

Committee: Executive
Date: Monday 7 January 2019
Time: 5.00 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor Ian Corkin
Councillor John Donaldson	Councillor Tony Ilott
Councillor Andrew McHugh	Councillor Richard Mould
Councillor D M Pickford	Councillor Lynn Pratt

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. **Petitions and Requests to Address the Meeting**

The Chairman to report on any requests to submit petitions or to address the meeting.

4. **Minutes** (Pages 1 - 4)

To confirm as a correct record the Minutes of the Special Executive meeting held on 17 December 2018.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. Collaboration Agreement (Pages 5 - 8)

Report of Director Law and Governance / Monitoring Officer

Purpose of report

To recommend to Full Council that it agrees to enter into a Collaboration Agreement between Cherwell District and South Northamptonshire councils.

Recommendations

The meeting is recommended:

- 1.1 To recommend to Full Council that it agrees to enter into a Collaboration Agreement between Cherwell District and South Northamptonshire councils, and to delegate to the Monitoring Officer, in consultation with the Leader of the Council, authority to finalise and enter into the Agreement based on the provisions provided by the Local Government Act 1972, the Local Government Act 2000, the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 and the Localism Act 2011.

7. Business Rates Retail Relief Policy (Pages 9 - 18)

Report of Executive Director Finance and Governance

Purpose of report

To provide members with an update on the retail relief scheme announced in the Budget and to seek approval to recommend a Business Rates Retail Relief Policy for 2019-2020 to Council.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of this report.
- 1.2 To recommend to Council to approve the proposed Business Rates Retail Relief Policy (Appendix 1).

8. Local Discretionary Business Rate Relief Scheme for 2019-20 (Pages 19 - 26)

Report of Executive Director Finance and Governance

Purpose of report

For members to consider the proposed Local Discretionary Relief Policy and to seek approval of the Discretionary Business Rate Relief Scheme for 2019-2020.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report.
- 1.2 To approve the adoption of the local Discretionary Business Rate Relief Scheme for 2019-20.

9. Council Tax Base 2019-2020 (Pages 27 - 38)

Report of Executive Director: Finance and Governance

Purpose of report

To provide Executive with an estimate of the Council Tax Base for 2019-2020 and seek approval for the final determination of the Council Tax Base to be delegated to the Section 151 Officer in consultation with the Lead Member for Financial Management.

Recommendations

The meeting is recommended:

- 1.1 That the report of the Executive Director of Finance and Governance for the calculation of the Council's Tax Base for 2019-2020 be considered and:
 - (a) That pursuant to the Executive Director of Finance and Governance's report and in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Cherwell District Council as its Council Tax Base for the year 2019-2020 shall be **53,876.9** This shall be subject to final confirmation by the Section 151 Officer in consultation with the Lead Member for Financial Management.
 - (b) As for the parishes which form part of its area shown in Appendix 2, the amount calculated as the Council Tax Base for the year 2019-2020 in respect of special items shall be as indicated in the column titled Tax Base 2019-2020.
 - (c) As for the Flood Defence Areas which form part of its area, the amount calculated as the Council Tax Base for the year 2019-2020 for the purposes of levies on Oxfordshire County Council by River Authorities, shall be:

Thames Flood Defence Area	51,560.8
Anglian (Great Ouse) Flood Defence Area	1,871.9
Severn Region Flood Defence Area	444.2
	<hr/>
	53,876.9

- 1.2 To delegate final approval of the Council Tax Base for 2019-2020 to the Section 151 Officer in consultation with the Lead Member for Financial Management.

10. Draft Business Plan 2019/20 and Summary Medium Term Financial Strategy 2019/20 - 2023/24 (Pages 39 - 52)

Report of Executive Director Finance and Governance

Purpose of report

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

This report provides members with an update on the Business Plan 2019/20 and the Council's Summary Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 prior to the final MTFS being presented during February 2019.

Recommendations

The meeting is recommended:

- 1.1. To note the contents of this report.

11. Monthly Performance, Risk and Finance Monitoring Report - November 2018 (Pages 53 - 98)

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

Purpose of report

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

Recommendations

The meeting is recommended:

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

12. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 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.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

Evacuation Procedure

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Yvonne Rees
Chief Executive

Published on Thursday 20 December 2018

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 17 December 2018 at 5.30 pm

Present: Councillor Barry Wood (Chairman), Leader
Councillor G A Reynolds (Vice-Chairman), Deputy Leader and Lead Member for Sport and Leisure

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and Transformation
Councillor Tony Ilott, Lead Member for Financial Management and Governance
Councillor Andrew McHugh, Lead Member for Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor D M Pickford, Lead Member for Clean and Green
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Hannah Banfield

Apologies for absence: Councillor John Donaldson, Lead Member for Housing

Officers: Yvonne Rees, Chief Executive
Nick Graham, Director of Law and Governance / Monitoring Officer
Adele Taylor, Interim Executive Director: Finance and Governance
Chris Hipkiss, Interim Property Investment Manager
Natasha Clark, Governance and Elections Manager

73 **Declarations of Interest**

There were no declarations of interest.

74 **Minutes**

The minutes of the meeting held on 3 December 2018 were agreed as a correct record and signed by the Chairman.

75 **Chairman's Announcements**

There were no Chairman's announcements.

76 **Exclusion of the Press and Public**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

77 **Land in Banbury - Proposed Acquisition**

The Interim Executive Director of Finance and Governance submitted an exempt report for Executive to consider and endorse the approach that Council was being asked to approve for the proposed acquisition of land in Banbury.

Resolved

- (1) That, having given due consideration, the exempt report being presented to Council on 17 December 2018 on the proposed acquisition of land in Banbury and the recommendations contained within that report be endorsed.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

The meeting ended at 5.40 pm

Chairman:

Date:

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Cherwell District Council

Executive

7 January 2019

Collaboration Agreement

Report of Director Law and Governance / Monitoring Officer

This report is public

Purpose of report

To recommend to Full Council that it agrees to enter into a Collaboration Agreement between Cherwell District and South Northamptonshire councils.

1.0 Recommendations

The meeting is recommended:

- 1.1 To recommend to Full Council that it agrees to enter into a Collaboration Agreement between Cherwell District and South Northamptonshire councils, and to delegate to the Monitoring Officer, in consultation with the Leader of the Council, authority to finalise and enter into the Agreement based on the provisions provided by the Local Government Act 1972, the Local Government Act 2000, the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 and the Localism Act 2011.

2.0 Introduction

- 2.1 Joint working between Cherwell District and South Northamptonshire councils has been in place since 2010. Due to the likely creation of unitary governance in Northamptonshire, Cherwell District Council and South Northamptonshire Council have agreed to end their successful joint working arrangements. Consequently notice of termination of the Section 113 Agreement between the councils was served, resulting in the agreement ending on 16 January 2019.
- 2.2 Since notice of termination was mutually served work has been taking place on how services will be separated, or where this is not possible immediately, how future services can be delivered from one council to the other. This work is complex and will take several months to undertake. Meanwhile there is a need to have a legal relationship between the councils to allow services to continue to be provided in a responsive and flexible manner beyond 16 January and for individual services to separate at different times as permanent arrangements are put in place.

3.0 Report Details

- 3.1 A number of options that might allow joint working to continue have been considered and it is proposed that a Collaboration Agreement be put in place.
- 3.2 The Collaboration Agreement will act as a framework under which individual service heads at each of the councils can negotiate separate service offers as necessary and appropriate. Accordingly, the detail as to what services will be provided by one Council to another, how those services will be provided and the appropriate termination arrangements applying to each of them will be captured within individual service schedules agreed by those service heads under the Collaboration Agreement.
- 3.3 Under the existing section 113 Agreement there were appropriate termination provisions which related to all services. The Collaboration Agreement allows individual services to separate in an orderly way and at different times as appropriate.
- 3.4 Until such time as the individual service schedules come to an end, staff will be protected in precisely the same manner as they are currently protected under the existing section 113 Agreement.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is important that both councils can continue to deliver services after 16 January 2019 which for most services will either be prior to separation taking place or permanent delivery arrangements being put in place for those services that cannot be separated. It is clear that in the interim there needs to be a legal arrangement that allows this and a Collaboration Agreement is seen as the most appropriate vehicle to enable this.

5.0 Consultation

- 5.1 The Chief Executives and Leaders of both Councils have been consulted in preparation of this report.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons set out below.
- 6.2 **Option 1:** not to enter into an agreement between the councils. This is rejected as many council services would not be able to function.
- 6.3 **Option 2:** a Collaboration Agreement based on the provisions provided through the Local Authority (Goods and Services) Act 1970.
- 6.4 Section 1 of the Local Authority (Goods and Services) Act 1970 enables a local authority to provide another public body with goods or materials, administrative,

professional, or technical services. The Act does not in itself exempt local authorities from complying with the Public Contracts Regulations 2015, however an exemption is provided by “the Hamburg exemption” (Hamburg (Commission v Germany) Case C-480/06). A Collaboration Agreement containing these provisions would allow two-way co-operation between the two councils with the aim of ensuring that the public services they have to perform: are provided with a view to achieving objectives they have in common; is governed solely by considerations relating to the public interest; and less than 20% of the activities concerned by the co-operation are performed on the open market.

- 6.5 Whilst it is considered that the Hamburg exemption could provide appropriate authority to enter into such an agreement, there is a potential argument that the Hamburg exemption applies only to services that Councils “have to perform” rather than any discretionary services. Therefore, any discretionary services over the financial threshold in the Public Contract Regulations 2015 would be subject to the procurement rules. Given that discretionary services are included in those which would be shared it is not considered that the Local Authority (Goods and Services) Act 1970 would be the best option for the Councils due to it carrying a risk of challenge.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report. Legal advice has been procured from existing council budgets. The financial implications of separating services will be considered in each business case.

Comments checked by:

Kelly Watson Assistant Director Finance and Procurement
Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 From a legal perspective it is imperative that if activity continues to be carried out by staff employed by one council on behalf of the other council after 16 January 2019 there needs to be a legal basis to enable this. The recommendations in this report if adopted will provide this framework. Legal advice has been obtained which provides analysis of the various legal options available which in turn have been considered by officers. Internal advice has been provided through the non-contentious team and by the former Assistant Director Law and Governance.

Comments checked by:

Chris Mace, Solicitor, 01327 322125
christopher.mace@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.4 A full risk register has been developed as part of the action plan to separate the two councils. A significant risk was that the councils would not have in place provisions that would allow the two councils to continue joint working following the termination

of the Section 113 Agreement. This Collaboration Agreement deals directly with that risk.

Comments checked by:

Chris Mace, Solicitor, 01327 322125

christopher.mace@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

Not applicable

Lead Councillor

Councillor Barry Wood, Leader of the Council - CDC

Councillor Ian McCord, Leader of the Council - SNC

Document Information

Appendix No	Title
N/A	N/A
Background Papers	
Exempt Background Paper – Legal Advice Note, exempt from publication by virtue of paragraph 5 of Part 1 Schedule 12A of Local Government Act 1972.	
Report Author	Nick Graham, Director of Law & Governance (CDC) Andrew Hunkin, Executive Director: Resources (SNC)
Contact Information	01327 322209 andrew.hunkin@cherwellandsouthnorthants.gov.uk

Cherwell District Council

Executive

7 January 2019

Business Rates Retail Relief Policy

Report of Executive Director Finance and Governance

This report is public

Purpose of report

To provide members with an update on the retail relief scheme announced in the Budget and to seek approval to recommend a Business Rates Retail Relief Policy for 2019-2020 to Council.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of this report.
- 1.2 To recommend to Council to approve the proposed Business Rates Retail Relief Policy (Appendix 1).

2.0 Introduction

- 2.1 The Government announced in the Budget on 29 October 2018 that it will provide a business rates retail relief scheme for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21.
- 2.2 Guidance has been provided by the Ministry of Housing, Communities and Local Government regarding the operation and delivery of the relief. The relief must be awarded in accordance with discretionary relief powers contained within the Local Finance Act 1988 (as amended).
- 2.3 The retail relief awarded by the Council will be fully reimbursed if paid in accordance with Government guidance.
- 2.4 The policy proposed in this report fully reflects the guidance to award relief to occupied retail premises.

3.0 Report Details

- 3.1 The Government announced in the Budget on 29 October 2018 that it will provide a business rates retail relief scheme for 'occupied retail' properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21.
- 3.2 As this is a measure for 2019-20 and 2020-2021 only, the Government is not changing the legislation around the reliefs available to properties. Instead the Government will, providing Councils follow the eligibility criteria set out in its guidance, reimburse local authorities that use their discretionary relief powers (using a grant under Section 31 of the Local Government Act 2003), The Government expects local government to grant relief to qualifying ratepayers.
- 3.3 The Council currently makes awards in accordance with Section 47 of the Local Government Finance Act 1988 (as amended) to grant relief. In order to adopt the "retail relief" scheme members will be required to adopt a local scheme and decide in each individual case when to grant "retail relief".

Discretionary Retail Rate Relief Policy

- 3.4 The business rates retail relief policy for the Council will award relief to occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of relief applied shall be one third of the bill and must be applied after mandatory reliefs and other discretionary reliefs funded by Section 31 grants have been applied.
- 3.5 Properties that will benefit from the relief will be occupied hereditaments with a rateable value of less than £51,000, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.
- 3.6 Local authorities have been asked to provide an estimate of their likely total cost for providing the relief in their National Non-Domestic Rates Return (NNDR1).
- 3.7 We consider shops, restaurants, cafes and drinking establishments to mean:
- **Hereditaments that are being used for the sale of goods to visiting members of the public:**
 - Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
 - Charity shops
 - Opticians
 - Post offices
 - Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
 - Car/ caravan show rooms
 - Second hand car lots
 - Markets
 - Petrol stations
 - Garden centres
 - Art galleries (where art is for sale/hire)

- **Hereditaments that are being used for the provision of the following services to visiting members of the public:**

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

OR

- **Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:**

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

3.8 To qualify for the relief the hereditament should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

3.9 The Council can determine whether particular properties (hereditaments) not listed are broadly similar in nature to those above and, if so, to consider them eligible for the relief. Conversely, properties that are not broadly similar in nature to those listed above will not be eligible for relief.

3.10 In accordance with the Government's guidance on awarding Retail Rate Relief the Council considers the following not to be "retail premises" and they will not be eligible for relief under the scheme:

- **Hereditaments that are being used for the provision of the following services to visiting members of the public:**

- Financial services (e.g. banks, building societies, cash points, bureaux de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting offices

- **Hereditaments that are not reasonably accessible to visiting members of the public**

3.11 The relief will be calculated in the same way as business rate charges and will be apportioned accordingly where the occupation, other reliefs or rateable value of a premises changes.

3.12 State Aid (De Minimis Regulations) will apply when granting this and any other relief and ratepayers may be required to complete a declaration.

4.0 Conclusion and Reasons for Recommendations

4.1 Members of Budget Planning Committee have considered this report and have recommended to Executive the introduction of the Business Rates Retail Relief Scheme and the related Policy effective from 1st April 2019.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Members could agree not to determine a Business Rates Retail Relief Policy, but this would mean the Council is not complying with Central Government guidance and would be to the detriment of ratepayers in the district.

7.0 Implications

Financial and Resource Implications

7.1 In awarding the “retail relief” in accordance with the guidance the Council will be able to be fully reimbursed through the NNDR claim process.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance,
adele.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 The primary legal implications for the Council are outlined in the main body of the report. The guidance advises that Councillors should consider the awarding of relief in accordance with their powers for granting discretionary rate relief as provided for by Section 47 of the Local Government Finance Act 1988 (as amended). As the main body of the report makes clear, provided the Council follows that guidance then it will be able to recover the money from Government.

As the main body of the report mentions at paragraph 3.12, there is a State Aid issue to contend with here. The Council will therefore require that any recipient of the “retail relief” completes a declaration to confirm that they have not received any other assistance from another public body within the past 3 financial years.

Comments checked by:
Chris Mace, Solicitor, 01327 322125,
Christopher.mace@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

This links to the Council’s priorities of a district of opportunity and sound budgets and a customer focused council

Lead Councillor

Councillor Tony Ilott Lead Member for Financial Management

Document Information

Appendix No	Title
1	Business Rates Retail Relief Policy
Background Papers	
None	
Report Author	Jacey Scott Joint Revenues and Recovery Team Leader
Contact Information	Jacey.scott@csnresources.co.uk

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Business Rates Retail Relief 2019-2020 and 2020-2021

1. Introduction

The retail rate relief scheme applies for the period 1 April 2019 to 31 March 2021.

The business rates retail relief scheme applies to occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of relief should be one third of the bill, and must be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied.

2. Qualifying properties

Properties that will benefit from the relief will be occupied hereditaments with a rateable value of less than £51,000, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.

- **Hereditaments that are being used for the provision of the following services to visiting members of the public:**
- Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

OR

Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public

Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)

- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

OR

Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

3. Properties not eligible for relief

- Financial services (e.g. banks, building societies, cash points, bureaux de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting offices

4. Application Process

We will automatically award relief if we consider your property meets the eligibility criteria and apply it to your bill. We do, however need to you to make a “De Minimis” Declaration in relation to State Aid (see below).

5. State Aid

Ratepayers will be required to confirm that they have received any other State Aid that exceeds €200,000 in total including any other rates relief being granted for premises other than the one to which the declaration relates, under the De Minimis Regulations EC 1417/2013.

Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

6. How much relief will be available?

The total amount of government-funded relief available for each property for 2019-20 and 2020/21 under this scheme is one third of the bill, after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied. There is no relief available under this scheme for properties with a rateable value of £51,000 or more. The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis.

7. What if I occupy more than one property?

Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid De Minimis limits.

7. Appeals

If you disagree with a decision made under this policy, you must write and tell us why you think the decision is wrong, ie whether you consider the published criteria have been properly applied.

We will take account of any information given in your appeal letter. We will decide whether or not the criteria have been properly applied. This is called 'reconsidering' the decision. We will write to tell you what has happened, normally within 10 days of decision.

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Cherwell District Council

Executive

7 January 2019

<p>Local Discretionary Business Rate Relief Scheme for 2019-20</p>

Report of Executive Director Finance and Governance

This report is public

Purpose of report

For members to consider the proposed Local Discretionary Relief Policy and to seek approval of the Discretionary Business Rate Relief Scheme for 2019-2020.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report.
- 1.2 To approve the adoption of the local Discretionary Business Rate Relief Scheme for 2019-20.

2.0 Introduction

- 2.1 In the Spring Budget 2017 the Chancellor announced £300m funding for local councils to help businesses facing an increase in their business rates following the 2017 Revaluation. Any unspent funding will be returned to central government. The total funding for Cherwell District Council for the financial year 2019-20 £147,000, a reduction from £358,000 in 2018-19 and £736,000 in 2017-2018,
- 2.2 The Government expects billing authorities to use their discretionary powers under section 47 of the Local Government Finance Act to deliver the scheme. Billing authorities will be compensated through a Section 31 grant for the cost to the authority of granting the relief, up to a maximum amount based on the authority's allocation of the £300m fund.
- 2.3 Each authority is required to devise its own Discretionary Relief Scheme.

3.0 Report Details

3.1 The assistance Cherwell District Council is able to offer under the scheme is limited by the funding provided. The funding allocation for Cherwell District Council for the next two years is as follows:

2019-20	2020-21
£147,000	£21,000

3.2 A copy of the proposed Local Discretionary Business Rate Relief Policy for 2019-2020 is shown at Appendix A of this report. The draft policy for 2019-20 remains unchanged to again maximise the use of funding and to support to local businesses.

3.3 The attached policy outlines the proposed qualifying criteria and exclusions.

3.4 European “State Aid” rules apply to any business rates relief granted.

4.0 Conclusion and Reasons for Recommendations

4.1 Members of Budget Planning Committee have considered this report and have recommended to Executive to approve the adoption of the Local Discretionary Business Rates Relief Scheme 2019-2020 in the attached policy.

5.0 Consultation

5.1 Consultation has taken place with major preceptors..

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: Members could choose not to recommend the proposed schemes to Executive, but in view of the fact that expenditure will be reimbursed the Government expects billing authorities to grant relief to all qualifying ratepayers

7.0 Implications

Financial and Resource Implications

7.1 The report sets out the proposed Local Discretionary Relief scheme to provide relief to business ratepayers in properties facing business rates rises as a result of the Revaluation. The local scheme aims to distribute no more than Government funding allocation provided. The Government has announced that it will reimburse councils for the actual cost of relief granted, in accordance with its guidance, through Section 31 grant.

Comments checked by:
Kelly Watson Assistant Director Finance and Procurement
Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 Section 47 of the Local Government Finance Act 1988 and subsequent amending legislation provides the criteria for awarding discretionary rate relief to certain categories of non-domestic ratepayer.
- 7.3 Section 69 of the Localism Act 2011 provides a new discretionary power to reduce business rates for any local ratepayer. It is this new power that the Government is directing billing authorities to use to award the new categories of relief.
- 7.4 Relief from taxes, including non-domestic rates, can constitute state aid under European Union legislation. There are block exemptions from the state aid rules where the aid is below a de minimis level. The de minimis level applies to all de minimis aid received, including other Government subsidies or grants, in addition to any rate relief given as a de minimis aid. It will be for the Council to ensure that any relief granted does not transgress state aid rules. The de minimis threshold is €200,000 from all sources to the recipient as a whole over a rolling period of three years.

Comments checked by:
Chris Mace, Solicitor, 01327 322125
christopher.mace@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: **Not applicable**

Community Impact Threshold Met: **Not applicable**

Wards Affected

All

Links to Corporate Plan and Policy Framework

Corporate Priorities: Sound budgets and customer focused council.

Lead Councillor

Councillor Tony Illott, Lead Member for Financial Management.

Document Information

Appendix No	Title
A	Local Discretionary Business Rate Relief Scheme for 2019-20
Background Papers	
None	
Report Author	Jacey Scott Joint Revenue and Recovery Team Leader
Contact Information	Jacey Scott 01327 322162 jacey.scott@cherwellandsouthnorthants.gov.uk



Local Discretionary Business Rate Relief Scheme for 2019-20

1. Introduction

The Local Discretionary Business Rate Relief Scheme applies for the period 1 April 2019 to 31 March 2020. Under the scheme relief will only be provided where a qualifying ratepayer's bill has increased due to the 2017 Revaluation.

The assistance Cherwell District Council is able to offer under the scheme is limited by the funding provided. The funding allocation for Cherwell District Council over the next three years is as follows:

2019-20	2020-21
£147,000	£21,000

2. Qualifying Criteria

- 2.1 The property must have had an increase in rateable value as a result of the 2017 Revaluation.
- 2.2 All other mandatory reliefs must have been applied for prior to an award for Local Discretionary Business Rate Relief being considered.
- 2.3 The 2017 Rateable Value must be £200,000 or less.
- 2.4 Where a property is formed following a split, merger or reorganisation a new calculation will be carried out.
- 2.5 Where a qualifying ratepayer's business rates bill is reduced for any of the following reasons the amount of relief will be reduced or removed accordingly:
 - A reduction in rateable value in the 2017 Rating List.
 - The application of any additional relief or exemption
 - Vacation and reoccupation of the property
 - Any other relevant reason

3. Exclusions

3.1 Relief will not be awarded to the following types of ratepayers and properties:

- Precepting bodies (County, District and Parish Councils)
- Banks, building societies and other major financial institutions
- Multi-national businesses or large chains
- Businesses which occupy 3 or more properties
- National Health Service
- Charities
- Central Government bodies

3.2 Unoccupied properties

3.3 Where the award of relief would not comply with EU law on State Aid.

4. State Aid

Ratepayers will be required to confirm that they have received any other State Aid that exceeds €200,000 in total including any other rates relief being granted for premises other than the one to which the declaration relates, under the De Minimis Regulations EC 1417/2013.

Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

5. How will the Local Discretionary Business Rate Relief be calculated?

Local Discretionary Business Rate Relief will be calculated after any or all of the following have been applied:

- Exemptions and other reliefs
- Transitional arrangements

6. Application Process

The Council will automatically award business rates relief to qualifying businesses.

The amount of relief awarded each year will be subject to review such that the total relief doesn't exceed the funding allocation from government.

This policy will be published on the Council's website www.cherwell.gov.uk.

7. Appeals

All appeals must clearly state the ground(s) and be made in writing to: Revenues and Recovery Team, Cherwell District Council, Bodicote House, Bodicote, Banbury OX15 4AA.

Any appeal will be judged in line with this policy and the decision is to be taken at the sole discretion of the Executive Director Finance and Governance Chief Finance Officer in consultation with the Joint Revenues and Benefits Manager. All appeals will be reviewed within 4 weeks of submission of all necessary information. All decisions taken on appeals are final and the outcome will be recorded and advised to the ratepayer in writing. If an appeal is successful, rate relief will be backdated for the full eligible period within the relevant financial year.

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Cherwell District Council

Executive

7 January 2019

Council Tax Base 2019-2020

Report of Executive Director: Finance and Governance

This report is public

Purpose of report

To provide Executive with an estimate of the Council Tax Base for 2019-2020 and seek approval for the final determination of the Council Tax Base to be delegated to the Section 151 Officer in consultation with the Lead Member for Financial Management.

1.0 Recommendations

The meeting is recommended:

1.1 That the report of the Executive Director of Finance and Governance for the calculation of the Council's Tax Base for 2019-2020 be considered and:

(a) That pursuant to the Executive Director of Finance and Governance's report and in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Cherwell District Council as its Council Tax Base for the year 2019-2020 shall be **53,876.9** This shall be subject to final confirmation by the Section 151 Officer in consultation with the Lead Member for Financial Management.

(b) As for the parishes which form part of its area shown in Appendix 2, the amount calculated as the Council Tax Base for the year 2019-2020 in respect of special items shall be as indicated in the column titled Tax Base 2019-2020.

(c) As for the Flood Defence Areas which form part of its area, the amount calculated as the Council Tax Base for the year 2019-2020 for the purposes of levies on Oxfordshire County Council by River Authorities, shall be:

Thames Flood Defence Area	51,560.8
Anglian (Great Ouse) Flood Defence Area	1,871.9
Severn Region Flood Defence Area	444.2
	<hr/>
	53,876.9

1.2 To delegate final approval of the Council Tax Base for 2019-2020 to the Section 151 Officer in consultation with the Lead Member for Financial Management.

2.0 Introduction

2.1 For the purposes of Section 31B of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the Council is required to calculate the tax base (which will be used for tax setting purposes in February 2019) in respect of:

- (a) the whole of its area and;
- (b) for any parts of its area for the purposes of:
 - (i) Apportioning precepts and levies and;
 - (ii) Calculating the tax base for each area subject to a special item

3.0 Report Details

3.1 In respect of the 1.1 (a) 'the whole of its area':

3.1.1 The tax base has to be notified by Cherwell District Council to major precepting bodies (i.e. Oxfordshire County Council and the Police and Crime Commissioner for Thames Valley) and levy authorities (i.e. Thames Flood Defence Area, Anglian (Great Ouse) Flood Defence Area and Severn Region Flood Defence Area) by 31 January 2019 to enable their precepts to be calculated as a tax per band D equivalent properties.

3.2 In respect of 1.1 (b) 'parts of its area'

3.2.1 Major precepting and levying authorities have to notify Cherwell District Council (the billing authority) by 31 December 2018 of the area(s) subject to a special item (expense) and for which an apportionment of the tax base is required. No such notification has been received.

3.2.2 Parishes who levy a precept are automatically treated as a special item and there has to be a tax base calculated for each of the parishes in the area. They are not required to calculate a precept as a tax per band D equivalent property, but can request the tax base figure to be supplied to them within ten days of making a request. Each parish and town council is notified of the figure for their area.

Calculation of the tax base

3.3 The starting point of the calculation, as shown in Appendix 3, is the total number of council tax dwellings and their council tax band.

3.4 The council then allows for the following information for each band:

- (a) Dwellings which are exempt so no council tax is payable (e.g those where all occupiers are students)
- (b) Dwellings which attract a 25 per cent reduction (e.g those with a single adult occupier)

- (c) Dwellings which attract a 50 per cent reduction (e.g those properties where all adult residents are disregarded or 'don't count' for council tax purposes)
- (d) Dwellings which are treated as paying a lower band because they have been adapted for a disabled person. The regulations specify how to adjust the tax base in respect of band A dwellings.
- (e) Dwellings which attract a reduction through the Council Tax Reduction Scheme.
- (f) Dwellings which are exempt from council tax

- 3.5 Each band is then converted into "band D equivalents" by applying the factor required by legislation. A band H, for example, is multiplied by two. All of these are added together to give a total number of band D equivalents.
- 3.6 A further adjustment is made for Class O exempt properties (Armed forces' accommodation) as the Ministry of Defence makes a payment roughly equal to the council tax that it would have had to pay for each property if they were not exempt.
- 3.7 We also estimate the number of properties which will be either added to or removed from the Valuation List in the new financial year and make an adjustment to reflect that they won't all be subject to full council tax for 12 months.
- 3.8 A final adjustment is made to allow for non-collection. The council is required to decide what its collection rate is likely to be and applies this to its council tax base. For 2018-2019 this was 98% and it is proposed it should be 98% in 2019-2020

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members are asked to note the detail of this report.
- 4.2 Members are asked to delegate final approval of the Council Tax Base for 2019-2020 to the Section 151 Officer in consultation with the Lead Member for Financial Management.

5.0 Consultation

Councillor Tony Illott, Lead Member for Financial Management and Governance

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: None. The Council has to set a tax base in order to set its council tax for 2019-2020.

7.0 Implications

Financial and Resource Implications

- 7.1 The Council Tax Base is used for calculating the amount of Council Tax set by Cherwell District Council. The tax base of 53,876.9 will be reflected in the budget.

Comments checked by:

Kelly Watson, Assistant Director of Finance and Procurement

Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 Pursuant to Section 31B of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the Council is required to calculate a tax base by 31 January 2019. This will be used for Council Tax setting purposes in February 2019.

Comments checked by:

Christopher Mace, Solicitor, Law and Governance, 01327 322125

Christopher.mace@cherwellandsouthnorthants.gov.uk

- 7.3 **Equality and Diversity**

There are no equality and diversity implications arising out of this report.

Comments checked by:

Caroline French, Corporate Policy Officer 01295 221586

caroline.french@cherwellandsouthnorthants.gov.uk

- 7.4 **Risk Management**

If the Council does not set a tax base in accordance with statutory deadlines then it will not be able to set its Council Tax for the 2019-2020 financial year.

Comments checked by:

Louise Tustian, Team Leader - Strategic Intelligence and 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 Councillor

Councillor Tony Illott, Lead Member for Financial Management and Governance

Document Information

Appendix No	Title
Appendix 1	Council tax base by parish
Appendix 2	Council tax base by Flood Defence Area
Appendix 3	Council tax base calculation
Background Papers	
None	
Report Author	Mandy Anderson, Principal Accountant
Contact Information	01327 322233 mandy.anderson@cherwellandsouthnorthants.gov.uk

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Appendix 1 - Council Tax Base by Parish 2019-2020

Parish	Relevant Amount	Tax Base at 98%	MoD Class O Properities	Tax Base for 2019-20	Tax Base for 2018-19
Adderbury	1,347.4	1,320.5	0.8	1,321.3	1,306.0
Ambrosden	535.9	525.2	237.4	762.6	720.5
Ardley	269.9	264.5	-	264.5	262.2
Arncott	318.3	311.9	1.8	313.7	319.0
Banbury	15,422.6	15,114.1	-	15,114.1	14,603.9
Barford	269.1	263.7	-	263.7	266.7
Begbroke	365.1	357.8	-	357.8	355.3
Bicester	11,811.2	11,575.0	0.9	11,575.9	11,253.2
Blackthorn	151.3	148.3	-	148.3	149.5
Bletchingdon	387.0	379.3	-	379.3	392.8
Bloxham	1,536.6	1,505.9	-	1,505.9	1,471.5
Bodicote	943.2	924.3	-	924.3	895.0
Bourton	317.6	311.2	-	311.2	310.8
Broughton	124.7	122.2	-	122.2	122.0
Bucknell	105.4	103.3	-	103.3	103.0
Caversfield	567.2	555.9	3.7	559.6	556.3
Charlton on Otmoor	205.0	200.9	-	200.9	199.6
Chesterton	442.9	434.0	-	434.0	420.0
Claydon	141.6	138.8	-	138.8	138.0
Cottisford	74.3	72.8	-	72.8	71.8
Cropredy	310.8	304.6	-	304.6	302.1
Deddington	1,009.4	989.2	-	989.2	970.0
Drayton	99.3	97.3	-	97.3	93.2
Duns Tew	235.5	230.8	-	230.8	233.7
Epwell	141.4	138.6	-	138.6	138.5
Fencot and Murcott	127.0	124.5	-	124.5	124.6
Finmere	220.2	215.8	-	215.8	216.8
Fringford	271.5	266.1	-	266.1	260.2
Fritwell	278.0	272.4	-	272.4	272.3
Godington	21.1	20.7	-	20.7	20.7
Gosford and Water Eaton	549.7	538.7	-	538.7	533.5
Hampton Gay and Poyle	82.5	80.9	-	80.9	79.3
Hanwell	124.8	122.3	-	122.3	125.5
Hardwick with Tusmore	38.6	37.8	-	37.8	37.6
Hethe	114.9	112.6	-	112.6	109.0
Hook Norton	1,018.2	997.8	-	997.8	998.7
Horley	164.6	161.3	-	161.3	161.8
Hornton	166.8	163.5	-	163.5	163.6
Horton Cum Studley	252.1	247.1	-	247.1	249.2
Islip	325.5	319.0	-	319.0	324.6
Kidlington	5,024.0	4,923.5	0.9	4,924.4	4,885.1
Kirtlington	452.1	443.1	-	443.1	438.9
Launton	554.5	543.4	-	543.4	536.6
Lower Heyford	217.4	213.1	-	213.1	213.1
Merton	143.1	140.2	5.0	145.2	144.6
Middle Aston	65.0	63.7	-	63.7	64.1
Middleton Stoney	150.6	147.6	-	147.6	144.7
Milcombe	249.9	244.9	-	244.9	245.0
Milton	86.0	84.3	-	84.3	86.9
Mixbury	116.8	114.5	-	114.5	118.7
Mollington	236.9	232.2	-	232.2	232.0
Newton Purcell	42.3	41.5	-	41.5	42.2
Noke	79.8	78.2	-	78.2	79.1
North Aston	94.3	92.4	-	92.4	92.5
North Newington	156.2	153.1	-	153.1	154.9
Oddington	66.6	65.3	-	65.3	67.3
Piddington	182.0	178.4	-	178.4	173.6
Prescote	6.3	6.2	-	6.2	6.2
Shenington	227.9	223.3	-	223.3	224.0
Shipton on Cherwell	148.0	145.0	-	145.0	144.8
Shutford	209.6	205.4	-	205.4	205.3
Sibford Ferris	198.5	194.5	-	194.5	193.5
Sibford Gower	254.8	249.7	-	249.7	241.7
Somerton	144.0	141.1	-	141.1	139.3
Souldern	207.9	203.7	-	203.7	205.4

Parish	Relevant Amount	Tax Base at 98%	MoD Class O Properites	Tax Base for 2019-20	Tax Base for 2018-19
South Newington	156.6	153.5	-	153.5	151.4
Steeple Aston	438.4	429.6	-	429.6	424.7
Stoke Lyne	107.0	104.9	-	104.9	108.2
Stratton Audley	211.4	207.2	-	207.2	205.7
Swalcliffe	109.0	106.8	-	106.8	108.5
Tadmarton	256.6	251.5	-	251.5	252.7
Upper Heyford	976.5	957.0	-	957.0	788.5
Wardington	247.6	242.6	-	242.6	241.1
Wendlebury	190.6	186.8	-	186.8	189.6
Weston on the Green	245.8	240.9	-	240.9	248.6
Wigginton	109.4	107.2	-	107.2	105.8
Wroxton	284.1	278.4	-	278.4	286.1
Yarnton	1,184.8	1,161.1	-	1,161.1	1,159.2
Total	54,720.5	53,626.4	250.5	53,876.9	52,681.6

Appendix 2 - Council Tax Base by Flood Defence area 2019-2020

Parish	THAMES	Anglian OUSE	SEVERN
Adderbury	1,321.3		
Ambrosden	762.6		
Ardley		264.5	
Arcott	313.7		
Banbury	15,114.1		
Barford	263.7		
Begbroke	357.8		
Bicester	11,575.9		
Blackthorn	148.3		
Bletchington	379.3		
Bloxham	1,505.9		
Bodicote	924.3		
Bourton	311.2		
Broughton	122.2		
Bucknell	103.3		
Caversfield	559.6		
Charlton on Otmoor	200.9		
Chesterton	434.0		
Claydon	138.8		
Cottisford		72.8	
Cropredy	304.6		
Deddington	989.2		
Drayton	97.3		
Duns Tew	230.8		
Epwell	138.6		
Fencot and Murcott	124.5		
Finmere		215.8	
Fringford		266.1	
Fritwell		272.4	
Godington		20.7	
Gosford and Water Eaton	538.7		
Hampton Gay and Poyle	80.9		
Hanwell	122.3		
Hardwick with Tusmore		37.8	
Hethe		112.6	
Hook Norton	997.8		
Horley	161.3		
Hornton	163.5		
Horton cum Studley	247.1		
Islip	319.0		
Kidlington	4,924.4		
Kirtlington	443.1		
Launton	543.4		
Lower Heyford	213.1		
Merton	145.2		
Middle Aston	63.7		
Middleton Stoney	147.6		
Milcombe	244.9		
Milton	84.3		
Mixbury		114.5	
Mollington	232.2		
Newton Purcell		41.5	
Noke	78.2		
North Aston	92.4		

Parish	THAMES	Anglian OUSE	SEVERN
North Newington	153.1		
Oddington	65.3		
Piddington	178.4		
Prescote	6.2		
Shenington	223.3		
Shipton on Cherwell	145.0		
Shutford	205.4		
Sibford Ferris			194.5
Sibford Gower			249.7
Somerton		141.1	
Souldern	203.7		
South Newington	153.5		
Steeple Aston	429.6		
Stoke Lyne		104.9	
Stratton Audley		207.2	
Swalcliffe	106.8		
Tadmarton	251.5		
Upper Heyford	957.0		
Wardington	242.6		
Wendlebury	186.8		
Weston On The Green	240.9		
Wiggington	107.2		
Wroxton	278.4		
Yarnton	1,161.1		
TOTAL	51,560.8	1,871.9	444.2

Cherwell District Council Calculation of 2019-20 Council Tax Base

ALL PARISHES

COUNCIL TAX - VALUATION BANDS

All figures at 30 November 2018		Band A with disabled reduction	A	B	C	D	E	F	G	H	2019-20 Tax Base
1	Total number of dwellings on the Valuation List	0	5,721	15,719	17,692	11,455	7,905	3,738	2,550	251	65,031
2	Number of dwellings on valuation list exempt	0	209	428	256	364	105	40	26	3	1,431
3	Number of demolished dwellings	0	2	1	0	1	1	0	0	0	5
4	Number of chargeable dwellings (lines 1-2-3)	0	5,510	15,290	17,436	11,090	7,799	3,698	2,524	248	63,595
5	Number of chargeable dwellings in line 4 subject to disabled reduction	0	3	34	70	40	34	17	9	13	220
6	Number of dwellings effectively subject to council tax for this band by virtue of disabled relief	3	34	70	40	34	17	9	13	0	220
7	Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (Lines 4-5+6)	3	5,541	15,326	17,406	11,084	7,782	3,690	2,528	235	63,595
8	Number of dwellings in line 7 entitled to a 25% discount	3	2,937	5,735	5,170	2,686	1,369	552	311	17	18,778
9	Number of dwellings in line 7 entitled to a 50% discount	0	75	31	10	7	8	8	17	12	168
10	Number of dwellings in line 7 entitled to 0% discount	0	114	152	139	114	82	40	66	17	724
11	Number of dwellings in line 7 subject to a 50% premium	0	26	29	9	15	10	4	2	2	97
12	Number of other dwellings in line 7 with no discounts or premiums (lines 7-8-9-10-11)	0	2,389	9,379	12,079	8,263	6,313	3,087	2,133	188	43,829
13	Total equivalent number of dwellings after discounts, exemptions and disabled reduction [(line 8 x 0.75)+(line 9 x 0.5)+(line 10)+(line 11 x 1.5) + (line 12)]	2.3	4,782.3	13,891.3	16,113.1	10,416.6	7,440.8	3,550.1	2,442.9	225.9	58,865
14	Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
15	Total number of band D equivalents (line 12 x line 13)	1.3	3,188.2	10,804.3	14,322.8	10,416.6	9,094.3	5,127.9	4,071.5	451.8	57,478.7
16	Allowance for new properties										1,016.6
17	Allowance for premium on empty homes										13.2
18	Allowance for Council Tax Reduction Scheme										-3,788.0
19	Allowance for non-collection (2%)										-1,094.1
20	Number of band D equivalents of contributions in lieu from M.O.D.										250.5
21	Tax base for 2019-20										53,876.9

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Cherwell District Council

Executive

7 January 2019

<p>Draft Business Plan 2019/20 and Summary Medium Term Financial Strategy 2019/20 – 2023/24</p>
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Report of Executive Director Finance and Governance

This report is public

Purpose of report

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

This report provides members with an update on the Business Plan 2019/20 and the Council's Summary Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 prior to the final MTFS being presented during February 2019.

1. Recommendations

The meeting is recommended:

- 1.1. To note the contents of this report.

2. Introduction

- 2.1. The Executive has the responsibility of recommending a budget for consideration to Council in February 2019.
- 2.2. The purpose of this report is to provide the updated Business Plan and Summary Medium Term Financial Strategy.

3. Context

National

- 3.1. Local Government is continuing to deliver services during a period of prolonged financial uncertainty and significant change. This prolonged period is in conjunction with the UK economy experiencing a turbulent and complex time.

- 3.2. The impact of national events is not yet known. It is important that we continue to manage our resources in a prudent and sustainable way, ensuring that we understand and can plan and manage our risks effectively over the medium term.

Local

- 3.3. The district is experiencing significant economic growth. Increasing numbers of housing developments have brought new skills to the area and the boost in business is providing new opportunity to shape the area.
- 3.4. The Council is committed to investing and developing its local economy and this investment can be seen clearly through key decisions taken at a local level.

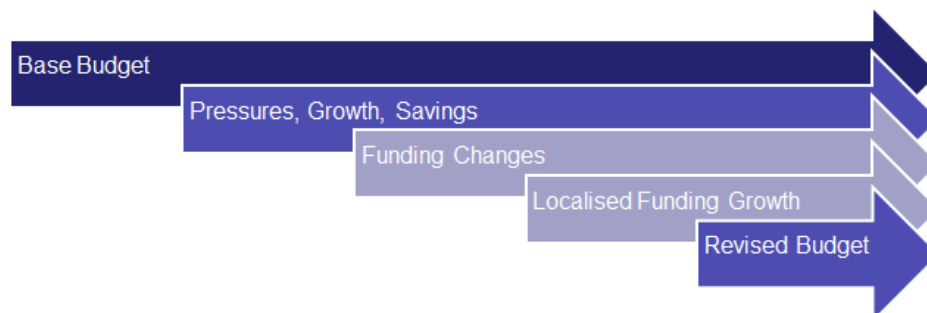
4. Business Planning

- 4.1. The draft business plan for 2019/20 is attached as Appendix 1. The business plan informs the development of the annual budget and the operational Service Plans for the delivery of all Council services. The Service Plans will set out the activities that each service will undertake to deliver against the priorities set out in the Business Plan. Ultimately, these activities will be reflected in the individual objectives of employees providing a clear 'golden thread' through the organisation for the delivery of the Council's priorities.
- 4.2. The 2018/19 Business Plan was a joint business plan covering Cherwell and South Northamptonshire Council. The 2019/20 Business Plan will cover Cherwell District Council only as the joint working arrangements between the two Councils come to an end.
- 4.3. The content of the 2019/20 Business Plan represents a "light touch" review, broadly retaining the themes and priorities of the Council from the previous year updated where appropriate to align with emerging issues and challenges across the district. New areas of focus for the plan this year include the Healthy Place Shaping agenda, the Industrial Strategy and the Oxfordshire Growth Deal.
- 4.4. The vision for the district remains 'A great place to live, work, visit and invest'. The three strategic priorities are:
- Clean, Green and Safe;
 - Thriving Communities and Wellbeing;
 - District of Opportunity and Growth.
- 4.5. The Business Plan is underpinned and enabled through an Organisational Plan, illustrated as three pillars, representing the basis upon which we continue to develop our organisation:
- Operational Excellence;
 - Customer Focus;
 - Best Council to work for.
- 4.6. The service plans currently in development will help shape the performance management framework for 2019/20, of which progress against will be reported to Executive through the monthly Performance, Risk and Finance report.

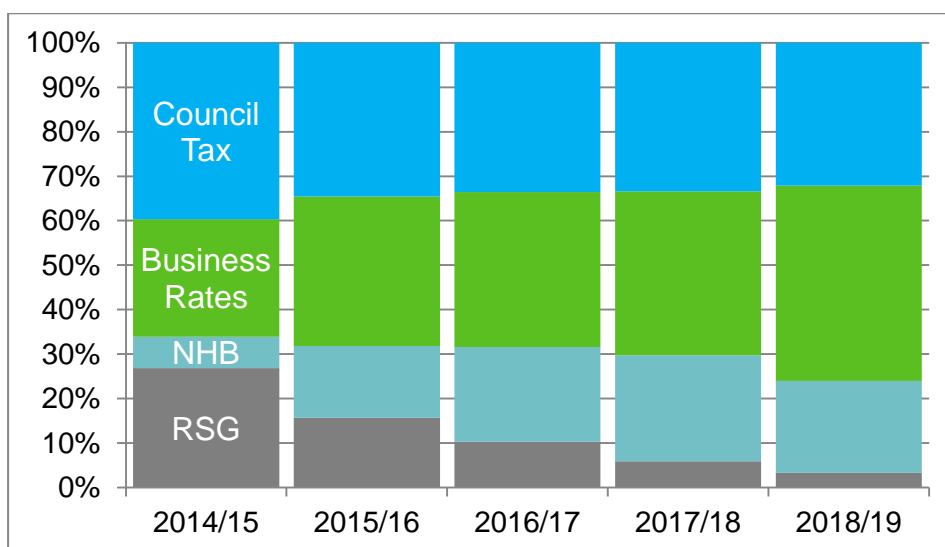
- 4.7. The draft business plan has been discussed with Lead Members and will be considered by the Overview and Scrutiny Committee on 22 January. A full review of the business plan and corporate priorities will take place during 2019/20 to inform the 2020/21 Business Plan.

5. Medium Term Financial Strategy

- 5.1. The MTFS is an important document which underpins the Council's aims and objectives for the medium term. It provides a financial view of the Council's operating environment and provides the backdrop for a fast paced and evolving future.
- 5.2. The MTFS is built upon a set of fundamental building blocks which allow the budget setting process to be transparently managed whilst allowing flexibility for the organisation to set its budget during a period of evolving service design and delivery.



- 5.3. The MTFS is developed against a backdrop of changing and reducing funding. Local Government has experienced a reduction of around 35% in overall funding and a shift from Governmental to more locally derived funding provides local government with further incentives to drive growth and innovation.
- 5.4. In future it can be seen that we need to place greater emphasis on cash flow and income management given our income sources relate to individuals, businesses and other fees and charges.



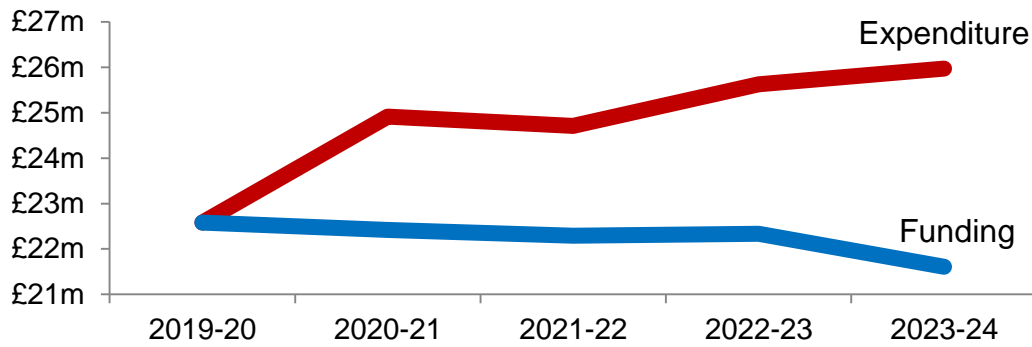
Summary DRAFT MTFS

- 5.5. The table below sets out the draft summary MTFS position which takes into account the latest information regarding the funding settlement and updated budget estimates and assumptions.
- 5.6. This model indicates a number of policy decisions that will have to be agreed when setting the final budget in February 2019.

DRAFT MTFS	2019-20	2020-21	2021-22	2022-23	2023-24
	£000	£000	£000	£000	£000
NET COST OF SERVICES	22,550	22,259	23,120	23,981	24,842
Transfers to reserves / Pension Adj / Interest	31	2,653	1,591	1,644	1,125
NET BUDGET REQUIREMENT	22,581	24,912	24,711	25,625	25,967
FUNDING					
Revenue Support Grant	(114)	0	0	0	0
Transfer to Parish Councils - CTRS	349	175	0	0	0
New Homes Bonus	(5,066)	(5,116)	(4,997)	(5,189)	(4,286)
Business Rates	(10,760)	(10,111)	(9,543)	(9,003)	(8,777)
Council Tax income	(6,990)	(7,365)	(7,749)	(8,143)	(8,547)
TOTAL INCOME	(22,581)	(22,417)	(22,289)	(22,335)	(21,610)
FUNDING GAP / (Surplus)	0	2,495	2,422	3,290	4,357
Council tax base	53,472	54,274	55,088	55,914	56,753
Council tax amount	£128.50	£133.50	£138.50	£143.50	£148.50

- 5.7. The Draft MTFS sets out a balance position for 2019/20 and a funding gap in future years. The Council will keep the medium term position under close review and work towards reducing the financial pressures in future years.

DRAFT MTFS	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
Expenditure	22,581	24,912	24,711	25,625	25,967
Funding	(22,581)	(22,417)	(22,289)	(22,335)	(21,610)
Total	70,227	16,555	1,318	168	168



5.8. The MTFS is built upon a set of key assumptions, these are set out below:

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

5.9. The DRAFT summary capital programme is set out below. The capital programme and investment being made by the Council demonstrates its commitment to ensuring the future sustainability of the district and its ambitions for the future.

DRAFT Capital Programme	2019/20	2020/21	2021/22	2022/23	2023/24
Services	£000	£000	£000	£000	£000
Wellbeing	2,703	150	150	150	150
Place & Growth	1,244	0	0	0	0
Environment	1,786	875	750	0	0
Finance & Governance	64,279	15,422	310	0	0
Customers & IT Services	215	108	108	18	18
Total	70,227	16,555	1,318	168	168

Funding

5.10. The table below sets out the Councils future funding estimates. There remains a lot of uncertainty regarding this position over the medium term with the upcoming consultations surrounding Fairer Funding Review and Business Rates.

5.11. Central Government has released consultations on both these areas and the Council is analysing potential impact and will respond fully to both of these. This will be subject to future reporting.

	19/20	20/21	21/22	22/23	23/24
RSG	(114)	0	0	0	0
Tfr to PC's (CTRS)	349	175	0	0	0
New Homes Bonus	(5,066)	(5,116)	(4,997)	(5,189)	(4,286)
Business Rates	(10,760)	(10,111)	(9,543)	(9,003)	(8,777)
Council Tax	(6,990)	(7,365)	(7,749)	(8,143)	(8,547)
Total Funding	(22,581)	(22,417)	(22,289)	(22,335)	(21,610)

Fairer Funding Review

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

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

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

Business Rates Retention

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

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

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

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

Further Considerations

- 5.17. 2019/20 is the final year of the current spending review period. This means that there is less certainty regarding funding in future years. The Council is working closely with advisors to ensure that it is able to plan effectively for future years.

- 5.18. The current period of change and uncertainty is posing a number of challenges which the Council needs to consider further during the budget setting process. These form five key areas:



Considerations	
Council Tax	In February 2019 the Council will need to determine the level at which Council Tax is set for 2019/20
Growth & Savings	The changes put forward as part of the draft budget require further review and challenge
Assumptions	The assumptions that underpin the draft MTFs will need to be agreed and are reviewed regularly
Separation	In July 2018 the Council formally agreed to end the current joint working arrangements with South Northants. The implications of this are being considered and will be kept under close review and we progress to setting the budget in February 2019

Next Steps

5.19. The final budget will be presented to members at all relevant committees during January and February 2019.

6. Conclusion and Reasons for Recommendations

6.1. Members are requested to note the content of this report.

7. Consultation

7.1. The consultation will take place as part of the budget setting process.

8. Alternative Options and Reasons for Rejection

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

Option 1: To not note the report but members will not be aware of the medium term financial forecast if they choose to take this option.

9. Implications

Financial and Resource Implications

- 9.1. There are no direct financial implications arising from this report.

Comments checked by:

Kelly Watson, Assistant Director Finance & Procurement

0300 003 0206, kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 9.2. The Council has to set a balance budget each year and this report provides the updated position to enable the Council to meet this requirement.

Comments checked by:

Richard Hawtin, Team Leader Non-contentious

01295 221695, richard.hawtin@cherwellandsouthnorthants.gov.uk

Risk Management

- 9.3. The position to date highlights the relevance of maintaining a minimum level of reserves and budget contingency to absorb the financial impact of changes during the year. Any increase in risk will be escalated through the corporate risk register.

Comments checked by:

Louise Tustian, Team Leader Insight Team

01295 221786, louise.tustian@cherwellandsouthnorthants.gov.uk

Equality and Diversity

- 9.4. Impact assessments are carried out in advance of setting the budget where relevant.

Comments checked by:

Louise Tustian, Team Leader Insight Team

01295 221786, louise.tustian@cherwellandsouthnorthants.gov.uk

10. 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 Barry Wood, Leader of the Council

Councillor Tony Illott, Lead Member for Finance & Governance

Document Information

Appendix No	Title
Appendix 1	Business Plan
Appendix 2	Summary of Growth & Savings Proposals
Background Papers	
None	
Report Author	Adele Taylor, Executive Director Finance & Governance (Interim) Hedd Vaughan-Evans, Assistant Director Performance & Transformation
Contact Information	0300 003 0103 / 0300 003 0111 adele.taylor@cherwellandsouthnorthants.gov.uk hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

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DRAFT Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Page 49

Organisational Plan

Operational Excellence

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

Customer Focus

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

Best Council to work for

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

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Cherwell District Council

DRAFT Summary Growth & Savings Proposals

Growth Summary

Service Name	Description	Growth £000
Finance and Governance	Costs relating to new properties, contractual inflation and other lease arrangement pressures <i>(Note: some costs offset by additional income)</i>	1,090
Funding, Adjustments / Treasury	Due to reduction in Revenue Support Grant and increase in Interest Payable relating to capital investment	991
Environmental Services	Increases in Fuel Price and significant increases in Gate Fees caused by external market conditions	325
Wellbeing	Contractual inflation and other increases in revenue costs relating to investment across the district in wellbeing services	582
Total		2,988

Savings Summary

Service Name	Description	Savings & Income £000
Funding, Adjustments / Treasury	New Homes Bonus, Business Rates, Council Tax / Collection Fund and planned use of Earmarked Reserves	(4,835)
Finance and Governance	Reduction in costs for insurance and external audit contract. Some additional rental income and service charge recovery to offset additional property costs show under growth items	(396)
Environmental Services	Growth in commercial waste service and annual uplift in recycling credits	(218)
Wellbeing	Previously agreed reductions in grant allocations & additional income from HMO Registrations	(117)
Customer and IT Services	Reduction in budget requirements following budget challenge	(72)
Place and Growth	Increased volume of Building Reg. applications	(24)
Total		(5,662)

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Cherwell District Council

Executive

7 January 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – November 2018</p>

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:

- **Residents can now order and pay for bulky waste collections online.** The online booking experience is part of the council's improvement plan of improving our customer's experience. During November we received 161 responses of the 394 cases closed, which is a 41% response rate. Of the 161 responses, 92% of residents were satisfied with the booking service and 98% would recommend the service to friends or family.
- **Air Quality monitoring continues** at 47 locations across the Cherwell District, monitoring the levels of nitrogen dioxide. Geospatial Insight Limited are finalising the review of the work on the Bicester Air Quality Demonstration Project which took place in October. This review will be utilised in future reviews of air quality management plans.
- **See It, Report It (SIRI) referrals from staff have increased** in the last 12 months which is likely down to particular focus around training and raising awareness to staff in the last 6 months. This is a positive step ensuring that we are meeting our statutory duty around our safeguarding responsibilities to both children and adults.

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:

- **Health & Wellbeing support** has been delivered by a variety of ways this month. The final session of cookery skills training at the Foodbank & Tesco in Bicester and over 200 sixth formers from Bicester schools attended a half day workshop on mental health & wellbeing to promote resilience. Volunteers are meeting with Sports & Leisure services to establish a Junior Park Run at Whiteland Sports Village and Bicester's outdoor gym equipment and health routes have now been digitised so that people can record their use.
- **Cherwell Volunteer awards** – celebrating volunteering across the district and identify those people who contribute to great causes and make such a difference (60 people attended).
- **Age Friendly Banbury** – The big lottery visited Banbury to assess the phase 2 bid for funding to deliver the initiatives action plan for the future. A pop up consultation event ran to showcase the partnerships involved in our aspiration to make Banbury Age Friendly and to continue to consult with our residents.

- **Robust emergency planning and business continuity arrangements** are important in order to ensure that the council can respond to major incidents and continue to provide critical services in the event of incidents which interrupt normal activities. As a result all business continuity plans have been reviewed and training has been delivered to all officers and managers across all services. Our business continuity plans should now cover all reasonably foreseeable circumstances having been reviewed and refreshed; these plans will continue to be reviewed periodically and after any incident. These plans also need to be tested to ensure that they be implemented when required and to work alongside similar plans of our partner organisations.

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 - only 9 remaining!** We expect our first owner to take up occupation just before Christmas with several others following in the New Year. We are also hoping that the people moving into our affordable rented units will be able to move in by the New Year.
- **The Hill Youth and Community Centre** has started to see work happening on site as planned on the 26th November. Work is now in progress to complete the foundations by the New Year which is the first milestone in the programme.
- **Banbury Chamber of Commerce Live event** was attended by the economic development team who were promoting business support services and district industrial strategy development process to over 30 local businesses. The economic development team also supported 250+ local students at two careers workshops; Heyford Park Free School and Wykham Park Academy, Banbury, in collaboration with Young Enterprise and The Education Business Partnership

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					
Status	Description	November	%	YTD	%
Green	On target	28	88%	28	88%
Amber	Slightly off target	3	9%	4	12%
Red	Off target	1	3%	0	0%

3.11 **Spotlight On: Environmental Health & Licensing**

Environmental Health and Licensing deliver a number of services that focus on business regulation as well as dealing with domestic issues relating to noise and nuisance. These services include meeting a number of statutory functions that are reported to partner organisations outside of the councils, including the Food Standards Agency, DEFRA, Health & Safety Executive and the Drinking Water Inspectorate. Officers from the team can be found undertaking food hygiene inspections in restaurant kitchens, investigating accidents in workplaces, resolving noise and nuisance complaints, sampling private water supplies at domestic properties or carrying out vehicle checks on licensed taxis.

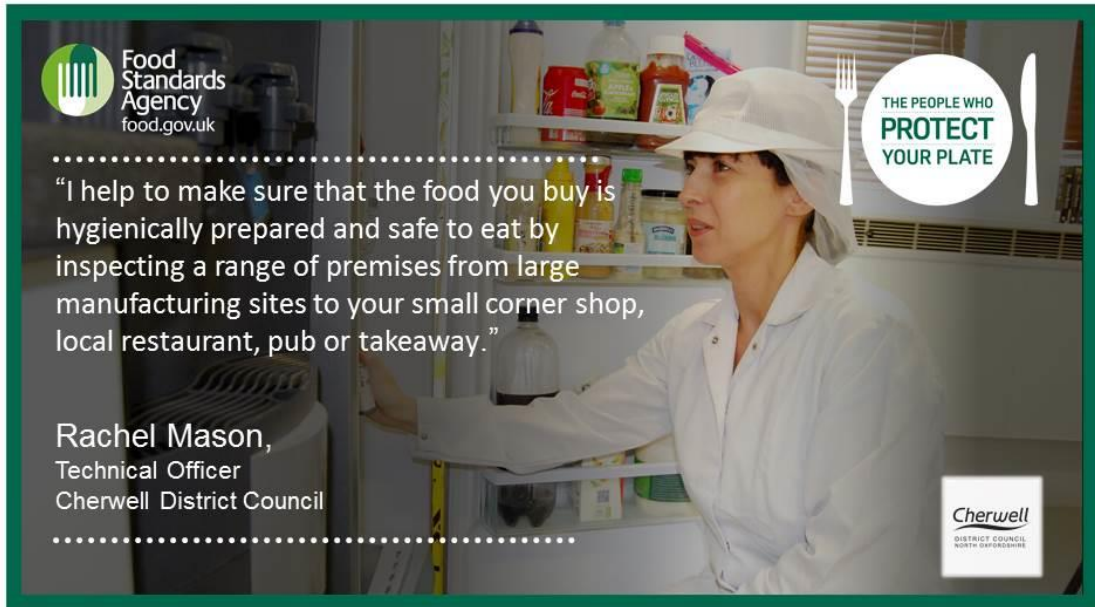
Providing protection to public health underpins a lot of the work carried out by the team whether that is investigating the cause of infectious diseases, monitoring air quality or ensuring the water that people are drinking is free from contamination. Environmental Health and Licensing's aim is to deliver outcomes that help businesses grow and improve and to protect people's health, safety and wellbeing.

We promote, evaluate and administer the Eat Out Eat Well healthy eating award for catering outlets. This award recognises food outlets that offer healthy food choices, making it easier to take healthy choices when eating out.

Our food safety inspections lead to food businesses being provided with a rating as part of the national Food Hygiene Rating Scheme. The scheme helps members of the public make informed choices about where to eat out or shop for food by providing clear information about the businesses' hygiene standards



Some of the work we do involves taking enforcement action against businesses or individuals who are persistent in their failure to resolve problems that have been identified through complaints, routine inspections or referrals from partner organisations. This can result in court action and officers from the team regularly prepare case files for prosecution in conjunction with colleagues in our legal team.



What does the Licensing Team do at CDC and SNC?

We have 2 basic primary functions. We process all licensing applications across a very broad range of business sectors from licensed animal establishments (which includes the introduction of a new star rating scheme for all licensed animal premises within the two districts) to taxi drivers and their vehicles. We also investigate any complaints about licensed businesses to ensure compliance with the licences we have processed and issued. Legislation we work under ranges from the Licensing Act 2003 to the Town Police Clauses Act 1847.

The majority of our work is concerned with alcohol licensed premises and taxi drivers. We will deal with applications for new pubs as well as applications transferring ownership of pubs. We also process applications for personal licences and these permit individuals to sell alcohol. The largest volume of applications received under the Licensing Act is for Temporary Event Notices. We process approximately 700 of these temporary event notices a year across both authorities.

Once a licence or permit has been issued or granted we are then responsible for ensuring compliance and dealing with any complaints. This can range from a landlord failing to control the noise at their pub to a taxi driver overcharging a customer. Officers will investigate complaints, taking witness statements, interviewing the licence holder and discussing with our Legal Services any potential course of action. We are also involved in pro-actively ensuring compliance and we work with partner agencies such as community safety and the police in carrying out specific operations usually targeting licensed premises and the taxi trade.



Developing chargeable services that support business

A key focus of one of the teams within EH&L has been the development of EHSense – a chargeable service that aims to provide businesses with a range of services that will assist them in meeting their legal obligations and provide assurance that they are compliant.

EHSense is an innovative and enhanced service provided by South Northamptonshire and Cherwell District Councils. Aimed primarily, but not exclusively, at food businesses, the service can offer new or existing businesses support to ensure that they comply with food hygiene, health and safety, licensing and nuisance laws. EH Sense services include:

- Strive for 5 – designed to put you in the best position to meet legal requirements and achieve the top food hygiene rating to put you ahead of the competition.
- Bespoke Support - Whatever your Environmental Health requirement is, we can provide support tailored to meet your needs from qualified Environmental Health professionals.
- Safer Food Better Business packs and diary refills - professionally printed.
- Food and Water testing – Including shelf life testing, microbiological testing and swimming pools testing with result interpretation and advice on corrective actions.
- Training courses – taught and eLearning including food safety, health & safety and personal license holder.
- Primary Authority Partnerships – form a legal partnership with the council and receive nationally recognised advice and guidance.

So if there are issues that are affecting your residents or you know business owners that would benefit from our help then encourage them to make contact with us and we will work with those involved to find a solution that is to their satisfaction.

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, L13a, L13b
	2 - Minor					
	1 - Insignificant					

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

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	9 Low risk	↔	Reviewed, no changes.
L02 Statutory functions	9 Low risk	↔	Reviewed, comments updated.
L03 Lack of management Capacity	12 Medium risk	↔	Reviewed, comments updated.
L04 CDC & SNC Local Plans	8 Low risk	↔	SNC – No changes. CDC – Mitigating actions and comments updated.
L05 Business Continuity	9 Medium risk	↓	Score reduced following training and review of Business Continuity Plans. Mitigating actions & comments updated.
L06 Partnering	12 Medium risk	↔	Reviewed, comments updated.
L07 Emergency Planning	12 Medium risk	↔	Mitigating actions & comments updated.
L08 Health & Safety	12 Medium risk	↔	Reviewed, no changes.
L09 Cyber Security	15 Medium risk	↔	Control Assessment, Risk Owner, Mitigating Actions and Comments updated
L10 Safeguarding the Vulnerable	8 Low risk	↔	Reviewed, no changes.
L11 Income generation through council owned companies	12 Medium risk	↑	Score increased due to staff turnover. Comments updated.
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Reviewed, no changes.
L13a Local Government Reorganisation (CDC)	15 Medium risk	↔	Reviewed and comments updated.
L13b Local Government Reorganisation (SNC)	15 Medium risk	↔	Reviewed and comments updated.
L14 Corporate Governance	9 Low risk	↔	Risk Owner & Manager & Comments updated.

The full Leadership Risk Register update can be found in Appendix 3. There are two score changes within November, all risks reviewed with updates in mitigating actions and or comments etc.

- **L05 Business Continuity Risk** has reduced from 16 to 9 following the internal training of officers and the review of all business continuity plans.
- **L11 Income generation through council owned companies** has increased from 8 to 12 regarding the staff turnover in this particular area.

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.

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	272	14	14
CORPORATE SERVICES TOTAL	258	272	14	14
<i>Corporate Services £14k Additional Supplies and Service Cost.</i>				
Communities	2,647	2,693	46	(17)
Leisure & Sport	2,674	2,758	84	-
Housing	1,676	1,584	(92)	(50)
WELLBEING TOTAL	6,997	7,035	38	(67)
<i>Communities £46k consist of additional £35k for Executive Director post; and £11k additional agency cost.</i>				
<i>Leisure & Sport £84k consist of additional £30k for Assistant Director post; and budget realignment cost of £54k for the Parkwood contract fees.</i>				
<i>Housing (£92k) income of (£4k) due to new legislation on Houses with Multiple Occupancy "HMO", further vacant posts has resulted in an additional savings of (£88K).</i>				
Planning Policy & Development	1,414	1,738	324	324
Economy & Regeneration	555	555	-	-
PLACE & GROWTH TOTAL	1,969	2,293	324	324

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.

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	5,211	48	48
Environmental Health & Licensing	(49)	(49)	-	(20)
ENVIRONMENT TOTAL	5,114	5,162	48	28

Environmental Services £48k Which is principally made up of **£148k** due to increase in the price charge per tonne (Gate Fees) for dry goods recycling. Officers are keeping the market under close review. There has also been a cost savings of **(£87k)** for roles filled part way through the year or yet to be filled.

Law & Governance	1,242	1,313	71	46
Finance & Procurement	1,715	1,935	220	120
Property Investment & Contract Management	(3,041)	(2,738)	303	303
FINANCE & GOVERNANCE TOTAL	(84)	510	594	469

Law and Governance £71k consist of **£50k** decrease in Land charges income due to the current economic climate and use of temporary resources to cover statutory role; and a **£21k** to allow for the additional cost further to outsourcing the Corporate Fraud Team to OCC.

Finance & Procurement £220k forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.

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

Customers & IT services	2,713	2,713	-	-
Strategic Marketing & Communications	334	370	36	36
HR, OD & Payroll	756	786	30	20
Performance & Transformation	569	501	(68)	(67)
CUSTOMERS & IT SERVICES TOTAL	4,372	4,370	(2)	(11)

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

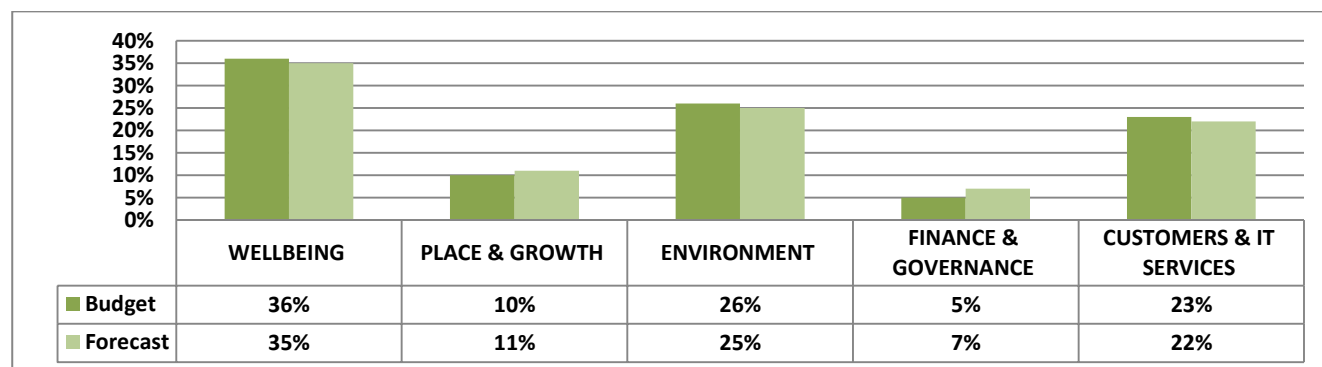
HR, OD and Payroll £30k Additional HR related legal cost.

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

TOTAL DIRECTORATES	18,626	19,642	1,016	757
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Revenue Monitoring	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Use of Reserves	5,345	5,345	-	-
Investment Costs	2,074	2,074	-	-
Investment Interest & Income	(2,937)	(3,337)	(400)	(400)
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
EXECUTIVE MATTERS TOTAL	737	320	(417)	(417)
<i>Interest on Investment (£400k) increase in interest income from Treasury Management. Pension Costs (£17k) reduction in pension cost.</i>				
COST OF SERVICES	19,363	19,962	599	340

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)	(5,629)	(800)	(500)
<i>BUSINESS RATES GROWTH (£800k) Increase is due to growth in new businesses in the Cherwell District and an increase in pooling income from growth in new businesses in the Oxfordshire Districts.</i>				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
COUNCIL TAX INCOME TOTAL	(6,564)	(6,564)	-	-
TOTAL INCOME	(19,363)	(20,163)	(800)	(500)
Reserve management			(170)	(170)
(Surplus)/Deficit			(371)	(330)



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

3.17 Capital Programme

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

Directorate	Budget £000	Forecast £000	Re- profiled into 2019/20 £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing	3,747	1,994	1,753	0	-	-
Place & Growth	14,626	13,382	1,244	0	-	-
Environment	1,830	1,121	619	0	(90)	(90)
Finance & Governance	82,354	14,728	42,914	24,667	(45)	(45)
Customers & IT Services	943	943	0	0	-	-
Total	103,500	32,168	46,530	24,667	(135)	(135)

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

Wellbeing £1,753k Comprises **£375k** budget for the Sunshine Centre project which is not expected in 2018/19, **80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19; and **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018. Re-profiled into 2019/20. And a **£65k** work on the Cooper sports Facility Floodlight, will not be completed in 2018/19 due to access issue, hence re-profiled to 2019/20 and **£1,151k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20. Additional **£52k** previously noted as "Budget no longer required", requires further work to ascertain if the budget will be required.

Place & Growth £1,244k comprises of **£1,160k** for East West Railways where 5 years of scheduled capital contributions to 2019/20 have not yet been requested. Re-profiled to 2019/20; and **£84k** spending linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year.

Environment £619k made up of **£232k** budget for the replacement of parking equipment, Off road parking facilities and depot electric charging point, **£50k** planned changes to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, 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 £57,361k comprises **£50k** for the Spiceball Riverside bridge which is on hold pending the completion of a Castle Quay 2 "CQ2" new bridge as part of the CQ2 development, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£14,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

Current Period Variances:

Environment (£90k) Budget no longer required.

Finance & Governance (£45k) is made up of, (**£74k**) savings for work completed on the Community Buildings,

Bradley Arcade Roof Repairs and the Orchard Way Shopping Arcade Front Service, for less than the original bid value achieving the same goals and an additional £29k cost for a second fire exit route to the "Antelope Garage" in Banbury.

Directorate	Budget £000	Forecast £000	Re- profiled into 2019/20 £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing	3,747	1,994	1,753	0	-	(52)
Place & Growth	14,626	13,382	1,244	0	-	-
Environment	1,830	1,111	629	0	(90)	(90)
Finance & Governance	82,354	14,728	42,914	24,667	(45)	(45)
Customers & IT Services	943	943	0	0	-	-
Total	103,500	32,158	46,540	24,667	(135)	(187)

Budget Update:

The Budget change from £92,353k (Reported Sept-18) to £103,500k (Reporting Oct-18), an increase of £11,147k, principally made up of £10,000k approved additional budget for Castle Quay2; and £1,012k in Wellbeing agreed capital budget re-profiled from 2017/18 now coded to the applicable service areas.

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

Wellbeing £1,753k Comprises £375k budget for the Sunshine Centre project which is not expected in 2018/19, 80k budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19; and £30k Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018. Re-profiled into 2019/20. And a £65k work on the Cooper sports Facility Floodlight will not be completed in 2018/19 due to access issue, hence re-profiled to 2019/20 and £1,151k Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20. Additional £52k previously noted as "Budget no longer required", requires further work to ascertain if the budget will be required.

Place & Growth £1,244k comprises of £1,160k for East West Railways where 5 years of scheduled capital contributions to 2019/20 have not yet been requested. Re-profiled to 2019/20; and £84k spending linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year.

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

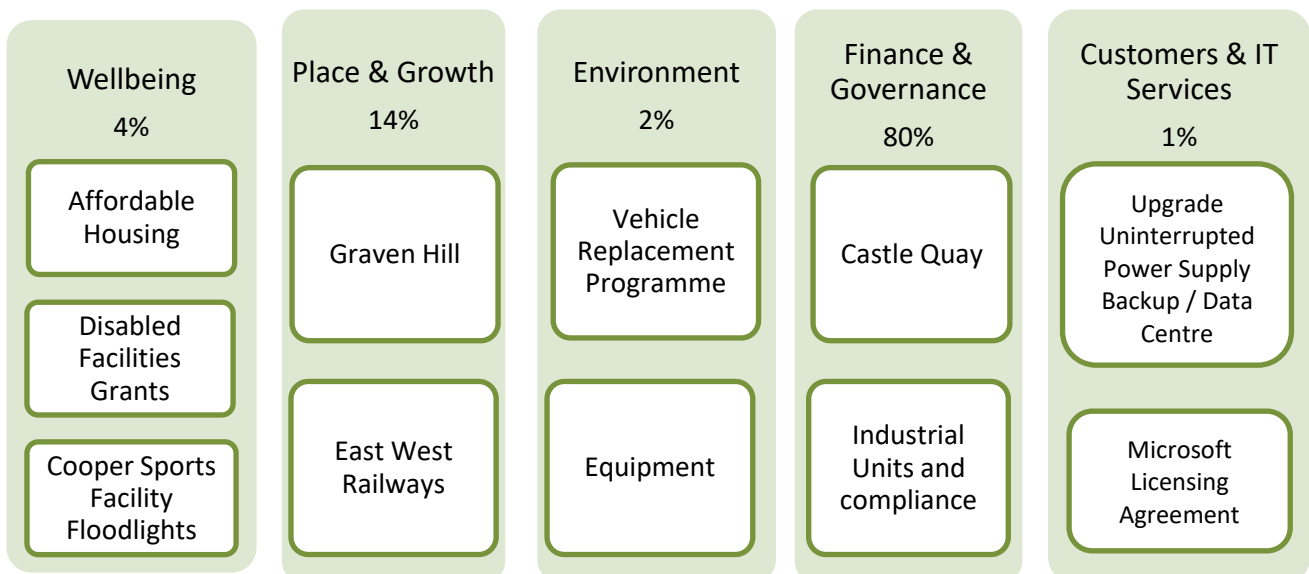
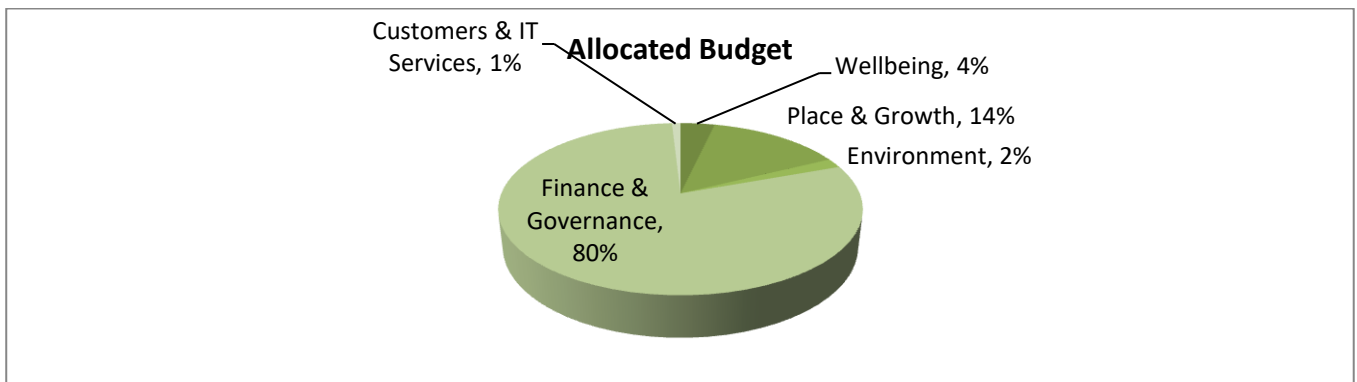
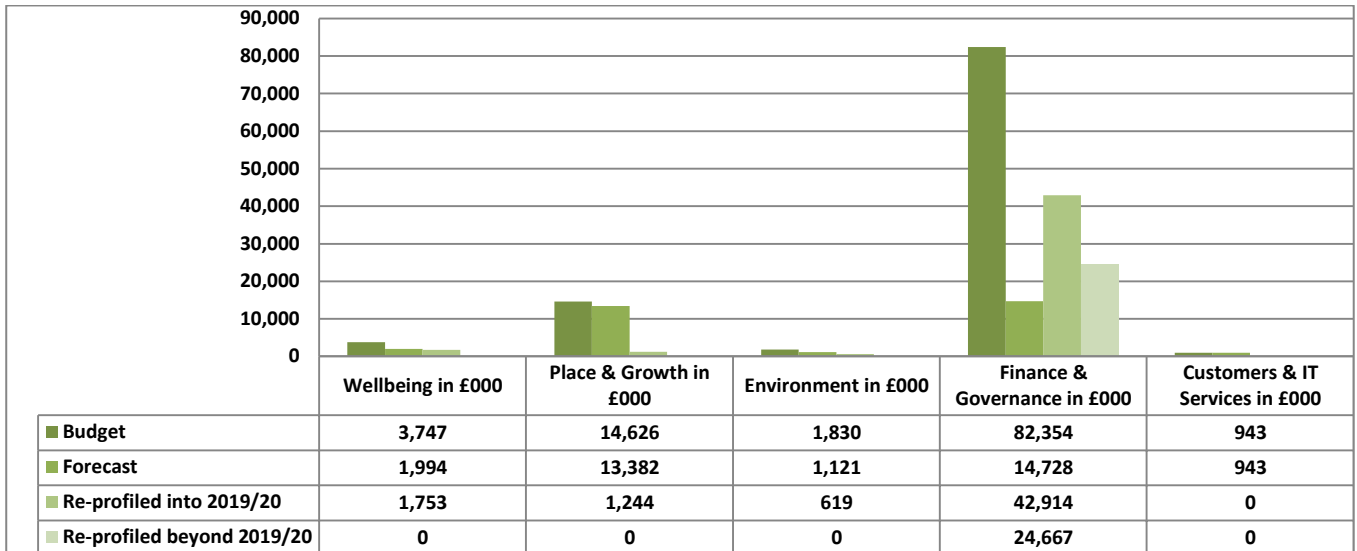
Finance & Governance £67,581k comprises £50k for the Spiceball Riverside bridge which is on hold pending the completion of a Castle Quay 2 "CQ2" new bridge as part of the CQ2 development, £220k Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems, £42,644k work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of £24,667k work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

Current Period Variances:

Environment (£90k) Budget no longer required.

Finance & Governance (£45k) is made up of, (£74k) savings for work completed on the Community Buildings,

Bradley Arcade Roof Repairs and the Orchard Way Shopping Arcade Front Service, for less than the original bid value achieving the same goals and an additional £29k cost for a second fire exit route to the "Antelope Garage" in Banbury.



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 Illott – Lead member for Financial Management 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

Appendix 1 - 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"

Pages 5
"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

November 2018

Includes:

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

Key to symbols

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

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.1 Maintain High Quality Waste & Recycling Services	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	On line booking for bulky waste exists for both Councils. A few operational teething problems to overcome but a service improvement to the customer	Christmas collections with Tuesday 25th & 1st Jan and Wednesday 26th Dec disrupted. Customers made aware with catch ups on Mon 24 & Mon 31 Dec and one Saturday	★	Generally on track - recycling numbers a little behind because of lower garden waste tonnages over the year to date	★
JBP1.1.2 Provide High Quality Street Cleansing Services	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Neighbourhood blitz programme delivered in CDC. In SNC looking at on street recycling trials	Programme for Staff Training being developed. With training in February/March covering a range of issues	★	All on track. Standards generally very good and the busy leaf fall season went well.	★
JBP1.1.3 Tackle Environmental Crime	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Continued development of plan for reducing fly tipping	Help raise awareness, plan to be involved with Street Cleansing training to raise staff awareness further	★	Fly tipping for October 18 & November 18 slightly down on the corresponding months in 2017. But overall in the year to date still up in CDC and unchanged in SNC	★
JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment	Cllr D Bambridge Cllr D Pickford	Carr, Jane Riley, Nicola Webb, Richard	Geospatial Insight Limited are finalising the review of the work on the Bicester Air Quality Demonstration Project which took place in October. This review will be utilised in future reviews of air quality management plans.	The success of the Bicester Air Quality Demonstration Project will be reviewed and evaluated to see if the work should be continued. A briefing note on air quality in the Towcester AQMA (Air Quality Management Areas) will be taken to the February Scrutiny Committee. A comparison of the data before and during the road closure through Towcester has been requested.	★	A preliminary review of the data collected as part of the Bicester Air Quality Demonstration Project showed that levels from the fixed sensor that had been located within the AQMA were in line with the monitoring undertaken by Environmental Protection. The data collected from mobile sensors located within and outside a vehicle that undertook three separate trips at different times of the day to reflect peak and off-peak travel times and school drop-off and pick up times has shown that pollution levels inside the vehicle on short urban journeys were twice as high, on hourly average, as the outdoor pollution levels. Further analysis of the data collected is to be undertaken in January.	★
JBP1.1.5 Mitigate the Effects of HS2	Cllr C Clarke Cllr S Clarke	Feehily, Paul Newton, Jim	Schedule 17 Requests for approval of details for Chipping Warden Relief Rd - approved.	Next project planning meeting in early January.	★	Overall Hs2 project design phase extended to June 2019. Discussions with contractors on designs for Edgcote and Lower Thorpe viaducts (Key Design elements) expected to start in Quarter 1 2019, also on 'common' design elements for over bridges and noise barriers to continue. Planning Forum meeting held on 22 November.	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
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	All new applicants for taxi licences at both CDC and SNC have undergone mandatory safeguarding awareness training before being issued with a licence	To continue to ensure that all new applicants for taxi licences at CDC and SNC undergo the mandatory safeguarding awareness training before being issued with a licence	★	<p>See It, Report It (SIRI) referrals from staff have increased in the last 12 months which is likely down to particular focus around training and raising awareness to staff in the last 6 months. This is a positive step ensuring that we are meeting our statutory duty around our safeguarding responsibilities to both children and adults. In October we conducted an internal audit of our Section 11 Children Safeguarding to ensure we are on track. This was presented at the Overview and Scrutiny Panel on the 21 November 2018.</p> <p>South Northants area remains a safe place in comparison to other Northamptonshire areas and also in comparison to the Home Office Most Similar Group areas. As previously reported the current year 2018/19 is showing an increase in reported crime although this is largely due to an increase in crime over the summer periods and is a trend seen nationally</p> <p>Burglary remains a top priority for Community Safety Partners, with a particular focus on crime occurring in the rural areas of the District. Alongside this is public order and violent crime, which includes Domestic Incidents and sexual offences some of which are related to Domestic Abuse offences. The increase in Domestic Abuse reporting corresponds to proactive work raising awareness of domestic abuse and therefore encouraging reporting.</p> <p>A multi-agency Organised Crime Action Plan was agreed at the November Partnership meeting and this plan will be reviewed quarterly.</p> <p>In Cherwell we have seen a reduction in reported burglaries following a multi-agency operation in early Autumn 2018, this work will continue throughout the winter period.</p> <p>Crimes relating to organised crime and drug related offences is the current priority for Community Safety Partners in Cherwell.</p> <p>There has been a number of proactive engagement events focused around young people over the last few months.</p> <p>We will continue to assess and review the mandatory safeguarding awareness training to ensure that it is still fit for purpose. All new applicants for taxi licences will still be required to undertake the training ahead of being issued with a licence</p>	★

JBP1.1.6 Maintain the District as a Low Crime Area

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Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.7 Protect the Built Heritage	Cllr C Clarke Cllr R Clarke	Feehily, Paul Newton, Jim	SNC- Research for Hackleton village on suitability for conservation area reviews. - Committee agreed not to designate in December 2018. On-going input to major development sites - this is ongoing. On-going input to strategic infrastructure projects including HS2 and Strategic Rail Freight Interchange proposals (SRF1) - this is ongoing.	Begin research on the suitability (or not) for the following villages as conservation areas by March 2019: Shutlanger, Whittlebury, Helmdon, Syresham, Horton, and Wappenham On-going input to major development sites and strategic infrastructure projects	★	Delivering to Plan. All conservation area appraisals well received by Committee	★

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	'Good Neighbour' and healthy placemaking initiatives promoted at Cherwell Parish Liaison and SNC Parish Forum meetings. CDC - Further development of Social prescribing scheme with health & 3rd sector partners.	CDC Development of monitoring and evaluation framework for Social prescribing. CDC & SNC Develop publicity & promotion plan for Wellbeing Activity maps	★	-Final session of cookery skills training in Bicester undertaken with the Food Bank and Tesco prior to Christmas break. -206 sixth formers from Bicester Schools attended a half day workshop on mental health and wellbeing to promote their resilience -Volunteers are meeting with Sports & Leisure services to establish a Junior Park Run at Whiteland Sports Village Bicester's outdoor gym equipment and health routes have now been digitised so that people can record their use -Review meeting held to gather the learning from Air Quality project – this has fed into CDC's Air Quality Action Plan	★
JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Carr, Jane Didcock, Liam	Completion of the Brackley Leisure Centre re-development - opened on Monday 12th November.	Works to commence in December 2018 to transform the Gym Facilities at Spiceball Leisure Centre, Bicester Leisure Centre and Kidlington and Gosford Leisure Centre.	★	The re-development works at Brackley Leisure Centre were completed on Sunday 11th November with the new swimming pools opening to the public on Monday 12th November. On 30th November Parkwood Leisure handed back the old Brackley Swimming Pool to the Council after its closure on Sunday 11th November - currently discussions ongoing with Northants County Council about the future of the site. The gym facilities within Cherwell are to be transformed with new equipment/layouts across the 3 Centres at Spiceball, Bicester and Kidlington and Gosford Leisure Centres - work to commence and be completed in December.	★
JBP2.1.3 Provide support to the voluntary sector	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	Cherwell Parish Liaison meeting held (70+ attendees). SNC Parish Clerk Forum held (25+ attendees). Consultation launched on broadening of the SNC grants scheme. CDC - Nicodemus specialist youth mentoring launched Cherwell volunteer awards event -Age Friendly Banbury pop up consultation event - Castle Quay Banbury 6 Connecting Community Events delivered across both districts - Theme Preparing for Winter.	Analyse results of SNC community grants consultation and draft cabinet report with recommendations for revised grant scheme. CDC Social prescribing - Assist Citizens Advice North Oxfordshire & South Northamptonshire (CANOSN) to develop engagement plan for 3rd sector delivery partners. Preparation for Winter Wishes Brighter Futures consultation event Christmas school holiday period planning Planning for New Year Wishes consultation event in Grimsbury.	★	SNC - Revised SNC grant scheme anticipated Cabinet decision February 2019. Anticipated launch of Social prescribing January 2019. CDC - Nicodemus Specialist youth mentoring & community partners training – A brighter Futures initiative working in partnership with OCC and Thames Valley Police to identify year 7 students who are at risk of becoming involved in gangs or making wrong choices and becoming vulnerable to county line issues and offer them 121 mentoring (All Banbury secondary schools can refer students). In addition community partners and groups are invited to attend a workshop delivered by Nicodemus to cover the following areas providing tools and practical activities that will support and empower the community in their work: - A Guideline to Gang Interventions and Prevention - Assessing Gang Threat to Community Cherwell Volunteer awards – The event took place on the 13 of November to celebrate volunteering across the district and identify those people who contribute to great causes and make such a difference. (60 people attended) - Age Friendly Banbury – The big lottery visited Banbury on the 19 of November to assess the phase 2 bid for funding to deliver the initiatives action plan in the future. A pop up consultation event ran to showcase the partnerships involved in our aspiration to make Banbury Age Friendly and to continue to consult with our residents.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.4 Enhance community resilience as part of emergency planning	Cllr A McHugh Cllr D Bambridge	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	Services have reviewed and refreshed their business continuity plans following the business continuity workshops held in the summer. These refreshed plans are now being reviewed by the Business Continuity Steering group to ensure they are robust and consistent.	Progress report on the business continuity improvement programme will be taken management team in December and will propose a revised business continuity policy and strategy for approval. An audit of progress of the 2017 business continuity internal audit commenced.	★	In order to ensure we have robust emergency plans and relationships with key partners, we have recently: Chaired the last meeting of the Inter Agency Group to plan for events at Silverstone in 2019; engaged with Parish Councils on their local emergency plans together with Oxfordshire County Council; taken part in 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.	★
JBP2.1.5 Prevent Homelessness	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian	<p>164 homelessness cases were opened at CDC in November meaning a rise in caseloads. Temporary accommodation numbers held below 30 due to prevention work and rehousing through the housing register.</p> <p>In Sth Northants we have had a rise in the number of properties coming through from registered providers which has increased our ability to prevent homelessness and rehouse households quickly. This is also reflect in the very low number of households in temporary accommodation</p>	<p>At CDC we are in the process of recruiting a triage officer to help manage frontline demand.</p> <p>We have also commissioned mystery shopping exercises at both councils to identify actions for improvement.</p> <p>These will happen between January and June 2019 and provide us with the customer perspective on service access and quality.</p>	★	We are continuing to see a rise in approaches since the introduction of the Homelessness Reduction Act (April 2018).	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.6 Safeguard the vulnerable	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	Universal Credit Full Service has now been introduced in the South Northants district. A project team was established to ensure that support is given to residents and landlords impacted by this change. We also continue to monitor the impact of UC for our Cherwell residents	A Universal Credit awareness/update training session will be arranged for the new year for all staff and colleagues in the Councils such as housing The Revenues and Benefits team are also currently working on the introduction of a customer portal to enable residents to see online their Council tax, NDR and Benefit accounts and letters which will also improve the customer service offered.	★	The Benefits team continue to monitor the average time taken to assess both new claims for Housing Benefit and Council tax Reduction. The team are also seeking new ways of working to improve the service such as the introduction of automation.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center">JBP2.1.7 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</p>	<p>4 landlord grants delivered. Affordable housing (AF) delivery in November :</p> <p>CDC- Affordable rented (AR): There were 10 new Affordable Rent completions during November see commentary for breakdown. We are expecting 587 completions in 18/19 against a target of 400.</p> <p>SNC - There were 38 new AH completions during November (28 affordable rent AR, 10 shared ownership SO) see commentary for breakdown. This brings the total for 18/19 to date to 136 and are on track to meet the target of 173.</p>	<p>We expect a seasonal slowdown in affordable housing completions in December due to holidays and developers' focus on completion of market sale homes before Christmas.</p> <p>Delivery picks up again in January so we do not expect</p>	★	<p>Affordable housing pipeline is on target in SNC and above target in CDC.</p> <p>CDC - Affordable rented (AR): 2 x 1 bed flat, 4 x 2 bed houses, 3 x 3 bed houses, 1 x 4 bed houses. Shared Ownership: 7 x 2 bed flats and 2 x 3 bed houses. We are expecting 587 completions in 18/19 against a target of 400.</p> <p>South Northants - 38 new AH completions during November (28 affordable rent AR, 10 shared ownership SO) as follows:</p> <p>Radstone Fields Brackley: 1 x 1 bed flats (AR), 3 x 3 bed houses (AR), 1 x 2 bed houses (SO), 2 x 3 bed houses (SO) Wootton Fields: 8 x 2 bed houses (AR), 4 x 2 bed bungalows (AR), 5 x 3 bed houses (AR), 2 x 3 bed houses (SO) Old Stratford: 2 x 1 bed houses (AR), 1 X 2 bed house (AR), 4 x 2 bed bungalows (AR) Towcester: 5 x 3 bed houses (SO)</p> <p>These brings the total for 18/19 to date to 136 and are on track to meet the target of 173.</p> <p>Private Sector Housing: Grant work at CDC: 1 Landlord Home improvement Grant completed in November (making 6 for the year-to-date). There are currently a further 2 grants in progress 3 energy efficiency grants for landlords were completed in November, making 8 for the year-to- date</p> <p>Landlords Forum: - Forum took place on 28 November, 19 landlords attended. Briefings provided on new legislation, landlord responsibilities and universal credit.</p>	★
			<p>JBP2.1.8 Deliver the welfare reform agenda</p>	<p>Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott</p>	<p>Douglas, Gillian Green, Belinda Taylor, Adele</p>	<p>SNC-</p> <p>Universal Credit Live Service was introduced in the SNC area on 14th November (Northampton Jobcentre) and on 5th December (Milton Keynes Jobcentre). A project has been underway to support both residents and landlords through this change including a Forum attended by DWP, CAB and Credit Union.</p>	<p>Both-</p> <p>We will continue to monitor the impact of Universal Credit across both Cherwell and South Northants. We will be working with CAB to ensure the efficient transfer to CAB of the Assisted Digital Support service from April 2019.</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 Feehily, Paul	Work is ongoing with Hook Norton Low Carbon. Build! development at Gardener's Close in Bicester has sold well with only 9 of 42 properties remaining.	We have 2 properties in Cherwell under investigation for the next wave of Syrian refugee families arriving.	★	We are in conversation with a number of registered providers about their future plans for developments in Cherwell	★
JBP3.1.2 Increase Tourism	Cllr L Pratt Cllr S Clarke	Feehily, Paul Jolley, Robert	CDC- Prepared Cherwell content for Experience Oxfordshire's Visitor Guide 2019. Reviewed Service Level Agreements with Tourist Information Centres. SNC- Provided a letter for support to Sulgrave Manor for the Heritage Lottery Funding application to improve the visitor experience at Sulgrave Manor.	CDC- Prepare new Service Level Agreements with Visitor Information Centres. Promote Monte Carlo Rally coming to Banbury in Jan 2019. SNC: Completion of the Rural Development Programme for England funding bid for the Watermeadows Project.	★	CDC <ul style="list-style-type: none"> Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell as a visitor destination. Contract management of Banbury and Bicester Visitor Information Centres. SNC - Rural Development Programme for England - Watermeadows bid is progressing to full application. Distribution of tourism guides to local sites continues. Work is progressing in the preparation of the new SNC Country Pursuits Guide.	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
Page 80	Cllr C Clarke Cllr R Clarke	Feehily, Paul Jolley, Robert	<p>CDC- Attended 2018 Banbury Chamber of Commerce Live! event, promoting business support services and district industrial strategy development process to over 30 local businesses Young Enterprise Trade Fair - 11 teams representing 9 secondary schools signed up. SNC:</p> <p>SNC- Economic Growth Team have been supporting Towcester Business Club with ways to promote and increase members. Business Support given to 7 Business Start Ups and 12 contacts made/follow ups with established businesses.</p>	<p>CDC- Publish CDC Job Fair programme for 2019, to cover Banbury, Bicester and Kidlington.</p> <p>SNC- Provide support and facilitate the delivery of discrete projects that come from the Masterplans, to ensure they are delivered on time and to maximise the economic benefit to the Districts.</p>	★	<p>CDC- Support for a combined 250+ local students at two careers workshops; Heyford Park Free School and Wykham Park Academy, Banbury, in collaboration with Young Enterprise and The Education Business Partnership Preparations being made to host work experience students and strong links developing with schools, colleges and universities. Continued support to the manager and Board of the new Banbury Business Improvement District (BID) Supporting cost of stalls at Young Enterprise Trade Fair on December 8th and actively promoting across the district via print, social media and radio.</p> <p>SNC- Liaison lead to Highways England for their operational delivery of A5 Towcester road works to ensure impact to businesses, residents and visitors is minimised. A5 will reopen (subject to weather conditions) on Friday 30 November at 23.59.</p>	★
			<p>SNC - 5 SNC Job Club members supported back into work. Local businesses continue to use the job as a way of promoting their vacancies.</p> <p>CDC Launched the 2019 Cherwell Business Awards on 20 Nov. Nominations and Applications now open for 9 award categories. Conclusion of year 2 of the Apprenticeship and Training Company programme.</p>	<p>CDC- Encourage nominations and applications for Cherwell Business Awards. Applications close 31 January 2019. Cherwell Industrial Strategy consultation workshops to be designed and held in series from Jan 2019.</p> <p>SNC- Annual Job Club Partner review meeting, to look at future Job Clubs and partnership working. Responding to a variety of planning consultations.</p>	★	<p>CDC- Developing strategy with Mitie Care and Custody for supporting redeployment of 120 employees at Campsfield House Immigration and Removal Centre, Kidlington, following recent approach for support. In response to recent requests, will be working with Fresh Direct (30 workers needed at Banbury) and HelloFresh (multiple on-going vacancies in Bicester) on bespoke recruitment support campaigns.</p> <p>SNC - 5 SNC Job Club members supported back into work. Working to Job Club Partner to promote "Learn My Way" workshop to support Job Club Members on Universal Credit and using the internet. Preparation of the annual Job Club Partners Review meeting.</p>	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.5 Delivery against Local Plans for CDC & SNC	Cllr C Clarke Cllr R Clarke	Bowe, Andrew Darcy, Andy Feehily, Paul Peckford, David	SNC- Consultation on the Plan ended. Some 260 separate representations received. CDC- No change. The Preliminary Hearing for the Partial Review of the Local Plan was held on 28 September.	SNC - Representations are being considered and a revised Plan with appropriate modifications is programmed to be considered by Full Council on January 14 2019. CDC - Officers are waiting for the dates of the main public hearings for the Partial Review of the Local Plan to be confirmed by the Planning Inspector. Matters and issues for the hearings are to be provided by the Inspector in early December.	★	SNC - Representations are being considered and a revised Plan with appropriate modifications is programmed to be considered by Full Council on January 14 2019 and Plan submitted for examination by January 23 2019. CDC - On 29 October 2018, the Council received a letter from the Local Plan Inspector confirming that the Council can proceed to the main public hearings for the examination of the Partial Review of the Local Plan. Officers are waiting for the dates of the hearings to be confirmed. The Inspector has advised that the list of matters and issues to be considered at the hearings will be provided in early December. A revised Local Development Scheme (the programme for producing Local Plan documents) is scheduled to be presented to the Executive on 3 December 2018.	★

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	54.22%	54.04%	★	Dry recycling is 415 tonnes down on this time last year, this is mainly due to stricter controls on contamination within the recycling industry, which is a positive change for protecting the environment. The recycling being processed is increasingly 'cleaner', which results in lower tonnages. A current vacancy for the Recycling Officer and Assistant will be addressed in the new year, which will bring a boost to our promotions. Garden/Food waste is down by 790 tonnes compared to last year due to the hot summer, this will impact on the recycling rate by 2.5%.	56.77%	58.05%	●
JBP1.2.1S % Waste Recycled & Composted	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	58.83%	60.39%	●	Performance is lower than expected because of the hot summer meaning we have collected less garden waste to date. The amount of food waste and blue bins recycling collected is on track.	62.69%	64.20%	●

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Carr, Jane Douglas, Gillian	28.00	43.00	★	The numbers in temporary accommodation remain relatively low and well within target. The focus on prevention of homelessness and management of the units available continue to ensure the use of TA and the time spent in TA remains at a minimum. The impact of the increased delivery of affordable homes for rent in the district is helping households achieve settled accommodation and this ensures they do not reach crisis point.	28.00	43.00	★
JBP2.2.1S Number of households living in Temporary Accommodation (TA)	SNC	Cllr K Cooper	Carr, Jane Douglas, Gillian	7.00	25.00	★	We now have a very low number of households in temporary housing. As previously reported, the recent supply of new and re-let social tenancies means that many households are spending less time in temporary housing, or do not need it as a result of the work we have done to prevent them from becoming homeless. To illustrate this, in November, 5 households had homelessness prevented as a result of an offer of a social housing tenancy, 4 as a result of finding private rented housing, and 1 of finding supported housing.	7.00	25.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	17.51	15.00	▲	The average time taken to process New Claims for the month of November 2018 is 17.51 days. Our target for processing New Claims is 15 days against a national average of 22 days. We continue to monitor the new claims daily and are putting plans in place to change our working processes in the new year to help to improve our New Claims processing times. Our year to date average time to process new claims remains within our target of 15 days.	14.49	15.00	★
JBP2.2.2S Average time taken to process Housing Benefit new claims	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	12.87	15.00	★	The average time taken to process New Claims for the month of November is 12.87 days, remaining above our target of 15 days. The national average for New Claim processing is 22 days. We continue to monitor New Claims daily and are looking at introducing a new way of working in the new year to help to further improve our average time taken to process.	8.93	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.19	8.00	●	Our average time taken to process change in details for the month of November 2018 is slightly below our target of 8 days at 8.19 days. We are implementing new process' in the new year to help to address the increase in the time taken to process change in details taking into account the increase in change in details received since the introduction of Universal Credit in November 2017. We continue to look into processes to help us manage the work with the resources available such as automation. Our year to date average time to process change in details remains within our target of 8 days.	7.90	8.00	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.3S Average time taken process Housing Benefit change events +	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	7.83	8.00	★	Our average time taken to process change in details for the month of November 2018 is above our target of 8 days at 7.83 days. The volume of changes received is increasing following the introduction of Universal Credit in the South Northamptonshire area in November 2018. We continue to monitor our work and look into process' to help us manage the work with the resources available such as automation of some change in details. We are also implementing new working process' in the new year to help to manage the work and remain within our target. Our year to date average time to process change in details remains within our target of 8 days.	5.68	8.00	★
JBP2.2.5C Number of visits/usage of District Leisure Centres Page 84	CDC	Cllr G Reynolds	Carr, Jane Didcock, Liam	151,120	127,285	★	Utilisation across the Leisure Facilities for November 2018 compared to 2017 has increased by just over 13,000. Noticeably there was a strong performance at Whiteland's Farm Sports Ground with throughput figures 8,500 up on the previous year. Spiceball Leisure Centre improved its position by almost 4,000 users on the previous month last year. Marginal increases were also seen at Bicester Leisure Centre, Kidlington and Gosford Leisure Centre and Stratfield Brake Sports Ground. Cooper Sports Facility, Woodgreen Leisure Centre and North Oxfordshire Academy all saw a small decrease in usage and this will be monitored for any trends next month.	1,138,215	1,018,280	★
JBP2.2.5S Number of Visits/Usage of District Leisure Centres	SNC	Cllr K Cooper	Carr, Jane Didcock, Liam	63,968	60,404	★	Overall utilisation across the Leisure Centres has shown an improvement for November 2018 against 2017 (circa 2,500 users). To note this month will be a unique position whereby there will be a split as the new Brackley Leisure Centre Swimming Pools opened and the closing of the old Brackley Swimming Pool on 11th/12th November. For this purpose a cumulative total will be used - therefore for the Brackley Centres in 2017 the total was 25,835 and for 2018 it was 27,486 an increase of circa 1600 users. Towcester Centre for Leisure also demonstrated steady growth in numbers with an increase of circa 900 users against the same month last year.	517,597	483,232	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.06%	9.25%	●	The amount of Council Tax that Cherwell is due to collect has increased by just over £347k during November. This is due to the amount of additional new builds reported for New Homes Bonus which have recently been banded by the Valuation Office Agency. In month collection is up by nearly £25K from October and has consistently increased month on month since June. We are continuing to issue recovery to increase collection.	74.79%	77.00%	●
JBP2.2.6S % of Council Tax collected, increasing Council Tax Base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.31%	9.00%	★	We have hit our in month target for collection. We are concentrating on tasks that will aid future collection such as house moves to speed up billing customers in order to receive the Council Tax payments in a timely manner.	77.58%	77.00%	★
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.05%	9.00%	★	We are now concentrating in billing larger RV (Rateable Value) customers quicker in order to collect, and we are proactively contacting customers by phone in order to chase unpaid instalments prior to formal recovery taking place.	75.07%	77.00%	●
JBP2.2.7S % of Business Rates collected, increasing NNDR base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	8.52%	9.00%	●	An officer has been proactively chasing all customers in arrears with the Business Rates in order to increase collection rates. We have maintained our turnaround of actioning documents throughout November and will continue monitoring instalment plans for customers with recovery action continuing where required.	73.90%	75.00%	●

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	80%	60%	★	5 Major Planning Applications were determined during November. 4 were determined within the target period or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	87%	60%	★
+ JBP3.2.1S % Major planning applications processed within 13 weeks	SNC	Cllr R Clarke	Feehily, Paul Seckington, Paul	80%	60%	★	5 Major Planning Applications were determined during November and 4 were determined within target period. As such, 80% of Major Applications were determined within time against a target of 60%.	91%	60%	★
+ JBP3.2.2C % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	3%	10%	★	111 Non-Major applications were determined during November and 3 Non-Major Appeals were allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10% of Non-Major Planning Appeals allowed. 111 Non-Major planning applications were determined during November, 102 were determined within the target period or agreed timeframe. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met.	1%	10%	★
+ JBP3.2.2S Non major planning appeal decision allowed	SNC	Cllr R Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	91 Non-Major applications were determined during November and no Major Appeals were allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10% of Non-Major Planning Appeals allowed.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	There were no Enforcement Notices issued, nor Enforcement Appeals determined during November.	0%	10%	★
JBP3.2.3S % Planning enforcement appeal decisions allowed	SNC	Cllr R Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	1 Enforcement Notice was served and no Planning Enforcement Appeals were determined during November 2018	0%	10%	★
+ JBP3.2.4C % of non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	92%	70%	★	111 Non-Major planning applications were determined during November, 102 were determined within the target period or agreed timeframe. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met.	91%	70%	★
+ JBP3.2.4S % of non-major applications processed within 8 weeks	SNC	Cllr R Clarke	Feehily, Paul Seckington, Paul	87%	70%	★	91 Non-Major planning applications were determined during November and of those 79 were determined within the target or agreed time frame. As such, 86.81% of Non-Major Applications were determined within time against a target of 70%.	87%	70%	★
+ JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Newton, Jim	0.00	10.00	★	5 Major Planning Applications were determined and no Major Planning Appeals were determined during November. Therefore the target of less than 10% of Major Appeals allowed by the Planning Inspectorate has been met this month.	3.13	10.00	★

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Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ JBP3.2.6S Major planning appeal decisions allowed	SNC	Cllr R Clarke	Feehily, Paul Newton, Jim	0.00	10.00	★	No Major Application Appeals were determined during November.	0.00	10.00	★

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Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 12/12/2018

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
691089	5 - Catastrophic					
	4 - Major		L04, L10, L12			
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential Impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	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 Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	AD Finance and Performance recruited. Overall Finance and Procurement resource being reviewed. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Financial Systems project reviewed to meet business needs. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being implemented. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members. Financial support and capacity being developed during 18/19 through development programme. Regular utilisation of advisors. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders. Financial System Solution Project started to ensure future finance provision is fit for future. Integrated reporting being embedded and working well.	Risk reviewed - 10/12/18 - No Changes
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service planning process for 2019-20 to started. Separate service plans for CDC and SNC. Separate leadership risk registers to be put in place for CDC and SNC from 1 January 2019. Risk Management training session for Assistant Directors / Service Managers delivered in November.	Risk reviewed 12/12/18 - Commentary Updated.
L03	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 Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	4	3	12	↔	Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided. Resilience training programme for Assistant Directors in place.	Separate CDC and SNC Senior Leadership Teams in place from 1st January 2019 with Executive support arrangements in place. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Volume of work related to separation and LGR means risk score remains at 12. Joint CEDR meetings to take place fortnightly from January 2019. Regular comms being provided by the Chief Executives	Joint CEDR meetings to take place fortnightly from January 2019.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L04	CDC & SNC Local Plans - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work Resources are in place to support delivery including Barrister support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place CDC - Preparation of the Cherwell Partial Review as committed to by the adopted Local Plan. A Canalside Supplementary Planning Document to help implement Policy Banbury 1 of the Local Plan. Keeping the CDC Local Development Scheme up-to-date. SNC - Reg 19 Plan out for consultation (October 2018). Aim to be submitted to PINS by January 24 2019. Statements of Community Involvement are in place. SNC revised LDS approved September 2018	Fully Partially Partially Fully Fully Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Paul Feehily	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council Regular Portfolio briefings and political review LDS updated as required Additional evidence commissioned as required CDC: Consideration of Local Plan programme by Executive - a revised CDC Local Development Scheme is due to be presented to the Executive on 3 Dec. This will determine whether to switch to a full Local Plan review starting in 2019 (instead of a Local Plan Part 2). Submission of the CDC partial review took place on 05/03/18.	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. The Council is to be advised of Matters and Issues in December 2018. Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Annual Monitoring Report and updated Local Development Scheme for CDC are scheduled to be presented to the Executive in Dec 2018. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) and has been recruiting staff. In October, the Executive approved the JSSP's Local Development Scheme, its Scoping Document and its Statement of Community Involvement for consultation. SNC - Joint Core Strategy Review has commenced with preparation of proposed timetable, resources and scope underway. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Local Plan part 2 has been published for representations, with employment allocations and Local Green Space designations. Aim is to submit in January 2019.	SNC Risk reviewed 10/12/18 - No changes CDC - Risk reviewed, Controls and comments updated 29/11/18
L05	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 Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Partially Partially Partially Partially Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↓	All individual service Impact Assessments and BC Plans being updated BC Improvement plan, including testing, being developed by Steering Group ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance to sit at senior officer level Draft Business Continuity Strategy and Policy being updated for sign-off by Leadership Team. Progress report to be provided to CEDR in December	The plan to update all the service business continuity plans is progressing. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit is scheduled for Dec/ Jan to quality assure our plans.	Risk reviewed 11/12/18 - Mitigating actions and Comments updated.
L06	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Poor service delivery Inability to deliver council's plans and outcomes for communities Legal challenge Financial loss Inability to partner in the future Reduced opportunity for inward investment in the future	4	4	16	Robust governance/contract management framework in place for key third party relationships Robust governance/contract management framework in place for key third party relationships Training and development of senior officers/members to fulfil their responsibilities with partner organisations Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance Standard agenda item at senior officer meetings Continue Institute of Directors training for Officers and Members Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed. Impact of potential NCC cuts on this risk to be reviewed.	Risk reviewed 10/12/18 - No changes

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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- coordinators Full participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Dermot Bambridge Councillor Andrew McHughy	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and developed relationships with key partners. New call out arrangements for Snr Officers have been established. Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises. The Inter Agency Group met in November to reflect on this year's F1 Grand Prix and Moto GP and to start preparations for 2019. Both authorities are represented at the Local Resilience Forum	Both authorities have active plans in place to ensure they are prepared for a variety of emergencies. Further improvements are being made as a result of a review of these plans. Senior Officers have had the opportunity to attend multi agency training exercises during November to increase their knowledge and experience. Plans are developing to create two systems for SNC and CDC separately from January 2019.	Risk reviewed 10/12/18 - Mitigating actions & comments updated.
L08	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 Fully Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt Councillor Peter Rawlinson	Adele Taylor	Martin Green	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy has helped to ensure that roles & responsibilities are discharged effectively. The next stage is underway, this is to update Corporate H&S arrangements and guidance documents which support the policy underneath. All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas (checklist devised by H&S team to ensure H&S Management System framework is covered). AD's to submit checklist to their Director by 3/9/18. Corporate H&S Manager has sent a follow up note to Directors to suggest chasing outstanding AD checklists. Recommended that ED's and AD's consider the gaps within the checklists and liaise with their management teams on the agreed actions that they will be taking to address them. Actions to be formalised into service plans & monitored at DMT Meetings. Further support, advice & assistance provided by H&S Team (contacts established for each directorate area). Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. Internal Audit Schedule rolling 3 year programme has now been developed and is underway.	Risk reviewed 06/12/18 - No changes.

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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 Partially Partially Fully Partially Partially	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The IT service are in discussions with the Regional Police Cyber Security Advisor. Initial training session held with the IT Management team in October 2018. Further table top session held in November with IT Management Team. Sessions for all staff are being arranged for January 2019 at CDC and SNC. Complete the implementation of the intrusion prevention and detection system by the end of 2018. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis. 1st meeting should be January 2019. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk reviewed 10/12/18 - Control Assessment, Risk Owner, Mitigating Actions and Comments Updated
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Staff training - new whole staff shared approach being launched last year and mandatory training introduced Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return complied for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Fully Partially Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 10/12/18 - No change.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	4	12	↑	Recruiting to support shareholder and client side capacity. Relevant training being provided. Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Staff turnover in this area leading to increase in risk. Mitigations as resource identified. Knowledge and experience building take place with training and support as required.	Risk reviewed 10/12/18 - Residual risk score increased and comments updated.

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			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 Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Financial company insight being gained through use of monitoring tools and financial advice.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed 10/12/18 - No changes.
L13a	Local Government Reorganisation CDC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Strategic partnership opportunities with Oxfordshire County Council being explored with Joint Chief Executive in place by 1st October. Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with SNC following the end of the s113 required. OCC - CDC section 113 agreement completed.	Separate CDC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for separation from SNC. Plan for service separation between CDC/SNC agreed. First proposals for separation endorsed by JASG in December 2018. Collaboration Agreement to underpin on-going joint working between CDC and SNC to be agreed by Executive in January 2019.	Risk reviewed 12/12/18 - Commentary updated.
L13b	Local Government Reorganisation SNC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC. Interim Head of Paid Service appointed for SNC to start on 1st October. Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Ian McCord	Richard Ellis	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Additional communications resources have been put into place to support the agenda. Separation tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with CDC following the end of the s113 required.	Separate SNC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for both LGR and separation from CDC. Plan for service separation between CDC/SNC agreed. First proposals for separation endorsed by JASG in December 2018. Collaboration Agreement to underpin on-going joint working between SNC and CDC to be agreed by Cabinet in January 2019.	Risk reviewed 12/12/18 - Commentary updated.
L14	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Nick Graham Andrew Hunkin	Nick Graham Andrew Hunkin	3 3	3 3	9	↔	Standing item at senior officer meetings - regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office - May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	05/12/18 - Risk reviewed, Risk Owner & Manager & Comments updated

CHERWELL 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	Nicola Riley		Sunshine Centre	440	65	375		-	-	S106 monies of £320k and CDC funding of £120k. Works tendered ready to proceed, hold pending transfer of lease from OCC to CDC. Works likely start Mar 19 with completion Oct 19, Spend in 18/19 of professional fees, reprofiling into 19/20 of £375k when the works take place.
			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			-	-	
Liam Didcock	Jane Carr	2013/14	Solar Photovoltaics at Sports Centres	80		80		-	-	This budget to cover solar PV component replacement which may not be called upon in 2018/19. Re-profiled to 2019/20
Liam Didcock	Jane Carr	2013/14	Football Development Plan in Banbury	20	20			-	-	
Liam Didcock	Jane Carr	2014/15	North Oxfordshire Academy Astroturf	207	207			-	-	
Liam Didcock	Jane Carr	2014/15	Stratfield Brake Repair Works	12	12			-	-	
Liam Didcock	Jane Carr	2007/08	Sports Centre Modernisation Programme	36		36		-	-	Further work is currently being undertaken to ascertain if the budget will be required.
Liam Didcock	Jane Carr	2016/17	Bicester Leisure Centre Extension	122	122			-	-	
Liam Didcock	Jane Carr	2016/17	Spiceball Leis Centre Bridge Resurfacing	30		30		-	-	Works to be determined post completion of the new bridge connection in 2018, as part of the CQ2 project. Re-profiled to 2019/20
Liam Didcock	Jane Carr	2017/18	Corporate Booking System	60	60			-	-	
Liam Didcock	Jane Carr	2015/16	Woodgreen - Condition Survey Works	2		2		-	-	Further work is currently being undertaken to ascertain if the budget will be required.
Liam Didcock	Jane Carr	2017/18	Bicester Leisure Centre - Access Road Improvements.	33	33			-	-	
Liam Didcock	Jane Carr	2017/18	Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	-	
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Replacement Floodlights	20	20			-	-	
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Sports Pavilion Improvements	6	6			-	-	
Liam Didcock	Jane Carr	2018/19	Cooper sports Facility Floodlights	65		65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20.
			Wellbeing - Leisure and Sport	770	543	227	-	-	-	
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) Will be journalled in Dec-18 KW

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Tim Mills	Gillian Douglas	Various as per budget	Disabled Facilities Grants	1,995	983	1,012		-	-	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 £739k with a further £19k committed but not yet paid. (87 jobs approved and 58 completed.) (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.
Joanne Barrett	Gillian Douglas	2018/19	Abritas Upgrade	33	33			-	-	
			Wellbeing - Housing	2,537	1,386	1,151		-	-	
			Wellbeing Total	3,747	1,994	1,753		-	-	
Jane Norman	Robert Jolley	2013/14	Community Centre Refurbishments	84		84		-	-	Spending is directly linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year, hence the fund which is earmarked in the main for fixtures and fittings won't be needed until 2019/20. Currently under mobilisation, construction due to start end of Nov-18 with completion due in autumn 2019.
Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	989	989			-	-	Currently under mobilisation, construction due to start end of Nov-18 with completion due in autumn 2019.
Andrew Bowe	Robert Jolley	2015/16	East West Railways	1,160		1,160		-	-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20
Jane Norman	Robert Jolley		Build Programme Phase 1a	1,182	1,182			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 1b	1,875	1,875			-	-	
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	6,500	6,500			-	-	
Jenny Barker	Robert Jolley	2016/17	NW Bicester Eco Business Centre	2,236	2,236			-	-	Completed
Robert Jolley	Paul Feehily	2014/15	Graven Hill - Loans and Equity	600	600			-	-	
			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.

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Ed Potter	Graeme Kane	2014/15	Energy Efficiency Projects	28	14	14		-	-	Charging points for Depot electric vehicles will require more time to add additional charging points hence defer to 2019/20.
Ed Potter	Graeme Kane	2012/13	Glass Bank Recycling Scheme	8	8			-	-	Now completed on Budget
Ed Potter	Graeme Kane	2015/16	Public Conveniences	50		50		-	-	Budget for the uplift of the Public Conveniences, work not expected to start in 2018/19. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	2015/16	Off Road Parking Facilities	18		18		-	-	Proposals being put forward however we do not expect this spend to take place this year. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	Annual	Vehicle Replacement Programme	879	557	322		-	-	£322k deferred due to the useful life of some vehicles longer than estimated.
Ed Potter	Graeme Kane	2016/17	Wheeled Bin Replacement Scheme	125	125			-	-	
Ed Potter	Graeme Kane	2016/17	Urban Centre Electricity Installations	15		15		-	-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year, hence re-profiled to 2019/20.
Ed Potter	Graeme Kane	2011/12	Bicester Cattle Market Car Park Phase 2	90	0			(90)	(90)	Budget no longer required
Ed Potter	Graeme Kane	2018/19	Vehicle Lifting Equipment	30	30			-	-	
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	20	20			-	-	
Ed Potter	Graeme Kane	2018/19	Banbury Market Improvements	20	20			-	-	
			Environment - Environment	1,750	1,041	619	-	(90)	(90)	
Natasha Barnes	Claire Taylor	2014/15	Customer Self-Service Portal CRM Solutn	80	80			-	-	
			Environment - Environment	80	80	-	-	-	-	
			Environment Total	1,830	1,121	619	-	(90)	(90)	
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	119	119			-	-	
			Finance & Governance - Finance & Procurement	119	119	-	-	-	-	
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	77	77			-	-	Works that were raised as part of the Condition Surveys. Projects ongoing, completion mid November 18. Likely to be full spend.
Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	55	35			(20)	(20)	Savings for work completed for less than the original bid value achieving the same goals.
Stuart Parkhurst	Robert Fuzesi	2018/19	Orchard Way Shopping Arcade Front Serv	20	16			(4)	(4)	Savings for work completed for less than the original bid value achieving the same goals.
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	150	100			(50)	(50)	Savings for work completed for less than the original bid value achieving the same goals. Projects ongoing, completion mid November 18.
Robert Fuzesi	Adele Taylor	2016/17	Spiceball Riverbank Reinstatement	50		50		-	-	On hold pending the completion of a new bridge as part of the CQ2 development. Re-profiled to 2019/20
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury - Antelope Garage	0	29			29	29	Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	50	220		-	-	AD agreed works to proceed, order to be raised for design works within Q3. Looking to be on target, reprofiling into 19/20 of £220k.
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	-	

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
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	72,000	4,689	42,644	24,667	-	-	
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	7,636	7,636			-	-	
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	783	783			-	-	
Stuart Parkhurst	Robert Fuzesi		Bicester - Pioneer Square	135	135			-	-	
Liam Didcock	Nicola Riley	2018/19	Cherwell Community Fund	100	100			-	-	
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	50	50			-	-	
Stuart Parkhurst	Robert Fuzesi		Orchard Way - external decorations	95	95			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Retained Land	180	180			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	175	175			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	145	145			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair Banbury	100	100			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	110	110			-	-	
Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	40	40			-	-	
			Finance & Governance - Property, Investment & Contract Management	82,235	14,609	42,914	24,667	(45)	(45)	
			Finance & Governance Total	82,354	14,728	42,914	24,667	(45)	(45)	
Tim Spiers	Claire Taylor		Microsoft Licensing Agreement	110	110			-	-	Previously reported that a (£110k) for Microsoft licensing agreement budget was no longer required, following further investigation it has been established that the total budget is required and will be spend in 2018/19.
Rakesh Kumar	Claire Taylor	2014/15	Land & Property Harmonisation	83	83			-	-	
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50	50			-	-	
Tim Spiers	Claire Taylor	Annual	Business Systems Harmonisation Programme	69	69			-	-	
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	-	
Tim Spiers	Claire Taylor	2017/18	IT Strategy Review	139	139			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Tim Spiers	Claire Taylor	2014/15	Land and Property Harmonisation	167	167			-	-	
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	85	85			-	-	
Hedd Vaughan-Evans	Claire Taylor		Unified Communications	125	125			-	-	
			Customers Service Devt - Customers & IT Services	943	943	-	-	-	-	
			Customers & Service Devt - HR, OD & Payroll	-	-	-	-	-	-	
			Customers & IT Services Total	943	943	0	0	0	0	
			Capital Total	103,500	32,168	46,530	24,667	(135)	(135)	135 - Under Spend