

Committee: Budget Planning Committee
Date: Tuesday 19 March 2019
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

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

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 - 4)

To confirm as a correct record the minutes of the meeting held on 29 January 2019.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **Finance Monitoring Report - January 2019** (Pages 5 - 58)

Report of the Deputy Section 151 Officer

Purpose of report

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

Recommendations

1.1 To note the contents of the report.

7. **Review of Committee Work Plan** (Pages 59 - 60)

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 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

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Mobile Phones

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

Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Monday 11 March 2019

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Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 29 January 2019 at 6.30 pm

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

Councillor David Hughes
Councillor Andrew McHugh
Councillor Tony Mephram
Councillor Barry Richards
Councillor Tom Wallis
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 Phil Chapman
Councillor Alaric Rose

Officers: Adele Taylor, Executive Director: Finance and Governance (Interim) & Section 151 Officer
Kelly Watson, Deputy Section 151 Officer
Emma Faulkner, Democratic and Elections Officer
Richard Woods, Assistant Democratic and Elections Officer

48 **Declarations of Interest**

There were no declarations of interest.

49 **Urgent Business**

There were no items of urgent business.

50 **Minutes**

The minutes of the meeting of the Committee held on 27 November 2018 were confirmed as a correct record and signed by the Chairman.

51 **Chairman's Announcements**

There were no Chairman's announcements.

52 **Monthly Performance, Risk and Finance Monitoring Report - October 2018**

The Committee considered a report from the Deputy Section 151 Officer and the Assistant Director – Performance and Transformation, which summarised the Council's Performance, Risk and Finance Monitoring position at the end of October 2018.

The Deputy Section 151 Officer advised the Committee that there had been an improvement in the Council's financial position, as a result of efficiencies in Treasury Management activities and existing overspends having begun to be offset by underspends across some departments.

Resolved

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

53 **Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 - 2023/24**

The Committee considered a report from the Interim Executive Director – Finance and Governance, which detailed 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.

In introducing the report, The Interim Executive Director – Finance and Governance advised that it was important to ensure that the sustainable management of resources continued, in order to plan for and adequately manage risks.

Following questions from the Committee regarding the replacement of the HR and Payroll systems, the Deputy Section 151 Officer reassured Members that this was not related to the ongoing separation with South Northamptonshire Council. The contract for one system was due to expire in April 2020, and it was common practice to start procurement for a replacement system 18 months in advance, and issues had occurred with the other system which meant a new solution would need to be put in place.

In response to questions from Members regarding the Capital Bid for costs for a new air handling unit at Banbury Museum, the Interim Executive Director – Finance and Governance explained that as a result of the project having previously been given Heritage Lottery Funding, there were conditions attached which meant Cherwell District Council were financially responsible for a period of time. The cost of upgrading the unit would help to ensure the museum could become self-sufficient in the future.

Resolved

- (1) That having reviewed the Business Plan it be recommended to Executive and then Full Council for approval.
- (2) That, having given due consideration, the Risk Register be noted.
- (3) That the increase in the level of Council Tax for Cherwell District Council of £5 for 2019/20 be recommended to Executive and then Full Council.
- (4) That the Medium Term Financial Strategy (MTFS), Revenue Budget 2019/20 and Capital Programme including the growth and savings proposals be recommended to Executive and then Full Council for approval.
- (5) That, having given due consideration, the minimum level of General Fund reserves of £2m be recommended to Executive and then Full Council.
- (6) That Executive be recommended to agree and recommend to Full Council 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 from/to 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.
- (7) That, having given due consideration, the Fees & Charges be recommended to Executive and then Full Council for approval.
- (8) That Executive be recommended to agree and recommend to Full Council 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.
- (9) That the contents of the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves be noted.

54

Review of Committee Work Plan

The Committee considered its Work Plan.

The Committee requested that a report be submitted to a future meeting regarding a review of reserves.

Resolved

- (1) That the Committee Work Plan be noted, subject to the inclusion of an additional item relating to a review of reserves following the publication of the draft Statement of Accounts in May 2019.

The meeting ended at 8.04 pm

Chairman:

Date:

Cherwell District Council
Budget Planning Committee

19 March 2019

Finance Monitoring Report – January 2019

Report of the Deputy Section 151 Officer

This report is public

Purpose of report

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

1.0 Recommendations

1.1 To note the contents of the report.

2.0 Introduction

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

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

3.0 Report Details

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

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

3.3 The organisation is developing its monitoring and forecasting process and working closely with managers across the Council. The Council is currently forecasting a surplus of (£477k) across services and a Capital Programme Underspend of (£147k).

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

4.0 Conclusions and Reasons for Recommendations

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

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

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

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

Kelly Watson, Deputy Section 151 Officer

01295 221638

kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

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

Comments checked by:

Chris Mace, Solicitor, 01327 322125

christopher.mace@cherwellandsouthnorthants.gov.uk

Risk Management

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

Comments checked by: Hedd VaughanEvans

Hedd Vaughan-Evans, Assistant Director, Performance and Transformation

01295 227978 hedd.vaughanevans@Cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Tony Ilott, Lead Member for Finance and Governance

Document Information

Appendix No	Title
Annex 1	Performance, Risk and Finance Monitoring Report – January
Appendix 1	Business Plan on a page – Final
Appendix 2	CDC Performance
Appendix 3	CDC Leadership Risk Register (with updates)
Appendix 4	Jan-19 CDC Capital vs Final
Report Author	
	Leanne Lock – Group Accountant
Contact Information	
	Leanne Lock – Group Accountant 01295 227098 leanne.lock@cherwellandsouthnorthants.gov.uk

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Cherwell District Council

Executive

4 March 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – January 2019</p>
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Report of Executive Director: Finance and Governance and Assistant Director: Performance and Transformation

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:

Cherwell residents asked to rate refuse and street cleaning services

following a top 40 position in the national recycling league table, we are asking residents to take part in a survey to help improve the quality of waste collection and street cleaning services. As members of the Association for Public Service Excellence (APSE) the council, is for the first time, taking part in a national survey to assess the quality of these two services. The survey closes in March 2019.



Reducing our Carbon Footprint is delivering to plan. Work is starting on the 2019 Annual Status reports which will be submitted to Defra by the end of June. The reports will provide a review of the air quality monitoring undertaken in 2018. A meeting will be arranged with County Highways to review progress of the actions in the Air Quality Action Plan and work continues regarding an anti-idling campaign at the London Road crossing in Bicester.



Oxfordshire Greentech, a new low-carbon business network, launches on 6 February at the Said Business School in Oxford. The network has been set up through a collaborative partnership between Cherwell District Council, Bioregional and Cambridge Cleantech and aims to bring together businesses and organisations to support the growth of the low-carbon sector in Oxfordshire.

Protecting the Built heritage is reporting as slightly behind schedule, work continues and is nearing completion on the Ardley Conservation area. The dates of consultation of Stratton Audley and Somerset have been set, Somerton on 26 February and Stratton Audley on 9 April, which will coincide with the Parish Council Meeting.

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:

Providing & Supporting Health & Wellbeing across the district through the 'Community Connect' Social Prescribing scheme which has been successfully launched. Initially the scheme is working with Deddington Health Centre and Bicester Health Centre.





Providing support to the voluntary sector is delivering to plan, including the Hill Implementation Group – The first meeting set the terms of reference for the group, identified potential funding to develop programmes in the new centre moving forward and the operational plans for autumn 2019. A site visit with all stakeholders took place on 25 of January to monitor the builds progress to date.

Funding delivers extra beds for rough sleepers - A further five beds are available for people facing street homelessness in north Oxfordshire, as housing officers puts Government funding to work.

We (CDC) applied for funding from the Ministry of Housing, Communities and Local Government’s five million pound Cold Weather Fund which was extended to more councils across England at the end of 2018.

The new accommodation is being delivered in partnership with Homeless Oxfordshire, a supported housing provider based in Oxford. From January to March of this year it will provide high-level support for rough sleepers including those with complex needs, such as addiction issues or mental health problems.



The 5 additional winter beds for rough sleepers being provided January - March 2019 are now open and being used by people with a local connection to Cherwell supporting our drive to safeguard the vulnerable. The provision is in Oxford and will provide high level support to help people recover and access accommodation in Cherwell.



housing choice.

Delivery of Affordable homes is delivering to plan. Affordable homes have been approved for Ardley. A development of 13 new homes has been approved for Ardley as we (CDC) furthers our commitment to

Seven of the homes will be offered for affordable rent and six for shared ownership. They were approved by the council’s planning committee on Thursday, 17 January.

Funding of £430,000 from the Oxfordshire Housing and Growth Deal has been allocated to support the development, which registered provider Waterloo Housing will deliver. The applicant will make contributions totalling £60,000 to fund outdoor play and indoor sports facilities in the area, and improvements to the local village hall.

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 sales are now progressing and by the end of January we had only 7 units remaining and an increase in interest from purchasers for these last properties. During February we are expecting 16 completions. Feedback from our new home owners is very positive with many liking the size of the flats and the internal designs.



The Hill Youth and Community Centre construction is progressing well. During January we saw the foundations completed along with the steel frame for the sports hall. The project was delayed by one week at the end of the month due to the cold weather but we've been assured by Edgar Taylor (our approved contractor) that they should be able to make up this time during the remainder of the contract. We have allowed some additional time after completion of the building for the commissioning so we will still be on track to open the building to the community in December 2019 following completion of the construction in late August.

Delivery of the Local Plan is delivering to plan. The Planning Policy team have been preparing for the Public Hearings for the Partial Review of the Local Plan taking place in February 2019. The timetable for the completion of the Examination of the Partial Review of the Local Plan is in the control of the Planning Inspectorate. Following public hearings in February, the Council will need to wait for the Inspector's findings before determining how to proceed.

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.

Business Plan Measures and Key Performance Indicators (32)					
Status	Description	January	%	YTD	%
Green	On target	29	91%	27	84%
Amber	Slightly off target	2	6%	5	16%
Red	Off target	1	3%	0	0%

3.11 Spotlight On: Housing Services

Housing Services is here to help people in our communities achieve good quality housing suitable for their needs. Our focus is on helping people who are homeless or at risk of homelessness or who have another housing need because of the poor conditions they are living in, their medical conditions, disability or other specific need that is not met through the general housing market.



We have legal duties to assist households that are facing homelessness and always aim to intervene before people actually lose the roof over their head. Sometimes this is not possible, and we may be able to offer temporary accommodation or supported accommodation, for example in a hostel. If you are worried about becoming homeless or know someone at risk, we want to hear from you as early as possible. There are many causes of homelessness and we can work with people to resolve these, for example welfare benefits issues, relationship breakdown, loss of a private rented sector tenancy, unlawful eviction, domestic abuse, being asked to leave by a parent/relative, mental health issues, job loss, coming out of hospital or prison. We work closely with partner agencies to resolve the issues and help people in to long-term accommodation.



We manage the housing register which means households can apply for affordable rented housing and if eligible be added to the register. Households on the register can then bid for suitable properties that come up on a weekly cycle. Properties can either be new build or existing properties that have become vacant. They are owned and managed by housing associations and we will always work with them to make sure the property is affordable and suitable for the household's needs. Last year almost 700 properties were let through the register. Many people are not sure if they qualify and it always advisable to contact the council if unsure. Extra care housing for older people can also be applied for through this route.

We also offer a service to adapt and improve homes that need to be made more accessible for a disabled adult or child or an older person. We offer this help to people in any type of rented accommodation and to people who own their own home (subject to means testing), though housing associations are responsible for adaptations for their tenants in some cases. Even where people do not qualify for a Disabled Facilities Grant we will advise and can help with contractors.



We offer advice to landlords and in some cases grants to bring a property up to standard or to get an empty property back in to use.

Our service is here to respond to complaints from tenants about problems with their landlord or accommodation. We also advise landlords about their responsibilities. 1 in 5 households in Cherwell lives in the private rented sector and we know that rents generally exceed housing benefit levels and are high compared to most people's income. Nevertheless, we do work with many landlords who offer affordable rents and we have 150 tenancies in place that have been offered through Cherwell Bond

Scheme. This gives landlords the security of a deposit bond to cover any damage to the property and the tenant has the support of our team should any problems occur with the tenancy.

The Private Housing Standards Team is here to respond to tenants' complaints and concerns about their property or problems with the landlord. We will resolve these issues through advice, guidance and mediation. If that fails, we will take enforcement action to tackle 'rogue landlords' and landlords who continue to put their tenants' safety and welfare at risk. We always work to educate and inform landlords but sometimes we need to use our enforcement powers. We also licence and inspect Houses in Multiple Occupation (HMOs) and respond to complaints about HMOs. Tenants in HMOs can be more at risk of poor landlord practices and standards of accommodation.

Increasing the Supply of Affordable Housing

In our new Housing Strategy, we set out our commitments to increasing the supply of affordable housing, particularly for young people, older people and people who



need specialist accommodation. Cherwell has a strong track record of housing delivery and over 500 affordable units have been delivered year to date (from 1 April 2018). However, we need to do more to deliver housing at social rent, not just affordable rent (up to

80% of market rent) which is not always affordable for low income households including those in work.

Adaptations and Access Improvements

We have made improvements to 140 homes this year, helping people to remain in their home, maintain independence and live in safe accessible accommodation. As well as mandatory Disabled Facilities Grants we can also help disabled residents with discretionary grants and grant top-ups in some situations. We also provide practical help with grants to vulnerable and older residents through our Home Improvement Agency and a Small Repairs Service that helps up to 200 people each year. These works reduce the need for hospital stays and people having to move because their home is no longer suitable.

Tackling Homelessness

In April 2017 the Homelessness Reduction Act 2017 came in to force, requiring us to offer a wider service to people threatened with homeless. We have prevented 30% of households from becoming homeless. The remainder were already roofless when they approached us or went on to lose their accommodation. In all cases we work with the household to secure long term accommodation in the private or social housing sector, providing emergency accommodation if necessary.

We counted 13 rough sleepers in our area during the national count in November 2018 and are increasing our resourcing of floating support to prevent tenancy breakdown and improve access to supported accommodation. We introduced 5 winter beds to help more people off the street and maintained funding for additional hostel accommodation in Oxford and Banbury.



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, L12			
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	L09, L13
	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	↔	Reviewed, control assessment and comments updated.
L02 Statutory functions	9 Low risk	↔	Reviewed, comments updated.
L03 Lack of management Capacity	12 Medium risk	↔	Reviewed, comments updated.
L04 Local Plan	8 Low risk	↔	Reviewed, comments updated.
L05 Business Continuity	9 Low risk	↔	Reviewed, comments updated.
L06 Partnering	12 Medium risk	↔	Reviewed, no changes.
L07 Emergency Planning	12 Medium risk	↔	Reviewed, mitigating actions & comments updated.
L08 Health & Safety	12 Medium risk	↔	Reviewed, control assessment, mitigating actions and comments updated.
L09 Cyber Security	15 Medium risk	↔	Reviewed, Mitigating Actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Reviewed, control assessment, mitigating actions and comments updated.
L11 Income generation through council owned companies	12 Medium risk	↔	Reviewed, controls and comments updated.
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Reviewed, no changes.
L13 Local Government Reorganisation	15 Medium risk	↔	Reviewed, comments updated.
L14 Corporate Governance	9 Low risk	↔	Reviewed, no changes.

The full Leadership Risk Register update can be found in Appendix 3. There are no score changes within December, all risks reviewed with updates in mitigating actions and or comments etc.

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 Month Variances £000	Prior Month Variances £000
Corporate Services	258	258	-	14
CORPORATE SERVICES TOTAL	258	258	-	14
Communities	2,691	2,691	-	32
Leisure & Sport	2,674	2,799	125	86
Housing	1,740	1,668	(72)	(96)
WELLBEING TOTAL	7,105	7,158	53	22
<i>Leisure & Sport £125k consist of additional £65k for Assistant Director and Staff post; and budget realignment cost of £60k for the Parkwood contract fees.</i>				
<i>Housing (£72k) underspends on supplies & services and staffing realignment.</i>				
Planning Policy & Development	1,414	1,738	324	324
Economy & Regeneration	555	555	-	-
PLACE & GROWTH TOTAL	1,969	2,293	324	324
<i>Planning Policy & Development £324k 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 savings.</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.

Environmental Services	5,163	5,238	75	56
Environmental Health & Licensing	(49)	(49)	-	-
ENVIRONMENT TOTAL	5,114	5,189	75	56

Environmental Services £75k made up of **£161k** 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 an additional income (mainly from the car parks) of **(£121k)**, additional **£22k** staffing cost and **£13k** maintenance cost.

Law & Governance	1,424	1,391	(33)	21
Finance & Procurement	1,715	1,989	274	220
Property Investment & Contract Management	(3,041)	(2,736)	305	303
FINANCE & GOVERNANCE TOTAL	98	644	546	544

Law and Governance (£33k) consist of **£3k** additional cost for corporate subscriptions and members allowance budget realignment (**£36k**). Fraud Team **£21k** now reported in Finance & Procurement.

Finance & Procurement £274k, made up of **£34k** additional cost further to outsourcing the Corporate Fraud Team to OCC and National Fraud Initiative "NFI" work. **£240k** 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 £305k 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 **£291k** 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	786	30	30
Performance & Transformation	387	369	(18)	(43)
CUSTOMERS & IT SERVICES TOTAL	4,190	4,238	48	23

Strategic Marketing and Communications £36k overspend Assistant Directors post, pending opportunities for increased joint working with OCC in this area.

HR, OD and Payroll £30k Additional HR related legal cost.

Performance and Transformation (£18K) made up of **(£68k)** savings due to budget realignment and a **£50k** under recovery in Land Charges income.

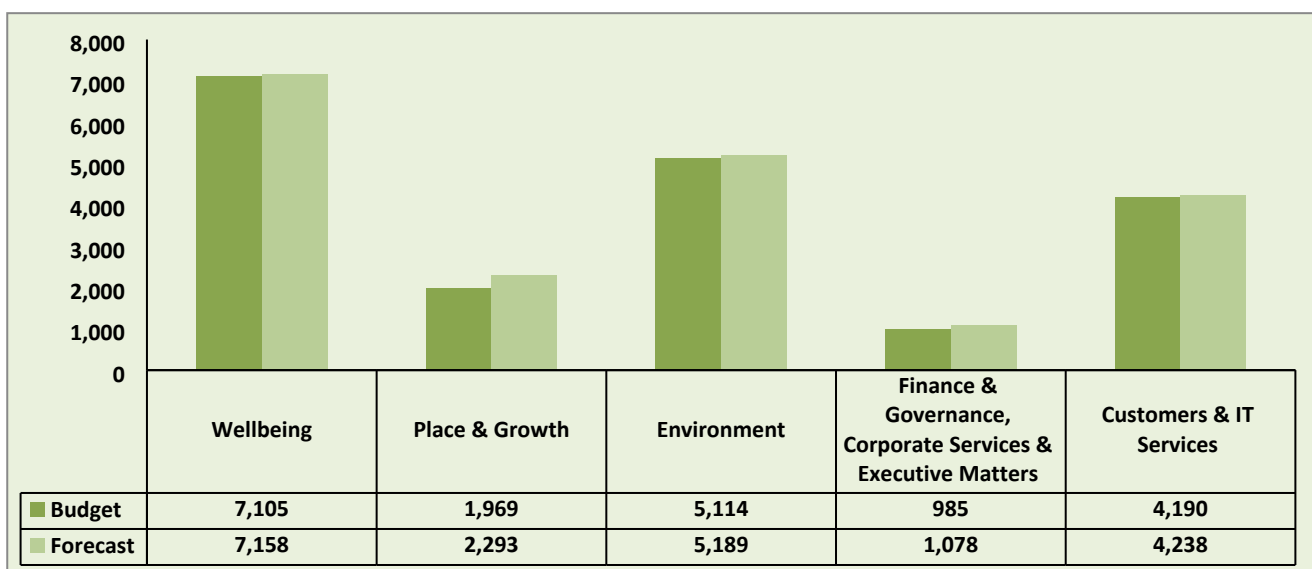
TOTAL DIRECTORATES	18,734	19,780	1,046	983
Revenue Monitoring	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Use of Reserves	5,236	5,236	-	-
Investment Costs	2,074	2,074	-	-
Investment Interest & Income	(2,936)	(3,372)	(436)	(400)
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
EXECUTIVE MATTERS TOTAL	629	176	(453)	(417)

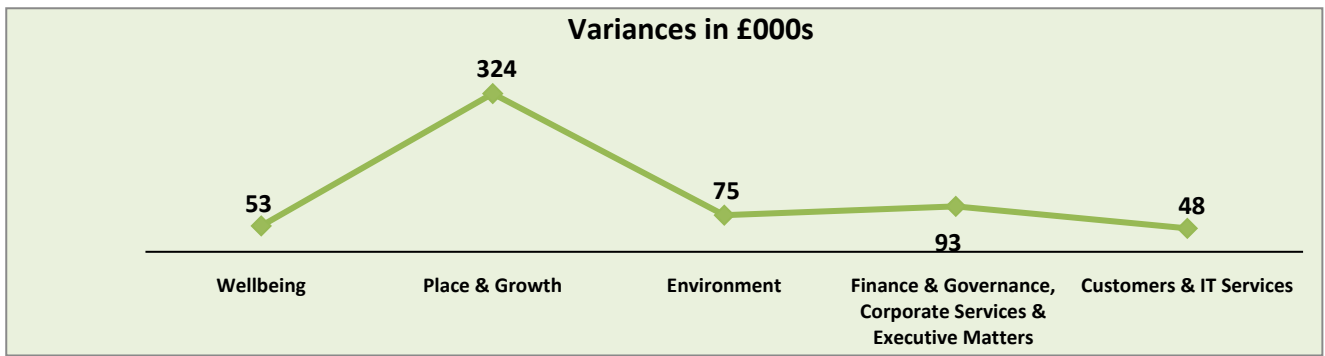
Interest on Investment (£436k) increase in interest income and reduction in interest payable for Treasury Management.

Pension Costs (£17k) reduction in pension cost.

COST OF SERVICES	19,363	19,956	593	566
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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)	-	-
FORMULA GRANT EQUIVALENT	(4,310)	(4,310)	-	-
Transfer to Parish Councils for CTRS	349	349	-	-
New Homes Bonus	(4,009)	(4,009)	-	-
GRANTS AWARDED TOTAL	(3,660)	(3,660)	-	-
BUSINESS RATES GROWTH TOTAL	(4,829)	(5,729)	(900)	(800)
BUSINESS RATES GROWTH (£900k) 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.				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
COUNCIL TAX INCOME TOTAL	(6,564)	(6,564)	-	-
TOTAL INCOME	(19,363)	(20,263)	(900)	(800)
Reserve management			(170)	(170)
(Surplus)/Deficit			(477)	(404)





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	1,858	1,883	0	(6)	14
Place & Growth	14,626	13,382	1,244	0	-	-
Environment	1,830	1,121	619	0	(90)	(90)
Finance & Governance	91,854	23,678	43,458	24,667	(51)	(52)
Customers & IT Services	943	943	0	0	-	-
Total	113,000	40,982	47,204	24,667	(147)	(128)

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

Wellbeing £1,883k Comprises **£122k** Bicester Leisure Centre Extension following strategy presented to members and prioritisation these has been reprofile to 19/20; **£375k** budget for the Sunshine Centre project which is not expected in 2018/19, **£14k** budget to cover Biomass Heating Bicester Leisure centre which is currently under investigation to ascertain the validity of this work the investigation is not expected to complete 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 **£263k** project cost for Football Development Plan in Banbury; North Oxfordshire Academy Astroturf; Corporate Booking System and Woodgreen - Condition Survey Works; project not required for this year due to the outcome of further investigation / completion date in 2019/20, hence reprofiled to 2019/20. **£934k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20.

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 £619k made up of **£200k** 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, £32k Work on the "Charging point for Depot electric vehicles & proposed Bay Marking" projects; will not be required in 2018/19, but next budget year, hence reprofiled to 2019/20 and £15k Work on the "Urban Centre Electricity Installations"; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20.

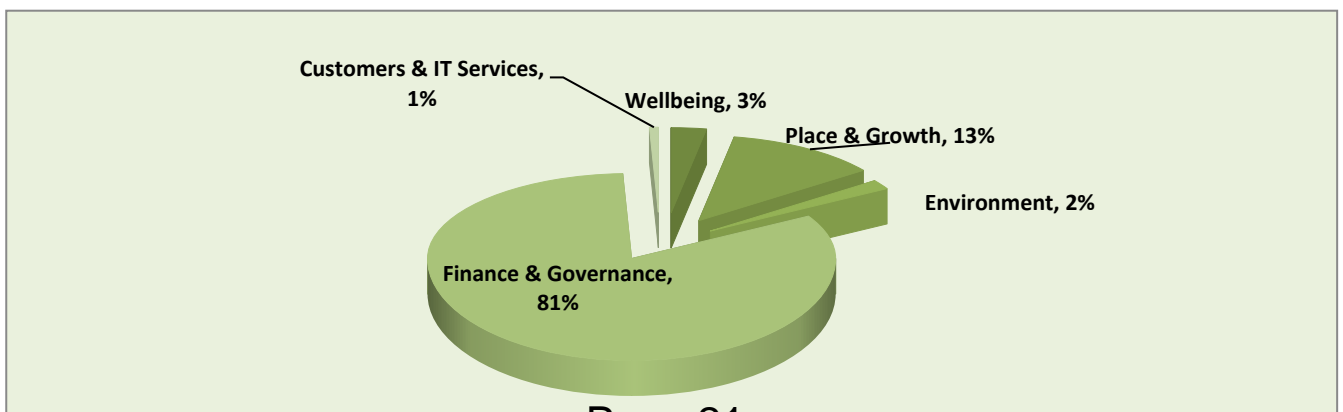
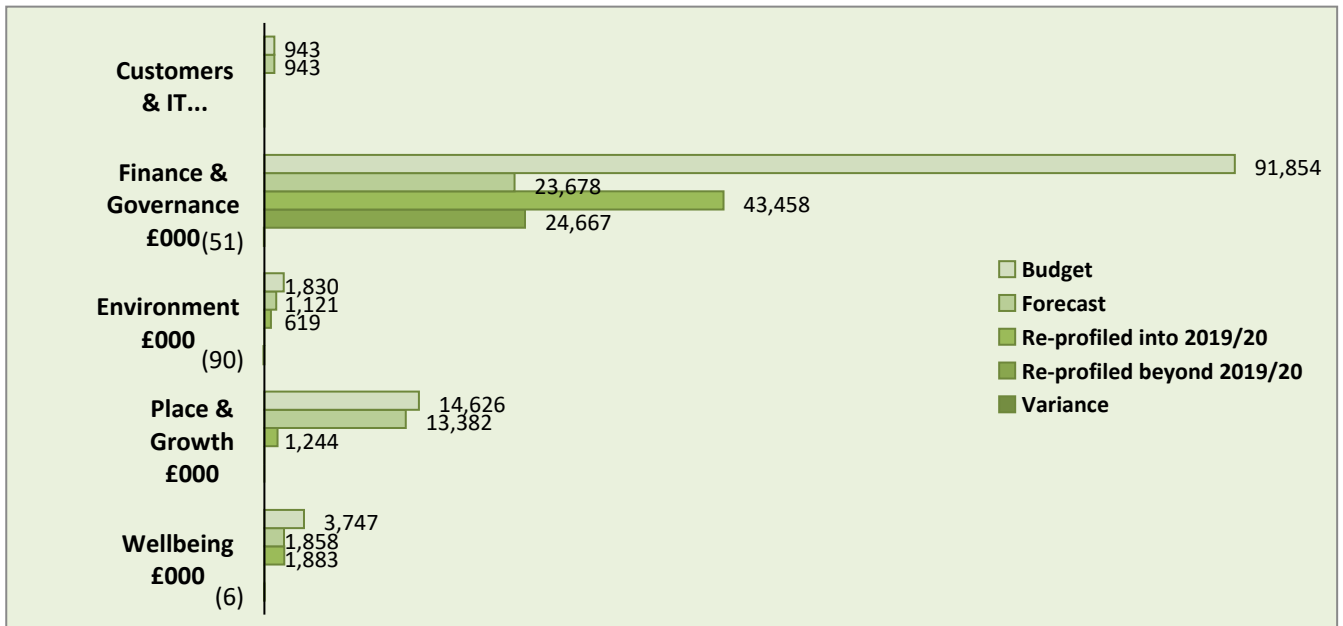
Finance & Governance £68,125k comprises £814k for work on; Academy Harmonisation; Spiceball Riverbank Reinstatement; Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems; Retained Land; Thorpe Place Industrial Units; Thorpe Way Industrial Units; Thorpe Lane Depot - Tarmac / drainage; EPC certification & compliance works are all planned for completion in 2019/20, £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.

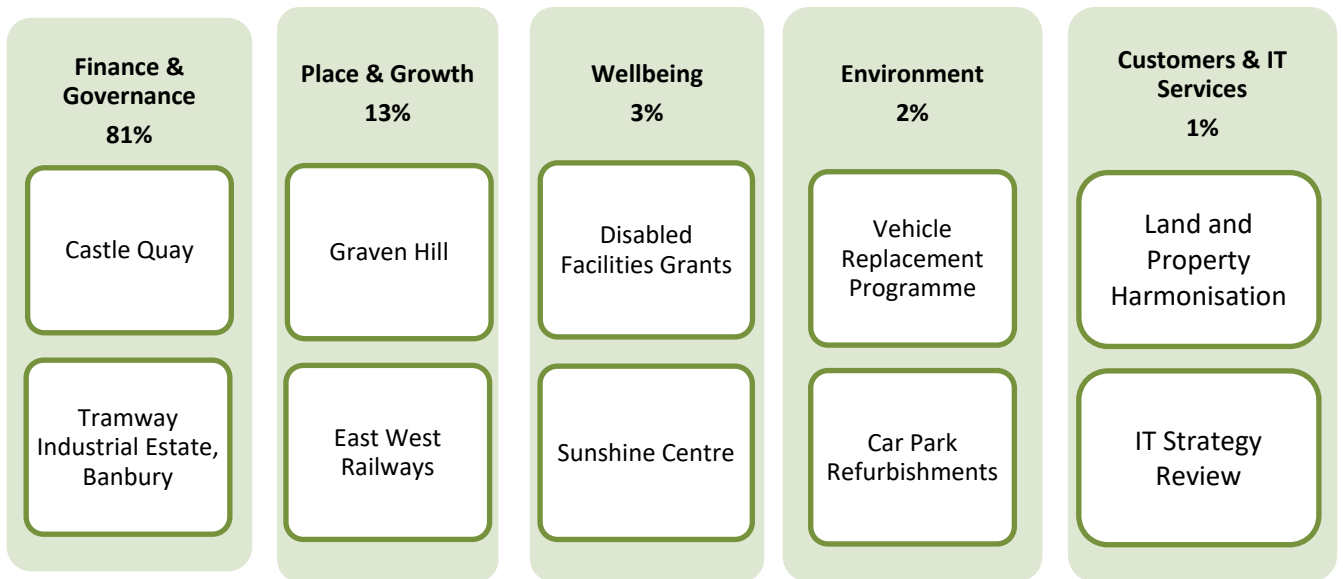
Current Period Variances:

Wellbeing (£6k) made up of (£22k) were budget is no longer required / savings from completed projects; and additional cost of £16k on Sports Centre Modernisation Programme were further work is currently being undertaken to review the accuracy of the payments made to date

Environment (£90k) Budget no longer required.

Finance & Governance (£51k) is made up of, (£7k) savings on completed projects, (£75k) 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 £31k cost for a second fire exit route to the "Antelope Garage" in Banbury.





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

0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Monitoring Officer: Law and Governance

Nick.Graham@cherwell-dc.gov.uk

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

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
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

Joint Business Plan 2018-19 : *“Two Councils, one organisation”*



“Protected, Green & Clean”

High quality Waste & Recycling services

High quality street cleansing

Reduce our carbon footprint & protect the natural environment

Protect the built heritage

Maintain district as a low crime area

Tackle environmental crime

Mitigate impact of HS2

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

Provide and support health and wellbeing

Promote inward investment & business growth

Deliver welfare reform agenda

Safeguard the vulnerable

Deliver the Local Plans for CDC & SNC

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Increase tourism

Increase employment at strategic employment sites

Prevent homelessness

Provide support to voluntary sector

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

“District of Opportunity & Growth”

Page 2
“Thriving Communities & Wellbeing”

Shared Organisational Plan

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

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

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

“Here to Serve”

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Appendix 2 – Monthly Performance Report

January 2019

Includes:

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

Key to symbols

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

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.1 Maintain High Quality Waste & Recycling Services	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Christmas collections went well. No major problems, collections back to usual days by the start of January.	New version of Bartec launched in early February for both Councils. This system will offer opportunities to further enhance customer service.	★	Collections gone well in January. Catch up after Christmas disruption was quick & back on track by 2 January	★
JBP1.1.2 Provide High Quality Street Cleansing Services	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	No problems over the New Year period. More resources committed to verge clearances.	Carrying on verge litter picking works before grass growing season commences.	★	All on track. During January a significant amount of litter picking on verges taken place as the vegetation has died back. Some disruption as resources diverted to gritting in the later part of January.	★
JBP1.1.3 Tackle Environmental Crime	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Development of action plans continued.	Start implementation of the action plan to reduce fly tipping and promote responsible behaviour regarding waste.	★	Action plan developed and planning for implementation underway	★
JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	For both CDC and SNC discussions are taking place with Communications regarding the use of Social Media to put out messages about the actions individuals can take to reduce air pollution.	For both CDC and SNC work is starting on the 2019 Annual Status reports to be submitted to Defra by the end of June. The reports will provide a review of the air quality monitoring undertaken in 2018. SNC - A briefing note on air quality in the Towcester Air Quality Management Area will go to Scrutiny Committee on the 20th February 2019. The report compares the data for nitrogen dioxide levels when the A5 through Towcester was closed during August to November 2018 for road repairs, with similar periods in 2017 when open. As expected, because emissions from road transport are the main source of the pollution, the data shows a significant reduction in measured nitrogen dioxide levels during the months there were road closures along the A5. CDC - A meeting is to be arranged with County Highways to review progress of the actions in the Air Quality Action Plan.	★	Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC. CDC - Work is ongoing regarding an anti-idling campaign at the London Road crossing in Bicester.	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.5 Mitigate the Effects of HS2	Cllr C Clarke Cllr S Clarke	Carr, Jane Feehily, Paul Newton, Jim	SNC Forward Plan for period January to July 2019 issued.	Progress discussion on design parameters for route wide 'common' elements. Engagement on Key Design Elements viaducts at Lower Thorpe and Edgcote.	★	SNC Forward Plan for period to July2019 issued ON 31.1/19, identifies works with anticipated timings to be progressed.	★
JBP1.1.6 Maintain the District as a Low Crime Area	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	The Community Safety Action Plan review will continue throughout Q4. Safeguarding training was offered to Cllrs in Cherwell and South Northants with over 30 across both organisations choosing to attend the training. Training assessment and need is still under review.	Continue to review the Community Safety Partnership Action Plans in Q4	★	During the last month crime trends have remained stable across both District areas. There is no significant exceptional reporting in South Northants with crime data showing that SNC has the lowest reported crime in the County. A successful rural crime event was held with over 80 land/business owners' feedback was positive. We will look at measuring the impact on this event alongside rural crime stats moving forward. Cherwell continues to see an increase in burglary and there are several activities supported by the Council supporting the police in this area. There will be some changes to partnership meetings to ensure that we continue to remain fit for purpose and in a position to respond to crime and community safety peers. A plan is in place to reduce the impact of ASB in Bicester Town Centre.	★
JBP1.1.7 Protect the Built Heritage	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	CDC - Dates have been set for Somerton and Stratton Audley Consultation. SNC - No change from December 2018. Delivering to Plan. Agreed work plan to consider the following villages: Helmdon, Shutlanger, Whittlebury, Syresham, Horton, and Wappenham.	CDC - Work on Ardley Conservation area continues. SNC - Research on the suitability (or not) for the possible designation of Shutlanger and Helmdon as conservation areas is underway and is scheduled for March Committee	●	CDC - The dates of consultation of Stratton Audley and Somerset have been set, Somerton on 26th February and Stratton Audley on 9th April, which will coincide with the Parish Council Meeting. Work is also nearing completion on Ardley Conservation area. SNC - No change from December 2018. Delivering to Plan. All conservation area appraisals well received by Committee. Other villages to be considered are: Helmdon, Shutlanger, Whittlebury, Syresham, Horton, and Wappenham.	●

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.1 Provide & Support Health & Wellbeing	Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott	Carr, Jane Feehily, Paul Riley, Nicola Rowe, Rosie	<p>CDC & SNC - Wellbeing Activity Maps consolidated, and further activities added.</p> <p>SNC - 'Good Neighbour' scheme development SLA agreed with Northants ACRE.</p> <p>CDC - 'Community Connect' Social Prescribing scheme launched. Initially working with Deddington Health Centre and Bicester Health Centre.</p>	<p>CDC & SNC - Wellbeing Activity Maps: Promotion through new channels, including social media, to increase public awareness.</p> <p>CDC - Work with Citizen's Advice to roll out social prescribing & to develop delivery capacity in voluntary sector.</p> <p>SNC - Work with Health & Wellbeing Forum partners to bid for and deliver programmes funded by Northants Public Health Grants.</p>	★	Social Prescribing is run by Citizen's Advice, with funding & support from CDC & Oxon Clinical Commissioning Group. Public Health Grants is a new initiative funded by NCC.	★
Page 30	JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Carr, Jane Didcock, Liam Kane, Graeme Riley, Nicola	<p>As reported in the previous month the new Brackley Leisure Centre opened in November 2018. Usage of the new centre has been excellent with around 25,000 reported visits in December 2018 compared to the combined usage in December 2017 of circa 15,000. Brackley Leisure Centre also hosted its Opening Event for the new facility on Saturday 19th January supported by Olympian Mark Foster.</p> <p>Works are planned in April 2019 to replace the metal halide floodlights with a new LED version at Cooper Sports Facility Artificial Pitch.</p>	★	Works were completed in December 2018 to the Gym Facilities within Cherwell at Spiceball, Bicester and Kidlington and Gosford Leisure Centres.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.3 Provide support to the voluntary sector</p> <p align="center">Page 31</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>Play: Full - Holiday Hunger initiative evaluation published and shared with Brighter Future partners and stakeholders Cherwell Young People Play & Wellbeing partnership forum delivered - 17th January.</p>			<p>Community Link January newsletter supporting our voluntary sector – Contents included a new year calendar of training opportunities for voluntary organisations with themes of recruitment and retention of volunteers managing volunteers and mental health & wellbeing sessions. Funding was also a focus giving groups funding ideas and help to sustain projects in the future.</p> <p>New Year Wishes event Grimsbury – The Brighter Futures event will take place on the 18 of February engaging with the community by offering fun activities and opportunities being delivered by local groups and organisations. During the event residents will be asked about their aspirations and wishes for Grimsbury in 2019 and the feedback will be used to form an action plan for the community. A Grimsbury network of partners and stakeholders will continue to meet to look at delivering the action plan working closely with residents to make Grimsbury a great place to live.</p> <p>Hill Implementation Group – The first meeting set the terms of reference for the group, identified potential funding to develop programmes in the new centre moving forward and the operational plans for autumn 2019. A site visit with all stakeholders took place on 25 of January to monitor the builds progress to date.</p>	
			<p>Hill Implementation Group - First meeting 18th January.</p>	<p>Hanwell Fields Community Centre café launch - Feb 2019.</p>			
			<p>Community Link publication distributed to Voluntary sector partners to support them in their work and share good practice South Northants Youth Engagement became a charity on 15th January.</p>	<p>Bicester volunteer fair for schools to be delivered - 8th Feb at Bicester Sports Centre.</p>	★		
			<p>Monte Carlo Rally, Connecting Community stand on 31st January. Linking residents to information & advice from the District Council - 135 engaged</p>	<p>Grimsbury New Year wishes consultation event to be delivered 18th Feb at Burchester Place Community Hall.</p> <p>Age Friendly Banbury stake holder steering group meeting - 15th Feb.</p> <p>Brackley Play Day preparation - 10th April</p>			

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.4 Enhance community resilience as part of emergency planning</p>	<p>Cllr A McHugh Cllr D Bambridge</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard</p>	<p>Officers worked with partners through the local resilience forums events to start preparing for any disruption which could arise through the different Brexit scenarios.</p>	<p>Senior managers who form part of the duty manager rota will attend training provided by Oxfordshire County Council if they did not attend the previous sessions in December. An EU Exit working group will start to meet to coordinate service planning for potential EU Exit scenarios.</p>	<p>★</p>	<p>In order to ensure we have robust emergency plans and relationships with key partners, we have a number of arrangements in place, including-</p> <p>Facilitating the Inter Agency Group which plans for events at Silverstone in 2019; Engaging with Parish Councils on their local emergency plans together with Oxfordshire County Council; Attending and supporting regional and national exercises, conferences and training with key partners. This has included learning from those agencies involved in major terrorist and weather-related incidents in recent years including Manchester, Salisbury, Lancaster and London. Working with the local resilience forums to assess risks and plan for foreseeable events and circumstances which could adversely impact on our communities.</p>	<p>★</p>
			<p>Senior managers attend emergency planning training facilitated by Oxfordshire County Council in December and further sessions are planned for February. This will enhance the resilience of our senior manager duty rota.</p>	<p>Priorities have been agreed for the new Emergency Planning Partnership between Oxfordshire County Council and Cherwell District Council and work will progress against these priorities. This includes planning training for elements of our emergency plans, including setting up rest and reception centres in the event of an incident leading to people having to be evacuated.</p>		<p>A new partnership is in place with Oxfordshire County Council which involves them in providing expert advice and resource to oversee CDC's Emergency Plans.</p>	
			<p>A draft report from the audit of progress on improving our business continuity arrangements was received in January.</p>	<p>The Business Continuity audit report will be finalized in February and an action plan will be prepared to address the recommendations for approval in March.</p>		<p>The Business Continuity working group have reviewed the business plans and updated corporate documents such as the overarching approach and strategy. These will be completed in Quarter 4 ready for approval by the Leadership Team.</p>	

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center">JBP2.1.5 Prevent homelessness</p>	<p>Cllr J Donaldson Cllr K Cooper</p>	<p>Carr, Jane Douglas, Gillian Kane, Graeme</p>	<p>SNC- The team have met with colleagues from the Clinical Commissioning Group and local acute and community hospitals and they are keen to fund an outreach Housing Options service. Staff have also started the review of the customer journey for people approaching the council seeking housing advice and help regarding homelessness to ensure the process is efficient and effective.</p>	<p>A further meeting will take place between the SNC housing team and health sector colleagues to progress plans for an outreach housing options service at the local acute and community hospitals by the end of February.</p>	★	<p>The 5 additional winter beds for rough sleepers being provided January - March 2019 are now open and being used by people with a local connection to Cherwell. The provision is in Oxford and will provide high level support to help people recover and access accommodation in Cherwell.</p>	★
			<p>CDC- A draft Homelessness Prevention Fund policy has been produced.</p>	<p>Both councils have arranged a session for key stakeholders to provide feedback and comments into the service health check that is currently underway.</p>		<p>In January both councils hosted meetings with key partners regarding homelessness prevention work (Homelessness Prevention Network Meetings).</p>	
<p align="center">JBP2.1.6 Safeguard the vulnerable</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>At CDC we drew down £10k of funding from MHCLG for additional winter beds in order to assist rough sleepers off the street January to March 2019. (MHCLG: Ministry for Housing, Communities and Local Government).</p>	<p>At CDC we are extending the provision of 10 additional beds for rough sleepers at Simon House to May 2019 and tendering for this provision to continue until 2020.</p>	★	<p>At CDC a review of the Single Homeless Pathway has been undertaken with a view to meeting the needs of homeless single people and couples with complex needs longer term. This will inform joint commissioning with Oxfordshire County Council and Cherwell specific needs.</p>	★
			<p>At both SNC and CDC the average time for assessing new claims for Housing Benefit has improved. The Debt and Money advice team also had a very successful January 19 with financial gains totaling £29k and cumulative gains of over £3m.</p>	<p>the Universal Credit project team is meeting again in February 19 to look at the impact of Universal Credit across both districts and to work with partners to address any issues.</p>			

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Status	Commentary	YTD
<p style="text-align: center;">Page 34</p> <p>JBP 2.7 Deliver affordable housing and work with private sector landlords</p>	<p>Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke</p>	<p>Carr, Jane Douglas, Gillian Kane, Graeme</p>	<p>The number of units of new build housing completed are typically low in December and pick up again in January.</p>	<p>CDC So far in 2018/19 (1st April to 31st January 2019) a total of 442 new affordable homes have been delivered. We are on track to exceed our target of providing 400 new affordable homes in 2018/19 with a projected outturn of 599 affordable homes. SNC We are anticipating a further 37 new affordable homes will be delivered by 31st March, which means that our annual target (173) will be met.</p>	<p>★</p> <p>SNC There were 5 affordable housing completions in January, all at Wootton Fields. These comprised of: 1 x 1 bed flat (affordable rent) 2 x 2 bed house (affordable rent) 2 x 3 bed house (affordable rent) This brings the total completions so far for 2018-19 to 141. We are on track to meet our annual target (173).</p> <p>CDC There were 72 affordable housing completions in January. These consisted of 17 affordable rented and 55 shared ownership homes. These comprised of: Affordable Rent 1 x 1 bed flat 4 x 2 bed flats 3 x 2 bed houses 9 x 3 bed houses Shared ownership 10 x 1 bed flats 33 x 2 bed flats 11 x 2 bed houses 1 x 3 bed house We remain on track to meet our annual target.</p> <p>★</p> <p>Private Sector Housing work at CDC: Landlords Home Improvement Grants: One further Landlords Home Improvement Grant was completed in January, so the total is 7 so far this year (securing nomination rights for 24 years in total) ; however, a further 2 grants have been approved and 5 are at various stages of discussion with their owners. (Note: once we have advised that enquiries are acceptable in principle, the speed at which they progress to approval and then completion is determined by the property owners and, most specifically, the time they take to weigh their options and obtain prices.) CHEEP: 3 grants have been completed in Quarter 4 so far, and the total for the year has risen to 11. Uptake remains surprisingly modest given the further restrictions on letting rented property with low energy-efficiency that will apply from April 2019. It is intended that this grant will be reviewed during Quarter 4.</p> <p>Private Sector Housing work at SNC: We have worked closely with the owner of a long-term empty house in Brackley to facilitate its renovation. The work is now complete, and it is ready for reuse. We are exploring the option of the Council taking on its management.</p>	<p>★</p>

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.8 Deliver the welfare reform agenda</p> <p align="center">Page 35</p>	<p>Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott</p>	<p>Douglas, Gillian Green, Belinda Hunkin, Andrew Taylor, Adele</p>	<p>Universal Credit is having an impact on the workloads in Benefits because of the volume of change data files we are receiving the Benefits team have introduced a new way of working to improve on the average time taken to assess new claims and changes. The team are also undertaking some additional work to look at the accuracy of assessment to ensure residents are receiving the correct benefit. DWP have introduced some changes to Universal Credit which have been briefed to the team and to partners.</p>	<p>The Universal Credit project team is meeting again in February 19 to look at the impact of UC on residents. A work plan will be agreed based on the outcomes of the meeting.</p>	<p align="center">★</p>	<p>Welfare Reform agenda is being delivered and is on target</p>	<p align="center">★</p>

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.1 Deliver innovative and effective housing schemes	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian Kane, Graeme	We have developed a protocol with Oxfordshire County Council to assist Intentionally homeless families to become tenancy ready with Housing Options and Children's Services working together to achieve this. Work is still ongoing to quantify the social value of the proposed community led development and complete development appraisal work to inform the valuation of the council owned land in Hook Norton.	A report relating to the proposed community led housing development is scheduled for the Executive meeting in April.	★	We will consider extending the time allowed in temporary accommodation for vulnerable families who need additional help to become tenancy ready. This will be monitored and kept under review. Work continues with Hook Norton Low Carbon to develop a proposal for a community led housing development in Hook Norton village.	★
JBP3.1.2 Increase Tourism	Cllr L Pratt Cllr S Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	CDC- Promoted Monte Carlo Rally in Banbury 31 Jan 2019. Agreed Cherwell content for Experience Oxfordshire's Visitor Guide 2019. SNC- Work is progressing in the preparation of the new SNC Country Pursuits Guide.	SNC- Attending the Northamptonshire Heritage Forum meeting. Preparations for supporting the Towcester Food Festival taking place in June 2019. CDC - Finalise new Service Level Agreements with Visitor Information Centres (March 2019)	★	SNC- Distribution of tourism guides to local sites continues. Work is progressing in the preparation of the new SNC Country Pursuits Guide. CDC - Monte Carlo Rally was well-attended, boosting winter trade for town centre hospitality venues. Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell as a visitor destination to support local enterprise and jobs. Contract management of Banbury and Bicester Visitor Information Centres.	★
JBP3.1.3 Deliver the masterplans for the key economic centres	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	SNC - Business Support given to 8 Business Start Ups and 8 contacts made/follow ups with established businesses. CDC - Job Fairs: Promoted Banbury date to employers.	SNC - Job Club working with Revenue and Benefits on a Recruitment evening to promote SNC vacancies and services available at the Job Club. CDC - Banbury Job Fair: Promote date to employers and residents - 8 th March	★	SNC - Continued support to pre-start and existing business with a variety services and visits/meetings. CDC - Banbury Business Improvement District (BID): Continued support to the manager and Board. 100+ businesses contacted with invitations to register for Banbury Job Fair, with 19 of 26 business stands currently signed up for Banbury Job Fair. Banbury Driving Test Centre: Facilitate the identification of new premises Waste Depot in Bicester: Contribute to search for new site.	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.4 Increase employment at strategic employment sites, promote investments & business growth</p> <p align="center">Page 37</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim</p>	<p>SNC - 3 SNC Job Club members supported back into work. Local businesses continue to use the job club as a way of promoting their vacancies.</p>	<p>CDC- Cherwell Industrial Strategy staff workshop - 27th February. Business Enquiries: Respond promptly to all Respond to key employment related planning applications.</p>		<p>SNC Job Clubs supporting Revenue Benefits and Oclaro at Caswell Science and Technology Park with a recruitment of new staff. Delivered Civic event for the Celebration of Mercedes- AMG PETRONAS Motorsport winning 5th FIA Formula One Constructors' World Championship.</p>	★
			<p>CDC- Cherwell Business Awards: Encouraged final nominations (by 6th January) and applications (by 31st January). 24 detailed Business Enquiries; responding promptly to all.</p>	<p>SNC- Supporting Revenue Benefits with a recruitment fair to promote SNC vacancies. Meeting Oclaro at Caswell Science and Technology Park, to discuss merger and future inward investment plans and challenges faced with growth of business. SNC Job Club supporting Oclaro to recruit new staff for their production lines.</p>	★	<p>CDC Cherwell Industrial Strategy; continued development of workshop programme Work Experience. Provided a 2-week placement for college Business student – to support future workforce</p>	
<p>JBP3.1.5 Delivery against Local Plans for CDC & SNC</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Carr, Jane Darcy, Andy Feehily, Paul Newton, Jim Peckford, David</p>	<p>SNC: The Plan was approved for submission by Full Council on January 14th, 2019. The Council has successfully appointed a programme officer to work with the Council and Planning Inspectorate on the examination of the Plan.</p> <p>CDC: The Planning Policy team is preparing for the Public Hearings for the Partial Review of the Local Plan due to take place in February 2019.</p>	<p>SNC: The Council is working with the Programme Officer and Planning Inspectorate to agree dates for the examination.</p> <p>CDC: The timetable for the completion of the Examination of the Partial Review of the Local Plan is in the control of the Planning Inspectorate. Following public hearings in February, the Council will need to wait for the Inspector's findings before determining how to proceed.</p>	★	<p>SNC: Preparation of the Plan is progressing to agreed timescales. It is hoped to secure dates for the examination to take place in early summer 2019. CDC: Public Hearings for the Partial Review of the Local Plan will take place in February 2019. An issues consultation for the Oxfordshire Plan 2050 also commences in February.</p>	★

Joint KPIs - Protected, Green and Clean

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	47.95%	47.97%	●	Recycling rate is down by 1.9% compared to last year this is mainly due to the hot summer and reduced garden waste. The team are currently promoting recycling in the low participation areas of Banbury and Bicester.	55.22%	56.25%	●

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	27.00	43.00	★	The Housing Team continue to successfully work to prevent and relieve homelessness minimizing the demand for temporary accommodation. The units are also managed to ensure those placed receive suitable offers to permanent accommodation keeping the time spent in temporary housing to a minimum.	27.00	43.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	13.07	15.00	★	The average time taken to process New Claims for the month of January 2019 is 13.07 days. Following a change in our process' this has reduced from 18.31 days for the month of December 2018 and is within our target of 15 days. We will continue to monitor New Claims on a daily basis to help to ensure the direction of travel continues below our 15-day target. The national average for processing New Claims is 22 days.	14.67	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.77	8.00	▲	The average time taken to process change in detail for the month of January 2019 is 9.77 days against our target of 8 days. Following changes to our work practices last month the average time taken to process change in details is heading in the right direction reducing from 11.61 for the month of December 2018 to 9.77 days. We are continuing to monitor our work on a daily basis to help to continue to reduce our processing times to work within our target of 8 days. We continue to consider our resources with the allocation of the work daily with the increasing volumes of changes received following the introduction of Universal Credit.	8.29	8.00	●

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.5C Number of visits/usages of District Leisure Centres	CDC	Cllr G Reynolds	Didcock, Liam Kane, Graeme	157,823	129,105	★	Throughputs within the Cherwell Leisure Centre's demonstrated an overall strong performance compared to the same period last year, there was an overall throughput of 143,506, against 157,823 in 2019. Leading the way was Spiceball Leisure Centre with an increase of 5,500 on the previous year. Whiteland's Sports Ground and Stratfield Brake Sports Ground showed an increase of circa 5,000 and 2,300 respectively. Woodgreen Leisure Centre and Kidlington Leisure Centre showed an increase of around 800 and 1,200 on January 2018. Both NOA and Cooper showed a decrease of 200 and 1000, however this can be attributed to some club cancellations a 'one off' and inclement weather conditions meaning outside pitches were unplayable.	1,409,579	1,262,077	★
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.42%	9.25%	★	In month collection is up by nearly £44K from December and apart from a dip in December has consistently increased month on month since June. We are continuing to issue recovery to increase collection and are focusing on accounts with enforcement action to maximise collection. Outstanding correspondence has also reduced, and incoming correspondence is being processed in just under 3 weeks, this has enabled us to bill customers quicker in order to receive Council Tax Payments in a timely manner.	93.23%	95.75%	●

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.38%	7.75%	★	We are processing all correspondence within 2 weeks which has enabled us to bill customers quicker in order to receive Business Rates Payments in a timely manner. We are also proactively contacting customers by phone in order to chase unpaid instalments prior to formal recovery taking place. In addition, we will be concentrating on accounts at Liability Order stage onwards to maximise collection.	93.30%	93.75%	●

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP3.2.1C % Major planning applications processed within 13 weeks	CDC	CLlr C Clarke	Feehily, Paul Seckington, Paul	67%	60%	★	3 Major Planning Applications were determined during January. 2 were determined within the target period or agreed time frame. As such 66.67% of Major applications have been determined within time this month and our target of determining more than 60% of Major Applications within the target timeframe has been met.	85%	60%	★
JBP3.2.4C % of Non-major applications processed within 8 weeks	CDC	CLlr C Clarke	Feehily, Paul Seckington, Paul	96%	70%	★	106 Non-Major planning applications were determined during January and 102 were determined within the target period or agreed timeframe. As such, 96.23% of Non-Major applications have been determined within time this month and our target of determining more than 70% of Non-Major Applications within the target timeframe has been met.	91%	70%	★
JBP3.2.2C % Non-Major planning appeal decisions allowed	CDC	CLlr C Clarke	Feehily, Paul Seckington, Paul	1%	10%	★	106 Non-Major applications were determined during January and 1 Non-Major Planning Appeal was allowed by the Planning Inspectorate. Therefore, we are achieving our target of less than 10% of Non-Major Planning Appeals allowed by the Planning Inspectorate has been met this month.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	CLlr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	There were 5 Planning Enforcement Notices issued during January, but no Planning Enforcement Appeals determined by the Planning Inspectorate. Therefore, the target of having less than 10% of Planning Enforcement Appeals allowed by the Planning Inspectorate in any given month has been met.	0%	10%	★

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0.00	10.00	★	3 Major Planning Applications were determined by the Local Planning Authority during January and 1 Major Planning Appeal was determined by the Planning Inspectorate, which they dismissed. Therefore, the target to have less than 10% of Major Appeals allowed by the Planning Inspectorate has been met this month.	2.50	10.00	★

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Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 14/02/2019

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - 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
Strategic	5 - Catastrophic					
	4 - Major		L04, L10, L12		L15	
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	L09, L13
	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	Financial resilience – 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 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 Fully Partially Fully Partially Partially Fully Fully Partially Partially Fully Fully Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	3	9	↔	Key staff recruited to and review of workload and capacity across the team. 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 now 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 with particular focus on key skills for specific committees such as audit committee. Financial support and capacity 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. Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 08/01/19 - updated a number of mitigating actions to reflect current position
L02	Statutory functions – Failure to meet statutory obligations and policy 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	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 plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	Risk reviewed 13/02/18 - Commentary Updated.
L03	Lack of Management Capacity - 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	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.	Separate CDC and SNC Senior Leadership Teams now live with Executive support arrangements in place. Risk to be kept under review as management team transition to new working arrangements. Impact of separation and associated workload to be kept under review. Joint CEDR meetings to take place monthly. Separation Project Board to meet fortnightly. Regular comms being provided by the Chief Executives	Risk reviewed 13/02/18 - 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	Not maintaining an up-to-date Local Plan - Failure to ensure sound local plans are submitted on time.	Inappropriate development in inappropriate places	3	5	15	The Council's Local Development Scheme (LDS) provides a programme for the preparation and submission of Local Plans. The LDS is periodically reviewed and presented to the Executive for consideration. The effectiveness of adopted Local Plan policies is reviewed through an Annual Monitoring Report which is also presented to the Executive. Local Plans and accompanying guidance are prepared in accordance with the LDS.	Fully effective Partially effective Not effective				2	4	8	↔	Regular review meetings on progress and critical path review.	A district wide Local Plan was completed and adopted in 2015. A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings are to be held during the weeks commencing 4 and 11 February 2019. 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 were presented to the Executive in Dec 2018. The LDS incorporates the timetable for the new countywide Joint Statutory Spatial Plan - the Oxfordshire Plan 2050. It also provides for a district wide Local Plan review. The Oxfordshire authorities have collectively commenced work on the Oxfordshire Plan 2050.	Risk reviewed, Controls and comments updated 04/01/19
		Negative (or failure to optimise) economic, social, community and environmental gain				Resources are in place to support delivery including Barrister support when required for Local Plans.	Fully							Regular Lead Member briefings and political review			
		Negative impact on each council's ability to deliver its strategic objectives Without a local plan, a lack of community engagement on development locations				For issues which are solely within the control of CDC policies, plans and resources are in place Local Development Scheme provides Executive oversight of plan-making programme to ensure local plans are made	Partially							Local Development Scheme updated as required			
		Without a local plan, negative impact in terms of ensuring coordination on cross boundary strategic issues				Maintenance of an up to date Statement of Community Involvement (SCI) to support policy making. The Local Development Scheme provides for Executive oversight of plan-making programme to ensure local plans are made in good time. The Oxfordshire councils have agreed to produce a Joint Statutory Spatial Plan (JSSP) - the Oxfordshire Plan 2015	Fully							Regular Lead Member briefings and political review			
							Fully							SCI updated as required (last updated 2016)			
							Fully							Local Development Scheme updated as required. Regular review meetings on progress and critical path review to ensure timely CDC contributions to the Oxfordshire Plan.			
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				3	3	9	↔	All individual service Impact Assessments and BC Plans have been 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. An internal audit began in December to quality assure our plans.	Risk reviewed 08/01/19 - Control assessments 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	Fully							ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss			
		Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Strategy	Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb				Corporate ownership and governance sits at senior officer level			
		Loss of reputation				All services undertake annual business impact assessments and update plans	Fully							Draft Business Continuity Strategy and Policy being updated for sign-off by Leadership Team.			
						Business Continuity Plans tested	Partially							Progress report was provided to CEDR in December			
L06	Partnering - Financial failure of a public sector partner organisation	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	4	4	16	Robust governance/contract management framework in place for key third party relationships	Partially				4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance		08/02/19 - Risk Reviewed, no change.
		Failure to build the necessary partnership relationships to deliver our strategic plan.				Training and development of senior officers/members to fulfil their responsibilities with partner organisations	Partially	Councillor Barry Wood	Graeme Kane	Nicola Riley				Standard agenda item at senior officer meetings			
		Legal challenge				Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents	Partially							Continue Institute of Directors training for Officers and Members			
		Financial loss				Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially										
		Inability to partner in the future															
		Reduced opportunity for inward investment in the future													Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate 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				
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 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- ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHughy	Graeme Kane	Richard Webb	3	4	12	↔	Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Active involvement in Brexit contingency planning being led by TV LRF 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 and duty manager training with OCC senior managers. CDC is represented and engaged with the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. The arrangements at CDC and SNC have now been seperated.	Risk reviewed 08/02/19 - Mitigating actions & comments updated.
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	Partially Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Martin Green	4	3	12	↔	Joint Corporate H&S Policy finalised in 2018 and communicated to all levels of managers and staff will now require review and separation reflecting the new structures. 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). Majority of AD Checklists still outstanding having been chased on numerous occasions. Given the changes ahead and the requirement for Policy changes, AD's in both Councils (if agreed) should revisit and complete for the new service areas. 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. First JCEEC meeting took place January 2019	Risk reviewed 07/02/19

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	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 Fully Partially Fully Fully Fully Fully Partially Fully	Councillor Ian Corkin	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 have been delivered in January 2019 with mop up sessions being organised for those that missed it. Feedback from these sessions has been positive. Sessions for all staff are being arranged for January 2019. Complete the implementation of the intrusion prevention and detection system by the end of January 2019. 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, chaired by the Information Governance Manager 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 06/02/19 - Control Assessment, 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 Mandatory training and awareness raising sessions are now in place for all staff. 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 Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. 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 Fully Fully Fully Partially Partially Fully Fully Fully	Councillor Barry Wood	Graeme Kane	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 groups focused on tackling child exploitation	Continued focus in this area with ongoing programme of training and awareness raising. The annual Section 11 submission has been made; it reflects the strong arrangements that in place at CDC.	8/02/19 - Risk reviewed, mitigating actions and comments updated.
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	Adele Taylor	Adele Taylor	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers 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 turn over has lead to increase in risk last month. Mitigations in place in terms of additional senior management oversight. Knowledge and experience building take place with training and support as required. The increased score last month remains the same this month although some additional actions in place.	Risk reviewed 08/01/19 - comments updated to reflect this.

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				
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	Adele Taylor	Adele Taylor	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 08/01/19- No changes.
L13	Local Government Reorganisation CDC - Separation from SNC 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	Separate CDC and SNC Senior Leadership Teams in place from January 2019. Agreed programme of separation in place Joint CEDR Meetings to take place fortnightly with clear focus on separation. Programme Board and Project Team established to deliver separation. Strategic partnership opportunities with Oxfordshire County Council being explored with s113 agreement in place. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Partially Fully Fully 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. Collaboration Agreement to underpin joint working with SNC following the end of the s113 to be agreed. OCC - CDC section 113 agreement completed. Regular communications plan with cascade briefings from Assistant Directors planned quarterly. New monthly newsletter focussing on change to be issued.	Separate CDC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for separation from SNC. Separation proposals implemented for Economic Growth, Planning Policy and Design and Conservation teams. Proposals agreed for Housing and Communications. Collaboration Agreement to underpin on-going joint working between CDC and SNC agreed by Executive and Council in January 2019.	Risk reviewed and updated 13/02/19
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	Councillor Barry Wood	Yvonne Rees	Nick Graham	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
L15 - New Risk (CEDR only)	Oxfordshire Growth Deal (contract with HMG) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal) Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery		Councillor Barry Wood	Paul Feehily	?	4	4	16		A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	The CDC Growth Deal Programme Management approach will enable greater clarity and understanding of the barriers to delivery of those housing developments which are in our area and contribute to the 100,000 accelerated homes, (and for which we are responsible for delivering). Barriers to CDC delivery will be clarified through CDC work stream plans of work, comprising a work stream brief, RAID log and schedule for each work stream. Through this approach Cherwell will be able to enhance collaborative delivery of the GD with CDC focus on CDC "Gives and Get's" i.e. • The things that CDC is accountable for delivering and • The things delivered by others that CDC need to deliver CDC accountabilities DC's collaboration with Partners through the GD Programme Board to achieve 100% GD Contract Delivery	

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Stuart Parkhurst	Nicola Riley		Sunshine Centre	440	65	375		-	-	Works tendered ready to proceed, held pending transfer of lease from OCC to CDC, hence works likely start in Mar-19 with completion scheduled for Oct-19. Forecasted spend of £65k in 18/19 is for professional fees and reprofiling £375k into 19/20 when the work will be carried out and completed. (NB. Due to the delay in the tender process (i.e. 14 months ago) there is a possibility that the tender cost might increase allowing for price rises / inflation. There is understanding that potentially S106 monies may be available to use.)
			Wellbeing - Communities	440	65	375	-	-	-	
Liam Didcock	Jane Carr	2012/13	Biomass Heating Bicester Leisure Centre	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			-	-	Final account still under review. (NB. Any overspend will be covered by funds from Section 106.)
Liam Didcock	Jane Carr	2013/14	Solar Photovoltaics at Sports Centres	80		80		-	-	To cover solar PV component replacement which may not be called upon in 2018/19, hence re-profiled to 2019/20
Liam Didcock	Jane Carr	2013/14	Football Development Plan in Banbury	20		20		-	-	No expenditure requirement for 2018/19. Schedule for completion in 2019/20, to include football facility with a wider context, and address the inactivity in Banbury.
Liam Didcock	Jane Carr	2014/15	North Oxfordshire Academy Astroturf	207	24	183		-	-	Due to potential works needed to be undertaken outside of school term, hence expansion to spectator area to be re-profiled to 19/20. Remainder of budget is for Capital to support 3G Pitch - currently being pursued by planners as Academy in breach of planning condition.
Liam Didcock	Jane Carr	2014/15	Stratfield Brake Repair Works	12	12			-	-	Full budget spent - no further works planned
Liam Didcock	Jane Carr	2007/08	Sports Centre Modernisation Programme	36	52			16	16	Further work is currently being undertaken to review the accuracy of the payments made to date.
Liam Didcock	Jane Carr	2016/17	WGLC Dryside Refurbishment	0				-	-	Retention money held back, to be paid out following completeness review and sign-off.
Liam Didcock	Jane Carr	2016/17	Bicester Leisure Centre Extension	122	0	122		-	-	Status update to follow.
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

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Liam Didcock	Jane Carr	2017/18	Corporate Booking System	60		60		-	-	No expenditure planned for 2018/19. Further work being undertaken to determine the provision of booking system for sport and leisure through JADU and likely expenditure required for 2019/20.
Liam Didcock	Jane Carr	2015/16	Woodgreen - Condition Survey Works	2		0		(2)	-	Budget no longer required
TBC	Jane Carr	0	S106 Capital costs - various schemes	0				-	-	K. Wheeler aware (NB the same will be cleared once the noted commitment amounts becomes actual)
Liam Didcock	Jane Carr	2017/18	Bicester Leisure Centre - Access Road Improvements.	33	20			(13)	(10)	Works completed - overall project cost was £23k against a £33k budget (No further spend required) hence a savings of £13k.
Liam Didcock	Jane Carr	2017/18	Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	-	Works completed - although may be an opportunity to upgrade some of the 'inner workings' of the seating to help with lifespan
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Replacement Floodlights	20	14			(6)	(6)	Works completed - not expected any more spend from this budget
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Sports Pavilion Improvements	6	5			(1)	14	Works completed
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. Full budget will be spent
			Wellbeing - Leisure and Sport	770	190	574	-	(6)	14	
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	1,200	795		-	-	The DFG budget for 2018-19 is £1,995k made up of £983k slippage and £1,012k external funding from Better Care Fund. (The Council took a 'holiday' from its £375k annual top-up. Expected expenditure is £1,200k. A further CDC 'top-up holiday' is proposed for 2019-20 provided uncommitted funds from 2018-19 are slipped to 2019-20. Spend to-date £990k with a further £19k committed but not yet paid. (NB. Spend for this budget invariably accelerates towards the end of the year.)
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.
Stuart Parkhurst	Gillian Douglas	2017/18	Woodpiece Road Parking Options	70	70			-	-	Work programmed for Q4. On target for completion in 2018/19 and on budget.
Joanne Barrett	Gillian Douglas	2018/19	Abritas Upgrade	33	33			-	-	Status update to follow.
			Wellbeing - Housing	2,537	1,603	934	-	-	-	
			Wellbeing Total	3,747	1,858	1,883	-	(6)	14	

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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.
Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	989	989			-	-	Construction started at the 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			-	-	Status update to follow.
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	6,500	6,500			-	-	Status update to follow.
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			-	-	Status update to follow.
			Place & Growth - Economy & Regeneration	14,626	13,382	1,244	-	-	-	
			Place & Growth Total	14,626	13,382	1,244	-	-	-	
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 for Bay Marking 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			-	-	On Target for completion this year.

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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			-	-	On Target for completion this year.
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	20	20			-	-	On Target for completion this year.
Ed Potter	Graeme Kane	2018/19	Banbury Market Improvements	20	20			-	-	On Target for completion this year.
			Environment - Environment	1,750	1,041	619	-	(90)	(90)	
Natasha Barnes	Claire Taylor	2014/15	Customer Self-Service Portal CRM Solutn	80	80			-	-	Status update to follow.
			Environment - Environment	80	80	-	-	-	-	
			Environment Total	1,830	1,121	619	-	(90)	(90)	
Kelly Watson	Adele Taylor	2013/14	Financial System Upgrade	0				-	-	
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	119	40	79		-	-	Spend of £40K in 2018/19, re-profile the remaining budget into 2019/20
			Finance & Governance - Finance & Procurement	119	40	79	-	-	-	
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	77	77			-	-	Works completed, review taking place, final account to follow. On target for full spend and completion in 18/19.
Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	55	30			(25)	(25)	Works completed, review taking place, final account to follow. On target to spend £30K and completion in 18/19, leaving a surplus funds of £25K.
Stuart Parkhurst	Robert Fuzesi	2018/19	Orchard Way Shopping Arcade Front Serv	20	18			(2)	(2)	Project completed, however due to usage of site equipment an additional spend of £2K is needed. Completed in 18/19. Surplus funds of £2K.
Stuart Parkhurst	Robert Fuzesi	2011/12	Old Bodicote House	0				-	-	
Closed 2017/18?	Chris Hipkiss	2011/12	Bicester Town Centre Redevelopment	0	20			20	20	Status update to follow.
Completed 2017/18?	Chris Hipkiss	2016/17	Banbury Museum - Refurbishment Programme	0				-	-	Noted to have completed in 2017/18?
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	150	75			(75)	(74)	Works completed, review taking place, final account to follow. On target for spend of £75K and completion in 18/19. Surplus funds of £75K. Savings for work completed for less than the original bid value achieving the same goals.
Completed 2017/18?	Chris Hipkiss	2016/17	Car Parks Resurfacing	0				-	-	Noted to have completed in 2017/18?

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				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
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. Reprofiled to 2019/20
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury - Antelope Garage	0	31			31	29	Works completed, awaiting final account. Looking at spend in 18/19 of £31k. Look at using surplus funds to cover expenditure instead of reserve. 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		-	-	In design stage, works progressing, project will be partly re-profiled into 2019/20. Budget reprofile of £220K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	-	On site mid November, on target for completion in Dec-18. On target for full spend.
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	72,000	4,689	42,644	24,667	-	-	Status update to follow.
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	7,636	7,636			-	-	Status update to follow.
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	783	783			-	-	Practical completion issued, working on final account. Looking to be on target.
Stuart Parkhurst	Robert Fuzesi		Bicester - Pioneer Square	135	135			-	-	Work Completed
Liam Didcock	Nicola Riley	2018/19	Cherwell Community Fund	100	100			-	-	Status update to follow.
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	50	50			-	-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
Stuart Parkhurst	Robert Fuzesi		Orchard Way - external decorations	95	35	60		-	-	Works in design stage, awaiting actual costs. Project anticipated to be on target, final account will be known end of Q4.
Stuart Parkhurst	Robert Fuzesi	2018/19	Retained Land	180	90	90		-	-	In design stage, project will be partly re-profiled into 2019/20. Budget reprofile of £90K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	175	88	88		-	-	Awaiting award by PSG, expected start date Feb 19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £87.5K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	145	73	73		-	-	Awaiting award by PSG, expected start date Feb 19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £72.5K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair Banbury	100	20	80		-	-	Potential issues with tender returns, causing delay, hence £80k reprofiled into 2019/20.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	110	55	55		-	-	Contract awarded with an expected start date in Feb-19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £55K. On target for full spend.

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 Month Variances £000	Prior Month Variances £000	
Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	40	20	20		-	-	Contract awarded, expected to start in Feb-19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £20K. On target for full spend.
Chris Hipkiss	Adele Taylor	2018/19	Tramway Industrial Estate, Banbury	9,500	9,500			-	-	Tramway Industrial Estate (total area of 80,915 sq ft) comprises of 10 units situated on Haslemere Way, Banbury which is situated on the proposed Canalside Redevelopment area. The majority of units incorporate a two storey office with warehouse accommodation and loading from the front of the premises. All units are fully let, with a total passing rent of £493,119 pa (average £6.09 per sq ft).
			Crown House							
			Finance & Governance - Property, Investment & Contract Management	91,735	23,638	43,379	24,667	(51)	(52)	
			Finance & Governance Total	91,854	23,678	43,458	24,667	(51)	(52)	
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			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50	50			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor	Annual	Business Systems Harmonisation Programme	69	69			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor	2016/17	Website Redevelopment	0				-	-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	-	Further checks being undertaken, status update to follow.
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			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	85	85			-	-	All online forms are been replaced by a new CRM system by the end of the year.
Hedd Vaughan-Evans	Claire Taylor		Unified Communications	125	125			-	-	Further checks being undertaken, status update to follow.
			Customers Service Devt - Customers & IT Services	943	943	-	-	-	-	
Karen Edwards	Claire Taylor	2015/16	HR / Payroll System replacement	0				-	-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

CHERWELL CAPITAL EXPENDITURE 2018-19										
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£000's										
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
			Customers & Service Devt - HR, OD & Payroll	-	-	-	-	-	-	
			Customers & IT Services Total	943	943	0	0	0	0	
			Capital Total	113,000	40,982	47,204	24,667	(147)	(128)	147 - Under Spend

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Cherwell District Council

Budget Planning Committee

DRAFT Work Programme 2019/20

Year	Date	Agenda Items
2019	4 June	<ul style="list-style-type: none"> • Outturn (<i>including reserves</i>) • S106 Monitoring • Performance, Finance and Risk Monitoring 2019/20 (<i>Including Finance, Business Rates and Procurement</i>) • Medium Term Financial Strategy • CTRS
	23 July	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring 2019/20 (<i>Including Finance, Business Rates and Procurement</i>) • S106 Monitoring • Write Offs • Medium Term Financial Strategy
	24 September	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring 2019/20 (<i>Including Finance, Business Rates and Procurement</i>) • Medium Term Financial Strategy
	29 October	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring 2019/20 (<i>Including Finance, Business Rates and Procurement</i>) • Budget 2020/21 • Medium Term Financial Strategy
	10 December	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring 2019/20 (<i>Including Finance, Business Rates and Procurement</i>) • S106 Monitoring • Write Offs • CTRS • Medium Term Financial Strategy
2020	28 January	<ul style="list-style-type: none"> • Discretionary Rate Relief Policy • Local Government Settlement • Budget 2020/21 • Fees & Charges 2020/21 • Medium Term Financial Strategy
	10 March	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring 2019/20 (<i>Including Finance, Business Rates and Procurement</i>) • S106 Monitoring • Write Offs

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