gov.uk](mailto:james.doble@cherwellandsouthnorthants.gov.uk)



## Risk Implications

- 5.3 Ensuring that we address the areas of weakness that were highlighted in the review will reduce our exposure to risks in any future transactions.

Comments checked by: Hedd Vaughan-Evans, Assistant Director: Performance and Transformation. 0300 003 0111  
[hedd.vaughanevans@cherwellandsouthnorthants.gov.uk](mailto:hedd.vaughanevans@cherwellandsouthnorthants.gov.uk)

## 6.0 Decision Information

### Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

### Wards Affected

All

### Lead Councillor

Cllr Tony Ilott  
Lead Member for Finance and Governance

## Document Information

Appendix No	Title
None	N/A
<b>Background Papers</b>	
None	
<b>Report Author</b>	Adele Taylor Interim Executive Director of Finance and Governance
<b>Contact Information</b>	0300 003 0103 <a href="mailto:Adele.taylor@cherwellandsouthnorthants.gov.uk">Adele.taylor@cherwellandsouthnorthants.gov.uk</a>

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# Agenda Item 9

Year	Date	Agenda Items
	6 November	<ul style="list-style-type: none"> <li>• Performance, Finance and Risk Monitoring 2018/19</li> <li>• Budget 2019/20</li> <li>• Medium Term Financial Strategy</li> <li>• Additional item regarding Crown House</li> </ul>
	27 November	<ul style="list-style-type: none"> <li>• Performance, Finance and Risk Monitoring 2018/19</li> <li>• S106 Monitoring</li> <li>• Write Offs</li> <li>• CTRS</li> <li>• Medium Term Financial Strategy</li> </ul>
	29 January	<ul style="list-style-type: none"> <li>• Discretionary Rate Relief Policy</li> <li>• Local Government Settlement</li> <li>• Budget 2019/20</li> <li>• Fees &amp; Charges 2019/20</li> <li>• Medium Term Financial Strategy</li> </ul>
2019	26 February	<ul style="list-style-type: none"> <li>• Performance, Finance and Risk Monitoring 2018/19</li> <li>• S106 Monitoring</li> <li>• Write Offs</li> </ul>

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