

**Committee:** Budget Planning Committee  
**Date:** Tuesday 29 January 2019  
**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 Mephram</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 - 6)

To confirm as a correct record the minutes of the meeting held on 27 November 2018.

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

To receive communications from the Chairman.

## **6. Monthly Performance, Risk and Finance Monitoring Report - October 2018 (Pages 7 - 50)**

### **Report of the Assistant Director – Performance and Transformation and the Assistant Director – Finance and Procurement**

This is an opportunity for Budget Planning Committee to review the Performance, Finance and Risk Monitoring report that went to Executive on 3 December 2018. A copy of the report is attached.

### **Recommendations**

The meeting is recommended:

- 1.1 To note the contents of the report.

## **7. Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 - 2023/24 (Pages 51 - 156)**

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

#### **Purpose of report**

The Business Plan and Summary Medium Term Financial Strategy are presented as an integrated report. This demonstrates the Council's strategic approach to aligning its resource to the delivery of Council's priorities.

This report details the Business Plan 2019/20 and the Council's Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 prior to final approval by full Council in February 2019.

#### **Recommendations**

The meeting is recommended:

- 1.1. To consider and recommend to Executive approval of the Business Plan set out in Appendix 1.
- 1.2. To note the Risk Register contained at Appendix 2.
- 1.3. To consider and recommend to Executive an increase in the level of Council Tax for Cherwell District Council of £5 for 2019/20.
- 1.4. To consider and recommend to Executive approval of the Medium Term Financial Strategy (MTFS), Revenue Budget 2019/20 and Capital Programme including recommending the growth and savings proposals included at Appendix 9.

- 1.5. To consider and recommend to Executive a minimum level of General Fund reserves of £2m.
- 1.6. To consider and recommend to Executive that authority be delegated to the Chief Finance Officer in consultation with the Lead Member for Finance & Governance, and where appropriate the relevant Director and Lead Member to:
  - Transfer monies to/from earmarked reserves should that become necessary during the financial year.
  - Update prudential indicators in both the Prudential Indicators Report and Treasury Management Strategy Report to Council, for any budget changes that impact on these.
- 1.7. To consider and recommend to Executive that the Fees & Charges set out in Appendix 7 be approved.
- 1.8. To consider and recommend to Executive that the Treasury Management Strategy be approved, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2019/20.
- 1.9. To consider and recommend to Executive that authority be delegated to the Chief Finance Officer to make any technical changes necessary to the papers for the Council meeting of 25 February 2019, including changes related to the finalisation of the national Finance Settlement and any associated changes to Parish Precepts and Council resulting from those changes.
- 1.10 To note the contents of the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves.

**8. Review of Committee Work Plan (Pages 157 - 158)**

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](mailto:emma.faulkner@cherwellandsouthnorthants.gov.uk), 01327 322043 /  
[richard.woods@cherwellandsouthnorthants.gov.uk](mailto:richard.woods@cherwellandsouthnorthants.gov.uk), 01295 221550

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

Published on Monday 21 January 2019

## Cherwell District Council

### Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 27 November 2018 at 6.30 pm

Present: Councillor Nicholas Mawer (Chairman)  
Councillor Carmen Griffiths (Vice-Chairman)

Councillor Phil Chapman  
Councillor David Hughes  
Councillor Andrew McHugh  
Councillor Barry Richards  
Councillor Douglas Webb  
Councillor Lucinda Wing  
Councillor Sean Woodcock

Also Present:: Councillor Barry Wood, Leader of the Council  
Councillor Tony Ilott, Lead Member for Financial Management and Governance

Apologies for absence: Councillor Tony Mepham  
Councillor Alaric Rose  
Councillor Tom Wallis

Officers: Adele Taylor, Interim Executive Director: Finance and Governance  
Kelly Watson, Assistant Director: Finance and Procurement  
Belinda Green, Joint Revenue and Benefits Manager - CSN Resources  
Mandy Anderson, Financial Analyst  
Emma Faulkner, Democratic and Elections Officer  
Richard Woods, Assistant Democratic and Elections Officer

#### 35 **Declarations of Interest**

There were no declarations of interest.

#### 36 **Urgent Business**

There were no items of urgent business.

#### 37 **Minutes**

The minutes of the meeting of the Committee held on 6 November 2018 were confirmed as a correct record and signed by the Chairman.

38 **Chairman's Announcements**

There were no Chairman's announcements.

39 **Finance Monitoring Report - September 2018**

The Committee considered a report from the Assistant Director – Finance and Procurement, which summarised the Council's Finance Monitoring position at the end of September 2018.

The Assistant Director – Finance and Procurement advised the committee that there had been an improvement in the Council's financial position, as a result of improved business rates growth and existing overspends having begun to be offset by underspends across some departments.

In response to questions from the Committee, the Assistant Director – Finance and Procurement advised that no additional financial risks had been identified in September or October.

**Resolved**

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

40 **Exclusion of the Press and Public**

**Resolved**

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part I, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

41 **Medium Term Financial Strategy**

Following discussion with Officers, the Committee agreed to move into private session for the duration of the discussion on this item.

The Interim Executive Director – Finance and Governance and the Assistant Director – Finance and Procurement gave an exempt presentation on the Medium Term Financial Strategy.

The Committee asked detailed questions on all aspects of the Medium Term Financial Strategy and Budget for 2019-20, which were duly answered by Officers.

**Resolved**

(1) That the exempt presentation be noted.

42 **Re-admittance of the Press and Public**

**Resolved**

That the press and public be re-admitted to the meeting.

43 **Business Rates - An Overview**

The Committee considered a verbal presentation from the Operations Director – CSN Resources and the Financial Analyst which provided an overview on Business Rates.

In introducing the presentation, the Financial Analyst advised that the amount of business rates charged depended on the rateable value of the property as calculated by the Valuation Office Agency, the multiplier applied to it, and whether they were eligible for any form of business rate relief.

During the presentation, the Committee heard that Cherwell District Council collected £93m in Business Rates during 2017/18 and retained £9m; however timing delays meant that this was not reported as income in the 2017/18 budget monitoring.

Following questions from the Committee regarding rates for new businesses, the Operations Director – CSN resources advised that it was not possible to look up Rateable Value in advance of a business opening, due to the different rates and reliefs that may be applicable based on the nature of individual businesses.

**Resolved**

(1) That the presentation be noted.

44 **Local Discretionary Business Rate Relief Scheme for 2019-20**

The Committee considered a report from the Interim Executive Director – Finance and Governance, which provided Members with details of the proposed Local Discretionary Business Rate Relief Scheme for 2019-20.

The Operations Director – CSN Resources advised the Committee that central Government expected local authorities to use discretionary powers in order to deliver the relief scheme; however there had been very little take up of the funding that had been made available. It was therefore proposed to apply the relief automatically to those businesses that qualified for it.

In response to questions from the Committee, the Operations Director – CSN Resources advised that assistance to parties impacted by the 2017

Revaluation was limited by the funding provided, and that this was forecast to decrease to £21k by 2020-21.

**Resolved**

- (1) That the contents of the report be noted.
- (2) That Executive be recommended to adopt the Local Discretionary Business Rates Relief Scheme for 2019-20.

45 **Business Rates Retail Relief Policy**

The Committee considered a report from the Interim Executive Director – Finance and Governance, which provided an update on the Business Rates Retail Relief announced in the recent budget, and proposed a Retail Relief Policy.

In introducing the report, the Interim Executive Director – Finance and Governance advised the committee that the scheme applied to occupied retail premises with a rateable value of less than £51k in the years 2019-20 and 2020-21.

Following questions from the committee, the Operations Director – CSN Resources advised that any retail relief awarded by the Council would be reimbursed by central Government.

**Resolved**

- (1) That the contents of the report be noted.
- (2) That the proposed Business Rates Retail Relief Policy be recommended to Executive for consideration.

46 **100% Council Tax Premium on Long Term Empty Dwellings**

The Committee considered a report from the Interim Executive Director – Finance and Governance, which provided an update on the change in legislation to allow for a Council Tax premium of 100% on properties that were empty for 2 years or more, and a recommendation to Executive on the introduction of a 100% Empty Homes Premium.

The Interim Executive Director – Finance and Governance advised that from 1 April 2019, local authorities would be able to increase the Empty Homes Premium to 100% for properties that had been empty for two or more years. It was up to individual authorities to decide whether or not to implement the premium locally.

In response to questions from the Committee regarding the implementation of the premium, the Interim Executive Director – Finance and Governance advised that the Council would notify any parties impacted by the increase



prior to 1 April 2019, and local communities would be made aware of potential higher premiums through an advertising campaign.

**Resolved**

- (1) That the contents of the report and any financial implications for the Council be noted.
- (2) That Executive be recommended to introduce an Empty Homes Premium of 100% from 1 April 2019.

47

**Review of Committee Work Plan**

The Committee considered its Work Plan.

**Resolved**

- (1) That the Committee Work Plan be noted.

The meeting ended at 8.26 pm

Chairman:

Date:

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## Cherwell District Council

### Executive

3 December 2018

<p><b>Monthly Performance, Risk and Finance Monitoring Report – October 2018</b></p>
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### **Report of Assistant Director: Performance and Transformation And Assistant Director: Finance and Procurement**

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 four appendices to this report:

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

### 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:

- **Garden waste collection has reduced** – The impact of the dry summer has reduced the garden waste by 925 tonnes in the first 7 months of this year. We are only 2.36% short of the same period last year and 1.44% short of the YTD target.  
As there was a very short autumn, with the weather turning wintry very quickly, it is likely that the year-end target will be missed. A new Recycling Officer has now been appointed with the aim of promoting recycling across the district.
- **Increase in reported crime** in line with national trend. The Community Safety team have adopted a new approach which should ensure robust activity and more presence in Bicester and Banbury utilising partner and Council data to focus on problem locations. Operation Jobe has been reinstated which will focus on the PSPO (Public Protection Spaces Order) area in Banbury and will be carried out in partnership with Thames Valley Police.
- **Licensing of Taxi driver applicants ensures Safeguarding training.** All taxi applicants continue to be vetted for fitness to hold a licence. All drivers are also required to undertake safeguarding training and at the end of quarter two, 98% of licensed drivers had received this training or undertaken refresher within the last 3 years.

#### 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:

- **Investment in Leisure centres** has contributed to the visits increasing steadily each month compared to the same period last year. Plans are in place to upgrade all of the fitness equipment in the Gyms in the Leisure Centres at Spiceball, Bicester and Kidlington. Investment through building lifecycle will also be made to upgrade flooring and internal redecoration works. Partial closures are planned for December (with the odd full day closure); however works are expected to be completed before the New Year membership rush in January.
- **The ‘Good Neighbour’ model** we will adopt particularly targets social isolation and loneliness. The Good Neighbours scheme is a group of volunteers, identifying individuals that are possibly vulnerable in the rural area they reside. The small group create a rota and have access to a mobile phone for any residents to contact if concerned, need some assistance etc. After initial assistance and a small capital grant, local schemes will become self-sustaining.

Meetings have been held with Volunteer Link-up and to discuss increased future support for the rural 'Good Neighbour' schemes. This scheme has been discussed at the latest Parish liaison meeting along with healthy place making initiatives.

- **Engagement activities** throughout October have included the 'Play Bin Initiative', 'Pop Up Youth Club' pilot and a 'Brighter Futures Halloween' event. All events were well attended by young people learning about recycling initiatives, inputting ideas to help shape the future plans of the town centre and also how to safe at Halloween events which was supported by our community safety partners.

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:

- **Gardner's Close selling fast!** Our 38 shared ownership apartments at Gardeners Close, Bicester are continuing to generate a lot of interest. We launched the second phase on the 15th October and now have 28 reservations progressing to purchase with only 10 remaining. The sales suite is manned 4 days a week including Saturday and we recently held an event for Bicester Village and NHS staff.  
We are working with our colleagues in the private sector team to convert two of the rented flats to accommodate a family who need suitable housing for their son who has a life limiting illness and we hope they will be able to move in for Christmas.
- **Tourism** figures in Cherwell reveal that £427m was spent on 7.7m trips to Cherwell district (by day and overnight visitors) these are the latest Cherwell figures (for 2017). This supports over 7,500 jobs and indicates an increase in total value of 7.6% in 12 months (since 2016).

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>October</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Green	On target	29	91%	29	91%
Amber	Slightly off target	2	6%	3	9%

Red	Off target	1	3%	0	0%
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### 3.11 Spotlight On: Community Services

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.



The shared Community Services team aims to co-ordinate the work of the Councils in relation to their support to, and development of, cross-sector relationships.

The Community Development Team comprises services for the elderly, young people, arts development, new communities and voluntary organisations as well as community access to nature and partnership working with statutory and voluntary organisations.

Programmes such as Brighter Futures and Banbury Age friendly programme sit within this team. Obviously there are close links to the Community Safety and Healthy Communities teams with many cross-over projects.



#### Community Centres

Cherwell District Council has 13 community centres, spread across Banbury and Bicester; the latest to be added to the portfolio is an impressive site at

Kingsmere in Bicester.

The £2.4million building was delivered through a S106 agreement with Countryside properties and consists of a large Hall, kitchen and café area, 2 smaller interconnected rooms that can be opened into one space or kept as two on the first floor, and a kitchenette rooms, and a separate building with a further two letting spaces, an office and further kitchen facilities.

A new Community Interest Company; The Kingsmere Community Centre Association has been established and the operation was opened to the public for hire at the start of September. Supported by the Community Development team (managed by Jon Wild) the new association has been supported through a demanding process to get the centre up and running in the first instance. Cherwell District Council, as building owners, takes responsibility for the structure whilst all day to day operation and maintenance is the responsibility of the association. This is the usual approach which has seemed to work well over the last 2-3 decades with other buildings in our portfolio.

The next Community Centre being transferred under S106 is at Longford Park in Banbury. A similar development programme has been in operation with the establishment of a new community association this time as a charitable incorporated organisation.



All of these centres require community involvement and support as they are governed on a day to day basis by volunteers and respond to very local circumstances; each one operating slightly differently and under different models.

The Cherwell Community Spaces study provides a comprehensive rationale for the delivery of community spaces through new developments, or the extension and upgrade of existing facilities if more appropriate.

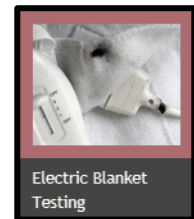
### Winter Readiness

In Cherwell we have supported the work of Trading Standards and the Fire Service to test electric blankets of some of our older residents.



In Bicester, 59 blankets were tested with 17 failing and in Banbury 75 were treated and 13 failed.

Vouchers for a new blanket are given to more vulnerable residents who could not afford to replace a failed blanket. AGE UK Oxfordshire has also produced an information guide for older residents that we have promoted to older peoples groups.



### Youth Engagement

In Cherwell a successful multi-agency youth and family engagement event took place at Halloween on Bretch Hill, with over 80 children entering a fancy dress competition. This type of event, that links third sector partners with police and our own community safety and community development teams, is impactful and a rich source of feedback.



Over the summer as part of the Brighter Futures programme for this year, Cherwell partnered with Sanctuary Housing to run **Play; Full**. A programme designed to provide a range activities and healthy eating throughout long summer holidays for children who would normally receive free school meals. This pilot was successful and consideration is now being given to sustaining and expanding the initiative.

### **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
L01 Financial Resilience	9 Low risk	↔	Mitigating actions & comments updated.
L02 Statutory functions	9 Low risk	↔	Comments updated.
L03 Lack of management Capacity	12 Medium risk	↔	Controls, mitigating actions and comments updated.
L04 CDC & SNC Local Plans	8 Low risk	↔	SNC – No changes. CDC – controls and comments updated.
L05 Business Continuity	16 High risk	↔	Mitigating actions & comments updated.
L06 Partnering	12 Medium risk	↔	No changes.
L07 Emergency Planning	12 Medium risk	↔	Mitigating actions & comments updated.
L08 Health & Safety	12 Medium risk	↔	Mitigating actions & comments updated.
L09 Cyber Security	15 Medium risk	↔	Mitigating actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	No changes
L11 Income generation through council owned companies	8 Low risk	↔	No changes
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Comments updated.
L13a Local Government Reorganisation (CDC)	15 Medium risk	↔	Controls, mitigating actions and comments updated.
L13b Local Government Reorganisation (SNC)	15 Medium risk	↔	Controls, mitigating actions and comments updated.
L14 Corporate Governance	9 Low risk	↔	Risk Owner & Manager & Comments updated.

The full Leadership Risk Register update can be found in Appendix 3.

There are no score changes within October, the only High Risk is **L05 Business Continuity** which is being managed by training, reviewing, renewing of business continuity plans across all services.

### 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 risks 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 (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Corporate Services	258	272	14	-
<b>CORPORATE SERVICES TOTAL</b>	<b>258</b>	<b>272</b>	<b>14</b>	<b>-</b>
<i>Corporate Services £14k Additional Supplies and Service Cost.</i>				
Communities	2,647	2,630	(17)	(17)
Leisure & Sport	2,674	2,674	-	-
Housing	1,646	1,596	(50)	(50)
<b>WELLBEING TOTAL</b>	<b>6,967</b>	<b>6,900</b>	<b>(67)</b>	<b>(67)</b>
<i>Communities (£17k) consist of (£25k) savings on Management fees payable to Citizens Advise for Community transport and volunteering and a (£25k) reduction in the grant to Banbury Museum Trust; and an additional £33k budget realignment cost.</i>				
<i>Housing (£50k) income of (£32k) due to new legislation on Houses with Multiple Occupancy "HMO", further vacant posts has resulted in an additional savings of (£18K).</i>				
Planning Policy & Development	1,444	1,768	324	279
Economy & Regeneration	1,482	1,482	-	-
<b>PLACE &amp; GROWTH TOTAL</b>	<b>2,926</b>	<b>3,250</b>	<b>324</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 £79k cost for the Executive Director post of Place and Growth, and £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>				
<i>Economy and Regeneration Bicester Regeneration currently funded from reserves and under review to ascertain any potential under spend will be reflected and put back to reserves.</i>				
Environmental Services	5,163	5,211	48	101
Environmental Health & Licensing	(49)	(69)	(20)	(20)
<b>ENVIRONMENT TOTAL</b>	<b>5,114</b>	<b>5,142</b>	<b>28</b>	<b>81</b>

**Environmental Services £48k** Which is principally made up of **£148k** due to increase in the price charge per tonne (Gate Fees) for dry goods recycling. Officers are keeping the market under close review. There has also been a cost savings of **(£100k)** for roles filled part way through the year or yet to be filled.

**Environmental Health & Licensing (£20k)**, Environmental protection underspend cost for reactive maintenance and consultancy cost, and additional savings for an unfilled vacant role (Emergency Planning Officer).

Law & Governance	1,242	1,288	46	46
Finance & Procurement	1,715	1,835	120	120
Property Investment & Contract Management	(3,041)	(2,738)	303	303
<b>FINANCE &amp; GOVERNANCE TOTAL</b>	<b>(84)</b>	<b>385</b>	<b>469</b>	<b>469</b>

**Law and Governance £46k** consist of **£25k** decrease in Land charges income due to the current economic climate and use of temporary resources to cover statutory role; and a **£21k** to allow for the additional cost further to outsourcing the Corporate Fraud Team to OCC.

**Finance & Procurement £120k** forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.

**Property Investment Contract Management £303k** mainly due to the delay in the project completion date of Crown House, hence the expected income from Crown House Property Investment Contract Management will be lower by **£289k** in 2018/19 and **£14k** NDR Budget realignment cost.

Customers & IT services	2,713	2,713	-	-
Strategic Marketing & Communications	334	370	36	36
HR, OD & Payroll	756	776	20	20
Performance & Transformation	569	502	(67)	(67)
<b>CUSTOMERS &amp; IT SERVICES TOTAL</b>	<b>4,372</b>	<b>4,361</b>	<b>(11)</b>	<b>(11)</b>

**Strategic Marketing and Communications £36k** overspend due to use of interim resources, pending opportunities for increased joint working with OCC in this area.

**HR, OD and Payroll £20k** Additional HR related legal cost.

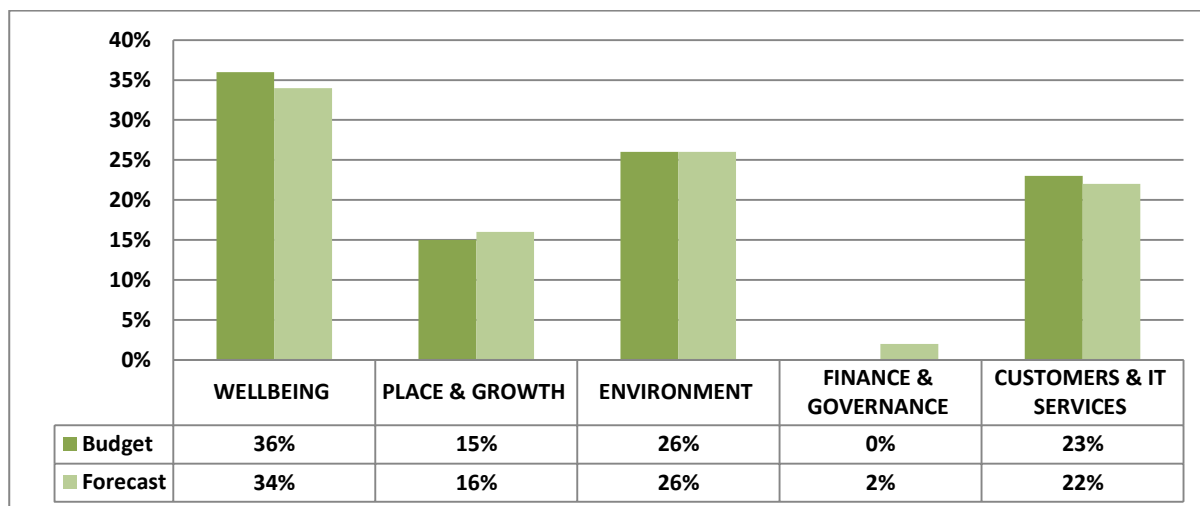
**Performance and Transformation (£68k)** Savings due to staff budget realignment cost.

TOTAL DIRECTORATES	19,553	20,310	757	751
	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Revenue Monitoring				
Use of Reserves	4,418	4,418	-	-
Investment Costs	2,074	2,074	-	-
Investments Interest & Income	(2,937)	(3,337)	(400)	-
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
<b>EXECUTIVE MATTERS TOTAL</b>	<b>(190)</b>	<b>(607)</b>	<b>(417)</b>	<b>(17)</b>

*Interest on Investment (£400k) increase in interest income from Treasury Management.  
Pension Costs (£17k) reduction in pension cost.*

<b>COST OF SERVICES</b>	<b>19,363</b>	<b>19,703</b>	<b>340</b>	<b>734</b>
-------------------------	---------------	---------------	------------	------------

Funding <i>(Brackets denotes an Increase in Funding)</i>	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Business Rates Baseline	(3,673)	(3,673)	-	-
Revenue Support Grant	(637)	(637)	-	-
<b>FORMULA GRANT EQUIVALENT</b>	<b>(4,310)</b>	<b>(4,310)</b>	-	-
Transfer to Parish Councils for CTRS	349	349	-	-
New Homes Bonus	(4,009)	(4,009)	-	-
<b>GRANTS AWARDED TOTAL</b>	<b>(3,660)</b>	<b>(3,660)</b>	-	-
<b>BUSINESS RATES GROWTH TOTAL</b>	<b>(4,829)</b>	<b>(5,329)</b>	<b>(500)</b>	<b>(500)</b>
<i><b>BUSINESS RATES GROWTH (£500k)</b> Increase is due to growth in new businesses in the Cherwell District and an increase in pooling income from growth in new businesses in the Oxfordshire Districts.</i>				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
<b>COUNCIL TAX INCOME TOTAL</b>	<b>(6,564)</b>	<b>(6,564)</b>	-	-
<b>TOTAL INCOME</b>	<b>(19,363)</b>	<b>(19,863)</b>	<b>(500)</b>	<b>(500)</b>
Reserve management			(170)	(170)
<b>(Surplus)/Deficit</b>			<b>(330)</b>	<b>64</b>



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	Current Period Variances £000	Prior Period Variances £000
Wellbeing	3,747	1,994	1,753	0	-	(52)
Place & Growth	14,626	13,382	1,244	0	-	-
Environment	1,830	1,111	629	0	(90)	(90)
Finance & Governance	82,354	14,728	42,914	24,667	(45)	(45)
Customers & IT Services	943	943	0	0	-	-
<b>Total</b>	<b>103,500</b>	<b>32,158</b>	<b>46,540</b>	<b>24,667</b>	<b>(135)</b>	<b>(187)</b>

#### **Budget Update:**

The Budget change from **£92,353k** (Reported Sept-18) to **£103,500k** (Reporting Oct-18), an increase of **£11,147k**, principally made up of **£10,000k** approved additional budget for Castle Quay2; and **£1,012k** in Wellbeing 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 £1,753k** Comprises **£375k** budget for the Sunshine Centre project which is not expected in 2018/19, **80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19; and **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018. Re-profiled into 2019/20. And a **£65k** work on the Cooper sports Facility Floodlight will not be completed in 2018/19 due to access issue, hence re-profiled to 2019/20 and **£1,151k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20. Additional **£52k** previously noted as "Budget no longer required", requires further work to ascertain if the budget will be required.

**Place & Growth £1,244k** comprises of **£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; 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.

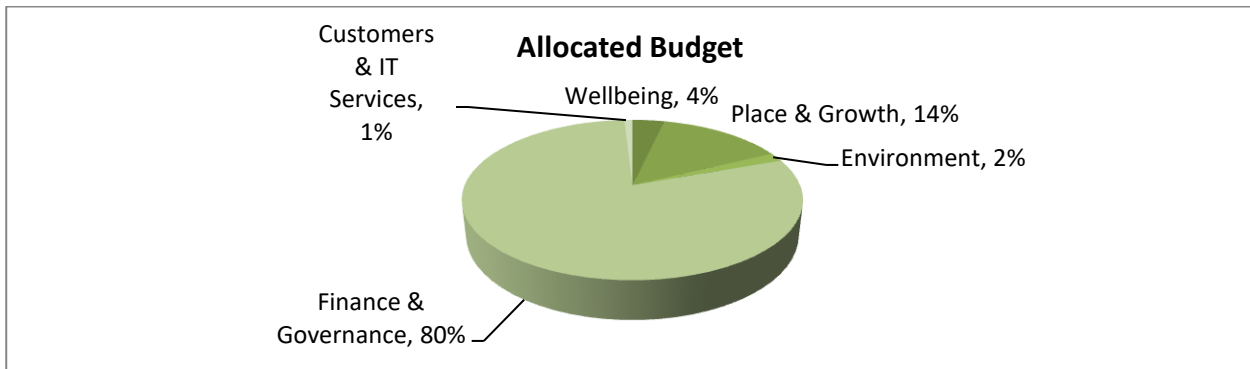
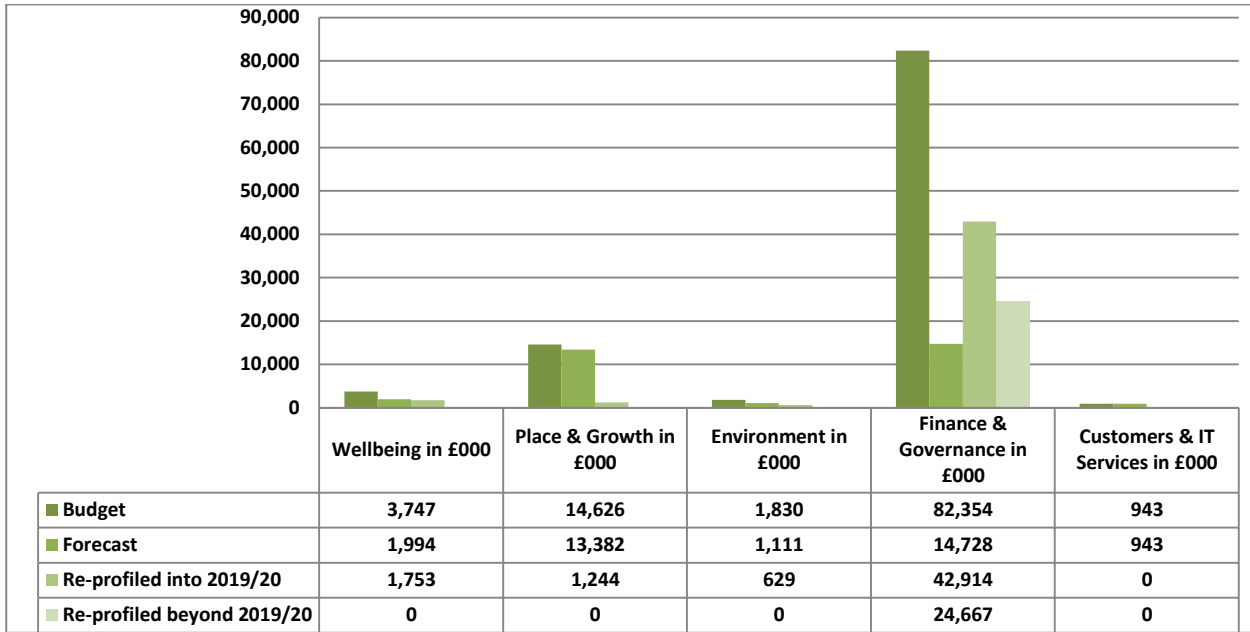
**Environment £629k** made up of **£232k** budget for the replacement of parking equipment, Off road parking facilities and depot electric charging point, **£50k** planned changes to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, **£15k** Work on the "Urban Centre Electricity Installations", and **£10k** Container Bin Replacement; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20.

**Finance & Governance £67,581k** 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, **£220k** Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£24,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

#### **Current Period Variances:**

**Environment (£90k)** Budget no longer required.

**Finance & Governance (£45k)** is made up of, (**£74k**) 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.



Wellbeing 4%	Place & Growth 14%	Environment 2%	Finance & Governance 80%	Customers & IT Services 1%
Affordable Housing	Graven Hill	Vehicle Replacement Programme	Castle Quay	Upgrade Uninterrupted Power Supply Backup / Data Centre
Disabled Facilities Grants	East West Railways	Equipment	Industrial Units and compliance	Microsoft Licensing Agreement
Cooper Sports Facility Floodlights				

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
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation  Kelly Watson – Assistant Director: Finance and Procurement
Contact Information	Tel: 0300 003 0111 <a href="mailto:hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk">hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk</a>



Tel: 0300 003 0206

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

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# Appendix 1 - Joint Business Plan 2018-19 : "Two Councils, one organisation"



South  
Northamptonshire  
Council

**"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

Page 2  
**"Thriving Communities & Wellbeing"**

**"District of Opportunity & Growth"**

## 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

## October 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 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	53.91%	56.22%	●	The recycling rate for CDC is currently 2.36% behind where it was last year; this is mainly due to the hot summer which has reduced the garden waste by 925 tonnes in the first 7 months. As there was a very short autumn, with the weather turning wintry very quickly, it is likely that the year-end target will be missed. A new Recycling Officer has now been appointed with the aim of promoting recycling.	57.10%	58.54%	●
JBP1.2.1S % Waste Recycled & Composted	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	60.55%	62.64%	●	The current recycling rate is behind target because of the hot summer which has reduced garden waste by 735 tonnes in the first 7 months. As there was a very short autumn, with the weather turning wintry very quickly, it is likely that the year-end target will be missed. A new Recycling Officer has now been appointed with the aim of promoting recycling.	63.25%	64.74%	●

**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP2.2.1C Number of households living in Temporary Accommodation (TA)</b>	CDC	Cllr J Donaldson	Carr, Jane Douglas, Gillian	26.00	43.00	★	The number of households placed in temporary and emergency accommodation in Cherwell remains low. This reflects the focus on prevention of homelessness and early intervention. The increased delivery of affordable housing in Cherwell is also contributing to the lower numbers of households presenting as homeless.	26.00	43.00	★
<b>JBP2.2.1S Number of households living in Temporary Accommodation (TA)</b>	SNC	Cllr K Cooper	Carr, Jane Douglas, Gillian	12.00	25.00	★	The availability of social and affordable housing in 2018 has had a significant impact on our ability to prevent and relieve homelessness. As a result there has been less pressure on temporary housing, and people have been able to move on quickly from temporary housing. Aug to October 2018 there have been 212 nominations to social and affordable housing vacancies, including many newly built homes. This compares with 96 for the same period in 2017. The supply of new homes will not continue at this rate and so we may see numbers in temporary housing rise again over the next few months. The impacts of the Homelessness Reduction Act on the need for temporary housing are yet to be fully understood.	12.00	25.00	★
<b>JBP2.2.2C Average time taken to process Housing Benefit new claims</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	14.34	15.00	★	The average time taken to process new Housing Benefit claims for the month of October 2018 is 14.34 days against the target of 15 days. This is an improvement on the average time taken to process new claims for the month of September 2018 where it was 19.14 days. We continue to monitor the processing times for new claims daily and regularly review our procedures with the aim of keeping within our target of 15 days. Our year to date processing times for new claims remains within our target against a national average of 22 days.	13.99	15.00	★
<b>JBP2.2.2S Average time taken to process Housing Benefit new claims</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	10.01	15.00	★	The average time taken to process new claims for Housing Benefit for the month of October 2018 remains good at 10.01 days against our target of 15 days. We continue to monitor our new claims daily to help us to continue to provide an excellent service and perform above our target. The year to date average time taken to process new claims remains below 15 days against a national average of 22 days.	8.37	15.00	★

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**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP2.2.3C Average time taken to process Housing Benefit change events</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	7.61	8.00	★	For the month of October 2018 change in details have been assessed within an average time of 7.61 days against a target of 8 days. This is an improvement on the average time taken in September which was 9.03 days. We continue to monitor the work daily to help us to improve our performance. Our year to date average time taken to assess change in details remains above our target of 8 days. Our work load has increased for changes due to the introduction of Universal Credit. We continue to explore options to automate some of our work process' to help us to continue to perform above target with our increased workload.	7.87	8.00	★
<b>JBP2.2.3S Average time taken process Housing Benefit change events</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	8.22	8.00	●	The average time taken to process change in details for the month of October is 8.22 days. This is slightly below our target of 8 days. A plan has been put in place to help us to reduce the processing times to within our target of 8 days and we will be monitoring the work daily. Universal Credit Live Service will go live within South Northamptonshire area in November 2018 which will increase our workload. We are currently looking at our working practices to help to mitigate the increase expected. Our average year to date times for processing change in details remains above our target of 8 days.	5.41	8.00	★
<b>JBP2.2.5C Number of visits/usage of District Leisure Centres</b>	CDC	Cllr G Reynolds	Carr, Jane Didcock, Liam	150,427	127,285	★	Usage figures for October 2018 have all demonstrated an increase against October 2017 for each Centre with the exception of Bicester which showed a decrease of circa 1500 and Kidlington which was very marginally down. Spiceball Leisure Centre showed the biggest increase with circa 3,500 more users than the same period last year, Woodgreen Leisure Centre was circa 500 up with North Oxfordshire Academy and Cooper Sports Facility both 200 up. Whilst the like for like comparison is up, it is also worth noting the contribution of both Stratfield Brake and Whitelands Farm Sports Ground Performance. Stratfield Brake was very similar to 2017, however for Whiteland's an increase of around 11,000. The drop off in Bicester appears to be not for one particular activity as shared between swimming (circa 1,000) dry activities (circa 600) and gym sessions (circa 900).	987,095	890,995	★
<b>JBP2.2.5S Number of Visits/Usage of District Leisure Centres</b>	SNC	Cllr K Cooper	Carr, Jane Didcock, Liam	67,900	60,404	★	Towcester Leisure Centre and Brackley Leisure Centre continue to be strong in terms of usage. Towcester Leisure Centre is up circa 3,500 and Brackley Leisure Centre up circa 4,500 against the same month last year. Brackley Swimming Pool has shown a decrease of circa 1,500. The increase at Brackley Leisure Centre appears to be linked directly to usage of the gym.	453,629	422,828	★



**Joint KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP2.2.6C % of Council Tax collected, increasing Council Tax base</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.11%	9.50%	●	<p>Whilst we are under target for our in month collection rates, the amount of Council Tax that Cherwell is due to collect has increased during October, this is due to the amount of additional new builds reported for New Homes Bonus which have recently been banded by the Valuation Office Agency.</p> <p>Our cumulative collection figure is ahead of this time last year with the team due to collect an additional £7.2m in Council tax during 2018/19 compared to 2017/18.</p> <p>The outstanding work is reducing week by week with the team concentrating on tasks which will aid collection rates and reduce the oldest work date. We have continued with recovery action for accounts that are in arrears.</p>	65.73%	67.75%	●
<b>JBP2.2.6S % of Council Tax collected, increasing Council Tax Base</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.66%	9.00%	★	<p>Whilst we have hit our in month target for collection, we are still concentrating on tasks that will aid future collection to speed up billing customers in order to receive the Council Tax payments in a timely manner.</p>	68.27%	68.00%	★
<b>JBP2.2.7C % of Business Rates collected, increasing NNDR base</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.17%	9.50%	▲	<p>Whilst we are under target for our collection of Business Rates, we have concentrated on billing the customers with larger rateable values during late October to assist with collection rates later in the year. The Valuation Office Agency have only recently notified of the rateable value for some large properties and therefore the Business Rates due has resulted in larger future instalments due. We are now processing Business Rates work within 3 weeks and larger units that affect collection rates within 10 working days. We have continued issuing recovery documents to all accounts in arrears and are proactively chasing outstanding balances to improve collection rates.</p>	66.02%	68.00%	●
<b>JBP2.2.7S % of Business Rates collected, increasing NNDR base</b>	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	8.77%	9.00%	●	<p>Whilst we are slightly under target for our in month collection our team cumulative target is only 0.2% below target. We can attribute this to the delay in processing during September; however we are now processing all Business Rates work within 5 working days and all recovery notices are being issued in a timely manner. We will be making outbound telephone calls to chase the debts</p>	65.38%	66.00%	●

**Joint KPIs - District of Opportunity &**

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	Feehily, Paul Seckington, Paul	80%	60%	★	5 Major Planning Applications were determined during October. 4 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.	88%	60%	★
<b>JBP3.2.1S % Major planning applications processed within 13 weeks</b>	SNC	Cllr R Clarke	Feehily, Paul Seckington, Paul	100%	60%	★	1 Major Planning Application was determined during October and it was determined within target period. As such, 100% of Major Applications were determined within time against a target of 60%.	93%	60%	★
<b>JBP3.2.2C % Non Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Major Application Appeals were allowed during October.	1%	10%	★
<b>JBP3.2.2S Non major planning appeal decision allowed</b>	SNC	Cllr R Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Non-Major Planning Application Appeals were allowed during October.	1%	10%	★
<b>JBP3.2.3C % Planning enforcement appeal decisions allowed</b>	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Planning Enforcement Appeals were allowed during October.	0%	10%	★
<b>JBP3.2.3S % Planning enforcement appeal decisions allowed</b>	SNC	Cllr R Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Planning Enforcement Appeals were allowed during October.	0%	10%	★
<b>JBP3.2.4C % of non-major applications processed within 8 weeks</b>	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	94%	70%	★	105 Non-Major planning applications were determined during October, 99 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.	90%	70%	★
<b>JBP3.2.4S % of non-major applications processed within 8 weeks</b>	SNC	Cllr R Clarke	Feehily, Paul Seckington, Paul	86%	70%	★	57 Non-Major planning applications were determined during October and of those 49 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	Feehily, Paul Newton, Jim	0.00	10.00	★	No Major Planning Application Appeals were allowed during October.	3.57	10.00	★
<b>JBP3.2.6S Major planning appeal decisions allowed</b>	SNC	Cllr R Clarke	Feehily, Paul Newton, Jim	0.00	10.00	★	No Major Planning Application Appeals were allowed during October.	0.00	10.00	★

**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	<b>SNC &amp; CDC-</b> Service on track, moved to online ordering for bulky waste for both Councils.	<b>SNC &amp; CDC-</b> Resolve some of the back office issues regarding bulky waste and the new Bartec version and prepare for Christmas changes.	★	<b>SNC &amp; CDC-</b> Services running to plan although promoting recycling have had a short interruption due to vacancies in the team. However a new recycling officer starts in mid-November.	★
<b>JBP1.1.2 Provide High Quality Street Cleansing Services</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Plans all on track. Additional resource allocated to leaf fall and then later onto verge clearance as the vegetation dies back.	<b>CDC-</b> Continuation of the Neighbourhood blitz programme in CDC.  <b>SNC-</b> Development of a plan for on street recycling in SNC.	★	Services running well challenges due to leaf fall at this time of year but generally the service are on track.	★
<b>JBP1.1.3 Tackle Environmental Crime</b>	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	All generally on track, work still continuing on litter enforcement in the urban centres.	Further development of plans to reduce fly tipping during November.	★	Fly tipping in SNC at a similar level to last year. However fly tipping in CDC is above last year's levels and plans to tackle this growth are still being developed.	★
<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	A meeting has still to be arranged with Geospatial Insight Limited to review the work on the Bicester Air Quality Demonstration Project; this is likely to take place in December now, the earliest convenient time for all those involved.	<b>CDC-</b> The success of the Bicester Air Quality Demonstration Project will be reviewed and evaluated to see if the work should be continued.  <b>SNC-</b> A briefing note on air quality in the Towcester AQMA (Air Quality Management Areas) will be taken to the February Scrutiny Committee; a comparison of the data before and during the road closure through Towcester has been requested.	★	Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC.	★
<b>JBP1.1.5 Mitigate the Effects of HS2</b>	Cllr C Clarke Cllr S Clarke	Feehily, Paul Newton, Jim	Schedule 17 Requests for Approval of Details for the Chipping Warden Relief Road and B5252/ Sulgrave Lane Junction improvement was approved.	Planning Forum meeting in November.	★	Continuation of discussion re forward programme and packaging of future Schedule 17 applications for approval of details for works and programme for pre- application discussions of designs of Key Design Elements - Thorpe Viaduct and Edgcote Viaduct.  No schedule 17 applications received during October.	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP1.1.6 Maintain the District as a Low Crime Area</b></p> <p align="center">Page 32</p>	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	<p><b>CDC &amp; SNC-</b> Community Safety: To complete a review of service delivery and performance measures of the Community Safety Team including Community Wardens.</p> <p>Licensing: To ensure that all new taxi licence applicants receive safeguarding training before their licence is issued.</p>	<p><b>CDC-</b> Implement new delivery model for the Community Safety Team and Wardens in Banbury and Bicester.</p> <p><b>SNC-</b> Proactive engagement with the Unitary and Community Safety Partnership (CSP) review in Northamptonshire to provide a clear outcome in preparation for April 2019. Briefing to be developed for CSP in November.</p> <p><b>CDC &amp; SNC-</b> All new taxi driver licence applicants will receive safeguarding training before their licence is issued. Further, by the end of quarter 3 we aim to ensure that 100% of licensed drivers refresh their safeguarding awareness within 3 years of the previous training.</p>	★	<p><b>SNC-</b> There is a continued increase in reported crime in both District areas. South Northants area has seen an increase in crimes which have likely been reported due to increase in proactive work by SNC and its community safety partners. However, the comparison over the last 12 months demonstrates a peak in reported crime over the summer months which have previously been covered in previous updates. Locally in SNC particular focus has been put on Domestic Abuse and Rural Crime, both crimes are often under reported and it is hoped that planned engagement and awareness over the coming months will look at reducing these crime areas, but due to it's under reporting we will likely see an increase within these areas. A joint plan to work across the County and locally to improve coordination of activities often committed by organised crime groups has taken shape and activities will increase. One such example was a multi-agency day held in Towcester at a particular location which provided positive outcomes to the residents of the town.</p> <p><b>CDC-</b> In Cherwell the Community Safety team has adopted a new approach which should ensure robust activity and more presence in Bicester and Banbury utilising partner and Council data to focus on problem locations. Op Jobe has been reinstated which will focus on the PSPO (Public Protection Spaces Order) area in Banbury and will be carried out in partnership with Thames Valley Police. Licensing - Taxi driver applicants continue to be vetted for fitness to hold a licence. All drivers are required to undertake safeguarding training and at the end of quarter two 98% of licensed drivers had received this training or undertaken refresher within the last 3 years (against target of 100%).</p>	★
<p><b>JBP1.1.7 Protect the Built Heritage</b></p>	Cllr C Clarke Cllr R Clarke	Feehily, Paul Newton, Jim	<p><b>CDC -</b> Research for heritage and Conservation Area review is on-going, but nearing completion. Refocusing 'Heritage at Risk' Strategy. On-going input to major development sites and input to strategic infrastructure projects included East West Rail and HS2.</p> <p><b>SNC -</b> Conservation Area Assessments are on-going.</p>	<p><b>CDC -</b> Complete research and produce draft text for 2 conservation area reviews. On-going input to major development sites and strategic infrastructure projects.</p> <p><b>SNC -</b> Continue to work on Conservation Assessments (5 villages).</p>	★	<p><b>CDC -</b> The text for Stratton Audley and Somerton Conservation Areas will be complete by end of November and will then be sent to mapping and graphic design teams for finalising. Work on the Ardley Conservation Area Appraisal has been delayed partially due to the loss of the Team Leader (and a knock on impact on workloads) and partially due to the need for a re-working of Rousham Conservation Area Appraisal (2017-18).</p> <p><b>SNC -</b> Conservation Area Assessments are ongoing at present, 8 villages were put forward to assessment - Helmdon, Wappenham, Whittlebury, Horton, Shutlanger, Piddington, Hackleton and Syresham. Piddington has been assessed and taken to committee. Hackleton to be assessed in November and Shutlanger in January.</p>	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.1 Provide &amp; Support Health &amp; Wellbeing</b>	Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott	Carr, Jane Feehily, Paul Riley, Nicola Rowe, Rosie	<p><b>CDC &amp; SNC-</b> Meetings held with Volunteer Link-up (CDC) and Northants ACRE (Action in Communities for Rural England) (SNC) to discuss increased future support for rural 'Good Neighbour' schemes.</p> <p><b>CDC -</b> Community Connect social prescribing area navigator appointed. Wellbeing Activity map launched on CDC website.</p> <p><b>SNC -</b> Wellbeing activity map launched on SNC website.</p>	<p><b>CDC &amp; SNC-</b> Promotion of 'Good Neighbour' and healthy placemaking initiatives at Cherwell Parish Liaison and SNC Parish Forum meetings in November.</p>	★	<p><b>CDC &amp; SNC-</b> The model we will promote for 'Good Neighbour' schemes particularly targets social isolation and loneliness. After initial assistance and a small capital grant, local schemes will become self-sustaining.</p> <p><b>CDC-</b> Very successful evening meeting held with Montgomery House surgery on diabetes and food on 10 October 2018.  76 patients from the Bicester practice attended and heard how they could better manage their condition through changes in their diet.  Following the meeting 16 people signed up to participate in the 'GO Active (with diabetes) Programme' which CDC runs with Active Oxfordshire to offer motivational pathways for patients and to provide affordable, accessible community classes.</p>	★
<b>JBP2.1.2 Provide enhanced leisure facilities</b>	Cllr G Reynolds Cllr K Cooper	Carr, Jane Didcock, Liam	<p><b>SNC -</b> Continued re-development of Brackley Leisure Centre.</p> <p><b>CDC -</b> Completion of the Pavilion refurbishment at North Oxfordshire Academy.</p>	<p><b>SNC -</b> Completion of Brackley Leisure Centre re-development with all facilities available and open to the Public from 12th November 2018. Return of the Old Brackley Swimming Pool Facility from the Leisure Operator to the Council - 30th November 2018.</p> <p><b>CDC -</b> Completion of Cherwell District Council Leisure Centre Gym refurbishment, due to complete by 21st/22nd December 2018.</p>	★	<p><b>SNC -</b> The Re-development of Brackley Leisure Centre is in its final stages. Progress has been made over recent weeks in finalising the internal finishes to the building, the re-modeling of the Car Park and associated pedestrian route and the completion of the Junction works as part of the planning condition. The new facility is expected to open to the Public on Monday 12th November.  Discussions are now ongoing with Northamptonshire County Council over the plans for the old Brackley Swimming Pool site. The old pool will close its doors on Sunday 11th November. The Leisure Operator will continue to be responsible for the building until the 30th November at which point the lease on the building will be handed back to the Council. Property and Investment Team are in discussions with Northamptonshire County Council.</p> <p><b>CDC -</b> Plans are in place to upgrade all of the fitness equipment in the Gyms in the Leisure Centres at Spiceball, Bicester and Kidlington. Investment through building lifecycle will also be made to upgrade flooring and internal redecoration works. Partial closures are planned for December (with the odd full day closure), however works are expected to be completed before new year membership rush in January.</p>	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center">Page 34</p> <p>JBP 2.1.3 Provide support to the voluntary sector</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Riley, Nicola</p>	<p><b>CDC -</b> 3 Community Capital grants, totaling £11,192 1 SPARK (Bicester) grant of £1,000. Play Bin Initiative launched - October Half Term. Pop Up Youth Club pilot - Castle Quay Shopping Centre. Brighter Futures Halloween engagement &amp; prevention event.</p>	<p><b>CDC-</b> Parish Liaison meeting, 07 November. Cherwell Volunteer Awards - 13th November. Age Friendly Banbury Consultation event - 19 November.</p>	★	<p><b>SNC-</b> Community grants consultation focuses on broadening New Homes Bonus Local Community Grant (NHBLCG) funding, and simplifying processes, to increase community benefit.  The first Seniors Forum in South Northants took place and brought together organisations and groups working with older people in the district to hear from key speakers and attend a mark place event to share information and good practice. The speakers included Gary Crook – Community Safety / Sarah Burns – Funding opportunities / Caroline Gooch – AgeUK. Northamptonshire and Rob Tracey - South Northants Volunteer Bureau. 350 people attended Brackley Play Day which took place working with the Brackley Youth Partnership to showcase opportunities available for young people. Local youth groups, organisations and clubs hosted free activities to engage young people and families as well as sign posting them to information.</p>	
			<p><b>SNC -</b> 2 October Parish forum informed parish representatives re forthcoming LGR. Community Funding Panel approved 18 grants totaling £259,572. Two small grants approved, totaling £1,950.</p> <p><b>CDC &amp; SNC -</b> South Northants Senior Forum - 31 October. Brackley Play Day - 25 October.</p>	<p><b>SNC-</b> Launch Community Grants consultation, to run throughout November. Parish Clerk Forum 16 November.</p>		<p><b>CDC-</b> Parish Liaison meeting will include participation by Oxfordshire County Colleagues colleagues.</p> <p>The Play Bin initiative uses fun games to educate young people around the themes of Health &amp; Wellbeing and Recycling, with resources all stored in a recycling bin. The bins will be promoted across both districts for schools, youth clubs and community groups to borrow.</p> <p>Pop Up Youth Club Pilot Banbury – this ran for 3 days in Castle Quay working in partnership with North Oxfordshire Academy and Community Safety partners to engage young people in the town centre with positive activities. The initiative was well received and consultation with young people during the 3 days will help shape future plans for a town centre provision or additional pop up youth clubs across the town addressing the needs and gaps in provision for young people.</p> <p>160 young people attended the Brighter Futures Halloween event in Bretch Hill as part of the Brighter Futures agenda working in partnership with the Community Safety Team, local youth groups, and Police &amp; Fire services to engage young people on Halloween with positive activities and messages to keep them, and the local community, safe.</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	To develop a joint approach to emergency planning with Oxfordshire County Council.  All business continuity impact analysis and business continuity plans to be refreshed in October.	Oxfordshire County Council are increasing the capacity of their Emergency Planning team to provide support to Cherwell District Council under the new partnership approach to emergency planning.  The next step in improving our business continuity arrangements is for the cross council steering group to review the refreshed service business continuity plans to ensure they are resilient and inter-operable.	★	A major multi-agency exercise is being undertaken in early November, an element of which will involve testing our ability to develop recovery plans following a major incident in the area. The learning from this exercise will be used to determine whether work is required on our major incident recovery arrangements.  All services and critical functions have business continuity plans which set out the risks to the Council's operations and the arrangements for responding to incidents. These plans need to be refreshed periodically, understood by staff and tested. Following recent changes to structures and support functions a plan is in place to review our arrangements and to ensure they remain robust.	★
<b>JBP2.1.5 Prevent homelessness</b>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian	Homelessness Prevention Networks are working well at both councils and partners are using the Duty to Refer portals through CDC and SNC websites to refer their clients to us.	<b>CDC &amp; SNC -</b> In January we will review quarter 3 data to see whether approaches and numbers of cases are continuing at a higher level as a result of the Homelessness Reduction Act 2017.  We are also monitoring the number of referrals by partner agencies including those that have statutory Duty to Refer responsibilities (e.g. health, social services, probation).	★	<b>CDC &amp; SNC -</b> The Homelessness Reduction Act 2017 requirements are well embedded in both services and although demand has increased we have not had to make greater use of temporary accommodation.  Ongoing staff development and training is key to maintaining performance as is recruiting to current Housing options vacancies at SNC.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.6 Safeguard the vulnerable	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	The Section 11 (Safeguarding) in Oxfordshire has been completed and returned, similar to the above report one element of the Section 11 is near completion. One of the recommendations from last year: - Training of staff is now regularly monitored and recorded. Two safeguarding briefings will be held with Councillors in February 2019.	To review staff completion of Safeguarding training and follow up outstanding staff not completed the required training. To coordinate Safeguarding training in early 2019.	★	<p><b>SNC-</b> The Debt and Money Advice Team continue to support some of the most vulnerable residents across the South Northants district. The team achieved financial gains of £36,000 for the month of September bringing the cumulative total for gains to £3m since the team began. Safeguarding - There is no formal Section 11 Review (Safeguarding) this year in South Northants, an internal review has taken place based around the recommendations from last year and most actions have been completed with one outstanding but is near completion.</p> <p><b>CDC-</b> Cherwell the CAB service offer a range of services to support vulnerable residents including support with Universal Credit Personal Budgeting.</p>	★



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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP2.1.7 Deliver affordable housing and work with private sector landlords</b></p> <p align="center">Page 37</p>	<p>Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke</p>	<p>Carr, Jane Douglas, Gillian</p>	<p><b>CDC-</b> SHMA (Strategic Housing Market Assessment) target for new Affordable Housing delivery is 400 units per annum. Expected delivery for 2018/19 is 537 units comprising 353 Affordable Rent and 184 shared ownership.</p> <p><b>SNC-</b> 20 new affordable homes were completed in October in South Northants.</p>	<p><b>CDC-</b> Delivery is expected to continue above target as we move away from the seasonal slowdown in August/September.</p> <p><b>SNC-</b> It is anticipated that 41 new affordable homes will be completed in November (this is on the basis that developers do not slow down their development programmes).</p>	★	<p><b>CDC-</b> 21 units completed in October comprising 14 affordable rented and 7 shared ownership. 14 x affordable rent = 2 x 1 bed flats 3 x 2 bed flats 7 x 2 bed houses 2 x 3 bed houses</p> <p>7 x shared ownership = 2 x 2 bed flats 5 x 2 bed houses</p> <p>The total delivery so far this year is 276 and we are currently over target to meet the annual SHMA target. The tenure split for quarters 1 and 2 was 189 affordable rent and 66 shared ownership.</p> <p><b>SNC-</b> There were 20 completions during October these comprised of 17 affordable rent (AR) and 3 shared ownership (SO). 17 x Affordable rent = 2 x 1 bed flats 11 x 2 bed houses 4 x 3 bed houses 3 x shared ownership = 2 x 2 bed house (SO) 1 x 3 bed house (SO)</p> <p>The total for 2018-19 is 98 which means that we are just on course to meet the SHMA target (173). There has been some further slippage which is beyond the council's control and is largely due to labour/materials shortages.</p>	★
			<p><b>JBP2.1.8 Deliver the welfare reform agenda</b></p>	<p>Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott</p>	<p>Douglas, Gillian Green, Belinda Taylor, Adele</p>	<p><b>SNC -</b> A project team has been set up to support the implementation of Universal Credit (UC) and to work with partners to support residents.</p> <p><b>CDC -</b> UC full service has been live since November 2017, on-going support with residents and landlords.</p>	<p><b>SNC -</b> Universal Credit full service will go live in Northampton on 14th November and Milton Keynes on 5th December (both job centres have an impact on South Northants).</p>

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

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD	
Page 38	<b>JBP3.1.1 Deliver innovative and effective housing schemes</b>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian Feehily, Paul	<p><b>CDC-</b> Shared Ownership properties at Gardener's Close have been attracting strong interest and shared ownership properties are selling fast.</p> <p><b>SNC-</b> The updated business plan and financial model for the local development company were considered by Cabinet on 8 October.</p>	<p><b>CDC-</b> We are working with Hook Norton Low Carbon on proposals for a small new housing development in the village.</p> <p><b>SNC-</b> Councillors have asked the housing team to arrange to meet registered provider partners to develop a proposal to deliver similar outputs to the local development company (i.e. smaller units of housing for open market sale and good quality, well managed private rented housing) on council owned land.</p>	★	<p><b>CDC/SNC-</b> Our new draft Housing Strategy will be published for consultation in December and sets out our commitment to housing diversification and a range of models for the delivery of affordable housing.</p>	★
	<b>JBP3.1.2 Increase Tourism</b>	Cllr L Pratt Cllr S Clarke	Feehily, Paul Jolley, Robert	<p><b>SNC -</b> Country pursuits guide update meeting held.</p> <p><b>CDC -</b> Completed the 'volume and value of tourism' economic impact assessment of the District.</p>	<p><b>SNC -</b> Review for draft Country pursuit's guide. Re-order any tourism guides needed following event.</p> <p><b>CDC -</b> Agree new Visitor Information Centre service level agreements by November. Prepare Cherwell's double spread for Experience Oxfordshire's Visitor Guide 2019.</p>	★	<p><b>CDC -</b> The latest Cherwell figures (for 2017) reveal that £427m was spent on 7.7m trips to our district (by day and overnight visitors). This supports over 7,500 jobs and indicates an increase in total value of 7.6% in 12 months (since 2016).</p> <p><b>SNC -</b> Rural Development Programme for England -Watermeadows bid is progressing to full application Distribution of tourism guides to local sites continues. Preparation for the SNC team at Northampton Winter Food Festival - November 2018.</p>	★

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

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP3.1.3 Deliver the masterplans for the key economic centres</b></p> <p align="center">Page 39</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Feehily, Paul Jolley, Robert</p>	<p><b>SNC -</b> Support to Brackley Town Football Club. Business support provided to local businesses.</p> <p><b>CDC -</b> Launch of highlights video for 'Enterprise and Skills in Bicester' event to extend the valuable insights to all businesses and residents. Attended Community Information event at Hanwell Fields to offer Job Club services: Direct support for 6 jobseekers, 2 businesses and 1 voluntary organisation. Supported plans for October 2018 seasonal Job Fair led by Activate Learning (Banbury College).</p>	<p><b>SNC -</b> Follow up of enquiries from the Advanced Engineering Show. Continued monitoring of the A5 Towcester roadworks.</p> <p><b>CDC -</b> Enable Young Enterprise Trade Fair on 8 Dec in Banbury Market Place (involving schools from across the district). Participate in Banbury Chamber conference on 22 Nov to offer services to businesses and explain progress with Castle Quay, etc.</p>	★	<p><b>SNC -</b> Letter of support provided to Sulgrave Manor for Heritage Lottery Fund bid. Business support given to 4 startup businesses. Promotion of South Northants at Advanced Engineering Show.</p> <p><b>CDC -</b> Actively engaged Education and employers to tackle issues of work readiness, skill gaps, the need for innovation and enterprise development.  Preparing to host work experience students.</p>	★
			<p><b>JBP3.1.4 Increase employment at strategic employment sites, promote investments &amp; business growth</b></p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Feehily, Paul Jolley, Robert</p>	<p><b>SNC -</b> 6 SNC Job Club members supported back into work. Brackley Town Football Club attended Brackley Job Club.</p> <p><b>CDC -</b> Exhibited and promoted Cherwell as a place to invest at a major property and investment exhibition in London (MIPIM) on 17-18 Oct as part of the Oxford to Cambridge Corridor partnership.</p>	<p><b>SNC -</b> Further review of the Final Draft Business incubator Feasibility Study. Attending Rural Enterprise Funding Show.</p> <p><b>CDC -</b> Launch the 2019 Cherwell Business Awards on 20 Nov. Conclusion of year 2 of the Apprenticeship and Training Company programme and confirmation of forward plan in Nov. Publish CDC Job Fair programme in Jan 2019.</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 40</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Darcy, Andy Feehily, Paul Peckford, David</p>	<p><b>CDC-</b> The Preliminary Hearing for the Partial Review of the Local Plan was held on 28 September.</p> <p><b>SNC-</b> Consultation began in October 2018 on the Regulation 19 Submission Draft Local Plan. Briefing events held for members, developers and parish councils. 'Drop in' events held at Roade, Towcester, Brackley, Deanshanger, Bugbrooke and Middleton Cheney.</p>	<p><b>CDC-</b> Officers are waiting for the dates of the main public hearings for the Partial Review of the Local Plan to be confirmed by the Planning Inspector. Matters and issues for the hearings are to be provided by the Inspector in early December.</p> <p><b>SNC-</b> Consultation ends on November 16. Responses will be assessed and additional supporting documents prepared. Plan to be submitted to Full Council for approval to submit to the Planning Inspectorate for examination no later than January 23 2019.</p>	★	<p><b>SNC -</b> Plan currently being prepared in accordance with the agreed timetable.</p> <p><b>CDC -</b> On 29 October 2018, the Council received a letter from the Local Plan Inspector confirming that the Council can proceed to the main public hearings for the examination of the Partial Review of the Local Plan. Officers are waiting for the dates of the hearings to be confirmed. The Inspector has advised that the list of matters and issues to be considered at the hearings will be provided in early December.</p>	★

Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 14/11/2018

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
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					

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 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 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. Financial Systems project reviewed to meet business needs. 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 implemented. 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. Financial System Solution Project started to ensure future finance provision is fit for future. Integrated reporting being embedded and working well.	Risk reviewed - 13/11/18 - 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 planning process for 2019-20 to start in November, to include review of operational risk. Risk Management training session for Assistant Directors / Service Managers arranged for November.	Risk reviewed 14/11/18 - Commentary Updated.
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	4	4	16	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 Separate CDC and SNC Senior Leadership Teams in place to provide capacity required at each site.	Fully Fully Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	4	3	12	↔	Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided. Resilience training programme for Assistant Directors in place. Regular comms being provided by the Chief Executives	Separate CDC and SNC Senior Leadership Teams in place from 1st January 2019 with Executive support arrangements in place. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Volume of work related to separation and LGR means risk score remains at 12.	Risk reviewed 14/11/18 - Controls, mitigation actions and commentary updated



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	CDC & SNC Local Plans - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work	Fully	Councillor Colin Clarke Councillor Roger Clarke	Paul Feehily	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. The Council is to be advised of Matters and Issues in December 2018. Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Annual Monitoring Report and updated Local Development Scheme for CDC are scheduled to be presented to the Executive in Dec 2018. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) and has been recruiting staff. In October, the Executive approved the JSSP's Local Development Scheme, its Scoping Document and its Statement of Community Involvement for consultation.	SNC Risk reviewed 07/11/18 - No changes CDC - Risk reviewed, Controls and comments updated 14/11/18
		Negative (or failure to optimise) economic, social, community and environmental gain				Resources are in place to support delivery including QC support for each Local Plan.	Fully								Regular Portfolio briefings and political review		
		Negative impact on each council's ability to deliver its strategic objectives				For issues which are solely within the control of SNC or CDC policies, plans and resources are in place	Partially								LDS updated as required		
		Increased costs in planning appeals				CDC - Preparation of the Cherwell Partial Review as committed to by the adopted Local Plan. A Canalside Supplementary Planning Document to help implement Policy Banbury 1 of the Local Plan. Keeping the CDC Local Development Scheme up-to-date.	Partially								Additional evidence commissioned as required		
		Possible financial penalties through not delivering forecasted New Homes Bonus				Reg 19 Plan out for consultation (October 2018). Aim to be submitted to PINS by January 24 2019. Statements of Community Involvement are in place.	Fully								Need to review resources at CDC to speed up Local Plan part 2.		
						SNC revised LDS approved September 2018	Fully								Submission of the CDC partial review took place on 05/03/18.		
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy in place	Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	4	4	16	↔	All individual service Impact Assessments and BC Plans being updated	The plan to update all the service business continuity plans is progressing. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans.	Risk reviewed 09/11/18 - Mitigating actions and Comments updated.
		Financial loss				Services prioritised and recovery plans reflect the requirements of critical services	Partially								BC Improvement plan, including testing, being developed by Steering Group		
		Loss of important data				ICT disaster recovery arrangements in place	Partially								BC solutions between both councils to be further developed		
		Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Strategy	Partially								Corporate ownership and governance to sit at senior officer level		
		Loss of reputation				All services undertake annual business impact assessments and update plans	Partially								Draft Business Continuity Strategy and Policy being updated for sign-off by Leadership Team.		
						Business Continuity Plans tested	Partially								Progress report to be provided to CEDR in November		
L06	Partnering - 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.	4	4	16	Robust governance/contract management framework in place for key third party relationships	Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance	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 Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Risk reviewed 08/11/18 - No changes
		Poor service delivery				Robust governance/contract management framework in place for key third party relationships	Partially								Standard agenda item at senior officer meetings		
		Inability to deliver council's plans and outcomes for communities				Training and development of senior officers/members to fulfil their responsibilities with partner organisations	Partially								Continue Institute of Directors training for Officers and Members		
		Legal challenge				Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents	Partially										
		Financial loss				Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially										
		Inability to partner in the future															
L07	Emergency Planning (EP) - 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	4	4	16	Key contact lists updated monthly.	Fully	Councillor Dermot Bambridge Councillor Andrew McHughy	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and developed relationships with key partners.	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. Senior Officers have had the opportunity to attend multi agency training exercises during November to increase their knowledge and experience.	Risk reviewed 13/11/18 - Mitigating actions & comments updated.
		Unnecessary hardship to residents and/or communities				Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Partially										
		Risk to human welfare and the environment				Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill	Fully								New call out arrangements for Snr Officers have been established.		
		Legal challenge				Senior management attend Civil Emergency training	Fully								Training for senior officers was completed in June; further exercises were completed in September and November at a regional and national event with partners. Additional training is scheduled for November.		
		Potential financial loss through compensation claims				Multi agency emergency exercises conducted to ensure readiness	Fully								Senior managers have attended multi-agency exercises.		
		Ineffective Cat 1 partnership relationships				On-call rota established for Duty Emergency Response Co- coordinators	Fully								The Inter Agency Group are meeting in November to reflect on this year's F1 Grand Prix and Moto GP and to start preparations for 2019.		

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			Probability	Impact	Rating						Probability	Impact	Rating				
						Full participation in Local Resilience Forum (LRF) activities	Fully								Both authorities are represented at the Local Resilience Forum		
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	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System  Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation  Corporate Interim H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Awaiting new Health & Safety Manager 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	Fully  Partially  Fully  Partially  Partially  Fully  Partially  Partially  Fully  Partially	Councillor Lynn Pratt  Councillor Peter Rawlinson	Adele Taylor	Martin Green	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy has helped to ensure that roles & responsibilities are discharged effectively. The next stage is underway, this is 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 will now be included within the new elearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. 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. HR AD in the process of co-ordinating JCEEC meetings.  Internal Audit Schedule rolling 3 year programme has now been developed and is under way.	Risk reviewed 08/11/18 - 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  Fully  Partially  Partially	Councillor Ian Corkin  Councillor Phil Bignell	Claire Taylor	Tim Spiers	3	5	15	↔	The cyber-essentials plus certification has now been passed.  Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted.  The IT service are in discussions with the Regional Police Cyber Security Advisor. Initial training session held with the IT Management team in October 2018. Further table top session to be held in November. 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. Complete the implementation of the intrusion prevention and detection system by November 2018. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019.	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 06/11/18 - Mitigating Actions Updated
L10	Safeguarding the vulnerable (adults and children) - 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	Fully  Fully  Partially  Partially  Partially	Councillor Barry Wood	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 08/11/18 - No change.



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				
							Fully effective Partially effective Not effective										
						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 Partially Fully Fully Fully Partially	Councillor Ian McCord									
L11	Income Generation through council owned companies	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 13/11/18 - No further changes.
L12	Financial sustainability of third party suppliers	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 take place when required 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. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed 13/11/18 - Comments updated.
L13a	Local Government Reorganisation CDC - 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 tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with SNC following the end of the s113 required. OCC - CDC section 113 agreement completed.	Separate CDC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for separation from SNC. Plan for service separation between CDC/SNC agreed. First proposals for separation due to be considered by JASG in December 2018. CDC Monitoring Officer and AD: Law and Governance role to be covered by OCC Director: Law and Governance on an interim basis. Director: Customers and Service Development to act as Assistant Chief Executive at OCC on an interim basis.	Risk reviewed 14/11/18 - Controls, mitigating actions and commentary updated.
L13b	Local Government Reorganisation SNC - 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 meetings	Partially 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 tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with CDC following the end of the s113 required.	Plan for service separation between CDC/SNC agreed. First proposals for separation due to be considered by JASG in December 2018. Separate SNC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for both LGR and separation from CDC.	Risk reviewed 14/11/18 - Controls, mitigating actions and commentary updated.
L14	Corporate Governance - 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 Partially	Councillor Barry Wood Councillor Ian McCord	Nick Graham Andrew Hunkin	Nick Graham / James Doble Andrew Hunkin / 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	This risk is being dealt with through the Corporate Governance Review that forms part of the Transformation Programme . This review was about governance arrangements for two councils working jointly. This scenario has now changed and the review within the Transformation Programme is being re-scoped. That will be done by mid November.	07/11/18 - Risk reviewed, Risk Owner & Manager & Comments updated

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's					OUTTURN NARRATIVE	
				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Period Variances £000		Prior Period Variances £000
Stuart Parkhurst	Nicola Riley		Sunshine Centre	440	65	375		-	-	S106 monies of £320k and CDC funding of £120k. Works tendered ready to proceed, hold pending transfer of lease from OCC to CDC.  Works likely start Mar 19 with completion Oct 19, Spend in 18/19 of professional fees, reprofiling into 19/20 of £375k when the works take place.
<b>Wellbeing - Communities</b>				<b>440</b>	<b>65</b>	<b>375</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Liam Didcock	Jane Carr	2012/13	Biomass Heating Bicester Leisure Centre	14		14		-	(14)	Further work is currently being undertaken to ascertain if the budget will be required.
Liam Didcock	Jane Carr	2016/17	Whitelands Farm Sports ground	25	25			-	-	
Liam Didcock	Jane Carr	2013/14	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
Liam Didcock	Jane Carr	2013/14	Football Development Plan in Banbury	20	20			-	-	
Liam Didcock	Jane Carr	2014/15	North Oxfordshire Academy AstroTurf	207	207			-	-	
Liam Didcock	Jane Carr	2014/15	Stratfield Brake Repair Works	12	12			-	-	
Liam Didcock	Jane Carr	2007/08	Sports Centre Modernisation Programme	36		36		-	(36)	Further work is currently being undertaken to ascertain if the budget will be required.
Liam Didcock	Jane Carr	2016/17	Bicester Leisure Centre Extension	122	122			-	-	
Liam Didcock	Jane Carr	2016/17	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
Liam Didcock	Jane Carr	2017/18	Corporate Booking System	60	60			-	-	
Liam Didcock	Jane Carr	2015/16	Woodgreen - Condition Survey Works	2		2		-	(2)	Further work is currently being undertaken to ascertain if the budget will be required.
Liam Didcock	Jane Carr	2017/18	Bicester Leisure Centre - Access Road Improvements.	33	33			-	-	
Liam Didcock	Jane Carr	2017/18	Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	-	
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Replacement Floodlights	20	20			-	-	
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Sports Pavilion Improvements	6	6			-	-	
Liam Didcock	Jane Carr	2018/19	Cooper sports Facility Floodlights	65		65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20.
<b>Wellbeing - Leisure and Sport</b>				<b>770</b>	<b>543</b>	<b>227</b>	<b>-</b>	<b>-</b>	<b>(52)</b>	
Tim Mills	Gillian Douglas	Various as per budget	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)
Tim Mills	Gillian Douglas	Various as per budget	Disabled Facilities Grants	1,995	983	1,012		-	-	
Tim Mills	Gillian Douglas	Various as per budget	Discretionary Grants Domestic Properties	339	200	139		-	-	Only £200k of the budget will be required this financial year and £139k re-profiled to 2019/20.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's						OUTTURN NARRATIVE
				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Period Variances £000	Prior Period Variances £000	
Stuart Parkhurst	Gillian Douglas	2017/18	Woodpiece Road Parking Options	70	70			-	30	Works for 3 new parking areas on Woodpeice Road. When the works were tendered cost returned exceeded budget. Cost / funding for the overspend yet to be finalised.
Joanne Barrett	Gillian Douglas	2018/19	Abritas Upgrade	33	33			-	-	
			<b>Wellbeing - Housing</b>	<b>2,537</b>	<b>1,386</b>	<b>1,151</b>	<b>-</b>	<b>-</b>	<b>30</b>	
			<b>Wellbeing Total</b>	<b>3,747</b>	<b>1,994</b>	<b>1,753</b>	<b>-</b>	<b>-</b>	<b>(22)</b>	
Jane Norman	Robert Jolley	2013/14	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.  Currently under mobilisation, construction due to start end of Nov-18 with completion due in autumn 2019.
Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	989	989			-	-	Currently under mobilisation, construction due to start end of Nov-18 with completion due in autumn 2019.
Andrew Bowe	Robert Jolley	2015/16	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
Jane Norman	Robert Jolley		Build Programme Phase 1a	1,182	1,182			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 1b	1,875	1,875			-	-	
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	6,500	6,500			-	-	
Jenny Barker	Robert Jolley	2016/17	NW Bicester Eco Business Centre	2,236	2,236			-	-	Completed
Robert Jolley	Paul Feehily	2011/12	Bicester Community Building	0				-	-	
Robert Jolley	Paul Feehily	2014/15	Graven Hill - Loans and Equity	600	600			-	-	
			<b>Place &amp; Growth - Economy &amp; Regeneration</b>	<b>14,626</b>	<b>13,382</b>	<b>1,244</b>	<b>-</b>	<b>-</b>	<b>-</b>	
			<b>Place &amp; Growth Total</b>	<b>14,626</b>	<b>13,382</b>	<b>1,244</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Ed Potter	Graeme Kane	2017/18	Car Park Refurbishments	467	267	200		-	-	Budget for the replacement of parking equipment which is not expected in 2018/19. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	2014/15	Energy Efficiency Projects	28	14	14		-	-	Charging points for Depot electric vehicles will require more time to add additional charging points hence defer to 2019/20.
Ed Potter	Graeme Kane	2012/13	Glass Bank Recycling Scheme	8	8			-	-	Now completed on Budget
Ed Potter	Graeme Kane	2015/16	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.
Ed Potter	Graeme Kane	2015/16	Off Road Parking Facilities	18		18		-	-	Proposals being put forward however we do not expect this spend to take place this year. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	Annual	Vehicle Replacement Programme	879	557	322		-	-	£322k deferred due to the useful life of some vehicles longer than estimated.
Ed Potter	Graeme Kane	2016/17	Wheeled Bin Replacement Scheme	125	125			-	-	

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

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				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Period Variances £000		Prior Period Variances £000
Ed Potter	Graeme Kane	2016/17	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.
Ed Potter	Graeme Kane	2011/12	Bicester Cattle Market Car Park Phase 2	90	0			(90)	(90)	Budget no longer required
Ed Potter	Graeme Kane	2018/19	Vehicle Lifting Equipment	30	30			-	-	
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	20	10	10		-	-	Container Bin Replacement will not be required in 2018/19, but in the next budget year, hence re-profiled to 2019/20.
Ed Potter	Graeme Kane	2018/19	Banbury Market Improvements	20	20			-	-	
			<b>Environment - Environment</b>	<b>1,750</b>	<b>1,031</b>	<b>629</b>	<b>-</b>	<b>(90)</b>	<b>(90)</b>	
Natasha Barnes	Claire Taylor	2014/15	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>-</b>	
			<b>Environment Total</b>	<b>1,830</b>	<b>1,111</b>	<b>629</b>	<b>-</b>	<b>(90)</b>	<b>(90)</b>	
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	119	119			-	-	
			<b>Finance &amp; Governance - Finance &amp; Procurement</b>	<b>119</b>	<b>119</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	77	77			-	-	Works that were raised as part of the Condition Surveys. Projects ongoing, completion mid November 18. Likely to be full spend.
Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	55	35			(20)	(50)	Savings for work completed for less than the original bid value achieving the same goals.
Stuart Parkhurst	Robert Fuzesi	2018/19	Orchard Way Shopping Arcade Front Serv	20	16			(4)	(4)	Savings for work completed for less than the original bid value achieving the same goals.
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	150	100			(50)	(50)	Savings for work completed for less than the original bid value achieving the same goals. Projects ongoing, completion mid November 18.
Robert Fuzesi	Adele Taylor	2016/17	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
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury - Antelope Garage	0	29			29	29	Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	50	220		-	-	AD agreed works to proceed, order to be raised for design works within Q3. Looking to be on target, reprofiling into 19/20 of £220k.
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	-	
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	72,000	4,689	42,644	24,667	-	-	
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	7,636	7,636			-	-	
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	783	783			-	-	
Stuart Parkhurst	Robert Fuzesi		Bicester - Pioneer Square	135	135			-	-	
Liam Didcock	Nicola Riley	2018/19	Cherwell Community Fund	100	100			-	-	
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	50	50			-	-	
Stuart Parkhurst	Robert Fuzesi		Orchard Way - external decorations	95	95			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Retained Land	180	180			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	175	175			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	145	145			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair Banbury	100	100			-	-	

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Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	110	110			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	40	40			-	-	
			Crown House							
			<b>Finance &amp; Governance - Property, Investment &amp; Contract Management</b>	<b>82,235</b>	<b>14,609</b>	<b>42,914</b>	<b>24,667</b>	<b>(45)</b>	<b>(75)</b>	
			<b>Finance &amp; Governance Total</b>	<b>82,354</b>	<b>14,728</b>	<b>42,914</b>	<b>24,667</b>	<b>(45)</b>	<b>(75)</b>	
Tim Spiers	Claire Taylor		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.
Rakesh Kumar	Claire Taylor	2014/15	Land & Property Harmonisation	83	83			-	-	
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50	50			-	-	
Tim Spiers	Claire Taylor	Annual	Business Systems Harmonisation Programme	69	69			-	-	
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	-	
Tim Spiers	Claire Taylor	2017/18	IT Strategy Review	139	139			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Tim Spiers	Claire Taylor	2014/15	Land and Property Harmonisation	167	167			-	-	
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	85	85			-	-	
Hedd Vaughan-Evans	Claire Taylor		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>-</b>	
			<b>Customers &amp; Service Devt - HR, OD &amp; Payroll</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
			<b>Customers &amp; IT Services Total</b>	<b>943</b>	<b>943</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			<b>Capital Total</b>	<b>103,500</b>	<b>32,158</b>	<b>46,540</b>	<b>24,667</b>	<b>(135)</b>	<b>(187)</b>	<b>135 - Under Spend</b>

## Cherwell District Council

### Budget Planning Committee

29 January 2019

<p><b>Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 – 2023/24</b></p>
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### Report of the Interim Executive Director – Finance and Governance

This report is public

#### Purpose of report

The Business Plan and Summary Medium Term Financial Strategy are presented as an integrated report. This demonstrates the Council's strategic approach to aligning its resource to the delivery of Council's priorities.

This report details the Business Plan 2019/20 and the Council's Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 prior to final approval by full Council in February 2019.

#### 1. Recommendations

The meeting is recommended:

- 1.1. To consider and recommend to Executive approval of the Business Plan set out in Appendix 1.
- 1.2. To note the Risk Register contained at Appendix 2.
- 1.3. To consider and recommend to Executive an increase in the level of Council Tax for Cherwell District Council of £5 for 2019/20.
- 1.4. To consider and recommend to Executive approval of the Medium Term Financial Strategy (MTFS), Revenue Budget 2019/20 and Capital Programme including recommending the growth and savings proposals included at Appendix 9.
- 1.5. To consider and recommend to Executive a minimum level of General Fund reserves of £2m.
- 1.6. To consider and recommend to Executive that authority be delegated to the Chief Finance Officer in consultation with the Lead Member for Finance & Governance, and where appropriate the relevant Director and Lead Member to:
  - Transfer monies to/from earmarked reserves should that become necessary during the financial year.

- Update prudential indicators in both the Prudential Indicators Report and Treasury Management Strategy Report to Council, for any budget changes that impact on these.
- 1.7. To consider and recommend to Executive that the Fees & Charges set out in Appendix 7 be approved.
  - 1.8. To consider and recommend to Executive that the Treasury Management Strategy be approved, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2019/20.
  - 1.9. To consider and recommend to Executive that authority be delegated to the Chief Finance Officer to make any technical changes necessary to the papers for the Council meeting of 25 February 2019, including changes related to the finalisation of the national Finance Settlement and any associated changes to Parish Precepts and Council resulting from those changes.
  - 1.10. To note the contents of the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves.

## **2. Introduction**

- 2.1. The Budget Planning Committee has the responsibility of recommending a budget and all associated strategies for consideration to Executive on 04 February 2019. Budget Planning committee are asked to consider this report and make any comments or recommendations to the Executive.
- 2.2. The purpose of this report is to present the Business Plan and Medium Term Financial Strategy for review including the context within which Local Government is operating currently.

## **3. Overview**

### **National**

- 3.1. Local Government is continuing to commission and deliver services to its residents and businesses during a period of prolonged financial uncertainty and significant change. This uncertainty relates to both the overall UK economy as well as the impact of national policy changes to the way in which local government is funded in the medium term. Local Government has seen substantial reductions in direct central government funding including the continued reduction and ultimately ceasing of the Revenue Support Grant (RSG) in 2019/20 and a shift towards more specific funding that often is targeted and has to be bid for. Cherwell District Council has been successful in bidding for such funding, as well as in partnership across Oxfordshire for Growth Deal funding.
- 3.2. It is important that we continue to manage our resources in a prudent and sustainable way, ensuring that we understand and can plan and manage our risks effectively over the medium term which is why a strong link between our service outcomes and financial measures is imperative.



- 3.3. The way in which local government is financed is changing and there is also a shift in focus in how we monitor and manage our resources. In the future we will be much more reliant on income from individuals and businesses and management of our cash flow will be much more akin to that of commercial businesses than it ever has been before.

#### **Local**

- 3.4. The district is experiencing significant economic growth. Increasing numbers of housing developments have brought new skills to the area and the boost in business is providing new opportunities to shape the area. The Council has been working in partnership with others as part of the Growth Deal in Oxfordshire to bring forward significant investment in infrastructure to support this growth.
- 3.5. The Council is committed to investing and developing its local economy and this investment can be seen clearly through key decisions taken at a local level including direct property investment for regenerative purposes.
- 3.6. As an ambitious Council, Cherwell District Council has developed a number of strategies to support growth in the area including the setting up of council owned companies for development in Bicester and Banbury, direct investment in town centre sites and housing, establishing a Teckel company to run its revenues and benefits service as well as supporting community activities and the arts. By making best use of a number of delivery vehicles that are available to deliver and commission services, the council continues to offer a broad range of services to support our residents and businesses. Ensuring that these are financially sustainable in the medium to long term is a key plank of our medium term financial strategy.
- 3.7. The Council delivers a wide range of services to support our residents, communities and businesses. Some of these services are provided by all Councils as a requirement of national legislation whilst Cherwell District Council chooses to provide others as a result of the specific needs of our communities and the priorities of the Council. Through the Healthy New Towns initiative, the Council has placed a specific emphasis on ensuring the growth in Bicester supports the health and well-being of our communities in that town. Following the success of this work, the Council is now looking to roll out this approach to other communities across Cherwell. This ensures that the growth agenda that we are delivering is sustainable both in positive outcomes for our residents and businesses but also financially in the longer term for us and our partners.

## **4. Business Planning**

- 4.1. The business plan for 2019/20 is attached as Appendix 1. The business plan informs the development of the annual budget and the operational Service Plans for the delivery of all Council services. The Service Plans will set out the activities that each service will undertake to deliver against the priorities set out in the Business Plan. Ultimately, these activities will be reflected in the individual objectives of employees providing a clear 'golden thread' through the organisation for the delivery of the Council's priorities.

- 4.2. The 2018/19 Business Plan was a joint business plan covering Cherwell and South Northamptonshire Council. The 2019/20 Business Plan will cover Cherwell District Council only as the joint working arrangements between the two Councils come to an end.
- 4.3. The content of the 2019/20 Business Plan represents a “light touch” review, broadly retaining the themes and priorities of the Council from the previous year updated where appropriate to align with emerging issues and challenges across the district. New areas of focus for the plan this year include the Healthy Place Shaping agenda, the Industrial Strategy and the Oxfordshire Growth Deal. An overview of these areas are provided below in section 4.4.
- 4.4. Healthy place shaping involves us working in partnership to create sustainable, well-designed communities where healthy behaviours are the norm and which provide a sense of belonging and safety, a sense of identity and a sense of community. District councils can help to shape healthy and thriving places where the right policies, environment and partnership working are adopted to empower individuals, communities and organisations to make healthier choices. The Industrial Strategy is a new 10 year strategy replacing the previous Economic Development Strategy. The strategy will be aligned to both the National Industrial Strategy and the Local Industrial Strategy being developed by OxLEP. The Oxfordshire Housing and Growth Deal is a contract between HM Government and the Oxfordshire Partnership (6 Councils and OxLEP) which provides funding and planning flexibilities over a 5 year term linked to a commitment to accelerate the pace of housing development across the county.
- 4.5. The vision for the district remains ‘A great place to live, work, visit and invest’. The three strategic priorities are:
- Clean, Green and Safe;
  - Thriving Communities and Wellbeing;
  - District of Opportunity and Growth.
- 4.6. The Business Plan is underpinned and enabled through an Organisational Plan, illustrated as three pillars, representing the basis upon which we continue to develop our organisation:
- Operational Excellence;
  - Customer Focus;
  - Best Council to work for.
- 4.7. The service plans currently in development will help shape the performance management framework for 2019/20, of which progress against will be reported to Executive through the monthly Performance, Risk and Finance report.
- 4.8. The business plan has been discussed with Executive Members and will be considered by the Overview and Scrutiny Committee on 22 January. A full review of the business plan and corporate priorities will take place during 2019/20 to inform the 2020/21 Business Plan.

## **5. Medium Term Financial Strategy**

- 5.1. Our medium term financial strategy outlines our expected resourcing requirements over the next 4 years as well as assumptions around funding to support those

requirements. The way in which local government is resourced will be fundamentally changing from 2020/21 onwards. There are currently two important Government consultations regarding the future financing of local government that we will respond to by the deadline of 26 February 2019. Further details on these consultations are provided later in this report.

- 5.2. Through the four year funding settlement from central government we were given certainty about the level of revenue support grant (RSG) that we would receive as well as an indication of the expected level of business rates that we should collect and redistribute over that time. However, 2019/20 is the final year of this four year settlement and therefore we do not currently have the same level of certainty about future levels of central grant funding. Other funding that we receive such as the New Homes Bonus and Disabled Facilities Grant are subject to annual announcements and each year we have to make judgements about the level of funding we could expect. Finally, we have had to estimate the amount of council tax we would collect and consider the level at which we set council tax for this and future years.
- 5.3. On 13 December 2018, the provisional local government finance settlement was announced. This settlement information supported the Draft MTFS and confirmed our assumptions regarding the levels of anticipated funding for 2019/20. We are expecting the final settlement to be announced in early February 2019. We do not anticipate any significant changes for our MTFS arising from the final settlement; any changes will be incorporated into our budget and reported to Members.
- 5.4. From 2020/21 we know that this system will change as detailed throughout this report. We have estimated the impact of this throughout the life of the MTFS using the best estimates that we can.

### **Summary MTFS**

- 5.5. The table below sets out the summary MTFS. It is important to note that 2019/20 reflects a balanced budget although this does include the planned use of one off funds from some earmarked reserves. For future years of the MTFS a funding gap has been identified and the Council has already established a process that will shape how we look to review opportunities to reduce this gap for future years and balance the budget.

**CHERWELL DISTRICT COUNCIL**  
**MTFS Summary (Draft)**

	2019-20	2020-21	2021-22	2022-23	2023-24
	£000	£000	£000	£000	£000
<b>Approved base budget</b>	15,788	19,989	19,707	20,577	21,447
<i>Salary Reviews &amp; Inflation</i>	849	800	800	800	800
<i>Growth Pressures</i>	1,947	0	0	0	0
<i>Budget Realignment</i>	2,059	0	0	0	0
<i>Contract Inflation</i>	70	70	70	70	70
<b>Budget pressures</b>	<b>4,925</b>	<b>870</b>	<b>870</b>	<b>870</b>	<b>870</b>
Efficiency/Savings/Additional Income	(724)	(1,152)	0	0	0
<b>Additional Income</b>	<b>(724)</b>	<b>(1,152)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF SERVICES</b>	<b>19,989</b>	<b>19,707</b>	<b>20,577</b>	<b>21,447</b>	<b>22,317</b>
Transfers to reserves / Pension Adj / Interest	2,722	5,489	4,427	4,480	3,956
<b>NET BUDGET REQUIREMENT</b>	<b>22,711</b>	<b>25,196</b>	<b>25,004</b>	<b>25,927</b>	<b>26,273</b>
<b>FUNDING</b>					
<i>Revenue Support Grant</i>	(114)	0	0	0	0
<i>Transfer to Parish Councils - CTRS</i>	349	175	0	0	0
<i>New Homes Bonus</i>	(5,087)	(5,137)	(5,019)	(5,211)	(4,288)
<i>Business Rates</i>	(10,760)	(10,111)	(9,543)	(9,003)	(8,777)
<i>Council Tax income</i>	(7,099)	(7,365)	(7,749)	(8,143)	(8,547)
<b>TOTAL INCOME</b>	<b>(22,711)</b>	<b>(22,438)</b>	<b>(22,311)</b>	<b>(22,357)</b>	<b>(21,612)</b>
<b>FUNDING GAP / (Surplus)</b>	<b>0</b>	<b>2,758</b>	<b>2,693</b>	<b>3,570</b>	<b>4,661</b>
<i>Council tax base</i>	53,472	54,274	55,088	55,914	56,753
<i>Council tax amount</i>	£128.50	£133.50	£138.50	£143.50	£148.50

- 5.6. To ensure that the budget for 2019/20 reflects our current service and activity levels there are a number of budget growth and savings proposals that are included as appendix 9. These proposals reflect either:
- where a service has grown and our resources to support that need to reflect this,
  - where a new service is proposed and the financial implications of these need to be considered,
  - where our income budgets need to take account of current activity levels either to increase or reduce the amount expected
  - where our transformation process has identified cost reductions or additional income opportunities for the council.
  - Where we have made a capital investment, the revenue implications have to be reflected in our budgets
- 5.7. The full financial implications of all of these growth and savings proposals are included within the budget and medium term financial plan as presented. Any changes to those proposals would have a financial impact on the overall budget.
- 5.8. The medium term will present further challenges and opportunities for the Council and these will result from a couple of key areas, both specific to Cherwell as well as arising from the changes to national funding.

- 5.9. Cherwell District Council is ceasing its strategic partnership with South Northants Council due to the changes that are happening in Northamptonshire and their move to establishing two unitaries. However, Cherwell District Council will continue to consider partnering arrangements in the future including: alignment with Oxfordshire County Council services where this will benefit our residents and businesses; joint contracting and commissioning arrangements; and continuing our journey to transform the way in which we deliver with other partners.
- 5.10. The future of local government funding is set to change as detailed in para 7.2. The impact on our assumptions in the MTFS is included at 7.3.

### Key Assumptions

- 5.11. A number of key assumptions underpin the MTFS. The assumptions are reviewed through the financial year and the latest estimates are built into the budget. The key assumptions are set out in the table below

Type	Annual increase	Future direction
General Inflation	2%	Same
Payroll	2.4%	Same
Council Tax Base Increase	2%	Same
Council Tax Level Increase	£5 (approx. 4%) MAX	Future increases
Interest Receivable	1.0%	Upward
Interest Payable	1.1%	Upward
Utilities	20%	Same
Contracts	Average 5%	Same
Rents (Build!)	2%	Same

### 5.12. Service and Corporate Budgets

#### Wellbeing and Environmental Services

- 5.13. Our suite of environmental services delivers statutory services for environmental health and licencing and aims to reduce environmental crime through education and enforcement. The service also delivers an efficient waste and recycling service, street cleansing and grounds maintenance to residents across Cherwell. To date this year (April to December 2018) our recycling rate is 55.98% and is reflected in our high position in the recycling league table. Our most recent customer satisfaction survey indicated that 86% were very satisfied with our waste and recycling service.
- 5.14. The Wellbeing service delivers enhanced leisure provision, arts and cultural experiences, supports housing registry and advice, homelessness prevention,

housing strategy and new affordable housing provision alongside the safeguarding of children, young people and vulnerable adults within the district. In the last year we have delivered 359 affordable homes across Cherwell, and are on track to exceed the target of 400. There have been 1,132,972 visits to our leisure centres and 4,250 children took part in our summer holiday activities.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Wellbeing	5,978	(1,559)	4,419
Environmental	11,038	(5,640)	5,398
<b>Wellbeing and Environmental Services Total</b>	<b>17,016</b>	<b>(7,199)</b>	<b>9,817</b>

### Place and Growth

- 5.15. The Place and Growth service provides a broad range of support for and facilitation of development across the District that meets our environmental, social and economic objectives. Driven by a commitment to make Cherwell a great place to live, work, visit and invest we provide regulatory, direct delivery, design and support services that ensure we secure appropriate development that contributes positively and meets the needs of our residents and businesses. The statutory planning and Building Control functions ensure development is appropriate in terms of its scale, location, appearance, safety, and impact on services and infrastructure. Protection of our built heritage is guided through the work of the Design and Conservation team while the Build! team deliver high quality affordable housing provision for sectors of our community traditionally excluded from home ownership or social rent while at the same time contributing to regeneration of local areas. In Bicester new ways of working between the Council and communities have been pioneered to deliver exciting new approaches to development and place shaping, including through such programmes as Healthy New Towns and Eco-Towns. The work of the Economic Growth team attracts new business investment and visitors so that more residents and local businesses get to share in the benefits of prosperity and growth.
- 5.16. During 2018/19 92 new homes will be delivered by our Build! team. We have supported two careers workshops attended by over 250 students at jobs fairs in Banbury to present a wide variety of local jobs and skills options and worked with other organisations on creating opportunities across the District for work experience for our young people as part of our economic development activity.
- 5.17. We have great performance in terms of our planning application processing times with over 87% of our major planning applications processed within 13 weeks and over 91% of other applications processed within 8 weeks. As a District where growth is significant this is a way to recognise that we are able to ensure that alongside our ambitions to ensure developments are appropriate, that when decisions need to be made we are ensuring that process is not held up.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Place and Growth	6,739	(3,793)	2,946

### Customers and Service Development

- 5.18. This service area delivers vital support services including the delivery of the organisation's Communications Strategy, customer services, IT and digital service. Business insight and information supports the business in its management and decision making. This includes complaints, performance and transformation support alongside an effective HR, organisational development, learning and development, occupational health and payroll service.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Customers and Service Development	4,830	(42)	4,788

### Law and Governance

- 5.19. Our law and government teams deliver professional, high quality legal services for our organisation and manage the effective running of the Council's democratic decision-making processes through servicing and supporting the elected Members and the Committees on which they sit. The team also maintains an accurate electoral register and delivers legally robust elections and referenda in line with legislation and statutory deadlines.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Law and Governance	1,615	(346)	1,269

### Finance and Property

- 5.20. These teams provide effective financial and procurement advice, oversight and management to the Council, as well as to the Council-owned companies in addition to managing, maintaining and creating value to Council-owned properties and ensuring the organisation is fulfilling its obligations towards the health and safety of residents and its employees. Facilities Management Team (including Health & Safety) key successes this year include delivering a new Health & Safety Policy promoting safety and wellbeing, created a new audit framework to ensure the Council is delivering safety, quality and value for money across all directorates and improved Manual Handling training within our high risk areas such as Environmental Services.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Finance & Property	39,879	(38,710)	1,169

## Capital Strategy

- 5.21. The draft Capital Strategy is at Appendix 3 and reflects the latest updates to the Prudential Code and the requirement for the Chief Finance Officer to report explicitly on the deliverability, affordability and risks associated with the Capital Strategy.
- 5.22. The Capital Strategy aims to set a clear framework for capital decision making alongside the Council's Business Plan, vision and priorities. The Capital Strategy is closely aligned with the Council's service plans, asset review and plans.
- 5.23. The recent requirement within the enhanced Capital Guidance and Prudential Code from Chartered Institute of Public Finance and Accountancy (CIPFA) further ensures that the Council's Capital Strategy is given further importance in decision making.

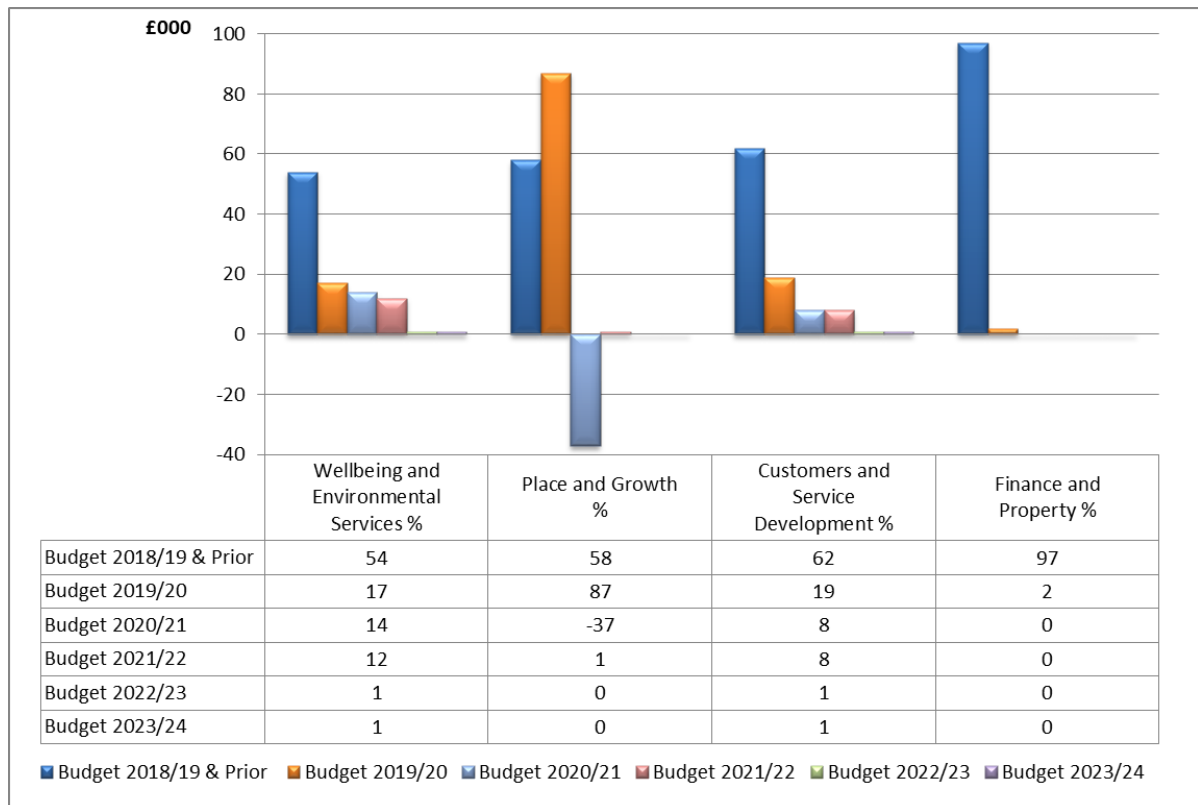
## Capital Programme

- 5.24. The capital programme sets out a significant plan for investment in the organisation and the district. It forms an integral part of the Council's core activity and is an important part of the MTFS.
- 5.25. The capital programme is funded through a mix of capital grants, S106, capital receipts, revenue and borrowing. This remains the case over the medium term and the Council will continue to ensure that the right mix of funding is utilised to minimise the risks and costs associated with financing the capital programme.
- 5.26. A list of capital projects put forward is set out in Appendix 4. The financial implications of these are incorporated into the MTFS.
- 5.27. The table below shows the summary Capital Programme. The total proposed programme is £130.6m.

Service Areas	Budget 2018/19 and Prior £000	Budget 2019/20 £000	Budget 2020/21 £000	Budget 2021/22 £000	Budget 2022/23 £000	Budget 2023/24 £000	Budget Total £000
Wellbeing and Environmental Services	5,762	1,750	1,500	1,275	150	150	10,587
Place and Growth	14,626	19,635	(9,410)	290	0	0	25,141
Customers and Service Development	804	248	108	108	18	18	1,304
Finance and Property	91,754	1,665	165	20	0	0	93,604
<b>Capital Total</b>	<b>112,946</b>	<b>23,298</b>	<b>(7,637)</b>	<b>1,693</b>	<b>168</b>	<b>168</b>	<b>130,636</b>



5.28. The capital programme investment is split across services as set out below.



5.29. During 2018/19 the Council implemented a number of enhanced governance initiatives to support and further develop the awareness, monitoring and insight surrounding the capital programme. An officer based Capital Programme Working Group provides guidance, scrutiny and oversight of all projects on a regular basis. Three programme boards have been established to manage and monitor significant projects and maintain links with the Council’s strategic priorities.

5.30. Each capital project is supported by capital appraisals and business cases. The robust use of capital appraisal tools is being further developed moving into 2019/20.

5.31. There are revenue implications that arise from our capital investment including: treasury management costs; ongoing maintenance and revenue costs (and in some cases cost reductions); and, increasing income. These have all been built into the overall financial model and MTFS.

### Corporate Investment Strategy

5.32. The corporate investment strategy provides a vehicle and decision making process for non-operational investments. The strategy outlines the principles for investment that will deliver long term, sustainable income and/or capital growth to support the Council’s objectives as well as driving economic growth and generation within the district.

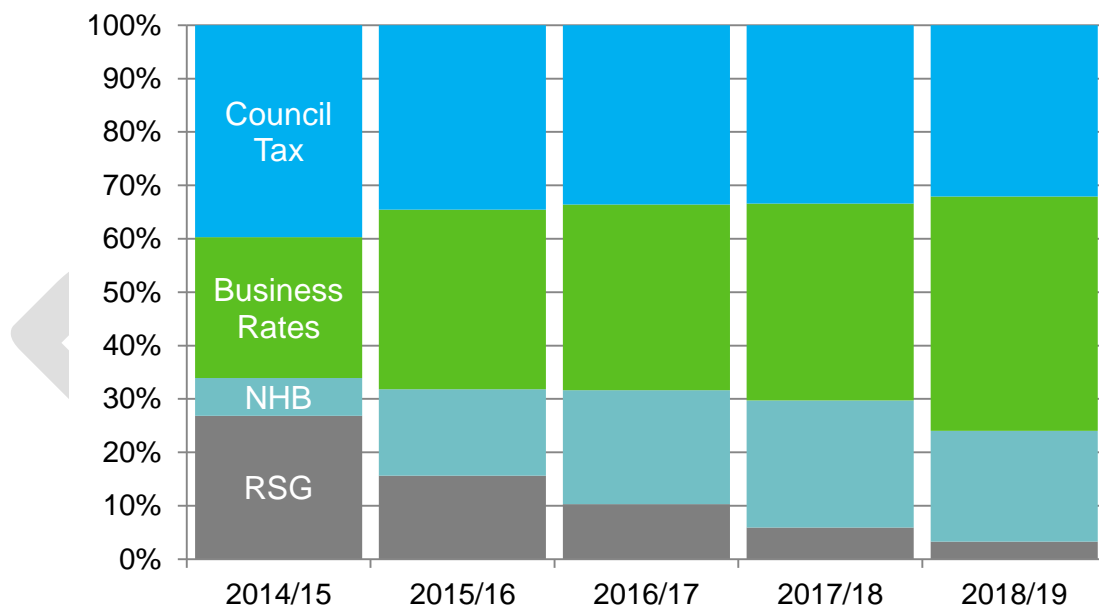
5.33. The corporate investment strategy has been utilised during 2018/19 and provided an efficient and effective governance and decision making framework. The Council will continue to develop the strategy over the medium term.

## 6. Fees & Charges

- 6.1. Fees and charges are reviewed on a regular basis and the Council has undertaken a review as part of the budget setting process for 2019/20.
- 6.2. The draft Fees and Charges schedule is at Appendix 7. The fees and charges have been reflected in the MTFs where feasible.

## 7. Funding

- 7.1. The MTFs is developed against a backdrop of changing and reducing funding. Local Government has experienced a reduction of around 35% in overall funding and a shift from Governmental to more locally derived funding provides local government with further incentives to drive growth and innovation.
- 7.2. In future it can be seen that we need to place greater emphasis on cash flow and income management given our income sources relate to individuals, businesses and other fees and charges. The graph below shows the change in funding from central government derived funding such as Revenue Support Grant (RSG) and New Homes Bonus (NHB) to more local and volatile income sources such as Council Tax and Business Rates.



- 7.3. The table below sets out the Council's future funding estimates. There remains a lot of uncertainty regarding this position over the medium term with the upcoming consultations surrounding Fair Funding Review and Business Rates.

Service Areas	Draft Budget 2019-20 £000	Draft Budget 2020-21 £000	Draft Budget 2021-22 £000	Draft Budget 2022-23 £000	Draft Budget 2023-24 £000
Revenue Support Grant	(114)	0	0	0	0
Transfer to Parish Councils - CTRS	349	175	0	0	0
New Homes Bonus	(5,087)	(5,137)	(5,019)	(5,211)	(4,288)
Business Rates	(10,760)	(10,111)	(9,543)	(9,003)	(8,777)
Council Tax income	(7,099)	(7,365)	(7,749)	(8,143)	(8,547)
<b>TOTAL INCOME</b>	<b>(22,711)</b>	<b>(22,438)</b>	<b>(22,311)</b>	<b>(22,357)</b>	<b>(21,612)</b>

### Revenue Support Grant

- 7.4. 2019/20 is the final year of the four year settlement. Revenue Support Grant (RSG) has reduced over the settlement period and 2019/20 will be the final year for receiving RSG at Cherwell. £114,000 has been built into the 2019/20 budget.

### New Homes Bonus

- 7.5. The Provisional Local Government Finance settlement for 2019/20 was announced on 13 December 2018. As part of the settlement the New Homes Bonus scheme did not change for 2019/20. It is unclear what impact the Fair Funding Review will have on the future of New Homes Bonus as a funding stream from 2020/21 onwards but for 2019/20 for Cherwell, £5.1m will be received in New Homes Bonus.
- 7.6. Similar to previous years the Council is utilising a proportion of New Homes Bonus to support district economic development and growth as well as supporting communities. This is incorporated into the MTFS. The proportions of how this is included have not changed from previous years.
- 7.7. It should be noted that if there were any changes to national policy about awarding New Homes Bonus or the overall way in which this is calculated in future this could have a significant impact on CDC.

### Business Rates

- 7.8. Business rates now make up the largest proportion of funding of our budget. Cherwell has seen significant growth in businesses over the last two years and in 2019/20, the budget for business rates income is £10.8m, an increase of £2.2m on last year's budget.
- 7.9. The Government has recently published its consultation paper on the proposed 2020/21 Redesign and Reset of the Business Rates Retention (BRR) scheme. The results of the consultation will not be known until after the budget for 2019/20 has been set but we do not expect these changes to be implemented until 2020/21. Further information is set out below.

## **Council Tax**

- 7.10. For 2019/20, the Government have continued to set differential limits that will trigger the need for a council tax referendum. For district councils, increases of less than 3% or up to and including £5 (whichever is higher) above the authority's relevant basic amount of council tax for 2018/19 can be made without triggering a referendum.
- 7.11. The budget for 2019/20 includes an increase in Council Tax of £5, from £123.50 to £128.50 per Band D property. This rise, and an equivalent rise across each of the years in the MTFS have been included in our modelling.

## **Collection Fund**

- 7.12. The Collection Fund surplus for Council Tax is estimated at £1m, of which Cherwell's share is £120,000. This has been incorporated into the 2019/20 budget.

## **Fair Funding Review Consultation**

- 7.13. The Government is intending to simplify the way local government funding works. A paper has recently been published which consults on the assessment of needs, resources and transitional arrangements.

<https://www.gov.uk/government/consultations/review-of-local-authorities-relative-needs-and-resources>

- 7.14. The Council will be reviewing the consultation and assessing the impact it may have. This will be reviewed and reported to Members in due course.

## **Business Rates Retention Consultation**

- 7.15. The Government has also recently published a consultation paper "Sharing risk and reward, managing volatility and setting up the reformed system". This is a technical consultation which seeks views on proposals for setting up a reformed business rates retention system.

<https://www.gov.uk/government/consultations/business-rates-retention-reform>

- 7.16. The consultation outlines proposals to update the balance of risk and reward to better reflect the wider context for local authorities in 2020, mitigate volatility in income and simplify the system.

- 7.17. The potential impact of the Council will be assessed and reported to Members in due course.

## **8. Treasury Management**

- 8.1. The CIPFA Code of Practice on Treasury Management requires the preparation of an annual Treasury Management Strategy Statement (TMSS) and associated documents. The 2003 Prudential Code for Capital Finance in Local Authorities introduced requirements on how capital spending plans should be considered when determining the Council's Treasury Management Strategy.

- 8.2. The Treasury Management Code provides a framework for effective management of Investments and Borrowing requirements in public sector organisations.
- 8.3. The Treasury Management Strategy considers a number of key matters
- The institutions the Council will invest surplus cash with
  - The types of investment instruments that may be used
  - Limits in place to manage risk
  - Borrowing limits and levels
  - The economic environment
  - Minimum Revenue Provision (MRP)
  - Annual Investment Strategy for the coming year
- 8.4. The strategy also sets out the treasury management practices which are undertaken by the Council. These practices are designed to effectively manage risk within treasury management activities.
- 8.5. A key part of the strategy is setting out the Council's authorised limit and operational boundary. These are detailed within the appendices to the strategy.
- 8.6. The Council regularly reviews investment limits for types of, and individual, institutions. The limits are set based upon advice from Treasury Management advisors alongside the Council's own insight. These are also detailed within the appendices to the strategy.

## **9. Reserves**

- 9.1. Reserves are held to ensure the Council can manage and mitigate current and future risk. The Council regularly reviews its level of reserves to ensure they are adequate. They are more specifically reviewed as part of the budget setting process and as part of the year-end closure of accounts.
- 9.2. Earmarked reserves are held for specific purposes and to manage specific risks or to smooth transactions that may happen at irregular periods or where peak activity happens over a longer period than a year. Examples of the type of activity that may require a reserve can include funding elections (where these would disproportionately impact just one year in a financial planning period), the impact of some volatile income streams (such as demand led services such as planning fees) or where funding may be awarded or received in one year but expenditure happens over more than one year (such as S106 developer contribution related activity).
- 9.3. A breakdown of the forecast reserves position is shown at Appendix 8.
- 9.4. As part of the budget setting process the Council determines a minimum level of general reserves to be held for general risks. The minimum level is designed to cope with unpredictable circumstances which cannot be addressed by management or policy with the year. The minimum level is informed through risk assessment and it is suggested that the minimum level be set at £20.9m.

## **10. Risks**

- 10.1. The Council has a well-developed risk management approach which regularly updates the key Leadership Risks and identified actions which can reduce the likelihood and impact of those risks. The Leadership risk register feed into the business planning and budgeting process as appropriate. The latest risk register is shown at Appendix 2.

### **Strategic Budget considerations**

- 10.2. The approved budget recommends the inclusion of 2% inflation within expenditure budgets, other than payroll estimated at 2.4%. It is important that the trend and impact of inflation is closely monitored to ensure this risk can be managed as part of the budget monitoring process.
- 10.3. The Council needs to remain alert to budgets which can be subject to pressure arising from volatility due to 'demand led' activity which can to some degree be outside of the Council's control. These budgets, including spending on housing benefits, income from planning applications, land charges, car parking and interest on cash balances can contribute to variations against budget. Some of these budgets could be affected by the economic climate.
- 10.4. The Council has a record of maintaining good financial and budgetary control. Managers with budgetary responsibility receive financial training and support and this is being enhanced during 2019/20. The shift from quarterly to monthly monitoring is improving the level of control and ability for the organisation to react and deal with any variances to budget in a timely manner.
- 10.5. The Local Government Act 2003 places a duty on the Chief Finance Officer to comment on 'the robustness of the estimates' included in the budget and the adequacy of the reserves for which the budget provides. This is subject to a separate report to this meeting.

### **Further Considerations**

- 10.6. 2019/20 is the final year of the current spending review period. This means that there is less certainty regarding funding in future years. The Council is working closely with advisors to ensure that it is able to plan effectively for future years.
- 10.7. The current period of change and uncertainty is posing a number of challenges which the Council needs to consider further during the budget setting process.
- 10.8. In July 2018 the Council formally agreed to end the current joint working arrangements with South Northamptonshire District Council. The implications of this will be kept under close review during 2019/20.

### **Next Steps**

- 10.9. The process for setting the budget for 2020/21 and beyond will begin early during 2019/20.



## 11. Conclusion and Reasons for Recommendations

11.1. This report, alongside the appendices, sets out the Business Plan and MTFS for Council to consider alongside the setting of the 2019/20 Council Tax. The Council must set a budget for 2019/20.

## 12. Consultation

12.1. The draft budget will be on the Council's consultation portal.

## 13. Alternative Options and Reasons for Rejection

13.1. This report presents the final Business Plan and MTFS for 2019/20.

13.2. It is a legal requirement to set a balanced budget and the recommendations as outlined set out a way to achieve this. The following alternative option has been identified and rejected for the reasons as set out below.

Option 1: To reject the current proposals and make alternative recommendations. Members will not be aware of the medium term financial forecast or implications of alternatives if they choose to take this option.

## 14. Implications

### Financial and Resource Implications

14.1. The financial implications are set out in this report. The Council has a statutory duty to set a balanced budget and could be subject to intervention of the Secretary of State if it failed to do so.

Comments checked by:

Kelly Watson, Assistant Director Finance & Procurement

0300 003 0206, [kelly.watson@cherwellandsouthnorthants.gov.uk](mailto:kelly.watson@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 14.2. The Council is legally required to set a balanced budget each year. Officers consider the recommendations will achieve this if ultimately approved by Full Council.

Comments checked by:

Richard Hawtin, Team Leader Non-contentious

01295 221695, [richard.hawtin@cherwellandsouthnorthants.gov.uk](mailto:richard.hawtin@cherwellandsouthnorthants.gov.uk)

### **Risk Management**

- 14.3. The business plan and MTFs are reflected in the risk register. The report also highlights the relevance of maintaining a minimum level of reserves and budget contingency to absorb the financial impact of changes and unforeseen events during the year. Any increase in risk will be escalated through to the Leadership risk register.

Comments checked by:

Louise Tustian, Team Leader Insight Team

01295 221786, [louise.tustian@cherwellandsouthnorthants.gov.uk](mailto:louise.tustian@cherwellandsouthnorthants.gov.uk)

### **Equality and Diversity**

- 14.4. Impact assessments are carried out where relevant.

Comments checked by:

Louise Tustian, Team Leader Insight Team

01295 221786, [louise.tustian@cherwellandsouthnorthants.gov.uk](mailto:louise.tustian@cherwellandsouthnorthants.gov.uk)

## **15. Decision Information**

### **Wards Affected**

All

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

All

### **Lead Councillors**

Councillor Barry Wood, Leader of the Council

Councillor Tony Ilott, Lead Member for Finance & Governance



## Document Information

Appendix No	Title
Appendix 1	Business Plan
Appendix 2	Risk Register
Appendix 3	Capital Strategy
Appendix 4	Capital Bids
Appendix 5	Capital Programme
Appendix 6	Treasury Management Strategy, Capital & Investment Strategy
Appendix 7	Fees & Charges
Appendix 8	Reserves
Appendix 9	Growth and Savings Schedule
Background Papers	
None	
Report Author	Adele Taylor, Executive Director Finance & Governance (Interim) Hedd Vaughan-Evans, Assistant Director Performance & Transformation
Contact Information	0300 003 0103 / 0300 003 0111 <a href="mailto:adele.taylor@cherwellandsouthnorthants.gov.uk">adele.taylor@cherwellandsouthnorthants.gov.uk</a> <a href="mailto:hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk">hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk</a>

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# DRAFT Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL  
NORTH OXFORDSHIRE



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## Organisational Plan

### Operational Excellence

- Rigorous Financial Management
- Efficient and Effective Governance
- Commercial and Procurement excellence
- Continuous Improvement

### Customer Focus

- Excellent Customer Services
- Efficient and Effective Services
- Accessible services – Enabled through digitisation
- Consultation and Customer Insight

### Best Council to work for

- Employer of choice
- Employee Engagement and Wellbeing
- Culture of Learning and Development
- Sustainable relationships with key partners

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Appendix 2 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 12/12/2018

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
Priority 3	5 - Catastrophic					
	4 - Major		L04, L10, L12			
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	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 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	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. Financial Systems project reviewed to meet business needs. 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 implemented. 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. Financial System Solution Project started to ensure future finance provision is fit for future. Integrated reporting being embedded and working well.	Risk reviewed - 10/12/18 - No Changes
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 Richard Ellis	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 planning process for 2019-20 to started. Separate service plans for CDC and SNC. Separate leadership risk registers to be put in place for CDC and SNC from 1 January 2019. Risk Management training session for Assistant Directors / Service Managers delivered in November.	Risk reviewed 12/12/18 - Commentary Updated.
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	4	4	16	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 Separate CDC and SNC Senior Leadership Teams in place to provide capacity required at each site.	Fully Fully Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	4	3	12	↔	Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided. Resilience training programme for Assistant Directors in place.	Separate CDC and SNC Senior Leadership Teams in place from 1st January 2019 with Executive support arrangements in place. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Volume of work related to separation and LGR means risk score remains at 12. Joint CEDR meetings to take place fortnightly from January 2019. Regular comms being provided by the Chief Executives	Joint CEDR meetings to take place fortnightly from January 2019.

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 Barrister support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place CDC - Preparation of the Cherwell Partial Review as committed to by the adopted Local Plan. A Canalside Supplementary Planning Document to help implement Policy Banbury 1 of the Local Plan. Keeping the CDC Local Development Scheme up-to-date. SNC - Reg 19 Plan out for consultation (October 2018). Aim to be submitted to PINS by January 24 2019. Statements of Community Involvement are in place. SNC revised LDS approved September 2018	Fully Partially Partially Fully Fully Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Paul Feehily	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 CDC: Consideration of Local Plan programme by Executive - a revised CDC Local Development Scheme is due to be presented to the Executive on 3 Dec. This will determine whether to switch to a full Local Plan review starting in 2019 (instead of a 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 was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. The Council is to be advised of Matters and Issues in December 2018. Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Annual Monitoring Report and updated Local Development Scheme for CDC are scheduled to be presented to the Executive in Dec 2018. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) and has been recruiting staff. In October, the Executive approved the JSSP's Local Development Scheme, its Scoping Document and its Statement of Community Involvement for consultation.  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. Local Plan part 2 has been published for representations, with employment allocations and Local Green Space designations. Aim is to submit in January 2019.	SNC Risk reviewed 10/12/18 - No changes CDC - Risk reviewed, Controls and comments updated 29/11/18
L05	<b>Business Continuity</b> - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	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 Business Continuity Plans tested	Partially Partially Partially Partially Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↓	All individual service Impact Assessments and BC Plans being updated BC Improvement plan, including testing, being developed by Steering Group ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance to sit at senior officer level Draft Business Continuity Strategy and Policy being updated for sign-off by Leadership Team. Progress report to be provided to CEDR in December	The plan to update all the service business continuity plans is progressing. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit is scheduled for Dec/ Jan to quality assure our plans.	Risk reviewed 11/12/18 - Mitigating actions and 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 Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	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.	Risk reviewed 10/12/18 - No changes

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				
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 Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training  Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- coordinators  Full participation in Local Resilience Forum (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 developed relationships with key partners.  New call out arrangements for Snr Officers have been established. Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises. The Inter Agency Group met in November to reflect on this year's F1 Grand Prix and Moto GP and to start preparations for 2019. Both authorities are represented at the Local Resilience Forum	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. Senior Officers have had the opportunity to attend multi agency training exercises during November to increase their knowledge and experience. Plans are developing to create two systems for SNC and CDC separately from January 2019.	Risk reviewed 10/12/18 - Mitigating actions & comments updated.
L08	<b>Health and safety</b> - 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	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System  Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation  Corporate Interim H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Awaiting new Health & Safety Manager 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 Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt  Councillor Peter Rawlinson	Adele Taylor	Martin Green	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy has helped to ensure that roles & responsibilities are discharged effectively. The next stage is underway, this is 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 will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. 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. HR AD in the process of co-ordinating JCEEC meetings.  Internal Audit Schedule rolling 3 year programme has now been developed and is underway.	Risk reviewed 06/12/18 - No changes.



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				
L09	<b>Cyber Security</b> - 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 Fully Partially Fully Partially Partially Fully Partially Partially	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The IT service are in discussions with the Regional Police Cyber Security Advisor. Initial training session held with the IT Management team in October 2018. Further table top session held in November with IT Management Team. Sessions for all staff are being arranged for January 2019 at CDC and SNC. Complete the implementation of the intrusion prevention and detection system by the end of 2018. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis. 1st meeting should be January 2019. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus	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.	Risk reviewed 10/12/18 - Control Assessment, Risk Owner, Mitigating Actions and Comments Updated
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 Fully Partially Fully 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 10/12/18 - 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	3	4	12	↑	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.	Staff turnover in this area leading to increase in risk. Mitigations as resource identified. Knowledge and experience building take place with training and support as required.	Risk reviewed 10/12/18 - Residual risk score increased and comments updated.

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				
						Fully effective Partially effective Not effective											
L12	Financial sustainability of third party suppliers	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 take place when required 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. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed 10/12/18 - No changes.
L13a	Local Government Reorganisation CDC - 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 tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with SNC following the end of the s113 required. OCC - CDC section 113 agreement completed.	Separate CDC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for separation from SNC. Plan for service separation between CDC/SNC agreed. First proposals for separation endorsed by JASG in December 2018. Collaboration Agreement to underpin on-going joint working between CDC and SNC to be agreed by Executive in January 2019.	Risk reviewed 12/12/18 - Commentary updated.
L13b	Local Government Reorganisation SNC - 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 meetings	Partially Partially Partially Partially	Councillor Ian McCord	Richard Ellis	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 tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with CDC following the end of the s113 required.	Separate SNC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for both LGR and separation from CDC. Plan for service separation between CDC/SNC agreed. First proposals for separation endorsed by JASG in December 2018. Collaboration Agreement to underpin on-going joint working between SNC and CDC to be agreed by Cabinet in January 2019.	Risk reviewed 12/12/18 - Commentary updated.
L14	Corporate Governance - 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 Partially	Councillor Barry Wood Councillor Ian McCord	Nick Graham Andrew Hunkin	Nick Graham Andrew Hunkin	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	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	05/12/18 - Risk reviewed, Risk Owner & Manager & Comments updated

# Cherwell District Council

## Capital Strategy 2019/20

### 1 Introduction

- 1.1 This capital strategy is a new report for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

### 2 Capital Expenditure and Financing

- 2.1 Capital expenditure is where the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

For details of the Council's policy on capitalisation, see Financial Regulations

In 2019/20, the Council is planning capital expenditure of £49.2m as summarised below:

*Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions*

	<b>2017/18 actual</b>	<b>2018/19 forecast</b>	<b>2019/20 budget</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>
Services	19.4	7.7	5.7	0.5	0.2
Capital investments	84.6	33.6	43.5	24.7	0
<b>TOTAL</b>	104.4	41.3	49.2	25.2	0.2

- 2.2 The main capital projects include the Build Programme, Castle Quay 2, Tramway Industrial Estate and replacement IT systems.

#### **Governance**

- 2.3 Service managers bid as part of the annual budget setting process, and throughout the year, to include projects in the Council's capital programme. Bids are collated by the Finance and a calculation of the financing cost is undertaken (which can be nil if the project is fully externally financed). The Budget Planning Committee appraises all bids based on a comparison of service priorities against financing costs and makes recommendations to the Executive. The final capital programme is then presented to Council in February each year.

- 2.4 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

*Table 2: Capital financing in £ millions*

	<b>2017/18 actual</b>	<b>2018/19 forecast</b>	<b>2019/20 budget</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>
External sources	3.5	0.4	0.4	0	0
Own resources	7.2	1.6	2.0	2.0	3.0
Debt	93.3	39.3	46.8	23.2	-2.8
<b>TOTAL</b>	<b>104.0</b>	<b>41.3</b>	<b>49.2</b>	<b>25.2</b>	<b>0.2</b>

- 2.5 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

*Table 3: Replacement of debt finance in £ millions*

	<b>2017/18 actual</b>	<b>2018/19 forecast</b>	<b>2019/20 budget</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>
Own resources	7.2	1.6	2.0	2.6	3.0

The Council's full minimum revenue provision statement is available via the Council's website.

- 2.6 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £46.8 during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

*Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions*

	<b>31.3.2018 actual</b>	<b>31.3.2019 forecast</b>	<b>31.3.2020 budget</b>	<b>31.3.2021 budget</b>	<b>31.3.2022 budget</b>
<b>TOTAL CFR</b>	<b>137.5</b>	<b>176.8</b>	<b>223.6</b>	<b>246.4</b>	<b>243.2</b>

### **Asset management**

- 2.7 To ensure that capital assets continue to be of long-term use, the Council has an asset management strategy in place. This is a multi-level approach structured as follows:

- At a tenancy level the Comprehensive Asset Register (a database of key lease events) is being updated and used to identify forthcoming lease events such as expiries, rent reviews and breaks. These are allocated to specific asset managers to progress whose work schedules are reviewed monthly.
- At a property level this comprises the preparation of asset management plans for each asset which is then subject to periodic review and updating. This process is ongoing and intended to allow a critical examination of the performance of each asset and inform medium / long term decision making, such as the asset's suitability for simple retention, future capital investment or sale.
- At a portfolio level the make-up of the portfolio will be considered bi-annually in terms of its sector weighting and suitability to meet the Council's longer term objectives of providing a secure risk weighted income stream

### **Asset disposals**

- 2.8 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. The council does not expect to receive any capital receipts in the coming financial year.

## **3 Treasury Management**

- 3.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

The Council currently has £89.5m borrowing at an average interest rate of 1.49% and £15.7m treasury investments at an average rate of 0.61%.

### **Borrowing strategy**

- 3.2 The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases are shown below, compared with the capital financing requirement (see above).

*Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions*

	<b>31.3.2018 actual</b>	<b>31.3.2019 forecast</b>	<b>31.3.2020 budget</b>	<b>31.3.2021 budget</b>	<b>31.3.2022 budget</b>
Debt (incl. PFI & leases)	111.5	131.7	178.5	201.3	198.1
Capital Financing Requirement	137.5	176.8	223.6	246.4	243.2

- 3.3 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

#### **Affordable borrowing limit**

- 3.4 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

*Table 7: Prudential Indicators: Operational boundary and Authorised limit for external debt in £m*

	<b>2018/19 limit</b>	<b>2019/20 limit</b>	<b>2020/21 limit</b>	<b>2021/22 limit</b>
Operational boundary total external debt	205	205	205	205
Authorised limit total external debt	225	225	225	225

Further details on borrowing can be found in the treasury management strategy.

#### **Investment strategy**

- 3.5 Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 3.6 The Council’s policy on treasury investments is to prioritise security and liquidity over yield. Focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Treasury management investments in £millions

	<b>31.3.2018 actual</b>	<b>31.3.2019 forecast</b>	<b>31.3.2020 budget</b>	<b>31.3.2021 budget</b>	<b>31.3.2022 budget</b>
Near-term investments	19.1	15	15	15	15
Longer-term investments	0	0	0	0	0
<b>TOTAL</b>	<b>19.1</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

Further details on treasury investments can be found in the treasury management strategy.

### **Governance**

- 3.7 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by Council. Reports on treasury management activity are presented to the Accounts, Audit & Risk Committee. The Accounts, Audit & Risk Committee is responsible for scrutinising treasury management decisions.

## **4 Investments for Service Purposes**

- 4.1 The Council makes investments to assist local public services, including making loans to and buying shares in the Council's subsidiaries, providing loans to local charities and businesses where there is demonstrable public benefit. In light of the public service objective, the Council is willing to take more risk than with treasury investments; however, it still plans for such investments to at least break even.

### **Governance**

- 4.2 Decisions on service investments are made by the relevant service manager in consultation with the Section 151 Officer and must meet the criteria and limits laid down in the Investment Strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

Further details on service investments are in the Investment Strategy]:

## **5 Commercial Activities**

- 5.1 With central government financial support for local public services declining, the Council invests in commercial property mainly for financial gain but also for strategic economic regeneration. Total commercial investments are currently valued at £89m with the largest being Castle Quay.
- 5.2 With financial return being an objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures are listed below together with an outline of how those risks are managed:

Illiquidity:	<p>The council acknowledges illiquidity as a risk in property and whilst it cannot be avoided the risk is mitigated by the following strategies:</p> <ol style="list-style-type: none"> <li>a) The council invests across a range of sectors. Illiquidity is to an extent fluid and at any given time varies across sectors. This allows the Council the opportunity to effect sales, if required, in the more liquid sectors.</li> <li>b) The Council's assets are likewise diversified in terms of lot size. This affords the Council the ability to access a range of purchaser types e.g. small local investors, listed property companies or institutions.</li> <li>c) The Council does not invest in high risk assets which can be the most illiquid of all.</li> <li>d) The Council's investments are not what is termed 'Investment Grade', but they are fundable – i.e. if sold they could be suitable for debt backed investors.</li> <li>e) The Council does not invest in specialist properties, where the market tends to be most illiquid.</li> <li>f) The Council's assets are uncharged. It is often lenders who require assets to be sold and whilst gearing does not increase illiquidity per se, it can expose an owner to greater risk of selling an illiquid asset at an inopportune time.</li> </ol>
Tenant default:	<p>The Council's portfolio is not populated by large national concerns and tenant default risk is managed in two ways:</p> <ol style="list-style-type: none"> <li>1. Tenants are vetted when entering the portfolio either as new tenants when property is let or as replacement tenants when existing tenants assign their leases. It has to be acknowledged that there is less control when a tenant applies for consent to assign, though guarantees may be sought.</li> <li>2. Risk is managed by diversification as only a small proportion of tenants will fail in any given year. At present the Council has over 150 tenants paying in excess of £5,000 per annum and the largest of them accounts for only 5.6% of the portfolio's aggregate rent roll.</li> </ol>
Obsolescence:	<p>A significant proportion of the Council's portfolio comprises industrial / warehouse buildings and simple retail assets which have relatively low obsolescence compared to offices where there are substantial amounts of plant and machinery. Where we have offices we try to introduce sinking / replacement funds where we are able to collect from tenants an annual sum to put towards high cost items such as the replacement of lifts or air conditioning. An example of this is the Banbury Health Centre which has a renewals fund set at £10,000 per annum. In other leases we will try to negotiate terms which allow for the replacement of obsolete plant when it is beyond economic repair.</p> <p>Where matters of public policy override commercial concerns our portfolio is more vulnerable. For example, at Banbury Museum, the Council may be responsible for significant capital outlay on plant and machinery as it nears the end of its useful economic life.</p>



Capital expenditure	Please see above but also note that the Council aims to let space on Full Repairing terms which either makes the tenant either explicitly responsible for maintaining the asset or allows CDC to recover the cost of repairs through the service charge provisions of the relevant lease.
Market risk:	<p>Two key market risks are falling rents in response to declining economic conditions and extended marketing voids when leases end or tenants fail. These risks are mitigated in three main ways:</p> <ol style="list-style-type: none"> <li>1. Lease lengths should be 3 – 5 yrs + which obviates most market risks during the period of the tenancy.</li> <li>2. Rents are reviewed in an upwards only direction. This means that they cannot fall during the term of a lease.</li> <li>3. Tenant failure – see above under Tenant Default, re: vetting and diversification policies.</li> </ol> <p>An additional risk is over-exposure to town centre retailing as the portfolio's largest assets are Castle Quay Shopping Centre in Banbury and Pioneer Square in Bicester. These are both strategic investments and in respect of Castle Quay we rely heavily on external advisors, particularly Montague Evans, to identify and manage both upside and downside risks.</p>
Returns eroded by inflation:	All investment assets incorporate periodic rent reviews which provide a hedge against inflation. Property is generally accepted as performing better than fixed income assets in times of inflation.
Rising interest rates:	The portfolio is ungeared and therefore un-mortgaged

### **Governance**

- 5.3 Decisions on commercial investments are made by Members and Statutory Officers in line with the criteria and limits approved by Council in the Investment Strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

Further details on commercial investments and limits on their use are in pages Investment Strategy

- 5.4 The Council also has commercial activities in trading companies, exposing it to normal commercial risks. These risks are managed by the governance structure in place. The Shareholder Committee is regularly informed of the progress of each

company. The Shareholder meets with the directors both formally and informally to ensure there is a consistent dialog between the companies and the council.

## 6 Liabilities

- 6.1 In addition to debt of £89.5m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £86m).

It has also set aside £4m predominantly to cover the risk of business rates appeals provisions. The Council is also at risk of having to refund the NHS for business rates if the on-going legal case is found in their favour.

### Governance

- 6.2 Decisions on incurring new discretionary liabilities are taken by [service managers] in consultation with Statutory Officers. The risk of liabilities crystallising and requiring payment is monitored by Finance and reported monthly to the Budget Planning and Executive committees. New liabilities are reported to full council for approval/notification as appropriate.

Further details on liabilities and guarantees are on page 72 of the 2017/18 statement of accounts

## 7 Revenue Budget Implications

- 7.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

*Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream*

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Financing costs (£m)	0.7	2.1	2.8	2.8	2.8
Proportion of net revenue stream	4%	11%	12%	12%	11%

Further details on the revenue implications of capital expenditure are in the 2019/20 revenue budget

### Sustainability

- 7.2 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable.

## 8 Knowledge and Skills

8.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Section 151 Officer is a qualified accountant with many years' experience, the Assistant Director of Property and Investments is a chartered surveyor with over twenty years' experience of asset management and commercial property investment. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, ACT (treasury), and the RICS.

8.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers, and a range of the current property advisors is as follows:

- Banbury based surveyors White Commercial and Bankier Sloane provide advice on the local property market, and assistance with new lettings, lease renewals and rent reviews.
- Montague Evans supply asset management and facilities management in respect of Castle Quay.
- GVA Grimley also supply specialist accounting services in respect of Castle Quay.
- Montague Evans and Colliers both provide property valuation services
- BWD and Jackson Criss assist with Castle Quay lettings
- Gardiner Theobald provide project management, QS, CDM and Design services on Castle Quay
- Broomfield Property Ltd and Prime Project Management Ltd provide service relating to Castle Quay

This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

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Bid Ref	Project Name	New Directorate	Service	Service Head	Project Name	Total Project Cost (£K)	Spend Profile (£000)							Revenue Impact (£000)					Future Years	Future Years	
							2019/20 Q1 (£K)	2019/20 Q2 (£K)	2019/20 Q3 (£K)	2019/20 Q4 (£K)	2020/21 (£K)	2021/22 (£K)	2022/23 (£K)	2023/24 (£K)	2019/20 (£K)	2020/21 (£K)	2021/22 (£K)	2022/23 (£K)			2023/24 (£K)
001	Banbury Museum Upgrade of Air Handling Unit	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The air conditioning plant is no longer fit for purpose and unless it is replaced Banbury Museum will not be able to offer space to travelling exhibits and its offer will be significantly curtailed.	110	-	-	55	55	-	-	-	-	-	-	-	-	-	-	-
002	Bodicote House Fire Compliance Works	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Work required to ensure ongoing compliance following recent assessment by Turner & Townsend	154	5	51	51	47	-	-	-	-	-	-	-	-	-	-	-
003	The Fairway Garage	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Review currently underway to identify the options for the council. These options include: 1. Demolition, this would remove the immediate Health & Safety risk 2. Re-roofing The proposed costs would be sufficient to deliver either of options.	52	26	26	-	-	-	-	-	-	-	-	-	-	-	-	-
004	Banbury Young Homelessness Project Separation of Building to two Units	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The works envisaged are the separation of services to enable independent occupation of the changing rooms which have been unoccupied for several years.	17	17	-	-	-	-	-	-	-	-	-	-	-	-	-	-
005	Compliance Works (Energy Performance Regulations EPC's)	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Energy Performance Certificates ("EPC"s) are statutorily required on all commercial premises and since April 2018 only those with a rating of A, B, C, D or E can be let. This will fund necessary works	169	-	56	56	56	-	-	-	-	-	-	-	-	-	-	-
006	Ferriston Roof Covering	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	To prevent further water ingress and damage to tenant's equipment the proposal is to renew the roof covering. The roof covering is from the original construction c.1980's and is end of its life.	142	-	-	142	-	-	-	-	-	-	-	-	-	-	-	-
007	Pioneer Square Fire Panel	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The proposal is to install a 'mirror panel' within the Centre Managers office within Franklin House.	20	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008	Corporate Asbestos Surveys	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The cost of these works have been split over 2 years with priority 1 sites being carried out in the first year. To maintain ongoing compliance and in accordance with the Control of Asbestos Regulations 2012 the asbestos identified to be inspected for condition on an annual basis.	210	-	50	50	50	60	-	-	-	50	50	50	50	50	60	200
009	Corporate Fire Risk Assessments	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Work require to ensure statutory compliance across investment and operational portfolio.	80	-	20	20	20	20	-	-	-	-	-	-	-	-	20	-
010	Corporate Water Hygiene Legionella Assessments	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Work require to ensure statutory compliance across investment and operational portfolio.	35	11	11	13	-	-	-	-	-	-	-	-	-	-	-	-
011	Corporate Reinstatement Cost Assessments	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Best practice requires regular insurance revaluations.	59	19	20	20	-	-	-	-	-	-	-	-	-	-	-	-
012	Works From Compliance Surveys	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Statutory Compliance Surveys which include Asbestos / Fire Compliance / Water Hygiene compliance surveys and investigations.	260	-	65	65	65	65	-	-	-	-	-	-	-	-	65	-
013	Thorpe Place	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The units both need to be refurbished prior to re-letting	75	-	38	38	-	-	-	-	-	-	-	-	-	-	-	-

Bid Ref	Project Name	New Directorate	Service	Service Head	Project Name	Total Project Cost (£K)	Spend Profile (£000)							Revenue Impact (£000)					Future Years	Future Years	
							2019/20 Q1 (£K)	2019/20 Q2 (£K)	2019/20 Q3 (£K)	2019/20 Q4 (£K)	2020/21 (£K)	2021/22 (£K)	2022/23 (£K)	2023/24 (£K)	2019/20 (£K)	2020/21 (£K)	2021/22 (£K)	2022/23 (£K)			2023/24 (£K)
014	Discretionary Grants Budget	Wellbeing & Environment	Wellbeing - Housing	Nicola Riley	This budget is used to deliver a range of grants to help address unsatisfactory housing conditions for vulnerable households and also to part-fund improvements to private rented sector homes.	750	38	38	38	38	150	150	150	150	-	-	-	-	-	600	-
015	Commercial waste containers	Wellbeing & Environment	Environment - Environment	Ed Potter	The Council operates a commercial waste service. This is rapidly expanding and generates a good income. After all operating costs the overall return is about 25%. This capital funding will purchase containers of around 40-50 new customers. The net income will be at least £8k so the costs of the containers will be covered in at least 18 months.	12	3	3	3	3	-	-	-	-	-8	-8	-8	-8	-8	-	-
016	On street recycling bins	Wellbeing & Environment	Environment - Environment	Ed Potter	The Council has a number of on street recycling bins in the urban centres. They have been successful in diverting plastic bottles & cans away from residual waste litter bins. All recycling brings in a gate fee of just over £50/tonne. Although this is offset by processing costs the net benefit from the increased recycling tonnage should bring in around £2k/year	25	25	-	-	-	-	-	-	-	-2	-2	-2	-2	-2	-	-
017	Thorpe Lane depot capacity enhancement	Wellbeing & Environment	Environment - Environment	Ed Potter	The district is rapidly expanding with each 4500 new properties requiring an additional waste collection crew and vehicle. As developments get adopted there will be an increased demand for Street Cleansing services which will mean more staff & more vehicles.	225	50	-	-	-	175	-	-	-	-	-	-	-	-	175	-
018	Thorpe Lane workshop lifting equipment	Wellbeing & Environment	Environment - Environment	Ed Potter	From September 2018 the Council has commenced work on servicing & repairing Oxfordshire County Council minibuses. This work will require the use of the fifth workshop bay. This bay currently has no vehicle lifting equipment. The project is to acquire additional lifting equipment so this work can be done for the long term.	20	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-
019	HR/Payroll Replacement System	Customers & Services Development	Customers & Service Development	Claire Taylor	The current HR/Payroll system needs to be replaced during 2019/20.	195	33	33	30	30	18	18	18	18	-	-	-	-	-	140	-
020	Finance Replacement System	Finance & Property	Property, Investment & Contract Management	Adele Taylor	The current Finance system needs to be replaced during 2019/20.	250	54	54	54	49	20	20	-	-	-	-	-	-	-	80	-
021	Feasibility of utilisation of property space	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Feasibility study for our operational assets to support options appraisal on future use of space	100	-	50	50	-	-	-	-	-	-	-	-	-	-	-	-
022	Academy Electronic Document Management System	Finance & Property	Property, Investment & Contract Management	Adele Taylor	The CSN Revs and Bens service uses iClipse (CDC) and Rkyv (SNC) to deliver document management functionality to support business function. Both these systems are near end of life and require replacement by March 2020.	87	39	21	27	-	-	-	-	-	7	7	7	-	-	-	14
023	New E-Tendering Portal for Procurement and Contract Management	Finance & Property	Property, Investment & Contract Management	Adele Taylor	Digitalisation of Procurement Processes. Ease of access for suppliers. A web-based e-tendering system known as "Intend".	30	30	-	-	-	-	-	-	-	10	10	10	10	10	-	40
024	Fencing works/associated storage	Wellbeing & Environment	Wellbeing - Leisure & Sports	Nicola Riley	Due to the ageing condition of the Fencing surrounding the Artificial Turf Pitch at the Cooper Sports Facility there is a need to improve security of the Pitch and ancillary facilities.	50	-	-	50	-	-	-	-	-	-	-	-	-	-	-	-

CDC Capital Bids Summary 2019/20 - 2023/24

Appendix 4

Bid Ref	Project Name	New Directorate	Service	Service Head	Project Name	Total Project Cost (£K)	Spend Profile (£000)							Revenue Impact (£000)					Future Years	Future Years			
							2019/20 Q1 (£K)	2019/20 Q2 (£K)	2019/20 Q3 (£K)	2019/20 Q4 (£K)	2020/21 (£K)	2021/22 (£K)	2022/23 (£K)	2023/24 (£K)	2019/20 (£K)	2020/21 (£K)	2021/22 (£K)	2022/23 (£K)			2023/24 (£K)		
025	The Mill - remedial works	Wellbeing & Environment	Wellbeing - Communities	Nicola Riley	A recent condition survey of the property outlined necessary remedial works and approach that would need to be undertaken to bring the building back into good repair.	250	250																
<b>Total</b>						<b>3,376</b>	<b>638</b>	<b>535</b>	<b>762</b>	<b>412</b>	<b>508</b>	<b>188</b>	<b>168</b>	<b>168</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>50</b>	<b>50</b>	<b>1,140</b>	<b>254</b>		

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**Cherwell District Council  
Proposed Capital Programme - 2019/20**

Project Description	Year Approved	Project Owner	2018/19			2019/20				2020/21	2021/22	2022/23	2023/24	Grand Total
			Slippage B/Fwd	New Projects	Total	Existing Capital Projects	New Bids	Adjustments	Total					
			£000	£000	£000	£000	£000	£000	£000					
Biomass Heating for Bicester Leisure Centre	2012/13	Nicola Riley	14		14									14
Corporate Bookings System	2017/18	Nicola Riley	60		60									60
Whitelands Farm Sports Ground	2016/17	Nicola Riley	25		25									25
Solar Photovoltaics at Sports Centre	2013/14	Nicola Riley	80		80									80
Football Development Plan in Banbury	2013/14	Nicola Riley	20		20									20
North Oxfordshire Academy AstroTurf	2014/15	Nicola Riley	207		207									207
Stratfield Brake Repair Works	2014/15	Nicola Riley	12		12									12
Cherwell Community Fund	2018/19	Nicola Riley	100		100	100			100					300
Sports Centre Modernisation Programme	2007/08	Nicola Riley	36		36									36
Bicester Leisure Centre Extension	2016/17	Nicola Riley	122		122									122
Spiceball Leisure Centre Bridge Re-surfacing	2016/17	Nicola Riley	30		30									30
Woodgreen - Condition Survey Works	2015/16	Nicola Riley	2		2									2
Bicester Leisure Centre - Access Road Improvements	2017/18	Nicola Riley	33		33									33
Cooper School Performance Hall - Roof, Floor & Seating	2017/18	Nicola Riley	38		38									38
North Oxfordshire Academy - Replacement Floodlights	2017/18	Nicola Riley	20		20									20
North Oxfordshire Academy - Sports Pavilion Improvements	2017/17	Nicola Riley	6		6									6
Coopers Sports Facility Floodlights	2018/19	Nicola Riley		65	65									65
Sunshine Centre	2018/19	Nicola Riley		440	440									440
The Mill	2019/20	Nicola Riley			0		250		250					250
Fencing works/associated storage	2019/20	Nicola Riley			0		50		50					50
<b>Wellbeing - Community Services Total</b>			<b>805</b>	<b>505</b>	<b>1,310</b>	<b>100</b>	<b>300</b>	<b>0</b>	<b>400</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,810</b>
Empty Homes Work-in-Default Recoverable	2018/19	Gillian Douglas	100		100									100
Woodpiece Road Parking Options	2018/19	Gillian Douglas	70		70									70
Disabled Facilities Grants	Annual	Gillian Douglas	1,995		1,995	375	0	(375)	0	375	375			2,745
Upgrade & Enhancements to Abritas Housing System	2018/19	Gillian Douglas	33		33	33			33					66
Discretionary Grants for Domestic Properties	Annual	Gillian Douglas	339		339	275	150	(275)	150	150	150	150	150	1,089
<b>Wellbeing - Housing Services Total</b>			<b>2,537</b>	<b>0</b>	<b>2,537</b>	<b>683</b>	<b>150</b>	<b>(650)</b>	<b>183</b>	<b>525</b>	<b>525</b>	<b>150</b>	<b>150</b>	<b>4,070</b>
Car Parks Improvement Project	2017/18	Graeme Kane	467		467									467
Energy Efficiency Projects	2014/15	Graeme Kane	28		28									28
Glass Bank Recycling Scheme	2012/13	Graeme Kane	8		8									8
Public Conveniences	2015/16	Graeme Kane	50		50									50
Off Road Parking Facilities	2015/16	Graeme Kane	18		18									18
Vehicle Replacement Programme	Annual	Graeme Kane	879		879	620			620	700	750			2,949
Wheeled Bin Replacement Scheme	2016/17	Graeme Kane	125		125									125
Urban Centre Electricity Installations	2016/17	Graeme Kane	15		15									15
Bicester Cattle Market Car Park Phase 2	2011/12	Graeme Kane	90		90									90
Customer Self-Service Portal	2014/15	Graeme Kane	80		80									80
Public Conveniences	2018/19	Graeme Kane		50	50	200			200					250
Container Bin Replacement	2018/19	Graeme Kane		20	20									20
Banbury Market Improvements	2018/19	Graeme Kane		20	20									20
Vehicle Lifting Equipment (Workshop)	2018/19	Graeme Kane		30	30									30
Vehicle Replacement Programme	2018/19	Graeme Kane		35	35	240			240					275
Commercial waste containers	2018/19	Graeme Kane			0		12		12					12
On street recycling bins	2018/19	Graeme Kane			0		25		25					25

Project Description	Year Approved	Project Owner	2018/19			2019/20				2020/21	2021/22	2022/23	2023/24	Grand Total
			Slippage B/Fwd	New Projects	Total	Existing Capital Projects	New Bids	Adjustments	Total					
			£000	£000	£000	£000	£000	£000	£000					
Thorpe Lane depot capacity enhancement	2018/19	Graeme Kane			0		50		50	175				225
Thorpe Lane workshop lifting equipment	2018/19	Graeme Kane			0		20		20					20
<b>Environmental Services Total</b>			<b>1,293</b>	<b>155</b>	<b>1,915</b>	<b>1,060</b>	<b>107</b>	<b>0</b>	<b>1,167</b>	<b>875</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>4,707</b>
<b>Wellbeing and Environmental Services Total</b>			<b>4,635</b>	<b>660</b>	<b>5,762</b>	<b>1,843</b>	<b>557</b>	<b>(650)</b>	<b>1,750</b>	<b>1,500</b>	<b>1,275</b>	<b>150</b>	<b>150</b>	<b>10,587</b>
Community Centre Refurbishments	2013/14	Robert Jolley	84		84				0					84
The Hill Youth & Community Centre	2015/16	Robert Jolley	989		989				0					989
East West Railways	2015/16	Robert Jolley	1,160		1,160	290			290	290	290			2,030
Build Programme Phase 1a	2012/13	Robert Jolley	1,182		1,182				0					1,182
Build Programme Phase 1b	2018/19	Robert Jolley	1,875		1,875	1,845			1,845	(2,500)				1,220
Build Programme Phase 2	2018/19	Robert Jolley	6,500		6,500	4,500			4,500	(7,200)				3,800
NW Bicester Eco Business Centre	2016/17	Robert Jolley	2,236		2,236				0					2,236
Graven Hill	2016/17	Robert Jolley	600		600	13,000			13,000					13,600
<b>Place &amp; Growth - Economy &amp; Regeneration Total</b>			<b>14,626</b>	<b>0</b>	<b>14,626</b>	<b>19,635</b>	<b>0</b>	<b>0</b>	<b>19,635</b>	<b>(9,410)</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>25,141</b>
<b>Place and Growth Total</b>			<b>14,676</b>	<b>0</b>	<b>14,626</b>	<b>19,635</b>	<b>0</b>	<b>0</b>	<b>19,635</b>	<b>(9,410)</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>25,141</b>
HR/Payroll Replacement System	2019/20	Karen Edwards			0		125		125	18	18	18	18	197
<b>HR, OD and Payroll</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>125</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>197</b>
Land & Property Harmonisation	2014/15	Claire Taylor	83		83				0					83
5 Year Rolling HW / SW Replacement Prog	Annual	Claire Taylor	50		50	50			50	50	50			200
Business Systems Harmonisation Programme	Annual	Claire Taylor	69		69	40			40	40	40			189
Upgrade to Uninterrupted Power Supply & Back up	2014/15	Claire Taylor	115		115				0					115
Microsoft Licensing Agreement	2015/16	Claire Taylor	110		110				0					110
Land & Property Harmonisation	2018/19	Claire Taylor		167	167	33			33					200
Customer Excellence & Digital Transfer	2018/19	Claire Taylor		85	85				0					85
Unified Comms System	2018/19	Claire Taylor		125	125				0					125
<b>Information Technology Total</b>			<b>427</b>	<b>377</b>	<b>804</b>	<b>123</b>	<b>0</b>	<b>0</b>	<b>123</b>	<b>90</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>1,107</b>
<b>Customers and Service Development Total</b>			<b>427</b>	<b>377</b>	<b>804</b>	<b>123</b>	<b>125</b>	<b>0</b>	<b>248</b>	<b>108</b>	<b>108</b>	<b>18</b>	<b>18</b>	<b>1,304</b>
Castle Quay 1	2017/18	Adele Taylor	7,636		7,636				0					7,636
Castle Quay 2	2017/18	Adele Taylor	72,000		72,000				0					72,000
Academy Harmonisation	2017/18	Adele Taylor	119		119		87		87					206
Finance Replacement System	2019/20	Adele Taylor			0		210		210	20	20			250
New E-Tendering Portal for Procurement and Contract Management	2019/20	Adele Taylor			0		30		30					30
Condition Survey Works	2013/14	Robert Fuzesi	77		77				0					77
Bradley Arcade Roof Repairs	2014/15	Robert Fuzesi	55		55				0					55
Orchard Way Shopping Arcade - front service area	2015/16	Robert Fuzesi	20		20				0					20
Community Buildings - Remedial Works	2016/17	Robert Fuzesi	150		150				0					150
Spiceball Riverbank Reinstatement	2016/17	Robert Fuzesi	50		50				0					50
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	2017/18	Robert Fuzesi	270		270				0					270
Thorpe Way Industrial estate - Roof & Roof Lights	2017/18	Robert Fuzesi	64		64				0					64
Franklins House - travel Lodge	2017/18	Robert Fuzesi	783		783				0					783
Bicester - Pioneer Square	2017/18	Robert Fuzesi	135		135				0					135
Housing & IT Asset System joint CDC/SNC	2017/18	Robert Fuzesi	50		50				0					50

Project Description	Year Approved	Project Owner	2018/19			2019/20				2020/21	2021/22	2022/23	2023/24	Grand Total
			Slippage B/Fwd	New Projects	Total	Existing Capital Projects	New Bids	Adjustments	Total					
			£000	£000	£000	£000	£000	£000	£000					
Orchard Way - external decorations plus associated works and roof coverings to stairwells	2018/19	Robert Fuzesi		95	95									95
Retained Land - tarmac/walling works	2018/19	Robert Fuzesi		180	180									180
Thorpe Place Industrial Units - external painting, tarmac and door replacement	2018/19	Robert Fuzesi		175	175									175
Thorpe Way Industrial Units - external painting, tarmac and door replacement	2018/19	Robert Fuzesi		145	145									145
Horswefair Banbury - renewal of paving/trees to footpath areas between Highway and Car Park also around public toilets	2018/19	Robert Fuzesi		100	100									100
Thorpe Lane Depot - tarmac and drainage works to main yard	2018/19	Robert Fuzesi		110	110									110
All properties - EPC certification plus Compliance Works	2018/19	Robert Fuzesi		40	40									40
Tramway Industrial Estate, Banbury	2018/19	Robert Fuzesi		9,500	9,500									9,500
Banbury Museum Upgrade of AHU	2019/20	Robert Fuzesi			0		110		110					110
Bodicote House Fire Compliance Works	2019/20	Robert Fuzesi			0		154		154					154
The Fairway Garage Demolition	2019/20	Robert Fuzesi			0		52		52					52
BYHP Separation of Building to two Units	2019/20	Robert Fuzesi			0		17		17					17
Compliance Works with Energy Performance Regulations EPC's	2019/20	Robert Fuzesi			0		169		169					169
Ferriston Roof Covering	2019/20	Robert Fuzesi			0		142		142					142
Pioneer Square Fire Panel	2019/20	Robert Fuzesi			0		20		20					20
Corporate Asbestos Surveys	2019/20	Robert Fuzesi			0		150		150	60				210
Corporate Fire Risk Assessments	2019/20	Robert Fuzesi			0		60		60	20				80
Corporate Water Hygiene Legionella Assessments	2019/20	Robert Fuzesi			0		35		35					35
Corporate Reinstatement Cost Assessments	2019/20	Robert Fuzesi			0		59		59					59
Works From Compliance Surveys	2019/20	Robert Fuzesi			0		195		195	65				260
Thorpe Place 18_19	2019/20	Robert Fuzesi			0		75		75					75
Cherwell District Council – feasibility of utilisation of property space	2019/20	Robert Fuzesi			0		100		100					100
<b>Finance and Property</b>			<b>81,409</b>	<b>10,345</b>	<b>91,754</b>	<b>0</b>	<b>1,665</b>	<b>0</b>	<b>1,665</b>	<b>165</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>93,604</b>
<b>Finance and Property Total</b>			<b>81,409</b>	<b>10,345</b>	<b>91,754</b>	<b>0</b>	<b>1,665</b>	<b>0</b>	<b>1,665</b>	<b>165</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>93,604</b>
<b>Capital Total</b>			<b>101,147</b>	<b>11,382</b>	<b>112,946</b>	<b>21,601</b>	<b>2,347</b>	<b>(650)</b>	<b>23,298</b>	<b>(7,537)</b>	<b>1,693</b>	<b>168</b>	<b>168</b>	<b>130,636</b>

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## Cherwell District Council

### Treasury Management Strategy Statement 2019/20

#### 1 Introduction

- 1.1 Treasury management is the management of the council's cash flows, borrowing and investments, and the associated risks. The council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the council's prudent financial management.
- 1.2 Treasury risk management at the council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the council to approve a treasury management strategy before the start of each financial year. This report fulfils the council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
- 1.3 Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

#### 2 External Context (provided by Arlingclose - December 2018)

##### Economic background

- 2.1 The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2019/20.
- 2.2 UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.
- 2.3 The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the BoE, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.
- 2.4 Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.
- 2.5 While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continue to expect one more rate rise in December, but expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

### Credit outlook

- 2.6 The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ring-fencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ring-fenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ring-fenced banks generally being better rated than their non-ring-fenced counterparts.
- 2.7 The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The BoE did not require any bank to raise additional capital.
- 2.8 European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

### Interest rate forecast

- 2.9 Following the increase in Bank Rate to 0.75% in August 2018, Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.
- 2.10 The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity (*at the time of writing this commentary in mid-December*). As such, the risks to the interest rate forecast are considered firmly to the downside.
- 2.11 Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the ECB's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.
- 2.12 The economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

For the purpose of setting the budget, it has been assumed that investments will be made at an average rate of 1.03%, and that loans will be borrowed at an average rate of 1.78%.

### 3 Local Context

- 3.1 On 31<sup>st</sup> December 2018, the council held £89.5m of borrowing and £15.7m of investments. This is set out in further detail below:

	<b>31.12.18 Actual Portfolio £m</b>	<b>31.12.18 Average Rate %</b>
<b>External borrowing:</b>		
Public Works Loan Board	41.0	2.05%
Local authorities	48.5	1.02%
<b>Total gross external debt</b>	<b>89.5</b>	<b>1.49%</b>
<b>Treasury investments:</b>		
Banks & building societies (unsecured)	2.0	0.65%
UK Government	7.6	0.50%
Money Market Funds	6.1	0.72%
<b>Total treasury investments</b>	<b>15.7</b>	<b>0.61%</b>
<b>Net debt</b>	<b>73.8</b>	<b>1.68%</b>

Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	<b>31.3.18 Actual £m</b>	<b>31.3.19 Estimate £m</b>	<b>31.3.20 Forecast £m</b>	<b>31.3.21 Forecast £m</b>	<b>31.3.22 Forecast £m</b>
General Fund CFR	137.5	176.8	223.6	246.4	243.2
Less: External borrowing **	(111.5)	(96.0)	(68.0)	(41.0)	(41.0)
<b>Internal/(over) borrowing</b>	<b>26.0</b>	<b>80.8</b>	<b>155.6</b>	<b>205.4</b>	<b>202.2</b>
Less: Usable reserves	(17.1)	(17.1)	(17.1)	(17.1)	(17.1)
Less: Working capital	(28.0)	(28.0)	(28.0)	(28.0)	(28.0)
<b>Investments/(New borrowing required)</b>	<b>19.1</b>	<b>(35.7)</b>	<b>(110.5)</b>	<b>(160.3)</b>	<b>(157.1)</b>

\*\* shows only loans to which the council is currently committed

- 3.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 3.3 The council has an increasing CFR due to the capital programme, but minimal investments and will therefore be required to borrow up to a total of £201m over the forecast period.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the council expects to comply with this recommendation during 2019/20.

#### 4 Borrowing Strategy

- 4.1 The council currently (31/12/2018) holds £89.5 million of loans, a decrease of £22 million on the previous year end, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the council expects to borrow up to a total of £178

million in 2019/20. The council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £225 million.

### **Objectives**

- 4.2 The council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the council's long-term plans change is a secondary objective.

### **Strategy**

- 4.3 Given the significant cuts to public expenditure and in particular to local government funding, the council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.
- 4.4 By doing so, the council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal / short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the council with this 'cost of carry' and breakeven analysis. Its output may determine whether the council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 4.5 Alternatively, the council may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the council may borrow further short-term loans to cover unplanned cash flow shortages.

### **Sources of borrowing**

- 4.6 The approved sources of long-term and short-term borrowing are:
- Public Works Loan Board (PWLB) and any successor body
  - any institution approved for investments (see below)
  - any other bank or building society authorised to operate in the UK
  - any other UK public sector body
  - UK public and private sector pension funds (except Oxfordshire County Council Pension Fund)
  - capital market bond investors
  - UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

### **Other sources of debt finance**

- 4.7 In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
  - hire purchase
  - Private Finance Initiative
  - sale and leaseback



- 4.8 The council has previously raised around 40% of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, which may be available at more favourable rates.

### **Municipal Bonds Agency**

- 4.9 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full council.

### **LOBOs**

- 4.10 The council does not hold any LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the council has the option to either accept the new rate or to repay the loan at no additional cost.

### **Short-term and variable rate loans**

- 4.11 These loans leave the council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

### **Debt rescheduling**

- 4.12 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

## **5 Investment Strategy**

- 5.1 The council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months (January - December 2018), the council's investment balance has ranged between £5 million and £70 million. Levels in the forthcoming year are expected to be general lower, ranging from £10m and £25m, but may vary for short periods to due to cashflow needs and borrowing opportunities.

### **Objectives**

- 5.2 The CIPFA Code requires the council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

### **Negative interest rates**

- 5.3 If the UK enters into a recession in 2019/20, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

### Strategy

- 5.4 Given the increasing risk and low returns from short-term unsecured bank investments, the council would aspire to diversify into more secure and/or higher yielding asset classes. However, given the low level of funds available for longer-term investment and the high liquidity requirements, the council's surplus cash is likely to remain invested in short-term bank deposits and call accounts, money market funds, and deposits with the UK Government and other local authorities.

### Business models

- 5.5 Under the new IFRS 9 standard, the accounting for certain investments depends on the council's "business model" for managing them. The council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

### Approved counterparties

- 5.6 The council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved investment counterparties and limits

Credit rating	Banks unsecured	Banks secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£3m 5 years	£3m 20 years	£5m 50 years	£3m 20 years	£3m 20 years
AA+	£3m 5 years	£3m 10 years	£5m 25 years	£3m 10 years	£3m 10 years
AA	£3 m 4 years	£3m 5 years	£5m 15 years	£3m 5 years	£3m 10 years
AA-	£3m 3 years	£3m 4 years	£5m 10 years	£3m 4 years	£3m 10 years
A+	£3m 2 years	£3m 3 years	£5m 5 years	£3m 3 years	£3m 5 years
A	£3m 13 months	£3m 2 years	£5m 5 years	£3m 2 years	£3m 5 years
A-	£3m 6 months	£3m 13 months	£5m 5 years	£3m 13 months	£3m 5 years
None	None	None	£5m 2 years	None	None
<b>Pooled funds and real estate investment trusts</b>		£5m per fund or trust			

*This table must be read in conjunction with the notes below*

### Credit rating

- 5.7 Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

#### **Banks unsecured**

- 5.8 Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

#### **Banks secured**

- 5.9 Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

#### **Government**

- 5.10 Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

#### **Corporates**

- 5.11 Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following an external credit assessment.

#### **Registered providers**

- 5.12 Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

#### **Pooled funds**

- 5.13 Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- 5.14 Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the council to diversify into asset classes other than cash without the

need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the council's investment objectives will be monitored regularly.

### **Real estate investment trusts**

- 5.15 Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

### **Operational bank accounts**

- 5.16 The council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £50,000 per bank wherever possible e.g. except for overnight balances where funds are received during the day and it is too late to transfer to another counterparty. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the council maintaining operational continuity.

### **Risk assessment and credit ratings**

- 5.17 Credit ratings are obtained and monitored by the council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
  - any existing investments that can be recalled or sold at no cost will be, and
  - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 5.18 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

### **Other information on the security of investments**

- 5.19 The council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria. In addition to Arlingclose ratings and advice, the council maintains an internal counterparty 'Watch List' based on intelligence from a variety of other sources available to officers.

- 5.20 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

### Investment limits

- 5.21 In order that the council's revenue reserves available to cover investment losses are not put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment limits

	<b>Cash limit</b>
Any single organisation, except the UK Central Government	£5m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£5m per group
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£3m per broker
Foreign countries	£5m per country
Registered providers and registered social landlords	£10m in total
Unsecured investments with building societies	£10m in total
Loans to unrated corporates	£5m in total
Money market funds	£15m in total
Real estate investment trusts	£5m in total

### Liquidity management

- 5.22 The council uses in-house cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the council's medium-term financial plan and cash flow forecast.

## 6 Treasury Management Indicators

- 6.1 The council measures and manages its exposures to treasury management risks using the following indicators.

### Interest rate exposures

- 6.2 This indicator is set to control the council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

<b>Interest rate risk indicator</b>	<b>Limit</b>
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£160,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£160,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

### **Maturity structure of borrowing**

- 6.3 This indicator is set to control the council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

<b>Refinancing rate risk indicator</b>	<b>Upper limit</b>	<b>Lower limit</b>
Under 12 months	80%	10%
12 months and within 24 months	80%	0%
24 months and within 5 years	80%	0%
5 years and within 10 years	80%	0%
10 years and above	80%	0%

- 6.4 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. The upper and lower limits as shown above provide the scope to accommodate new loan(s) in the most appropriate maturity band at the time of borrowing

### **Principal sums invested for periods longer than a year**

- 6.5 The purpose of this indicator is to control the council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

<b>Price risk indicator</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Limit on principal invested beyond year end	£10m	£5m	£5m

## **7 Related Matters**

The CIPFA Code requires the council to include the following in its treasury management strategy.

### **Financial Derivatives**

- 7.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

- 7.2 The council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 7.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

### Markets in Financial Instruments Directive (MiFID II)

- 7.4 The council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the council's treasury management activities, the Executive Director of Finance and Governance believes this to be the most appropriate status.

## 8 Financial Implications

- 8.1 The budget for investment income in 2019/20 is £0.15 million, based on an average investment portfolio of £15 million at an average interest rate of 1.03%.

The budget for debt interest paid in 2019/20 is £2.764 million, based on an average debt portfolio of £155 million at an average interest rate of 1.78%.

If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

## 9 Other Options Considered

- 9.1 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Executive Director of Finance and Governance, having consulted the Lead Member for Financial Management & Governance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable	Debt interest costs will initially	Increases in debt interest costs

loans instead of long-term fixed rates	be lower	will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain



## Appendix A – Arlingclose Economic & Interest Rate Forecast - December 2018

### Underlying assumptions:

- Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that: 1) tight labour markets will prompt inflationary pressure in the future, 2) ultra-low interest rates result in other economic problems, and 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
- Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
- The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
- Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening – previous hikes and heightened expectations will, however, slow economic growth.
- Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

### Forecast:

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations. Our central case is for Bank Rate to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.

	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Average
<b>Official Bank Rate</b>														
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.17
Arlingclose Central Case	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.13
Downside risk	0.00	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-0.85
<b>3-mth money market rate</b>														
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.17
Arlingclose Central Case	0.90	0.95	1.10	1.30	1.40	1.40	1.40	1.35	1.35	1.35	1.35	1.35	1.35	1.27
Downside risk	-0.20	-0.45	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.76
<b>1-yr money market rate</b>														
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.33
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.70	1.60	1.50	1.40	1.35	1.35	1.35	1.35	1.35	1.40
Downside risk	-0.35	-0.50	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.77
<b>5-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.50	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.33
Downside risk	-0.50	-0.60	-0.65	-0.80	-0.80	-0.70	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.66
<b>10-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.50	1.65	1.70	1.80	1.80	1.75	1.75	1.70	1.70	1.70	1.70	1.70	1.70	1.70
Downside risk	-0.55	-0.70	-0.70	-0.80	-0.80	-0.75	-0.75	-0.70	-0.70	-0.70	-0.70	-0.70	-0.70	-0.71
<b>20-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	2.00	2.10	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.18
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
<b>50-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.90	1.95	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.99
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73

**PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%**

**PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%**

# Cherwell District Council

## Investment Strategy 2019/20

### 1 Introduction

1.1 The council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

1.2 This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

### 2 Treasury Management Investments

2.1 The council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to be an average of £15m during the 2019/20 financial year.

#### Contribution

2.2 The contribution that these investments make to the objectives of the council is to support effective treasury management activities.

#### Further details

2.3 Full details of the council's policies and its plan for 2019/20 for treasury management investments are covered in a separate document, the treasury management strategy.

### 3 Service Investments: Loans

#### Contribution

3.1 The council lends money to its subsidiaries, local parishes, the local Business Improvement District, and local charities to support local public services and stimulate local economic growth. The main loans issued are to the council's subsidiaries – Graven Hill Village Holding Company Ltd and Crown House Banbury Ltd. Graven Hill is an ambitious self-build housing development providing significant housing in Bicester. Crown House is redeveloping a derelict building in the centre of Banbury which will provide significant rental opportunities in the town centre while removing an eye-sore.

#### Security

3.2 The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the council, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3.2018 actual			2019/20
	Balance	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	37.827	0	37.827	51.0
Local Council	0.725	0	0.725	1.0
Local charities	0.05	0	0.05	0.2
Local Business	0.02	0	0.02	1.5
Parishes	0.111	0	0.111	1.0
<b>TOTAL</b>	<b>38.733</b>	<b>0</b>	<b>38.733</b>	<b>54.7</b>

3.3 Accounting standards require the council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the council's statement of accounts from 2018/19 onwards will be shown net of this loss allowance. However, the council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

#### Risk assessment

3.4 The council assesses the risk of loss before entering into and whilst holding service loans by approaching each loan request individually. The bulk of the council's loans are to its subsidiaries. When the council considers whether or not to create or acquire a subsidiary a full business case is prepared which sets out the optimal financing of the company. This will include an assessment of the market in which it will be competing, the nature and level of competition, how that market may evolve over time, exit strategy and any ongoing investment requirements. External advisors are used where appropriate to complement officer expertise and second opinions from alternate advisors is sought in order to monitor and maintain the quality of advice provided by external advisors.

3.5 Other service loans are evaluated against a set of criteria designed to demonstrate:

- Evidence of project objectives and needs analysis is provided
- The loan must have a demonstrable community impact
- The loan would provide up to 50% of the whole project cost
- Such a loan can only be applied for by constituted voluntary organisations with their own bank account; Town or Parish councils; charitable organisations
- The loan cannot be applied retrospectively
- The applicant has provided evidence of its financial stability and of its ability to manage the proposed scheme
- The applicant has demonstrated that the proposed scheme has been developed following good practice in terms of planning, procurement and financial appraisal
- The applicant has provided evidence the affordability of their proposed scheme and the loan repayments
- That the project furthers the council's priorities as reflected in its Business Plan

## 4 Service Investments: Shares

### Contribution

- 4.1 The council invests in the shares of its subsidiaries to support local public services and stimulate local economic and housing growth. The council currently holds shares in Graven Hill Holding Company Ltd and Crown House Banbury Ltd. .

### Security

- 4.2 One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

Category of company	31.3.2018 actual			2019/20
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	22.538	0	22.538	35.0
<b>TOTAL</b>	<b>22.538</b>	<b>0</b>	<b>22.538</b>	<b>35.0</b>

### Risk assessment

- 4.3 The council assesses the risk of loss before entering into and whilst holding shares by maintaining close links with the boards of directors of the companies through an established Shareholder Committee. Risk is assessed as above in Service Loans.

### Liquidity

- 4.4 The maximum periods for which funds may prudently be committed are assessed on a project by project basis. The decision will balance both the long term viability of the subsidiary and the revenue and capital requirements of the council.

### Non-specified Investments

- 4.5 Shares are the only investment type that the council has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the council's upper limits on non-specified investments. The council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

## 5 Commercial Investments: Property

### Contribution

- 5.1 The council invests in local commercial and residential property with the intention of making a profit that will be spent on local public services. The portfolio comprises a cross section of retail, office and industrial assets together with a health centre. The four largest investments are as follows:

- Castle Quay, Banbury; a covered shopping centre and development site
- Pioneer Square, Bicester; a modern retail parade of shops
- Franklins House, Bicester; a mixed use complex comprising offices, hotel, business centre and public library

- Tramway Industrial Estate

5.2 These assets contribute an aggregate £6m gross income to the council's revenue budget. They are all town centre properties and afford the council an opportunity to influence the amenity and environment of its two principal strategic centres. Castle Quay will, in particular, allow the development of a new leisure orientated focal point to help revitalise Banbury town centre.

The component parts of the entire investment portfolio are described below:

Table 3: Property held for investment purposes in £ millions0

Property	Actual	Actual	31.3.2018 actual		31.3.2019 expected	
	Closing Balance 2016/17	Purchase / Build Costs 2017/18	Gains or (losses)	Value at 31.3.18	Gains or (losses)	Value in accounts
Castle Quay		60.364	0.756	61.120	0	61.120
Pioneer Square	9.238		-1.212	8.026	0	8.026
Tramway Industrial Estate					0	9.5
Other properties valued under £5m	9.255	2.793	-0.324	11.725	0	10.481
<b>TOTAL</b>	<b>18.493</b>	<b>63.157</b>	<b>-0.779</b>	<b>80.871</b>	<b>0</b>	<b>90.371</b>

### Security

- 5.3 In accordance with government guidance, the council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
- 5.4 A fair value assessment of the council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2018/19 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

### Risk assessment

- 5.5 The council assesses the risk of loss before entering into and whilst holding property investments by cash flow modelling the income and expenditure profile of each investment and interrogating that model across a range of scenarios to test the robustness of the investment. The modelling exercise is informed by the likelihood of tenant default and the chances that individual units will become empty during the hold period.
- 5.6 The property investment market is dynamic and we are kept abreast of developments by frequent communication and established relationships with local and national agents, supplemented by in-house investigations and reading of published research. The market is at present competitive in most asset sectors and our focus is on assets that are local, strategic and meet our investment return criteria. We are mindful of the council's need for a reliable future income streams and occupational demand is fundamental to our appraisals as longer let assets tend not to generate sufficiently attractive returns.
- 5.7 In all acquisitions we take external advice from acknowledged experts in the field and sense-check their input against our in-house knowledge, experience and expertise. The advice sourced covers

market value but also, given the purpose of the investment, letting risk, marketability and occupational demand, and likely expenditure over the hold period.

5.8 The council uses a number of local and national advisors and cross reference their views periodically. There is no single party who expects to be instructed by the council without competition.

5.9 Credit ratings are used on acquisitions, new lettings and when tenants request consent to assign their leases. The council uses D&B ratings and also study published accounts.

Credit ratings have not historically been used to monitor existing tenants but this will be introduced for our largest tenants this year.

5.10 A number of other strategies are used to mitigate risk:

- Tenant rent payment histories are analysed on any acquisition.
- Tenant rent payment patterns and arrears are examined in the existing portfolio.
- Introducing agents advise the council throughout the acquisition process and their advice includes market commentary at a national and a local level and commentary on perceived risks to the investment.
- In tandem with the above every acquisition is subject to a third party valuation by national surveyors who are independent i.e. not acting for the council or the vendor on the acquisition.

### **Liquidity**

5.11 Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed. The council acknowledges illiquidity as a risk in property and whilst it cannot be avoided the risk is mitigated by the following strategies:

- The council invests across a range of sectors. Illiquidity is to an extent fluid and at any given time varies across sectors. This allows the council the opportunity to affect sales, if required, in the more liquid sectors.
- The council's assets are likewise diversified in terms of lot size. This affords the council the ability to access a range of purchaser types e.g. small local investors, listed property companies or institutions.
- The council does not invest in high risk assets which can be the most illiquid of all.
- The council's investments are not what is termed 'Investment Grade', but they are fundable – i.e. if sold they could be suitable for debt backed investors.
- The council does not invest in specialist properties, where the market tends to be most illiquid.
- The council's assets are uncharged. It is often lenders who require assets to be sold and whilst gearing does not increase illiquidity per se, it can expose an owner to greater risk of selling an illiquid asset at an inopportune time.

## **6 Loan Commitments and Financial Guarantees**

6.1 Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the council and are included here for completeness.

The council has contractually committed to the following loan amounts which have yet to be drawn upon:

Table 4: Loan Commitments and Guarantees

<b>Borrower</b>	<b>Purpose</b>	<b>£m Contractually Available</b>
Silverstone Heritage Ltd	Development of tourist attraction at Silverstone race track	1.0
Crown House Banbury Ltd	Redevelopment of town centre building into housing	1.8
Graven Hill Village Development Company Ltd	Revolving Credit Facility available to the council's subsidiary until 2026	17.0
Graven Hill Holding Company Ltd	Facility Agreement that has been in place since 2014 to deliver the project.	6.6
Graven Hill Development Company Ltd	Loan Note instrument to enable the company to deliver its objectives	10.0
<b>TOTAL</b>		<b>36.4</b>

## 7 Capacity, Skills and Culture

### Elected members and statutory officers

- 7.1 The majority of senior statutory officers are qualified to degree level and have appropriate professional qualifications. Their shared business experience encompasses both the public and private sectors and the three most senior Property & Investment team members have on average 20+ years commercial experience.

Training and guidance are provided to support members in delivering their roles and support effective decision making.

### Commercial Investments

- 7.2 Negotiations are either undertaken directly by Assistant Directors or at a senior level with Assistant Director direct involvement and oversight, alongside input from Directors and Lead Members where required. Assistant Directors are aware of the regulatory regime and convey that to all junior staff.

### Corporate governance

- 7.3 There are appropriate corporate governance measures in place which comprise end to end decision making procedures. These include risk assessments within the organisation; presentation to relevant committees including Members, statutory officers approvals and relevant project boards. The annual Corporate Investment Strategy provides the reference point against which investment decisions are undertaken.

## 8 Investment Indicators

- 8.1 The council has set the following quantitative indicators to allow elected members and the public to assess the council's total risk exposure as a result of its investment decisions.



### Total risk exposure

- 8.2 The first indicator shows the council's total exposure to potential investment losses. This includes amounts the council is contractually committed to lend but have yet to be drawn down and guarantees the council has issued over third party loans.

Table 5: Total investment exposure in £millions

Total investment exposure	31.03.2018 Actual	31.03.2019 Forecast	31.03.2020 Forecast
Treasury management investments	19.1	15.0	15.0
Service investments: Loans	38.7	50.0	55.0
Service investments: Shares	22.5	23.0	33.0
Commercial investments: Property	80.9	91.0	100.0
<b>TOTAL INVESTMENTS</b>	<b>161.2</b>	<b>179.0</b>	<b>203.0</b>
Commitments to lend	1.8	36.4	34.0
<b>TOTAL EXPOSURE</b>	<b>163.0</b>	<b>215.4</b>	<b>237.0</b>

### How investments are funded

- 8.3 Government guidance is that these indicators should include how investments are funded. The council's investments are funded by usable reserves, income received in advance of expenditure and borrowing.

### Rate of return received

- 8.4 This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 6: Investment rate of return (net of all costs)

Investments net rate of return	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
Treasury management investments	0.31%	0.58%	1.03%
Service investments: Loans	1% - 12%	1% - 12%	1% - 12%
Commercial investments: Property	Variable	Variable	Variable

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# Car Parking

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>Banbury Short Stay</b> <i>(Charges apply 8am-7pm. Free Parking after 7pm)</i>						
Market Place Monday To Saturday						
0 -30 minutes	£0.80	£0.80		£0.00	0.0%	
0 - 1 hour	£1.20	£1.20		£0.00	0.0%	
Market Place Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Horsefair West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Horsefair West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street West (part) Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Calthorpe Street West (part) Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street East Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Calthorpe Street East Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
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Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
South Bar East (part) up to Calthorpe Street Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
South Bar East (part) up to Calthorpe Street Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
North Bar East Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
North Bar East Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
The Mill Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
The Mill Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Chamberlaine Court Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Chamberlaine Court Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Bridge Street (Blue Badge Holders Only) Monday To Saturday	£0.00	£0.00		£0.00	0.0%	
Bridge Street (Blue Badge Holders Only) Sunday and Bank Holidays	£0.00	£0.00		£0.00	0.0%	
Free of charge up to maximum stay permitted						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>Banbury Long Stay</b> ( <i>charges apply 8am-7pm. Free Parking after</i>						
Riverside Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Riverside Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
South Bar East and West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
South Bar East and West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
North Bar West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
North Bar West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Calthorpe Street West Sunday and Bank Holidays						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Windsor Street Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Windsor Street Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Spiceball North Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Spice Ball North Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Bolton Road Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Bolton Road Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Compton Road Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Compton Road Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Compton Road (Coaches only) - no charge	£0.00	£0.00		£0.00	0.0%	(Charges apply 8am-7pm. Free Parking after 7pm)
<b>Drop Off - Pick Up Points</b>					0.0%	
Bridge Street (all week)						
0 - 15 minutes	£0.30	£0.30		£0.00	0.0%	
Horsefair East - Coaches Drop Off/Pick Up - no charge	£0.00	£0.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>Bicester Short Stay</b> <i>(Charges apply 8am-7pm. Free Parking after 7pm)</i>						
Market Square Monday To Saturday						
0 - 30 Minutes	£0.60	£0.60		£0.00	0.0%	
0 - 1 Hour	£1.10	£1.10		£0.00	0.0%	
Market Square Sunday and Bank Holidays						
0 - 1 Hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Claremont Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Claremont Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Chapel Brook Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Chapel Brook Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Victoria Road Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Victoria Road Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
<b>Bicester Long Stay</b>						
Cattle Market Monday To Saturday					0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
3 - 4 Hours	£2.20	£2.20		£0.00	0.0%	
Day rate up to 7pm	£2.50	£2.50		£0.00	0.0%	
Cattle Market Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b><u>Kidlington Short Stay</u></b>						
Curtis Place (all week) - no charge	£0.00	£0.00		£0.00	0.0%	
<b><u>Kidlington Long Stay</u></b>						
Curtis Place (all week) - no charge	£0.00	£0.00		£0.00	0.0%	

Prepared  
24/10/24



# Environmental Services

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Bundles of 25 Trade Waste Sacks	£55.00	£60.00		£5.00	8.3%	
Bundles of 25 Trade Recycling Sacks	£35.00	£40.00		£5.00	12.5%	
<b>COMMERCIAL REFUSE COLLECTION - PER LIFT</b>						
240 litre bin	£6.75	£7.25		£0.50	6.9%	
360 litre bin	£9.00	£9.50		£0.50	5.3%	
660 litre bin	£13.00	£13.50		£0.50	3.7%	
<b>COMMERCIAL RECYCLING COLLECTION - PER LIFT</b>						
240 litre bin	£3.75	£4.00		£0.25	6.3%	
360 litre bin	£5.25	£5.50		£0.25	4.5%	
660 litre bin	£7.25	£7.75		£0.50	6.5%	
1100 litre bin	£9.50	£10.00		£0.50	5.0%	
* Discount of 10% for >5 bins, 20% for >10 bins						
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>COMMERCIAL FOOD RECYCLING - PER LIFT</b>						
120 litre bin	£3.00	£3.50		£0.50	14.3%	240l bin not available
<b>Schedule II Collections - Schools</b>						
240L Wheeled Bin Package	£120.00	£130.00		£10.00	7.7%	
360L Wheeled Bin Package	£170.00	£180.00		£10.00	5.6%	
660L Wheeled Bin Package	£270.00	£285.00		£15.00	5.3%	
1100L Wheeled Bin Package	£375.00	£390.00		£15.00	3.8%	
<b>Trade Glass Collection (set of 3 bells)</b>	£60.00	£60.00		£0.00	0.0%	
Bundles of 25 Biodegradable Garden Waste Sacks	£12.00	£12.00		£0.00	0.0%	
Roll of 52 Compostable Liners	£3.00	£3.00		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
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Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>Environmental Protection</b>						
Rats & Mice, <b>Per consultation - 3 visits</b> (free of charge to residents who are 60 years of age and over)	£40.00	£43.33		£3.33	7.7%	
Fleas, , cockroaches ants, carpet beetles, and other household insects	£45.00	£48.33		£3.33	6.9%	
Bedbugs	£75.00	£75.00		£0.00	0.0%	
Wasps Nests	£40.00	£43.33		£3.33	7.7%	
Fine for stray dogs during office hours	£66.50	£70.00		£3.50	5.0%	
Fine for stray dogs outside office hours	£138.50	£145.00		£6.50	4.5%	
Kennel Costs (per day/part of)	£16.50	£17.50		£1.00	5.7%	
Dog bin emptying charge	£1.40	£1.50		£0.10	6.7%	For parishes with more than 20 bins
Mag	£1.40	£1.60		£0.20	12.5%	For parishes with more than 5 bins
60	£1.40	£1.75		£0.35	20.0%	For parishes with less than 5 bins
<b>MOT's</b>						
Class IV for Trade, Staff and Account Customers	£45.00	£45.00		£0.00	0.0%	
Class IV for General Public	£50.00	£50.00		£0.00	0.0%	
Class V for Trade, Staff and Account Customers	£50.00	£50.00		£0.00	0.0%	
Class V for General Public	£55.00	£55.00		£0.00	0.0%	
Class VII for Trade, Staff and Account Customers	£50.00	£50.00		£0.00	0.0%	
Class VII for General Public	£55.00	£55.00		£0.00	0.0%	
Use of Washdown facility						

Statutory Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>Environmental Protection</b>						
Process Registration and annual subscription (various)	various					

# Public Protection, Environmental Health, Licensing and Building Control

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>Public Protection and Environmental Health</b>						
(v) Skin Piercing (a) Registration Fee	£96.00	£102.00		£6.00	5.9%	Adjusted to align with SNC charge
(v) Skin Piercing (b) Registration of Premises	£151.00	£153.00		£2.00	1.3%	Adjusted to align with SNC charge
Variation of scrap metal dealers license type Collector - Dealer	£200.00	£204.00		£4.00	2.0%	
Variation of scrap metal dealers license - Admin, change of name or replacement	£100.00	£102.00		£2.00	2.0%	
Scrap metal dealers site	£455.00	£465.00		£10.00	2.2%	
Scrap metal collectors license	£270.00	£275.00		£5.00	1.8%	
Investigation of high hedges complaint	£360.00	£370.00		£10.00	2.7%	
Food Export/Hygiene Certificates (without inspection)	£43.00	£44.00		£1.00	2.3%	
Food Export/Hygiene Certificates (with inspection)	£105.00	£107.00		£2.00	1.9%	
Food Hygiene Rating Scheme Rescore Visit	£265.00	£270.00		£5.00	1.9%	
Food Surrender Certificates	£118.50	£121.00		£2.50	2.1%	
Copies of Food Premises Register (a) Single Entry	£3.57	£3.64		£0.07	1.9%	
Copies of Food Premises Register (b) Full Register	£306.00	£312.00		£6.00	1.9%	
Factual Statements for Civil Proceedings	£148.00	£151.00		£3.00	2.0%	
Reports provided under the Environmental Information Regulations	£148.00	£151.00		£3.00	2.0%	
Contaminated land enquiry	£62.00	£66.00		£4.00	6.1%	Fee charged per hour or part thereof. 19-20 fee based on average hourly rate for the EP team for cost recovery.
					0.0%	
<b>HEALTH PROTECTION</b>					0.0%	
<b>Water Sampling</b>					0.0%	
Large/Commercial use supplies (each assessment at £68/hour capped at £500)	£500.00	£500.00		£0.00	0.0%	Capped by statute
Risk assessment (each assessment at £68/hour capped at £500)	£500.00	£500.00		£0.00	0.0%	Capped by statute
Sampling (each visit)	£100.00	£100.00		£0.00	0.0%	Capped by statute
Investigation	£100.00	£100.00		£0.00	0.0%	Capped by statute
Granting an authorisation	£100.00	£100.00		£0.00	0.0%	Capped by statute
<b>Analysing a sample:</b>					0.0%	
Taken under regulation 10	£25.00	£25.00		£0.00	0.0%	Capped by statute
Taken during Check monitoring	£100.00	£100.00		£0.00	0.0%	Capped by statute
Taken during Audit monitoring	£500.00	£500.00		£0.00	0.0%	Capped by statute
Water Sampling Fees:					0.0%	
Lab Fees (Depending on criteria)	£82.00	£83.50		£1.50	1.8%	
Pools (basic swimming pool test)	£31.00	£31.50		£0.50	1.6%	Anticipated supplier increases to courier/lab

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Sampling and admin cost recovery hourly rate	£42.00	£43.00		£1.00	2.3%	costs
Courier charge	£31.00	£31.50		£0.50	1.6%	
<b>Health Protection - Food Safety</b>						
<b>Level 2 Food Safety in Catering Course</b>						
Taught Course	£71.00	£72.50		£1.50	2.1%	
Taught - Voluntary Groups	£41.00	£42.00		£1.00	2.4%	
Taught - Unemployed	£41.00	£42.00		£1.00	2.4%	
E-learning (all level 2 courses)	£25.00	£25.00		£0.00	0.0%	No increase as 12 month contract agreed with supplier prices fixed
Level 2 Personal license Holder elearning and invigilated exam	£80.00	£80.00		£0.00	0.0%	12 month contract agreed with supplier prices fixed.
Invigilated exam resit	£25.00	£25.00		£0.00	0.0%	12 month contract agreed with supplier prices fixed.
<b>Level 3 Food Hygiene Course</b>						
Taught Course	£283.00	£288.00		£5.00	1.7%	
E-learning (all level 3 courses)	£150.00	£150.00		£0.00	0.0%	No increase as 12 month contract already agreed with supplier and prices fixed
<b>Cost recovery - Commercial &amp; Business Support</b>						
Basic cost recovery (qualified officer)	£68.00	£68.00		£0.00	0.0%	No increase following review of cost recovery rates and to reflect intention to grow service
Full cost recovery (qualified officer)	£75.00	£75.00		£0.00	0.0%	No increase following review of cost recovery rates and to reflect intention to grow service
Mileage cost per mile	£0.52	£0.45		-\$0.07	-15.6%	New mileage rate following harmonisation
Strive for 5	£240.00	£245.00		£5.00	2.0%	
SFBB Packs	£14.50	£14.80		£0.30	2.0%	
SFBB 48 week diary refills	£11.00	£11.20		£0.20	1.8%	
SFBB Pack with 48 week diary refill	£20.00	£20.40		£0.40	2.0%	
<b><u>Licensing</u></b>						
<b>Street Trading consent charges are as follows:-</b>						
12 month period	£1,120.00	£1,142.00		£22.00	1.9%	
6 month period	£560.00	£570.00		£10.00	1.8%	
3 month period	£280.00	£285.00		£5.00	1.8%	
1 month period	£940.00	£960.00		£20.00	2.1%	
<b>Table and Chairs consent charges are as follows:-</b>						
12 month period	£15.20	£15.50		£0.30	1.9%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Gambling Act 2005 – Maximum Charges are set by legislation.	Various	Various	Various			Statutory Fees - Set Nationally
<b>Private Hire and Hackney Carriage DRIVER Fees and Charges</b>						
Grant of Licence 1 Year		£114.00			100.0%	New charge
Grant of licence 3 Years	£193.00	£193.00		£0.00	0.0%	
Renewal of existing licence 1 year		£96.00				
Renewal of existing licence 3 years	£170.00	£170.00		£0.00	0.0%	Cost recovery calculations support holding charges at current level. Hackney Carriage vehicles split from PHV. Age threshold for vehicle lifted. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
DBS (was CRB) check and DVLA check	£49.00	£49.00		£0.00	0.0%	
Medical approval	£20.00			REMOVE	REMOVE	
Knowledge Test	£25.00	£25.00		£0.00	0.0%	
Re take of Knowledge test	£25.00	£25.00		£0.00	0.0%	
Cost of badge/ replacement badge	£25.00	£25.00		£0.00	0.0%	
Cost of replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Disability Awareness Training	£65.00	£65.00		£0.00	0.0%	
Safeguarding Awareness Training	£15.00	£15.00		£0.00	0.0%	
English Testing	£40.00	£40.00		£0.00	0.0%	
<b>Hackney Carriage VEHICLE Fees and Charges</b>						
Grant of licence	£350.00	£350.00		£0.00	0.0%	Cost recovery calculations reviewed. Hackney Carriage vehicles split from PHV. Vehicle age threshold removed. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
Renewal of existing licence	£225.00	£245.00		£20.00	8.2%	
Replacement licence plate	£65.00	£65.00		£0.00	0.0%	
Replacement bracket	£15.00	£15.00		£0.00	0.0%	
Re inspection/missed appointment fee	£40.00	£40.00		REMOVE	REMOVE	
Change of vehicle only	£65.00	£66.00		£1.00	1.5%	
Transfer of licensee only	£15.00	£15.50		£0.50	3.2%	
Change of vehicle and licensee	£40.00	£41.00		£1.00	2.4%	
<b>Private Hire VEHICLE Fees and Charges</b>						
Grant of new licence	£240.00	£260.00		£20.00	7.7%	Costly recovery calculations reviewed. Hackney Carriage vehicles split from PHV. Vehicle age restriction lifted. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
Renewal of licence	£210.00	£230.00		£20.00	8.7%	
Renewal of licence for vehicle 7 years old or over	£245.00			REMOVE	REMOVE	
Internal Plate Replacement	£10.00	£10.00		£0.00	0.0%	
Plate or bracket replacement	£20.00	£20.00		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Cost of replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Change of vehicle only	£100.00	£102.00		£2.00	2.0%	
Transfer of licensee only	£55.00	£56.00		£1.00	1.8%	
Change of vehicle and licensee	£125.00	£127.00		£2.00	1.6%	
<b>Private Hire OPERATOR Fees and Charges</b>						
Operator's Licence (one vehicle only) - 1 year		£140.00		£140.00	100.0%	New licence
Operator's Licence (one vehicle only) – 5 year	£85.00	£130.00		£45.00	34.6%	Increased due extended validity period (from 3 years) and to reflect review of cost recovery rates. Plus £20 per additional vehicle (above 1)
For each additional vehicle	£20.00	£20.00		£0.00	0.0%	
Missed appointment fee	£25.00			REMOVE	REMOVE	
<b>Mobile Home Sites Fees</b>						
<b>New Application</b>						
1 to 10 pitches	£290.00	£295.00		£5.00	1.7%	
11 to 30 pitches	£420.00	£430.00		£10.00	2.3%	
31 to 99 pitches	£550.00	£560.00		£10.00	1.8%	
100 or more pitches	£680.00	£695.00		£15.00	2.2%	
<b>Annual Fee</b>						
1 to 10 pitches	£225.00	£230.00		£5.00	2.2%	
11 to 30 pitches	£290.00	£295.00		£5.00	1.7%	
31 to 99 pitches	£350.00	£360.00		£10.00	2.8%	
100 or more pitches	£420.00	£430.00		£10.00	2.3%	
Transfer/amendment	£160.00	£163.00		£3.00	1.8%	
Replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Lodging rules	£55.00	£56.00		£1.00	1.8%	

## Land Charges

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Full Search Fee (LLC1 & CON29R)	£128.00	£140.00		£12.00	9.38%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
Additional parcel CON29	£18.00	£18.00		£0.00	0	
Additional parcel LLC1	£2.00	£2.00		£0.00	0	
Additional parcel Q22	£1.00	£1.00		£0.00	0	
LLC1 Only (Register search )	£30.00	£40.00		£10.00	33.33%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
CON 29R only (no LLC1)	£98.00	£100.00		£2.00	2.04%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
CON290 (Optional enquiries Question 4-21)	£10.00	£10.00		£0.00	0	
CON290 Question 22	£31.50	£31.50		£0.00	0	
PART 3 Own worded enquiries	£20.00	£20.00		£0.00	0	

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# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>MEMBERSHIP DIRECT DEBITS</b>					
Single DD - FIXED	£39.00	£39.00	<b>£39.00</b>	0.00%	£0.00
Single DD - FLEXI	£44.00	£44.00	<b>£44.00</b>	0.00%	£0.00
Expressions Family	£83.00	£83.00	<b>No Longer Applicable</b>		
Family DD (2 adults + 2 children) - FIXED	0.00%	£80.00	<b>£80.00</b>	0.00%	£0.00
Family DD (2 adults + 2 children) - FLEXI	£0.00	£85.00	<b>£85.00</b>	0.00%	£0.00
Family with up 5 children	£93.00	£93.00	<b>No Longer Applicable</b>		
Family DD (2 adults + 5 children) - FIXED	£0.00	£90.00	<b>£90.00</b>	0.00%	£0.00
Family DD (2 adults + 5 children) - FLEXI	£0.00	£95.00	<b>£95.00</b>	0.00%	£0.00
One Parent (1 adult + 2 children)	£0.00	£54.00	<b>No Longer Applicable</b>		
Single Parent (1 adult + 2 children) - FIXED	£0.00	£50.00	<b>£50.00</b>	0.00%	£0.00
Single Parent (1 adult + 2 children) - FLEXI	£0.00	£55.00	<b>£55.00</b>	0.00%	£0.00
One Parent (5 children)	£10.00	£64.00	<b>No Longer Applicable</b>		
Single Parent (1 adult + 5 children) - FIXED	£0.00	£60.00	<b>£60.00</b>	0.00%	£0.00
Single Parent (1 adult + 5 children) - FLEXI	£0.00	£65.00	<b>£65.00</b>	0.00%	£0.00
Corporate (single) FIXED	£37.00	£37.00	<b>£37.00</b>	0.00%	£0.00
Corporate (single) FLEXI	£39.00	£39.00	<b>£39.00</b>	0.00%	£0.00
Swim 23	£23.00	£23.00	<b>£23.00</b>	0.00%	£0.00
Swim 15	£0.00	£15.00	<b>£15.00</b>	0.00%	£0.00
Expressions Concession	£37.00	£37.00	<b>£37.00</b>	0.00%	£0.00
Junior	£22.00	£22.00	<b>£22.00</b>	0.00%	£0.00
Student	£0.00	£25.00	<b>£25.00</b>	0.00%	£0.00
Aqua Swim, Sauna, Steam	£34.00	£34.00	<b>£34.00</b>	0.00%	£0.00
1 - month offer	£54.00	£54.00	<b>£55.00</b>	1.85%	£1.00
Annuals	£475.00	£421.00	<b>£421.20</b>	0.05%	£0.20
<b>FITNESS SUITE</b>					
Casual Peak	£9.30	£9.40	<b>£9.60</b>	2.13%	£0.20
Senior Peak	£3.75	£3.85	<b>£3.95</b>	2.60%	£0.10

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Casual Off-Peak	£7.80	£7.90	<b>£7.95</b>	0.63%	£0.05
Senior Off-Peak	£3.35	£3.45	<b>£3.60</b>	4.35%	£0.15
Induction (for PAYG)	£18.00	£18.50	<b>£19.00</b>	2.70%	£0.50
Refresher Induction	£9.00	£9.25	<b>£9.50</b>	2.70%	£0.25
Junior Peak	£3.75	£3.85	<b>£3.95</b>	2.60%	£0.10
Junior Induction	£4.00	£4.20	<b>£4.50</b>	7.14%	£0.30
Adult Link Card Peak	£4.65	£4.70	<b>£4.80</b>	2.13%	£0.10
Senior Link Card Peak	£1.90	£1.95	<b>£1.98</b>	1.28%	£0.03
Adult Link Card Off-Peak	£3.90	£3.95	<b>£4.00</b>	1.27%	£0.05
Senior Link Card Off-Peak	£1.65	£1.70	<b>£1.80</b>	5.88%	£0.10
Link Card Induction	£9.00	£9.25	<b>£9.50</b>	2.70%	£0.25
GP Referral Session	£3.85	£3.95	<b>£4.05</b>	2.53%	£0.10
MotorMed Session	£2.50	£2.50	<b>£2.50</b>	0.00%	£0.00
Fitness Test - non members	£15.00	£15.00	<b>£15.00</b>	0.00%	£0.00
Replacement Membership Card	£3.00	£3.10	<b>£3.20</b>	3.23%	£0.10
<b>HEALTH SUITE</b>					
Sauna / Steam / Spa* (* = Swim at KGLC)	£7.50	£7.70	<b>£7.90</b>	2.60%	£0.20
Sauna / Steam / Spa / Swim	£11.30	£11.50	<b>£11.75</b>	2.17%	£0.25
Senior Health Suite	£4.05	£4.00	<b>£4.05</b>	1.25%	£0.05
Link Card Sauna / Steam	£3.75	£3.85	<b>£3.95</b>	2.60%	£0.10
<b>FITNESS CLASSES</b>					
All Classes (incl AquaFit)	£6.20	£6.30	<b>£6.50</b>	3.17%	£0.20
Body conditioning (1.5 hours)	£8.20	£8.30	<b>£8.40</b>	1.20%	£0.10
Studio Cycling (Peak)	£9.40	£9.50	<b>£9.60</b>	1.05%	£0.10
Studio Cycling (Off-Peak)	£8.00	£8.10	<b>£8.20</b>	1.23%	£0.10
Yoga	£6.30	£6.40	<b>£6.50</b>	1.56%	£0.10
Yoga (1.5 hours)	£8.20	£8.30	<b>£8.40</b>	1.20%	£0.10
Junior and Senior - specific classes	£3.75	£3.85	<b>£3.95</b>	2.60%	£0.10

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Senior Classes - Bicester	£3.30	£3.40	<b>£3.50</b>	2.83%	£0.10
Yoga (1.5 hours)	£8.00	£8.20	<b>£8.40</b>	2.44%	£0.20
Link Card Classes	£3.10	£3.15	<b>£3.25</b>	3.17%	£0.10
Link Card Classes - Senior / Junior	£1.90	£1.95	<b>£1.98</b>	1.28%	£0.03
<b>SWIMMING SESSIONS</b>					
Adult	£4.00	£4.10	<b>£4.20</b>	2.44%	£0.10
Junior	£2.60	£2.70	<b>£2.75</b>	1.85%	£0.05
Seniors	£2.60	£2.70	<b>£2.75</b>	1.85%	£0.05
Under 3's	£0.00	£0.00	<b>£0.00</b>	0.00%	£0.00
Block of 10 swims - Adult	£36.00	£36.90	<b>£37.80</b>	2.44%	£0.90
Block of 10 swims - Juniors	£23.40	£24.30	<b>£24.75</b>	1.85%	£0.45
Block of 10 swims - Seniors	£23.40	£24.30	<b>£24.75</b>	1.85%	£0.45
Family Swim ticket	£12.70	£13.00	<b>£13.40</b>	3.08%	£0.40
Adult Link Card Swim	£2.00	£2.05	<b>£2.10</b>	2.44%	£0.05
Junior Link Card Swim	£1.30	£1.35	<b>£1.40</b>	3.70%	£0.05
Senior Link Card Swim	£1.30	£1.35	<b>£1.40</b>	3.70%	£0.05
Teachers	£3.00	£3.05	<b>No Longer Applicable</b>		
GP Referral Swim (see GP Ref section)	£3.85	£3.95	<b>£4.05</b>	2.53%	£0.10
Wet & Wacky - junior	£3.10	£3.15	<b>£3.25</b>	3.17%	£0.10
Wet & Wacky - adult	£4.10	£4.20	<b>£4.30</b>	2.38%	£0.10
Wet & Wacky - senior	£2.85	£2.95	<b>£3.00</b>	1.69%	£0.05
Aquatic Youth	£2.50	£2.55	<b>No Longer Applicable</b>		
AquaFit	£6.20	£6.30	<b>£6.50</b>	3.17%	£0.20
Scouts and Brownies	£1.75	£1.80	<b>£1.85</b>	2.50%	£0.05
AquaFit - senior	£3.75	£3.85	<b>£4.00</b>	3.90%	£0.15
Swim Fit - Adult	£5.10	£5.20	<b>£5.35</b>	2.88%	£0.15
Swim Fit - Senior	£3.20	£3.30	<b>£3.45</b>	4.55%	£0.15

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>SWIMMING LESSONS</b>					
Stage 1 - 7, parent & toddler 50 weeks as 3x17 weeks	£5.80	£5.90	<b>£6.00</b>	1.69%	£0.10
Stage 1 - 7, parent & toddler - Direct Debit	£23.20	£23.60	<b>£24.00</b>	1.69%	£0.40
1 hour classes (rookie, survival, adults)	£8.15	£8.40	<b>£8.50</b>	1.19%	£0.10
1 hour classes (rookie, survival, adults) - Direct Debit	£32.50	£33.60	<b>£34.00</b>	1.19%	£0.40
40 minute intensive lesson	£8.75	£9.00	<b>£9.10</b>	1.11%	£0.10
Ducklings 10 wk course / 30 min lesson	£5.40	£5.55	<b>£5.75</b>	3.60%	£0.20
Stage 1 - 3 (with assistants) 10 week course / 30 min lesson	£5.70	£5.85	<b>£6.05</b>	3.42%	£0.20
Stage 1 - 3 (with assistants) - Direct Debit - 30 min lesson	£22.80	£23.40	<b>£24.20</b>	3.42%	£0.80
Stage 4 - 7 10 wk course / 30 min lesson	£5.45	£5.60	<b>£5.75</b>	2.68%	£0.15
Stage 4 - 7 10 wk course - Direct Debit	£21.80	£22.40	<b>£23.00</b>	2.68%	£0.60
Stage 8 - 10 & Adult 10 wk course - 55mins / 1 hr	£8.60	£8.65	<b>£8.70</b>	0.58%	£0.05
Stage 8 - 10 & Adult - Direct Debit	£34.40	£34.60	<b>£34.80</b>	0.58%	£0.20
CHILDREN's lessons 10 weeks course / 30 min lesson	£5.25	£5.45	<b>£5.60</b>	2.75%	£0.15
CHILDREN's lessons Direct Debit - 30 min lesson - no assistant	£21.00	£21.80	<b>£22.40</b>	2.75%	£0.60
CHILDREN's lessons Direct Debit - 30 min lesson - with assistant	£23.00	£23.40	<b>£24.30</b>	3.85%	£0.90
ADULT lessons 10 wk course / 60 min	£8.15	£8.40	<b>£8.50</b>	1.19%	£0.10
ADULT lessons Direct Debit - 60 min	£32.60	£33.60	<b>£34.00</b>	1.19%	£0.40
<b>BIRTHDAY PARTIES</b>					
Sports Hall Party	£105.00	£110.00	<b>£110.00</b>	0.00%	£0.00
Sports Hall / MegaBounce Party	£100.00	£105.00	<b>£110.00</b>	4.76%	£5.00
Super Striker / Football (Indoors)	£75.00	£77.00	<b>£80.00</b>	3.90%	£3.00
Super Striker / Football (Outdoors)	£55.00	£56.00	<b>£57.50</b>	2.68%	£1.50
Swimming Pool Party (Main Pool) - rafts and inflatables	£115.00	£117.50	<b>£120.00</b>	2.13%	£2.50
Swimming Pool Party (PnT Pool) - Paddle & Play	£105.00	£107.50	<b>£110.00</b>	2.33%	£2.50
Swimming Pool - wet & wacky	£135.00	£135.00	<b>£140.00</b>	3.70%	£5.00

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Swimming Pool Party - rafts and inflatables	£115.00	£117.50	<b>£120.00</b>	2.13%	£2.50
Jump & Jiggle Soft Play Party	£80.00	£82.50	<b>£85.00</b>	3.03%	£2.50
Sports Party (indoors or outdoors)	£80.00	£82.50	<b>£85.00</b>	3.03%	£2.50
Mega Bounce & Tots Bounce Party	£120.00	£122.50	<b>£125.00</b>	2.04%	£2.50
<b>POOL HIRE - also see Birthday Parties</b>					
Main Pool	£90.00	£92.00	<b>£95.00</b>	3.26%	£3.00
Main Pool Gala	£120.00	£122.50	<b>£126.50</b>	3.27%	£4.00
Trainer Pool	£65.00	£67.00	<b>£69.00</b>	2.99%	£2.00
Trainer Pool Gala	£90.00	£92.50	<b>£95.00</b>	2.70%	£2.50
Play & Teach Pool	£76.50	£78.00	<b>£80.00</b>	2.56%	£2.00
School Hire (per lesson / teacher)	£16.70	£17.20	<b>£17.50</b>	1.74%	£0.30
Swim Club - Weekday mornings per 55mins	£37.50	£38.70	<b>£40.00</b>	3.36%	£1.30
Swim Club - evenings per 55mins	£60.00	£61.90	<b>£63.90</b>	3.23%	£2.00
<b>SPORTS HALL HIRE (per hour)</b>					
Badminton Court Peak	£11.30	£11.35	<b>£11.60</b>	2.20%	£0.25
Badminton Court Peak - Block Booking	£12.45	£12.50	<b>£12.75</b>	2.00%	£0.25
Badminton Court Off-Peak	£9.05	£9.10	<b>£9.30</b>	2.20%	£0.20
Badminton Court Off Peak - Block Booking	£10.00	£10.00	<b>£10.25</b>	2.50%	£0.25
Junior Peak	£5.65	£5.70	<b>£5.80</b>	1.75%	£0.10
Junior Off-Peak	£4.55	£4.55	<b>£4.65</b>	2.20%	£0.10
Adult vs Junior Peak	£8.65	£8.65	<b>£8.70</b>	0.58%	£0.05
Adult vs Junior Off-Peak	£6.80	£6.85	<b>£7.00</b>	2.19%	£0.15
Hall Hire Peak (5-a-side)	£50.00	£51.50	<b>£53.25</b>	3.40%	£1.75
Hall Hire Peak (5-a-side) - Block Booking	£55.00	£56.65	<b>£58.60</b>	3.44%	£1.95
Hall Hire Off-Peak (5-a-side)	£40.00	£41.20	<b>£42.60</b>	3.40%	£1.40
Hall Hire Off-Peak (5-a-side) - Block Booking	£44.00	£45.30	<b>£46.85</b>	3.42%	£1.55
<b>SQUASH COURTS HIRE (per 40 mins)</b>					
Squash Court Hire Peak	£8.50	£8.60	<b>£8.60</b>	0.00%	£0.00

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Squash Court Hire Peak - Block Booking	£9.35	£9.45	<b>£9.46</b>	0.11%	£0.01
Squash Court Hire Off-Peak	£7.30	£7.30	<b>£7.30</b>	0.00%	£0.00
Squash Court Hire Off Peak - Block Booking	£8.05	£8.05	<b>£8.05</b>	0.00%	£0.00
Junior Peak	£4.25	£4.30	<b>£4.30</b>	0.00%	£0.00
Junior Off-Peak	£3.65	£3.65	<b>£3.65</b>	0.00%	£0.00
Adult vs Junior Peak	£6.40	£6.45	<b>£6.45</b>	0.00%	£0.00
Adult vs Junior Off-Peak	£5.50	£5.50	<b>£5.50</b>	0.00%	£0.00
<b>TABLE TENNIS HIRE (per hour)</b>					
Adult Hire	£6.50	£6.60	<b>£6.80</b>	3.03%	£0.20
Junior Hire	£3.25	£3.30	<b>£3.40</b>	3.03%	£0.10
Adult vs Junior	£4.90	£4.95	<b>£5.10</b>	3.03%	£0.15
<b>ALL WEATHER PITCHES - BLC and KGLC</b>					
Adult Football	£40.00	£41.00	<b>£42.00</b>	2.44%	£1.00
Adult Football - Block Booking	£42.00	£43.30	<b>£45.00</b>	3.93%	£1.70
Junior Football (up to 7.15pm)	£30.00	£30.90	<b>£32.00</b>	3.56%	£1.10
Junior Football (up to 7.15pm) - Block booking	£33.00	£34.00	<b>£35.20</b>	3.53%	£1.20
Junior individual PAYG	£2.70	£2.80	<b>£3.00</b>	7.14%	£0.20
Whole Pitch	£73.50	£75.80	<b>£78.50</b>	3.56%	£2.70
2/3rds Pitch	£53.50	£55.15	<b>£57.10</b>	3.54%	£1.95
1/3rd Pitch	£33.50	£34.55	<b>£35.75</b>	3.47%	£1.20
Tennis	£6.50	£6.50	<b>£6.50</b>	0.00%	£0.00
<b>EQUIPMENT HIRE</b>					
Racquets - badminton, tennis, & table tennis bats	£2.00	£2.00	<b>£2.00</b>	0.00%	£0.00
Bibs	£2.00	£2.00	<b>£2.00</b>	0.00%	£0.00
Deposit (refundable)	£5.00	£5.00	<b>£5.00</b>	0.00%	£0.00
Breakages (take from deposit)	£5.00	£5.00	<b>£5.00</b>	0.00%	£0.00
Football hire	£2.00	£2.00	<b>£2.00</b>	0.00%	£0.00
Football deposit	£10.00	£10.00	<b>£10.00</b>	0.00%	£0.00

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>CRECHE</b>					
Creche - 1 hour	£3.00	£3.00	<b>£3.10</b>	3.33%	£0.10
15 minutes	£1.00	£1.00	<b>£1.00</b>	0.00%	£0.00
Creche - 1 hour, 15 mins	£3.85	£3.90	<b>£4.00</b>	2.56%	£0.10
Creche - 1 hour, 30 mins	£4.65	£4.70	<b>£4.85</b>	3.19%	£0.15
Creche Drop & Shop 2 hours	£7.40	£7.50	<b>£7.50</b>	0.00%	£0.00
Creche Drop & Shop 3 hours	£10.65	£10.75	<b>£10.75</b>	0.00%	£0.00
<b>JUNIOR ACTIVITIES</b>					
Sway Dance	£3.75	£4.00	<b>£4.15</b>	3.75%	£0.15
Parent & Toddler Sessions	£5.90	£6.10	<b>£6.00</b>	-1.64%	-£0.10
Adults & Juniors (1 hour)	£8.20	£8.45	<b>£8.70</b>	2.96%	£0.25
Spice Up Saturday	£5.00	£5.15	<b>£5.30</b>	2.91%	£0.15
Baby Bounce	£3.30	£3.40	<b>£3.50</b>	2.83%	£0.10
Baby Bounce - additional sibling	£2.30	£2.40	<b>£2.50</b>	4.17%	£0.10
Strikers / Dribblers	£4.85	£5.00	<b>£5.10</b>	1.95%	£0.10
Mini Dribblers	£3.90	£4.00	<b>£4.10</b>	2.50%	£0.10
Soft Play	£1.50	£1.55	<b>£1.60</b>	3.42%	£0.05
Gymnastics and Trampolining (terms 12-14 weeks)	£6.40	£6.60	<b>£6.80</b>	3.02%	£0.20
Trampolining (30 minute class)	£3.50	£3.60	<b>£3.70</b>	2.78%	£0.10
Tots Bounce	£2.50	£2.55	<b>£2.60</b>	1.96%	£0.05
Tots Bounce - Family Member 50% off	£1.25	£1.30	<b>£1.30</b>	0.00%	£0.00
Mega Bounce	£3.00	£3.05	<b>£3.15</b>	3.28%	£0.10
Jump & Jiggle Area	£1.50	£1.50	<b>£1.55</b>	3.33%	£0.05
<b>ROOM HIRE</b>					
Activity Hall - Peak	£45.00	£46.00	<b>£47.00</b>	2.17%	£1.00
Exercise Studio	£20.00	£20.50	<b>£21.00</b>	2.44%	£0.50
Treatment Room	£20.00	£0.00	<b>No Longer Applicable</b>	0.00%	£0.00
Activity Hall - Peak	£46.00	£46.00	<b>£47.00</b>	2.17%	£1.00

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Functional Training Room - whole room	£75.00	£75.00	<b>No Longer Applicable</b>	0.00%	£0.00
Studio 1	£60.00	£61.50	<b>£63.00</b>	2.44%	£1.50
Studio 2	£40.00	£41.25	<b>£42.50</b>	3.03%	£1.25
Meeting Room - 1 hour	£18.00	£18.00	<b>£18.00</b>	0.00%	£0.00
Meeting Room - half day	£60.00	£60.00	<b>£60.00</b>	0.00%	£0.00
Meeting Room - full day	£100.00	£100.00	<b>£100.00</b>	0.00%	£0.00
Body Therapy Clinic	£38.00	£39.00	<b>£41.00</b>	5.13%	£2.00
<b>BOWLING</b>					
Adult 1 game	£4.50	£4.65	<b>£4.80</b>	3.16%	£0.15
Adult 2 game	£7.65	£7.90	<b>£8.15</b>	3.13%	£0.25
Adult 3 game	£10.80	£11.15	<b>£11.50</b>	3.18%	£0.35
child/ concessions 1 games	£3.75	£3.90	<b>£4.00</b>	2.56%	£0.10
child/ concessions 2 games	£6.40	£6.60	<b>£6.80</b>	3.02%	£0.20
child/ concessions 3 games	£9.00	£9.35	<b>£9.60</b>	2.66%	£0.25
Members 1 Game	£3.15	£3.25	<b>£3.30</b>	1.57%	£0.05
Members 2 Game	£5.35	£5.50	<b>£5.60</b>	1.83%	£0.10
Members 3 Game	£7.55	£7.80	<b>£7.90</b>	1.29%	£0.10
Family Ticket	£10.75	£12.00	<b>£12.30</b>	2.50%	£0.30
Family Ticket 2 Games	£19.50	£20.00	<b>£20.75</b>	3.76%	£0.75
Family Ticket 3 Games	£26.00	£27.00	<b>£28.50</b>	5.56%	£1.50
Link Card (any time)	£2.25	£2.25	<b>£2.40</b>	6.52%	£0.15
Birthday Parties	£8.00	£8.25	<b>£8.30</b>	0.59%	£0.05
Additional Child	£2.35	£2.50	<b>£2.75</b>	10.00%	£0.25
Group 1 Booking	£9.00	£9.28	<b>No Longer Applicable</b>	0.00%	£0.00
Group 2 Booking	£10.00	£10.31	<b>No Longer Applicable</b>	0.00%	£0.00
Option 1A Booking (Sun - Thurs)	£0.00	£0.00	<b>£7.00</b>		£7.00
Option 1B Booking (Fri - Sat)	£0.00	£0.00	<b>£9.00</b>		£9.00
Option 2A Booking (Sun - Thurs)	£0.00	£0.00	<b>£10.00</b>		£10.00



# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Option 2B Booking (Fri - Sat)	£0.00	£0.00	<b>£12.00</b>		£12.00
Late night Special	£6.00	£6.50	<b>£6.75</b>	3.78%	£0.25
Late night special 2 games	£8.00	£8.50	<b>£9.00</b>	5.88%	£0.50
Late night special 3 games	£11.00	£11.00	<b>£12.00</b>	9.09%	£1.00
<b>CAMP ADVENTURE</b>					
Half Day (am) 8.30-12.30 Half Day (pm) 2.00-6.00	£11.80	£12.10	<b>£12.40</b>	2.48%	£0.30
Half Day Family membership price @ 50% off	£5.90	£6.05	<b>£6.20</b>	2.48%	£0.15
Lunch 12.30-2.30	£6.00	£6.20	<b>£6.30</b>	1.61%	£0.10
Lunch 12.30-2.30 Family membership price @ 50% off	£3.00	£3.10	<b>£3.15</b>	1.61%	£0.05
Full Day 8.30-6.00	£25.50	£26.30	<b>£27.00</b>	2.66%	£0.70
Full Day 8.30-6.00 Family membership price @ 50% off	£12.75	£13.15	<b>£13.50</b>	2.66%	£0.35
<i>Full Week Half Day (am) 8.30-12.30</i> <i>Full Week Half Day (pm) 2.30-6.00</i>	£49.00	£50.50	<b>£52.00</b>	2.97%	£1.50
Full Week Half Day Family membership price @ 50% off	£24.50	£25.25	<b>£25.60</b>	1.39%	£0.35
<i>Full Week Lunch 12.30-2.30</i>	£20.00	£21.00	<b>£21.50</b>	2.38%	£0.50
Full Week Lunch 12.30-2.30 Family membership price @ 50% off	£10.00	£10.50	<b>£10.60</b>	0.95%	£0.10
<i>Full Week Full Day 8.30-6.00</i>	£117.50	£121.50	<b>£125.00</b>	2.88%	£3.50
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£58.75	£60.75	<b>£62.50</b>	2.88%	£1.75
Half Day (am) 10-4 or 9-3	£17.00	£17.53	<b>£18.00</b>	2.66%	£0.47
Family - 50% off	£8.50	£8.77	<b>£9.00</b>	2.66%	£0.23
Half day 8.45-3.15	£17.50	£18.05	<b>£18.50</b>	2.50%	£0.45
Family - 50% off	£8.75	£9.02	<b>£9.25</b>	2.50%	£0.23
Full Day 8.30-6.00	£26.00	£26.50	<b>£27.00</b>	1.89%	£0.50
Full Day 8.30-6.00 Family membership price @ 50% off	£13.00	£13.25	<b>£13.50</b>	1.89%	£0.25
<i>Full Week Half Day (am) 10-4 or 9-3</i>	£75.00	£77.67	<b>£80.00</b>	3.00%	£2.33
Family - 50% off	£37.50	£38.83	<b>£40.00</b>	3.00%	£1.17
Half day 8.45-3.15	£77.50	£80.25	<b>£82.50</b>	2.81%	£2.25
Family - 50% off	£38.75	£40.12	<b>£41.25</b>	2.81%	£1.13
<i>Full Week Full Day 8.30-6.00</i>	£120.00	£122.50	<b>£125.00</b>	2.04%	£2.50

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£60.00	£61.25	<b>£62.50</b>	2.04%	£1.25
Half Day 10-4 or 9-3	£17.25	£17.80	<b>£18.00</b>	1.12%	£0.20
Half Day - Family members - 50% off	£8.65	£8.90	<b>£9.00</b>	1.12%	£0.10
<i>Half Day - Full Week</i>	£76.25	£78.60	<b>£80.00</b>	1.78%	£1.40
<i>Half Day - Full Week - Family - 50% off</i>	£38.15	£39.30	<b>£40.00</b>	1.78%	£0.70
Full Day 8.30-6.00	£27.00	£27.85	<b>£28.00</b>	0.55%	£0.15
Full Day - Family membership price @ 50% off	£13.50	£13.90	<b>£14.00</b>	0.72%	£0.10
<i>Full Week - Full Day</i>	£125.00	£128.95	<b>£130.00</b>	0.81%	£1.05
Full Week - Full Day Family membership price @ 50% off	£62.50	£64.45	<b>£65.00</b>	0.85%	£0.55
<b>OVER 50's</b>					
Evergreens (Monday)	£2.80	£2.90	<b>£3.00</b>	3.45%	£0.10
Evergreens (Tuesday)	£3.00	£3.10	<b>£3.20</b>	3.23%	£0.10
Evergreens (Wednesday)	£3.60	£3.70	<b>£3.80</b>	2.70%	£0.10
YAH - single activity	£3.40	£3.50	<b>No Longer Applicable</b>		
<b>OTHER</b>					
Parish Card (12 months)	£48.00	£49.50	<b>£51.25</b>	3.54%	£1.75
Shower	£4.00	£4.10	<b>£4.20</b>	2.44%	£0.10
Spectator - Adult	£1.00	£1.00	<b>£1.00</b>	0.00%	£0.00
Spectator - Junior / Senior	£1.00	£1.00	<b>£1.00</b>	0.00%	£0.00
Mixed Leisure	£4.10	£4.20	<b>£4.30</b>	2.38%	£0.10
Adult Badminton Course	£40.00	£41.20	<b>£42.50</b>	3.16%	£1.30
No Strings	£3.50	£3.60	<b>£3.70</b>	2.78%	£0.10
CHANGE GEAR BIKEABILITY L1	£10.00	£10.25	<b>£10.25</b>	0.00%	£0.00
CHANGE GEAR BIKEABILITY L2	£30.00	£30.50	<b>£30.50</b>	0.00%	£0.00
CHANGE GEAR BIKEABILITY L1+L2	£35.00	£36.00	<b>£36.00</b>	0.00%	£0.00
CHANGE GEAR BALANCEABILITY	£4.50	£4.60	<b>£4.50</b>	-2.17%	-£0.10

# STRATFIELD BRAKE & WHITELANDS FARM

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>STRATFIELD BRAKE</b>					
Cricket Pitch Hire (per match)	£92.00	£92.00	<b>£95.00</b>	3.26%	£3.00
Cricket Nets Hire (per hour)	£15.00	£15.00	<b>£15.00</b>	0.00%	£0.00
Rugby Pitch Hire - Adult Matches (per match)	£67.00	£67.00	<b>£68.00</b>	1.49%	£1.00
Rugby Pitch Hire - Adult Training (per hour)	£45.00	£45.00	<b>£45.00</b>	0.00%	£0.00
Rugby Pitch Hire - Junior Matches (per match)	£36.00	£36.00	<b>£37.00</b>	2.78%	£1.00
Rugby Pitch Hire - Junior Training (per hour)	£24.00	£24.00	<b>£24.00</b>	0.00%	£0.00
Rugby Pitch Hire - Mini Matches (per match)	£15.50	£15.50	<b>£16.00</b>	3.23%	£0.50
Rugby Pitch Hire - Mini Training (per hour)	£9.85	£9.85	<b>£10.00</b>	1.52%	£0.15
Football Pitch Hire - Adult Matches (per match)	£67.00	£67.00	<b>£68.00</b>	1.49%	£1.00
Football Pitch Hire - Adult Training (per hour)	£45.00	£45.00	<b>£45.00</b>	0.00%	£0.00
Football Pitch Hire - Junior Matches (per match)	£36.00	£36.00	<b>£37.00</b>	2.78%	£1.00
Football Pitch Hire - Junior Training (per hour)	£24.00	£24.00	<b>£24.00</b>	0.00%	£0.00
Football Pitch Hire - Mini Matches (per match)	£15.50	£15.50	<b>£16.00</b>	3.23%	£0.50
Football Pitch Hire - Mini Training (per hour)	£9.85	£9.85	<b>£10.00</b>	1.52%	£0.15
Function Room Hire - per hour	£25.00	£25.00	<b>£30.00</b>	20.00%	£5.00
Running Club Showers	£1.20	£1.20	<b>£1.50</b>	25.00%	£0.30
Changing Room Hire (per hour)	£9.00	£9.00	<b>£9.50</b>	5.56%	£0.50
Projector & Screen	£0.00	£0.00	<b>£20.00</b>		£20.00
Refreshments	£0.00	£0.00	<b>£20.00</b>		£20.00
Kitchen Hire - hour	£0.00	£0.00	<b>£20.00</b>		£20.00
<b>WHITELANDS FARM</b>					
3G Pitch - Adult - Full Pitch - per hour	£81.00	£81.00	<b>£83.50</b>	3.09%	£2.50
3G Pitch - Junior - Full Pitch - per hour	£45.00	£45.00	<b>£46.50</b>	3.33%	£1.50
3G Pitch - Adult - Half Pitch - per hour	£50.00	£50.00	<b>£51.75</b>	3.50%	£1.75
3G Pitch - Junior - Half Pitch - per hour	£30.00	£30.00	<b>£31.00</b>	3.33%	£1.00
3G Pitch - Adult - Quarter Pitch - per hour	£30.00	£30.00	<b>£31.00</b>	3.33%	£1.00
3G Pitch - Junior - Quarter Pitch - per hour	£20.00	£20.00	<b>£20.60</b>	3.00%	£0.60
Grass Pitch - Adult - Rugby - per hour	£45.00	£45.00	<b>£46.00</b>	2.22%	£1.00
Grass Pitch - Junior - Rugby - per hour	£25.00	£25.00	<b>£25.50</b>	2.00%	£0.50
Grass Pitch - Adult - Football - per hour	£45.00	£45.00	<b>£46.00</b>	2.22%	£1.00
Grass Pitch - Junior - Football - per hour	£25.00	£25.00	<b>£25.50</b>	2.00%	£0.50

# STRATFIELD BRAKE & WHITELANDS FARM

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
3G Pitch - Adult - Full Pitch - per match	£120.00	£120.00	<b>£124.25</b>	3.54%	£4.25
3G Pitch - 9 v 9 - per match	£0.00	new	<b>£90.00</b>	0.00%	£0.00
3G Pitch - Junior - Full Pitch - per match	£67.00	£67.00	<b>£69.25</b>	3.36%	£2.25
Grass Pitch - Adult - Rugby - per match	£65.00	£65.00	<b>£67.00</b>	3.08%	£2.00
Grass Pitch - Junior - Rugby - per match	£35.00	£35.00	<b>£36.00</b>	2.86%	£1.00
Grass Pitch - Mini - Rugby - per match	£15.00	£15.00	<b>£15.50</b>	3.33%	£0.50
Grass Pitch - Adult - Football - per match	£45.00	£45.00	<b>£46.00</b>	2.22%	£1.00
Grass Pitch - Junior - Football - per match	£35.00	£35.00	<b>£36.00</b>	2.86%	£1.00
Grass Pitch - Mini - Football - per match	£15.00	£15.00	<b>£15.50</b>	3.33%	£0.50
Cricket Pitch - per match	£90.00	£90.00	<b>£95.00</b>	5.56%	£5.00
Function Room - per meeting / per hour - one off	£25.00	£25.00	<b>£30.00</b>	20.00%	£5.00
Function Room - regular bookings	£0.00	new:	<b>£25.00</b>	0.00%	£0.00
Function Room - per event / per hour	£0.00	STN	<b>STN</b>	0.00%	£0.00
Showers	£1.50	£1.50	<b>£1.50</b>	0.00%	£0.00
Tennis - Adult - per hour	£7.00	£7.00	<b>£7.00</b>	0.00%	£0.00
Tennis - Junior- per hour	£4.00	£4.00	<b>£4.00</b>	0.00%	£0.00

**Cell:** C28

**Comment:** Use these for another other prices / facility charges (outside of the council's core ones)  
-Liyen Mathew

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# WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>Bowling*</b>					
Member Rink peak (2 hours)	£3.25	£3.30	<b>£3.35</b>	1.52%	£0.05
Public Play	£2.80	£2.85	<b>£2.90</b>	1.75%	£0.05
Link Play (per hour)	£1.50	£1.55	<b>£1.60</b>	3.23%	£0.05
Learners (2 hours)	£3.60	£3.70	<b>£3.75</b>	1.35%	£0.05
Disabled (per hour)	£1.50	£1.55	<b>£1.60</b>	3.23%	£0.05
Membership Adult	£46.40	£47.45	<b>£48.50</b>	2.21%	£1.05
Membership Junior	£27.40	£28.00	<b>£28.50</b>	1.79%	£0.50
Junior Member peak (2 hours)	£1.70	£1.75	<b>£1.80</b>	2.86%	£0.05
Junior Non Member peak (2 hours)	£3.50	£3.60	<b>£3.65</b>	1.39%	£0.05
Bowls area wedding	£1,665.00	£1,700.00	<b>£1,750.00</b>	2.94%	£50.00
<b>Classes</b>					
Fit 'N'Fifty block of 10	£22.80	£23.20	<b>£24.00</b>	3.45%	£0.80
Fit 'N' Fifty	£2.85	£2.90	<b>£3.00</b>	3.45%	£0.10
Fit 'N' Fifty LINK	£1.45	£1.45	<b>£1.50</b>	3.45%	£0.05
LBT	N/A			0.00%	£0.00
LBT block of 10	N/A			0.00%	£0.00
<b>Room Hire</b>					
Hall Hire – With Bar	N/A			0.00%	£0.00
Hall Hire – Without Bar*	N/A			0.00%	£0.00
Meeting Room*	N/A			0.00%	£0.00
Meeting room 1 hour	£15.00	£15.25	<b>£15.60</b>	2.30%	£0.35
Meeting room half day (4 hours)	£45.00	£45.75	<b>£46.80</b>	2.30%	£1.05
Meeting room full day (8 hours)	£90.00	£91.50	<b>£93.60</b>	2.30%	£2.10
<b>Badminton/Table Tennis</b>					
Badminton	N/A			0.00%	£0.00
Table Tennis	N/A			0.00%	£0.00
<b>Spectator – Dryside only</b>					
Adult	£1.15	£1.15	<b>£1.15</b>	0.00%	£0.00
Junior	£0.85	£0.85	<b>£0.85</b>	0.00%	£0.00
Senior Citizen	£0.85	£0.85	<b>£0.85</b>	0.00%	£0.00

# WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>Swimming</b>					
Adult session	£4.05	£4.10	<b>£4.20</b>	2.44%	£0.10
Adult All Day	£7.90	£8.00	<b>£8.20</b>	2.50%	£0.20
Junior session	£2.70	£2.75	<b>£2.75</b>	0.00%	£0.00
Junior All Day	£4.85	£5.00	<b>£5.10</b>	2.00%	£0.10
Senior Citizen	£2.70	£2.75	<b>£2.75</b>	0.00%	£0.00
Senior All Day	£4.85	£5.00	<b>£5.10</b>	2.00%	£0.10
Early Bird/Lane swimming	£4.05	£4.10	<b>£4.20</b>	2.44%	£0.10
Adult Lunchtime	£4.05	£4.10	<b>£4.20</b>	2.44%	£0.10
Junior/Senior Lunchtime	£2.70	£2.75	<b>£2.75</b>	0.00%	£0.00
Family Ticket (2 adults, up to 3 children)	£12.75	£12.95	<b>£13.15</b>	1.54%	£0.20
Block of 10 adult	£36.45	£36.90	<b>£37.80</b>	2.44%	£0.90
Block of 10 adult all day	£71.10	£72.00	<b>£73.80</b>	2.50%	£1.80
Block of 10 Junior/senior	£24.30	£24.75	<b>£24.75</b>	0.00%	£0.00
Block of 10 junior/senior all day	£43.65	£45.00	<b>£45.90</b>	2.00%	£0.90
<b>Pool Hire (per hour)</b>					
Main Pool	£126.00	£128.50	<b>£132.00</b>	2.72%	£3.50
	To be agreed on application based on club numbers and lifeguarding costs				
Club Hire	£43.50	£44.45	<b>£45.60</b>	2.59%	£1.15
Aquazone	N/A	N/A	<b>N/A</b>		
Gala	£158.00	£161.00	<b>£165.00</b>	2.48%	£4.00
Party hire	£160.00	£162.00	<b>£165.00</b>	1.85%	£3.00
	To be agreed on application based on party numbers and lifeguarding costs				
<b>FITNESS / GYM</b>					
Expressions DD	£30.00	£30.50			
Single DD - FIXED		£25.00	<b>£25.50</b>	2.00%	£0.50
Single DD - FLEXI		£30.00	<b>£30.50</b>	1.67%	£0.50
Expressions Corporate DD	£27.00	£27.45			
Corporate (single) FIXED		£23.00	<b>£23.00</b>	0.00%	£0.00
Corporate (single) FLEXI		£27.00	<b>£27.50</b>	1.85%	£0.50



**WOODGREEN**

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Gym casual admission	£6.25	£6.40	<b>£6.50</b>	1.56%	£0.10
Shower (winter)	£2.00	£2.00	<b>£2.00</b>	0.00%	£0.00
Gym Induction	£11.25	£11.50	<b>£12.00</b>	4.34%	£0.50
Junior Gym Session		£3.65	<b>£3.70</b>	1.37%	£0.05
Studio 1 hire per hour	£30.00	£30.65	<b>£31.40</b>	2.45%	£0.75
Studio 2 hire per hour	£48.00	£49.05	<b>£50.25</b>	2.45%	£1.20
Seniors Classes	£3.00	£3.05	<b>£3.10</b>	1.64%	£0.05
Group Cycling	£6.75	£6.90	<b>£7.00</b>	1.44%	£0.10
Fitness Classes (incl Zumba)	£5.70	£5.85	<b>£6.00</b>	2.56%	£0.15
Sway Dance - Street Class	£3.95	£4.00	<b>£4.00</b>	0.00%	£0.00
Sway Dance - Ballet	£3.10	£3.20	<b>£3.20</b>	0.00%	£0.00

**Cell:** M3

**Comment:** The average increase for CPI for October 2017 to September 2018 is 2.67%  
2.40% = actual increase

CDC Earmarked Reserves

Appendix 8

Reserves	Service Owner	Purpose	Estimated Balance 31-Mar-19	Transfers In 2019/20	Transfers Out 2019/20	Estimated Balance 31-Mar-20
General Fund Reserves:			£000	£000	£000	£000
Building Control	Paul Feehilly	To manage the trading account for Building Control	(24)			(24)
Country Park Reserve	Graeme Kane	This reserve is used to fund major improvement works at the County Parks	(100)			(100)
Elections	Nick Graham	The reserve has been set up to recognise that standalone district elections are now annual in all wards.	(253)			(253)
Environmental Warranties	Adele Taylor	The reserve is in place to protect the council against potential asbestos claims in Sanctuary Homes	(1,000)			(1,000)
Hanwell Fields Open Space	Paul Feehilly	This reserve has been created from S106 monies and will be used towards the cost of the maintenance on Hanwell Fields open space as required	(79)			(79)
Housing Reserve	Graeme Kane	The reserve is to be used to support the delivery of a Single Person's Housing Strategy including the development and management of single person's housing units in Cherwell.	(114)			(114)
Work in Default reserve	Graeme Kane	This reserve has been set up to cover the cost of emergency enforcement as required	(100)			(100)
Local Plan Charges	Paul Feehilly	The reserve has been created to fund the one-off costs associated with the provision of the Local Plan	(124)			(124)
NHB - Affordable Housing	Graeme Kane	The reserve has been created from New Homes Bonus grant income and will be used on the strategic housing projects	(1,062)	(347)		(1,409)
NHB - Economic Development	Paul Feehilly	The reserve has been created from New Homes Bonus grant income and will be used to fund the costs of Economic Growth projects across the district	(2,547)	0		(2,547)
NHB - Superfast Broadband	Paul Feehilly	The reserve has been created from New Homes Bonus grant income and will be used to fund the costs associated with the Better Broadband for Oxfordshire programme	(727)			(727)
Planning Control	Paul Feehilly	This reserve will be used to fund the costs associated with major planning applications where the costs fall over more than one financial year	(259)			(259)
Business Rates and Risk reserve	Adele Taylor	This reserve is to mitigate risks arising from business rates volatility and general risks facing the organisation	(1,752)		147	(1,605)
Sainsbury's Primary Authority	Graeme Kane	This reserve is to fund the commercial projects within public protection	(55)			(55)
Self Insurance	Adele Taylor	This reserve holds self-insurance for small items that are otherwise not insured.	(137)			(137)
VAT Deminimus	Adele Taylor	This reserve has been set up to protect the council against the risk of breaching the VAT deminimus level of 5%	(500)			(500)
Sportivate Initiatives	Graeme Kane	The reserve has been created for Sportivate activities to research and pilot projects to engage inactive residents.	(55)			(55)
Horton General Towns	Graeme Kane	The reserve will be used to fund the cost of the Horton Hospital review	(84)			(84)
Pensions Deficit	Adele Taylor	To mitigate the cost of the pension deficit at the next triennial review	(2,018)			(2,018)
Graven Hill	Adele Taylor	Equalisation reserve for Graven Hill	(1,529)			(1,529)
Art Development	Graeme Kane	Art development reserve.	(80)			(80)
CCTV	Greame Kane	The reserve will be used to fund the potential cost of CCTV	(27)			(27)
Broadfield Road Yarnton Sports	Greame Kane		(4)			(4)
Bicester reserve	Paul Feehilly	To assist the Council with funding Bicester projects	(56)			(56)
Corporate and Commercial Reserve	Adele Taylor	To assist the council with funding the costs associated with corporate transformation and commercial investment projects	(4,171)	(1,370)	1,400	(4,141)
<b>Sub-total</b>			<b>(16,857)</b>	<b>(1,717)</b>	<b>1,547</b>	<b>(17,027)</b>

CDC Earmarked Reserves

Appendix 8

Reserves	Service Owner	Purpose	Estimated Balance 31-Mar-19	Transfers In 2019/20	Transfers Out 2019/20	Estimated Balance 31-Mar-20
<b>General Fund Reserves:</b>			<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Earmarked Reserves from Grants &amp; Contributions:</b>						
Area Based Grant	Graeme Kane	This reserve supports the work in community consultation and engagement	(83)			(83)
Bicester Fields Main Park	Graeme Kane	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(97)			(97)
Brighter Futures - Skills Reward Grant	Graeme Kane	Projects for early years, employment support and skills, family support & young people, financial inclusion & housing, health & well-being, safer & stronger communities	(57)			(57)
Bicester Garden Town	Paul Feehilly	The reserve is for initiatives and studies pertaining to the development of Bicester as a Garden Town	(965)		946	(19)
Bicester Youth Bus	Graeme Kane	Grants provided by the Police and Crime Commissioners to fund Community Safety Projects - Not to be spent without the permission of the Community Safety Partnership.	(65)			(65)
Courtyard Youth Arts	Graeme Kane	The reserve is used to fund projects at the Courtyard	(39)			(39)
Dovecote Milcombe	Paul Feehilly	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(56)			(56)
Eco Town Revenue	Paul Feehilly	The reserve is used to fund Eco Town project as monitored by Place Programme and Project Board	(30)		30	0
Flood Recovery Grant	Nick Graham	The reserve has been created to cover the cost of emergency planning contingencies	(40)			(40)
Green Deal Pioneer Places	Paul Feehilly	The reserve has been created from a ring fenced grant which is used on projects relating to the Government's Green Deal initiative	(67)			(67)
Home Improvement Agency	Graeme Kane	This reserve is for covering the costs of Home Improvement Agency Projects as required	(221)			(221)
Homelessness Prevention	Graeme Kane	The reserve has been created from ring fenced grant to be spent in conjunction with Service Level Agreements with partnerships in conjunction with Cherwell's Homeless Action Plan	(454)			(454)
New Burdens Grant	Adele Taylor	The reserve has been created from various government grants awarded to fund any additional costs associated with administering new government initiatives	(248)			(248)
Performance Reward Grant ABG	Graeme Kane	This is CSP money that is not to be spent without the permission of the CSP.	(21)			(21)
Police & Crime Commissioner	Graeme Kane	The reserve is created from ring-fenced grant to be spent on specific projects to be approved by the Community Safety Partnership	(64)			(64)
Thames Valley Police	Graeme Kane	This reserve is being used to fund the cost of CCTV replacement.	(28)			(28)
Housing and Planning Initiatives	Paul Feehilly	This reserve supports work within Housing and Planning to support one-off costs associated with growth within the District	(322)			(322)
Laburnham Cres Ambrosden	Paul Feehilly	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(38)			(38)
<b>Sub-total</b>			<b>(2,895)</b>	<b>0</b>	<b>976</b>	<b>(1,919)</b>
<b>Total Earmarked Reserves</b>			<b>(19,752)</b>	<b>(1,717)</b>	<b>2,523</b>	<b>(18,946)</b>
<b>General Fund Balance</b>			<b>(1,001)</b>	<b>(1,000)</b>		<b>(2,001)</b>
<b>Useable Reserves</b>			<b>(20,753)</b>	<b>(2,717)</b>	<b>2,523</b>	<b>(20,947)</b>

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
<b>WELLBEING AND ENVIRONMENTAL</b>			
<b>Community Services</b>			
<b>Ongoing revenue implications of purchase of The Mill Arts Centre -</b> Full year financial implications of the purchase of The Mill including the need to increase the grant to MACT to cover off some transition costs as well as utilities, maintenance and revenue costs associated with remedial capital works in 2019/20	Implications were set out in the purchase report in December 2018. Transitional funding not being provided would mean the closure of The Mill Arts Centre trust leaving CDC with an asset and no operator. Given restrictive covenants placed on the sale of the asset to us from OCC there could be further financial implication in excess of this amount of growth.	75,000	
<b>Full year budget requirements from posts within the service -</b> this reflects the full cost implications of previously agreed posts. Includes grants officer, CCTV posts and project officers. There is also a small amount to reflect our subscription to the Lotteries council	This ensures that the full budget requirements are reflected within the service for 2019/20 otherwise an overspend would be created. If this was not fully reflected then existing postholders could face redundancy and the costs would be greater to the Council	80,500	
<b>Management fee contractual increase in leisure services -</b> contractual increases relating to our operator for leisure provision	This is a contractual increase so the financial implications have to be fully reflected in the budget	66,000	
<b>Increased income across housing services -</b> includes additional contributions from OCC for the running of the housing improvement agency, impact of new HMO legislation and other additional income that we have received	This is an increased income budget to reflect the activity within the service.		(10,000)
<b>Reduction in cost of the museum grant -</b> this reflects a reduction in the core grant to Banbury museum which has already been agreed	This is a previously agreed reduction in grant and reflects the actual requirements within the service		(26,500)
<b>Healthy New Towns Growth Bid -</b> this would fund an extension to the current work that has been taking place in regards to Healthy New Towns within Bicester and would mainstream the work to other parts of the District. This is permanent and ongoing funding for the future and includes staffing costs on a permanent basis.	This option would be to extend all work across Bicester, Banbury and Kidlington from the learning that has already taken place in Bicester. The funding would be required for additional staffing resources and is included on a continuous basis. There are other options that can be considered for a lower cost - bronze option is a limited review of what we have already achieved with costs of (£40k), Silver option (cost of £258k) would extend to 1 more town only.	360,000	
<b>Subtotal</b>		581,500	(36,500)

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
<b>Environment Services</b>			
<b>Increased costs of waste and recycling</b> - includes costs arising from additional services in bulky waste, clinical waste and bin deliveries as well as costs arising from increasing fuel prices	These reflect the increasing levels of activity in the service as well as the inflation that we are experiencing from fuel prices. Some additional income is derived from increasing levels of activity and is reflected in increased income budgets below	69,150	
<b>Increased costs of gate fees for waste and recycling</b> - Uncontrollable increase in the price charge per tonne (Gate Fees) for dry goods recycling and recycling credits income reduction	These are uncontrollable costs and a growth in budget is therefore required	250,985	
<b>Increased levels of income from increasing activity from business waste collections and recycling banks</b> - increased activity generates additional income	This reflects increased levels of activities in the service		(107,400)
<b>Reductions in contract costs and increased contractor income</b> - following a review of contract expenditure and income across all areas within environmental services including car park maintenance, street cleansing and parks and open spaces	Review of all contractor costs and income to now reflect actual activity within the service		(106,985)
Subtotal		320,135	(214,385)

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
<b>WELLBEING AND ENVIRONMENTAL SERVICES - TOTAL</b>		<b>901,635</b>	<b>(250,885)</b>
<b>PLACE AND GROWTH</b>			
<b>Review of all income and activity levels</b> - Includes increased volume of building regulation applications, plus reduction in contribution levels for some services	Reflects current service activity and levels		<b>(33,959)</b>
<b>Place and Growth Total</b>		<b>-</b>	<b>(33,959)</b>
<b>CUSTOMERS AND SERVICE DEVELOPMENT</b>			
<b>Line by line review of all service areas</b> - detailed review of all service budgets and savings identified from budgets no longer required across all areas including IT, Performance and Transformation and Strategic Marketing and Comms.	Reflects current service activity and levels		<b>(71,500)</b>
<b>Customers and service development - Total</b>		<b>-</b>	<b>(71,500)</b>

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
<b>FINANCE, GOVERNANCE AND PROPERTY</b>			
<b>Governance</b>			
<b>Reduced land charges income and reduction of other budgets no longer required</b> - activity levels for 2018/19 were not as high in relation to land charges and so the income targets for 2019/20 have been reviewed. Line by line review of other budgets within the service have reduced the overall pressure	Reflects current service activity and levels	9,980	
Subtotal		9,980	0
<b>Finance</b>			
<b>Increased contractual costs and external consultancy costs</b> - Reflects full financial implications of fraud contract, additional interim support in relation of closedown of accounts and other financial support	Reflects current service activity and levels	110,192	
<b>Contractual price reductions for insurance and external audit</b> - reductions in corporate contracts for insurance and external audit	Reflects current service activity and levels		(78,228)
Subtotal		110,192	(78,228)
<b>Property</b>			
<b>Detailed review of all property costs</b> - This reflects all changes that have been highlighted in 2018/19 following a thorough review of our activity. Includes additional support to manage expanding portfolio.	This reflects our current activity and income levels. Corrects a number of issues that have been highlighted throughout 2018/19 including income from council owned companies now included correctly within the services budget.	925,607	
<b>Detailed review of all property income expected from property acquisitions</b> - this is the net change across all of our property activity. This reflects all changes that have been highlighted in 2018/19 following a thorough review of our activity.	This reflects our current activity and income levels. Corrects a number of issues that have been highlighted throughout 2018/19 including income from council owned companies now included correctly within the services budget.		(289,249)
Subtotal		925,607	(289,249)
<b>FINANCE, GOVERNANCE AND PROPERTY - total</b>		1,045,779	(367,477)
<b>COUNCIL TOTAL</b>		1,947,414	(723,821)



# Agenda Item 8

<b>Year</b>	<b>Date</b>	<b>Agenda Items</b>
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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