

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 2 December 2019

Time: 6.30 pm

Venue Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

**Councillor Barry Wood
(Chairman)**

Councillor Colin Clarke

Councillor John Donaldson

Councillor Andrew McHugh

Councillor Lynn Pratt

Councillor George Reynolds (Vice-Chairman)

Councillor Ian Corkin

Councillor Tony Ilott

Councillor Richard Mould

Councillor Dan Sames

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 - 8)

To confirm as a correct record the Minutes of the meeting held on 4 November 2019.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Delegation of Energy-efficiency Enforcement Powers from Oxfordshire County Council to Cherwell District Council (Pages 9 - 14)

Report of Chief Operating Officer

Purpose of report

To seek approval to enforce legislation applicable to:

- a) Domestic Private Rented Energy Performance Certificates (EPCs)
- b) Commercial Minimum Energy Efficiency Standards (MEES)

following the delegation of powers under: *The Energy Performance of Buildings (England and Wales) Regulations 2012* and under *The Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015*, from Oxfordshire County Council

Recommendations

The Executive is recommended to:

- 1.1 Accept the delegation of powers to enable Cherwell District Council to carry out enforcement of Energy Performance Certificate (EPC) provisions under *The Energy Performance of Buildings (England and Wales) Regulations 2012*.
- 1.2 Accept the delegation of powers to enable Cherwell District Council to carry out the enforcement of the Minimum Energy Efficiency Standards (MEES) in commercial property under *The Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015*.
- 1.3 Authorise the Chief Operating Officer, acting in consultation with the Director Law and Governance and the Corporate Director Finance, to enter into all necessary and appropriate contracts and agreements to implement the delivery of the enforcement work on behalf of Oxfordshire County Council (OCC).
- 1.4 Delegate authority to the Chief Operating Officer to perform the enforcement duties of Oxfordshire County Council (OCC) set out in any such agreements referred to above.

7. Council Tax Reduction Scheme 2020/21 (Pages 15 - 32)

Report of Corporate Director Finance (Interim)

Purpose of report

To provide members with a review of Council Tax discounts and to seek approval to recommend the proposed level of Council Tax discounts for the 2020-2021 financial year to Council.

To provide an update on the Council Tax Reduction Scheme for 2019-2020 and to seek approval to recommend a Council Tax Reduction Scheme for the financial year 2020-2021 to Council.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To recommend to Council the option of a Council Tax Reduction income banded scheme for the financial year 2020-2021 and to amend the Council Tax Regulations for pensioners in line with uprating announced by MHCLG and to amend the Working Age Regulations in line with the new income banded scheme and the uprating announced by MHCLG.
- 1.3 To recommend to Council that delegated authority is given to the Executive Director Finance to make the required changes to the CTRS Regulations up to and including 31 January 2020 in consultation with the Lead Member for Financial Management.
- 1.4 To review the proposed level of Council Tax discounts and premiums for 2020-2021 and make recommendations to Council as follows:
 - Retain the discount for second homes at zero.
 - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
 - Retain the discount for empty homes undergoing major repair at 25% for 12 months and thereafter at zero.
 - Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

8. Monthly Performance, Risk and Finance Monitoring Report - October 2019 (Pages 33 - 78)

Report of Corporate Director: Finance (Interim) 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.

9. 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.

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Mobile Phones

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

Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Friday 22 November 2019

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 4 November 2019 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor George Reynolds (Vice-Chairman), Deputy Leader of the Council

Councillor Colin Clarke, Lead Member for Planning
Councillor John Donaldson, Lead Member for Housing
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 Lynn Pratt, Lead Member for Economy, Regeneration and Property

Also Present: Councillor Sean Woodcock, Leader of the Labour group

Apologies for absence: Councillor Ian Corkin, Lead Member Customers and Transformation
Councillor Dan Sames, Lead Member for Clean and Green

Officers: Yvonne Rees, Chief Executive
Graeme Kane, Chief Operating Officer
Claire Taylor, Corporate Director Customers and Organisational Development
Adele Taylor, Corporate Director: Finance (Interim) & Section 151 Officer
Simon Furlong, Corporate Director - Communities
Nick Graham, Director of Law and Governance / Monitoring Officer
Gillian Douglas, Assistant Director: Social Care Commissioning and Housing
David Peckford, Assistant Director: Planning and Development
Hedd Vaughan Evans, Assistant Director Performance and Transformation
Richard Webb, Assistant Director: Regulatory Services and Community Safety
Belinda Green, Operations Director - CSN Resources
Aaron Hetherington, Democratic and Elections Team Leader

51 **Declarations of Interest**

Members declared interests in the following agenda items:

52 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

53 **Minutes**

The minutes of the meeting held on 7 October 2019 were agreed as a correct record and signed by the Chairman.

54 **Chairman's Announcements**

There were no Chairman's announcements.

55 **Consideration of the Examiner's Report for the Weston on the Green Neighbourhood Plan**

The Assistant Director - Planning and Development submitted a report which advised that the Weston on the Green Neighbourhood Plan (submission draft) had been examined by an Independent Examiner. The Examiner had produced a report and the Council, as the Local Planning Authority, was required to consider the report's recommendations; determine whether the Plan, incorporating modifications, should proceed to a referendum; and, confirm the area covered by the referendum.

Resolved

- (1) That the Examiner's recommendations and modifications (Annexes to the Minutes as set out in the Minute Book), with the exception of Modifications 15, 21, 24, 26 and 27 be approved.
- (2) That the issuing of a 'decision statement' confirming the Executive's decision and to invite representations on the Council's proposed amendments to Modifications 15 and 21, and consequential changes required to Modifications 24, 26 and 27, of the Examiner's report be authorised.
- (3) It be agreed to not proceed to referendum on the Weston on the Green Neighbourhood Plan at this time.
- (4) That the area for the future referendum as being the designated Neighbourhood Plan area in accordance with the examiner's recommendations, noting that there will be no extension to the area be approved.

Reasons

The submission Weston on the Green Neighbourhood Plan has been independently examined and is recommended by the Examiner for referendum subject to the incorporation of modifications. Officers do not agree with two of the Examiner's modifications. They consider that with the incorporation of all of his recommended modifications the Plan does not meet the requisite Basic Conditions and should not proceed to referendum at this time.

Officers consider that the Examiner's modifications 15 and 21 (and the consequential changes to modifications 24, 26 and 27) should be amended as set out in Appendix 2 of this report. These amendments should be the subject of public consultation as prescribed by the regulations. The future referendum area should be the designated Neighbourhood Plan Area

Alternative options

Option 1: Approve all the Examiner's recommendations and proceed to a referendum.

Officers do not agree with all the Examiner's recommendations. Accepting all the modifications and proceeding to referendum would result in a neighbourhood plan that would not provide sufficient clarity to enable the consistent application of its policies in determining planning applications. This may result in development that is contrary to the overall aims and objectives of the Neighbourhood Plan. The Plan would not be in general conformity with the strategic planning policies for the area.

Option 2: To extend the area in which the referendum is to take place.

Officers agree with the Examiner's recommendations. There is no need to extend the referendum area.

56

Banbury Public Spaces Protection Order Renewal

The Chief Operating Officer (Deputy Chief Executive) submitted a report regarding the Banbury Public Spaces Protection Order (PSPO) which would expire at the end of November 2019. It was possible to extend the PSPO for a further 3-year period before it expires. The report provided the background to the PSPO, an evaluation of its effectiveness and the outcomes of public consultation undertaken during the summer. It recommended renewing the PSPO with a variation in scope.

Resolved

- (1) That the renewal of the Public Spaces Protection Order in Banbury Town Centre be approved.
- (2) That the prohibition on rough sleeping be removed from the Public Spaces Protection Order in Banbury Town Centre be approved.

Reasons

The Executive is recommended to extend the PSPO. The consultation shows a reduction in the proportion of people perceiving the behaviours addressed by the Order to be a problem in the Town Centre and support for continuing with the protection against anti-social behaviour provided by the Order. The decline in the number of warnings and FPNs issued during the period the Order has been in place shows a reduction in the frequency that the Community Wardens and Police are required to take action to address problem behaviours. However, the data also show continuing need for enforcement actions (formal and informal) under the PSPO and continuing reports of alcohol related anti-social behaviour. Based on the evaluation there is a risk that these behaviours escalate should the PSPO cease.

In reaching a decision on whether to renew the Order it will be important to consider the necessity of continuing with the Order and the proportionality of the restrictions it contains. An Equality Impact Assessment has been prepared as part of the decision papers and is included in annex 4.

As stated above, some of the responses to the consultation request that the scope of the Order is widened. This cannot happen as part of the current renewal process since we are required to consult on any proposal to change the Order. As such, in consideration of the responses, it is proposed that we will collate the evidence relating to possible extension of the Order for further review by the Executive at a later date so that the Executive can decide whether a consultation should be commenced on extending the Order.

Including rough sleeping within the scope of any renewed Order is likely to attract criticism in the media. It may also lead to legal challenge if we seek to prosecute someone for breaching this aspect of the Order. The public consultation generally supported the continued inclusion of restrictions on rough sleeping in the Order. However, the need to do so could be questioned given the lack of enforcement action under the Order relating to rough sleeping and the strong emphasis in the Government guidance. This is supported by views from stakeholders suggesting that the focus should be on support provision and addressing underlying needs rather than enforcement action against those found to be rough sleeping. Connection Support's response suggests that the provision of support is made harder by the PSPO, but it also suggests that removing rough sleeping from the Order could result in an increase in rough sleeping in the town centre.

Cherwell has good provision for the support of anyone rough sleeping but risks reputational damage if the renewed Order includes a further prohibition on rough sleeping. Therefore, it is recommended that the rough sleeping element is removed from the Order if it is renewed.

Alternative options

Option 1: Do nothing (not renew the Order).

This option is not preferred for two reasons. Firstly, the consultation on the potential renewal of the Order shows public support for it continuing and high levels of public perception that begging, street drinking and rough sleeping continue to be a problem in Banbury Town Centre. Secondly the evaluation of the Order shows that the enforcement options provided by the Order are still being utilised to address anti-social behaviour in the town centre. As such,

allowing the Order to cease would be going against public opinion and is likely to result in increased problems of anti-social behaviour in the Town Centre.

Option 2: Renew the Order including the prohibition on rough sleeping. This option is not preferred since Government Guidance produced since the Order was introduced states that PSPOs should not be used to tackle rough sleeping. In addition, the data on the use of the enforcement options provided by the PSPO shows that the Order is not being used to address rough sleeping in the Town Centre. Whilst the inclusion of rough sleeping in the Order may be a deterrent to rough sleeping in the Town Centre, our supportive approach to assisting rough sleepers provides options to address most rough sleeping problems in the Town Centre.

Option 3: Extend the Order to include new issues or behaviours. This option is not legally possible at this time. We are required to consult on any increase in the scope of the Order. We have not carried out this consultation as part of the renewal process.

57 **Proposal to Extend Cherwell District Council's Participation in Refugee Resettlement**

The Assistant Director Housing and Social Care Commissioning submitted a report to provide an update on Cherwell District Council's participation in the Government's Vulnerable Person's Relocation Scheme (VPRS) and agree to participate in the new global scheme by resettling a further 6 families from April 2020 onwards.

Resolved

- (1) That Cherwell District Council's participation in the new global scheme which begins in April 2020 be supported.
- (2) That a further 6 families for resettlement under the new scheme be accepted.

Reasons

CDC is on track to meet the pledge of resettling 12 VPRS families by March 2020.

The number of people resettled in Britain since the start of the scheme is 17,051 (Refugee Council). According to the most recently published statistics, in the South East 1,599 people have been resettled.

The support provided to arriving families under the new scheme will need to be flexible according to the nationalities of arriving families. We currently provide a resettlement service to Arabic speaking refugees only. The new service will need to reflect the diversity of the families accepted and respond to diverse cultural needs. The Home Office will work closely with Strategic Migration Partnerships (SMPs) and local authorities to match refugees to areas that have the appropriate resources to support those resettled.

CDC is in a good position to accept 6 more families under the new scheme, given our ability to source accommodation and appropriate support services. There are established support networks and partnerships across the county all well placed to support additional families as they move in to private rented sector accommodation.

Alternative options

Option 1: To not participate in the scheme. If this option is chosen there could be negative criticism from local residents who have been largely supportive of CDC's participation to date and negative media coverage could result. More importantly fewer vulnerable families would be helped to resettle in a safe environment that supports their recovery from conflict and trauma.

Option 2: To increase the number of refugee families to more than the 6 recommended. Cherwell is in a good position to accept a further 6 families based on the availability of private rented sector accommodation and the infrastructure we have in place to support refugees. This number can always be reviewed in future.

58 Council Tax Discount Scheme across Oxfordshire District Councils and Oxfordshire County Councils

The Executive Director Finance (Interim) submitted a report to provide members with a draft policy proposing a Council Tax Discount Scheme for Care Leavers from April 2020.

Resolved

- (1) That the Care Leavers are determined as a class for the purpose of Section 13A(1)c of The Local Government Finance Act 1992 be approved.
- (2) That the implementation of a Council Tax Discount for Care Leavers from 1 April 2020 be approved.
- (3) That the Memorandum of Understanding as an agreement between the Oxfordshire Authorities to share the financial commitment to support care Leavers be approved.
- (4) That the Authorities should approach Thames Valley Police and town and parish councils to make a financial contribution proportionate to their precepts.

Reasons

Local Authorities have been recommended to consider exempting care leavers from Council Tax using existing discretionary powers under Section 13A of the Local Government Finance Act.

Members are asked to approve the implementation of a Council Tax Discount for Care Leavers from 1 April 2020 and the associated policy and Memorandum of Understanding.

Alternative options

Option 1: To not agree the proposed scheme. This would have a potential reputational risk for the authority and have an impact on some of our most vulnerable residents.

59 **Monthly Performance, Finance and Risk Monitoring Report - September 2019**

The Executive Director: Finance and Governance and Assistant Director: Performance and Transformation submitted a report which summarised the Council's Performance, Risk and Finance monitoring position as at the end of each month.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report be noted.

Reasons

The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

Alternative options

Option 1: This report illustrates the Council's performance against the 2019-20 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.

60 **Urgent Business**

There were no items of urgent business.

The meeting ended at 6.58 pm

Chairman:

Date:

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Cherwell District Council

Executive

2 December 2019

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| <p>Delegation of energy-efficiency enforcement powers from Oxfordshire County Council (OCC) to Cherwell District Council (CDC)</p> |
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Report of Chief Operating Officer

This report is public

Purpose of report

To seek approval to enforce legislation applicable to:

- a) Domestic Private Rented Energy Performance Certificates (EPCs)
- b) Commercial Minimum Energy Efficiency Standards (MEES)

following the delegation of powers under: *The Energy Performance of Buildings (England and Wales) Regulations 2012* and under *The Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015*, from Oxfordshire County Council

1.0 Recommendations

The Executive is recommended to:

- 1.1 Accept the delegation of powers to enable Cherwell District Council to carry out enforcement of Energy Performance Certificate (EPC) provisions under *The Energy Performance of Buildings (England and Wales) Regulations 2012*.
- 1.2 Accept the delegation of powers to enable Cherwell District Council to carry out the enforcement of the Minimum Energy Efficiency Standards (MEES) in commercial property under *The Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015*.
- 1.3 Authorise the Chief Operating Officer, acting in consultation with the Director Law and Governance and the Corporate Director Finance, to enter into all necessary and appropriate contracts and agreements to implement the delivery of the enforcement work on behalf of Oxfordshire County Council (OCC).
- 1.4 Delegate authority to the Chief Operating Officer to perform the enforcement duties of Oxfordshire County Council (OCC) set out in any such agreements referred to above.

2.0 Introduction

- 2.1 Oxfordshire County Council (in partnership with Oxford City Council) is engaged in a project funded by the Department of Business, Energy and Industrial Strategy (BEIS) looking at the operation and functionality of the two sets of regulations dealing with Energy Performance Certificates (EPCs) and Minimum Energy Efficiency Standards (MEES). A principle aim of that project is to develop practices and procedures which can be used to help both the project partners and other enforcing authorities improve energy efficiency standards in private rented domestic and commercial premises. One of the proposals arising from the project is to establish shared enforcement activity between the County Council and the City and district councils in order to simplify and streamline enforcement.
- 2.2 Oxfordshire County Council, at its Cabinet meeting on 19 November 2019, agreed to delegate certain enforcement powers falling to the County under the following regulations so that they can also be used by Cherwell District Council in its district:
- 1) *The Energy Performance of Buildings (England and Wales) Regulations 2012*, (in relation to EPCs)
 - 2) *The Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015*, (in relation to MEES in commercial properties¹.)
- The County Council's delegation was made under section 101 of the *Local Government Act 1972* and section 9EA *Local Government Act 2000* together with Regulation 5 of the *Local Authorities (Arrangements for the Discharge of Functions) Regulations 2012*.
- 2.3 The recommendations in this report are intended to allow Cherwell District Council to accept and take advantage of the delegation of powers to enhance the work being done to improve energy-efficiency standards of premises in the district and to reduce carbon emissions.
- 2.4 Acceptance of powers delegated by the County Council will not transfer the County's enforcement obligations under the regulations but, in so far as Cherwell District Council utilises those powers, it will be acting on behalf of the County Council and the latter will include that activity in the reports it is required to make to Government.

3.0 Report Details

3.1 Current Enforcement Regime

- 3.1.1 Since 1 April 2018 the *Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015* have imposed minimum energy efficiency standards (MEES) on both domestic private rented and commercial private rented properties. Properties subject to the regulations must have an EPC rating of at least band E, when any new or renewed rental agreement is made, unless a valid exemption has been registered on the Government's website or the property does not require an EPC².

¹ Cherwell District Council already has MEES enforcement powers in relation to domestic private rented property.

² These exemptions are set out in the regulations and include listed buildings, certain short-use premises, agricultural buildings and a number of other categories.

- 3.1.2 Whilst Oxfordshire County Council (OCC) through its Trading Standards Team is the authority responsible for the enforcement of the regulations in relation to EPCs, enforcement practice in Oxfordshire reflects the national picture in that other high service demands have meant this legislation is not currently given high priority and proactively enforced.
- 3.1.3 The MEES regulations make OCC (as 'weights and measures' authority) responsible for enforcement of the legislation in relation to non-domestic (i.e. commercial) rented premises, but both Cherwell District Council and Oxfordshire County Council are enforcing authorities in relation to minimum energy efficiency requirements in domestic private rented property.
- 3.1.4 Cherwell District Council is already enforcing MEES in relation to domestic property³. The Council also enforces the *Housing Act 2004* in the domestic private rented sector, which includes some aspects of energy-efficiency, and is responsible for a range of enforcement actions in the commercial sector⁴.

3.2 Future Enforcement Options

- 3.2.1 It is clear that the enforcement of energy-efficiency work is fragmented in counties such as Oxfordshire where two-tier authorities exist. One of the aims of the BEIS project being undertaken by OCC and Oxford City Council has therefore been to explore ways in which appropriate enforcement can be enhanced. That work has led to the proposal to extend enforcement capabilities through the delegations proposed in this report.
- 3.2.2 Enforcement of MEES in commercial privately rented property
The proposed delegation of powers under the *Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015* will allow Cherwell District Council to use these enforcement powers if it wishes to do so and will therefore enable it to address the adverse impacts of a cold environment on health within workplaces as well as help to reduce commercial carbon emissions.
- 3.2.3 Energy Performance Certificate (EPC) enforcement
- 3.2.3.1 The EPC regulations impose a range of responsibilities on OCC, but the proposed delegation of powers only relates to the enforcement of the requirements for:
- EPCs to be commissioned before premises are marketed for sale or rent
 - EPCs to be made available to prospective buyers and tenants
 - EPCs to be provided to owners within 5 days of newly constructed or modified buildings being completed.
- 3.2.3.2 Although the proposed delegation will allow the Council (as well as OCC) to enforce these provisions as circumstances develop and as resources allow, it is anticipated that enforcement of the requirement for landlords to obtain an EPC before letting a residential property (the first bullet-point above) will be of the most immediate assistance to the Council. The reason being, that even though the enforcement penalty in relation to domestic premises without the required EPC is capped at £200, EPCs are integral to the effective enforcement of minimum energy efficiency standards (MEES) because a property which does

³ The Council adopted a Policy in relation to this work at its meeting on 2 July 2018. See Background Paper.

⁴ Including health-and-safety, food-safety and licensing requirements.

not have an EPC falls outside the MEES enforcement regime⁵. As a result, landlords who do not obtain an EPC can avoid any MEES enforcement action and cannot be compelled to improve their unsatisfactory properties. The delegated ability to enforce EPC legislation will allow the Council to pursue such cases directly and ensure that MEES enforcement can be dealt with efficiently by removing the need for both Cherwell District Council and OCC to be involved.

3.2.4 Any future enforcement of these regulations by the Council will be carried out in accordance with the Council's enforcement policy.

4.0 Conclusion and Reasons for Recommendations

4.1 Accepting the delegation from OCC of the enforcement powers proposed in this report will allow the two councils to develop shared working arrangements that will improve enforcement of the legislation relating to Energy Performance Certificates (EPCs) and Minimum Energy Efficiency Standards (MEES) and add to our ability to improve conditions in privately rented dwellings and commercial buildings.

4.2 The Council will not be obliged to take on any particular enforcement responsibilities as a result of accepting the delegations but will be able to make use of those provisions it deems pertinent in light of its other responsibilities and resources as circumstances and opportunities arise. Any such activities will be subject to the contracts and agreements referred to in sections 1.3 and 7.2.1.

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 set out below.

Option 1: Adopt none of the powers; – that would prevent the Council from sharing enforcement with OCC to improve either domestic rented or commercial rented premises and would forego the opportunity to enhance the Council's ability to enforce MEES provisions in private rented dwellings.

Option 2: Adopt only those powers relating to domestic premises; - that would prevent shared enforcement in relation to commercial rented premises but still facilitate the Council's enforcement of MEES in private rented dwellings.

Option 3: Adopt only those powers relating to commercial premises; - that course would exclude any enhancement of the Council's current enforcement powers in relation to residential premises.

7.0 Implications

Financial and Resource Implications

- 7.1 The Council has experience of enforcing legislation in both the domestic and commercial private rented sector but is not currently resourced to take on significant additional enforcement. However, the intention behind the proposed delegation of powers is not to transfer enforcing responsibilities and obligations, but to allow the Council the ability to enforce this legislation, or certain parts of it, as opportunities arise to raise standards and circumstances dictate.
- 7.2 For example, in relation to EPC requirements, the Council is most likely to take advantage of the ability to enforce requirements in relation to the private rented sector, and specifically in cases where it is currently prevented from enforcing minimum energy efficiency standard (MEES) because a property lacks the requisite EPC. Using delegated powers to enforce EPC regulations rather than having to pass such cases to OCC will add to Cherwell District Council's enforcement capabilities.
- 7.3 In both the EPC and MEES regulations there is the ability to serve financial penalties:
- EPC penalties in relation to dwellings are fixed at £200, whereas for commercial premises they can be as great as £5,000.
 - MEES penalties in connection with commercial premises are potentially considerably greater: The penalty for renting out a non-compliant property for a period of fewer than three months will be equivalent to 10% of the property's rateable value, subject to a minimum penalty of £5,000 and a maximum of £50,000. After three months, the penalty rises to 20% of the rateable value, with a minimum penalty of £10,000 and a maximum of £150,000.
 - (The maximum MEES penalty in connection with residential premises, which Cherwell District Council is already enforcing, is £5,000. The penalty structure is set out in the Council's MEES Policy which is included with this report as a Background Paper.)
- 7.4 The legislation allows the Council to retain the income from the financial penalties it secures in relation to the work it undertakes, and any necessary arrangements will be included in an agreement between the two councils (see section 7.2.1 below).
- 7.5 The Council will wish to consider both the resource implications and potential income from penalties it may impose in determining which enforcement powers it may wish to utilise. It is proposed that the Chief Operating Officer is delegated to perform the enforcement duties set out in this report and will therefore make these decisions (see section 1.4 above).

Comments checked by:

Kelly Wheeler, Business Partner 01295 221570 Kelly.wheeler@cherwell-dc.gov.uk

Legal Implications

- 7.6 Oxfordshire County Council has delegated the enforcement powers subject to an agreed agency agreement being in place. The agreement will detail the operational aspects of this work to ensure the enforcement work is undertaken in an efficient and cost-effective manner; detailing processes, roles and timeframes. The

agreement will include review periods to enable amendments to be made if necessary.

- 7.7 Section 101 of the Local Government Act 1972 and Section 9EA of the Local Government Act 2000 permits the Oxfordshire County Council to delegate powers to Cherwell District Council to discharge certain functions, and this will be the authority relied upon in the agreement between the two councils.

Comments checked by:

Richard Hawtin, Team Leader - Non-contentious Business, 01295 221695

Richard.Hawtin@Cherwell-DC.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

- Thriving communities and Wellbeing
- Clean, Green and Safe

Lead Councillor

Councillor John Donaldson, Lead Member for Housing

Document Information

| Appendix No | Title |
|---------------------|--|
| | None |
| Background Papers | |
| | 2 July 2018 Executive report - MEES Policy – available at Executive Report |
| Report Author | Tim Mills, Housing Development and Standards Manager |
| Contact Information | 01295 221655 Tim.mills@cherwell-dc.gov.uk |

Cherwell District Council

Executive

2 December 2019

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| Council Tax Reduction Scheme and Council Tax Discounts 2020-2021 |
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Report of Corporate Director Finance (Interim)

This report is public

Purpose of report

To provide members with a review of Council Tax discounts and to seek approval to recommend the proposed level of Council Tax discounts for the 2020-2021 financial year to Council.

To provide an update on the Council Tax Reduction Scheme for 2019-2020 and to seek approval to recommend a Council Tax Reduction Scheme for the financial year 2020-2021 to Council.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To recommend to Council the option of a Council Tax Reduction income banded scheme for the financial year 2020-2021 and to amend the Council Tax Regulations for pensioners in line with uprating announced by MHCLG and to amend the Working Age Regulations in line with the new income banded scheme and the uprating announced by MHCLG.
- 1.3 To recommend to Council that delegated authority is given to the Executive Director Finance to make the required changes to the CTRS Regulations up to and including 31 January 2020 in consultation with the Lead Member for Financial Management.
- 1.4 To review the proposed level of Council Tax discounts and premiums for 2020-2021 and make recommendations to Council as follows:
 - Retain the discount for second homes at zero.
 - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
 - Retain the discount for empty homes undergoing major repair at 25% for 12 months and thereafter at zero.

- Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

2.0 Introduction

- 2.1 In December 2018 members approved a Council Tax Reduction Scheme (CTRS) for Cherwell District Council for the financial year 2019-2020. The scheme remained the same as in 2018-2019 and mirrored the previous Council Tax Benefit scheme.
- 2.2 The scheme for pensioners is set nationally and pensioners have not seen any change to the support they receive.
- 2.3 The Council Tax Reduction scheme is based on a fixed cash grant of approximately 90% of the previous Council Tax Benefit subsidy. This gives a funding shortfall for Cherwell of £742,430.
- 2.4 The funding shortfall is mostly offset by the changes to locally set Council Tax Discounts and premiums.

3.0 Report Details

Position so far

Council Tax Reduction Scheme

- 3.1 As the funding for CTRS is a fixed cash grant the cost of any increase in the level of demand will be borne by the Council. The Council Tax Reduction caseload has been monitored and there has been a slight decrease in the number of live cases from 6,607 in July 2018 to 6,457 in June 2019. This may be because people claiming Universal Credit are less likely to make a separate claim for Council Tax Reduction. We are currently working with DWP and other stakeholders to establish if this is the case and if so, what can be done to support customers who may not be receiving support that they are entitled to.

Impact on Parish Councils

- 3.2 Members may recall that the regulations for calculating the Council Tax Base were amended to reflect the Council Tax Reduction Scheme and had the effect of reducing the tax base for the billing authority, major preceptors and the Police and Crime Commissioner for Thames Valley and local preceptors. This is because Council Tax Reduction is a discount rather than a benefit and therefore the Council does not collect the full amount of Council Tax from tax payers who qualify for Council Tax Reduction. The impact of the reduced tax base was mitigated in part by changes made to discounts and exemptions. As this will be the seventh year of a Council Tax Reduction Scheme, parish councils should now have a clear understanding of the impact of CTRS on their parish tax base.

Impact of the changes to discounts and exemptions

- 3.3 Members will also recall that the Local Government Finance Act 2012 abolished certain exemptions with effect from 1 April 2013 and replaced them with discounts which can be determined locally.
- 3.4 Council determined that furnished chargeable dwellings that are not the sole or main residence of an individual (i.e. second homes) should no longer receive a discount. They had previously received a discount of 10%. If the Council continues to set the discount at zero it is estimated that this will result in additional income of £91,053 for the 2020-2021 financial years.
- 3.5 Council also determined that the discount in respect of unoccupied and substantially unfurnished properties should be reduced to 25% for a period of six months and thereafter to zero. As at July 2018 it is estimated that the additional income from this will be £353,186 on our current forecasted number of dwellings affected.
- 3.6 Council further exercised its discretion to determine that chargeable dwellings which are vacant and undergoing major repair work to render them habitable should be given a discount of 25% for a period of 12 months. This is expected to result in additional income of £14,974 on our current forecasted number of dwellings affected.
- 3.7 Prior to 1 April 2013 billing authorities could charge up to a maximum of 100% Council Tax on dwellings that have been empty for more than two years. From April 2013 local authorities were given the powers to charge a premium of up to 50% of the council tax payable. New legislation was introduced in April 2019 which allows for 100% Empty Homes Premium to be levied and this was agreed by members in December 2018. The projected income for 2020-2021 from charging an Empty Homes Premium is £308,835 on our current forecasted number of dwellings affected.

Impact of Council Tax Reduction Scheme on collection rates

- 3.8 A Council Tax collection rate of 98.27% was achieved for 2018-2019 which was an improvement on the collection rate for the financial year 2017-2018 of 97.87%. Collection rates for the first quarter of the 2019-2020 are also on target. In considering the Council Tax Reduction Scheme for 2019-2020 members should be mindful that any changes to the scheme that reduce entitlement to CTRS could have an adverse impact on collection rates and cost of collection.

Council Tax Reduction Scheme 2020-2021

- 3.9 Members will be aware that the national 10% reduction in government funding for Council Tax Reduction Schemes over the last six years has been offset in part by the additional income generated by changes to discounts and exemptions.

The Government has not yet released indicative funding figures for 2019-2020. For the purposes of calculating the new Council Tax Reduction scheme for 2020-2021 an assumption has been made that funding will remain at the reduced rate.

New landscape

- 3.10 Since the introduction of Council Tax Reduction Scheme for 2019-2020 several welfare reform changes have been applied to Housing Benefit. This means that the Housing Benefit administration is increasingly different from our local CTR scheme. This causes confusion for both residents and officers as the award criteria diverge and this will only increase as Housing Benefit is replaced by Universal Credit for working age customers. Our scheme is becoming more confusing the administer for our customers and therefore is less “fit for purpose”.

Universal Credit (UC) Full Service has been rolled out in the Cherwell district area from November 2017. There are currently 3,549 claimants in Cherwell on UC and this is expected to increase by at least 80 people per week moving forward. As people move to UC the Housing Benefit caseload is expected to reduce. In Cherwell the Housing Benefit caseload has reduced from 8282 in November 2017 to 7388 in May 2019. Any future CTR scheme will need to cater for a mixed set of customer circumstances: those on HB and those on UC who may experience frequent updates to their Council Tax Reduction as a result of changes to their Universal Credit. Officers will need to work with colleagues in Revenues to support these customers.

- 3.11 UC is based on real time information. This means that any change in income generates a change in circumstance for Council Tax Reduction claims through data files received from DWP. Around 16,500 change files were received for Cherwell in 2018-2019 (over 300 a week) which under the current CTR scheme all resulted in reassessment of CTR entitlement. This is increasing the workload for the Benefits team but, more importantly, residents are receiving multiple Council Tax demands which is not only very confusing but also does not allow people to budget effectively adding additional stress and worry to those already managing on a low income.
- 3.12 In September 2019 members of Executive received a report providing the financial modelling for options for a new CTRS scheme for the financial year 2020-2021. Members approved for consultation purposes only the option of a new income banded scheme.

Consultation

- 3.13 The consultation process began on 3 September 2019 and ran until 5 October 2019. The consultation process included:
- Detailed website information and an online survey
 - Social media promotion including Facebook and Twitter
 - Displays and customer drop-in sessions were arranged at Bodicote House (3rd September 2019 and 1st October 2019), Kiddlington (30th September 2019) and Bicester (24th September 2019).
 - Targeted consultation took place with 3,000 households selected at random (including residents who are in receipt of Council tax Reduction and households who are not). This was in the form of a letter sent on 3rd September 2019.
 - Proactive outgoing calls were made by members of the Revenues and Benefits team.
 - Consultation has also taken place with Oxfordshire County Council as a major preceptor.

Consultation results

3.14 The consultation concluded on Friday 5 October 2019. Colleagues in the Performance and Insight team analysed the results and prepared a report to summarise the outcomes. A copy of the full report is attached at Appendix A of this report. A total of 111 responses were received and the main outcomes are as follows:

- The majority of the respondents (61%) are aged between 35 and 64
- Just over 12% of the respondents have some sort of disability that limits their day to day activities.
- 30 of the respondents (30%) are either in receipt of Council Tax Reduction or someone in their household is.
- 89% of the people who took part in the consultation had read the background information on CTRS. 8% had not read the background information and the remaining respondents elected for didn't know.
- 109 people responded to the question "do you think the Council should replace the existing scheme to help to reduce Council Tax bills and to help with budgeting". Of the 109 respondents 83% (91) agree that the Council should replace the existing scheme, 8% (9) did not agree with this proposal and 11 people didn't know. The majority of the additional comments made on this proposal were quite positive.
- 73% of the respondents (78 people) agree that the Council should introduce an income banded scheme. 20% do not agree with the idea of an income banded scheme and 12 people did not respond or did not know.
- The consultation asked if respondents agree or disagree with the proposed income bands. 43% (45) agree with the proposed bands, 17% (18 respondents) disagree with the income bands proposed and a further 45 people did not know or didn't respond

3.15 Summary of Options

Option 1 (recommended by Budget Planning committee) –A new banded income CTR scheme for those of working age.

This is an income-banded scheme which will assess the maximum level of Council Tax Reduction based on the net income of the applicant and household members.

The main principles of the scheme are as follows:

- If the applicant or partner is in receipt of one of the main passported benefits (Income Support, Job Seeker's Allowance Income Based and Income Related Employment and Support Allowance or receiving War Widows or War Disablement Pensions they will automatically be placed in the highest band of the scheme and will receive 100% support.
- Working age households will receive a discount, depending on their level of income and the band that they fall into.
- Under this scheme, as part of our ongoing commitment to support disabled people, we will continue to disregard Disability Living Allowance, Personal

Independence Payments, War Disablement Benefits and will also continue to disregard Child Benefit and child maintenance.

- As highlighted earlier in this report the introduction of Universal Credit and Real Time Information files means that customers can experience frequent changes in their Council Tax Reduction which in turn impacts on the amount of Council Tax payable. This makes budgeting for households more of a challenge and is impacting on our ability to collect Council Tax.
- A banded scheme will be simpler for residents to understand and any future changes to the value of awards can be achieved by simply adjusting the banding thresholds. This will also mean that residents will experience less change in their Council Tax Reduction and will reduce the number of letters and Council Tax demands.
- The proposed model has a re-distribution effect from households in higher Council Tax bands to those in lower Council Tax bands.
- Savings are not the main driver for this change. The scheme offers only a very small reduction in costs and it is likely to result in administrative savings.

Option 2 – No change to current local Council Tax Reduction scheme or Council Tax discounts and uprating the Council Tax Regulations in line with DWP annual uprating.

The 'change nothing' approach would mean retaining the current Council Tax Reduction Scheme. The only change required would be the minor changes to the Regulations. This option was not recommended by as it would continue the move further away from the Housing Benefit and Universal Credit legislation which as outlined earlier in this report is both confusing for residents and costlier for the Council.

Option 3 – Revised Council Tax Reduction scheme with current Council Tax Discounts

This option could include reducing support for working age people and would mean that all working age claimants would have to pay a percentage of their Council Tax liability regardless of their circumstances. Percentages of 100%, 91.5%, 90%, 85% and 80% have been modelled. This is effectively like Option 2 but with differing levels of support for our residents. This option was not recommended as it would offer reduced levels of support to vulnerable residents who may also be impacted by wider welfare reforms. Also, as with Option 2 this option would mean that the CTR scheme is increasingly different to the Housing Benefit legislation and this will only increase as Universal Credit replaces Housing Benefit. This leads to confusion for residents who will receive multiple bills and is administratively more of a burden for the Council.

Option 4 – To retain the current Council Tax Reduction scheme but to introduce a tolerance figure, whereby claims are not amended unless the change in income is over a set amount. No change to Council Tax Discounts

This option was not recommended as it would also mean that the CTR scheme is increasingly different to the existing Housing Benefit and Universal Credit legislation and although fewer changes would be actioned it would be confusing for residents and the administrative burden would remain.

Financial Summary of options 2-4

| | 100% of Council Tax liability | 91.5% of Council tax liability | 90% of Council tax liability | 85% of Council tax liability | 80% of Council tax liability |
|--|--------------------------------------|---------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Overall funding loss to CDC | 742,430 | 742,430 | 742,430 | 742,430 | 742,430 |
| Second homes income | -91,053 | -91,053 | -91,053 | -91,053 | -91,053 |
| Empty homes income with discount of 25% for 6 months | -353,186 | -353,186 | -353,186 | -353,186 | -353,186 |
| Uninhabitable homes discount of 25% for 12 months | -14,974 | -14,974 | -14,974 | -14,974 | -14,974 |
| Long term empty premium at 50% | -308,835 | -308,835 | -308,835 | -308,835 | -308,835 |
| Reduction in expenditure based on % liability | 0 | -413,785 | -486,378 | -727,420 | -966,068 |
| Total funding gap/additional income | -25,618 | -439,403 | -511,996 | -753,038 | -991,686 |
| Funding gap/additional income for CDC based on 7% | -1,793 | -30,758 | -35,840 | -52,713 | -69,418 |

The proposed income banded scheme has been modelled to redistribute the amount that would be paid out under the current 100% scheme.

Based on current modelling as at May 2019 the introduction of a banded scheme would offer a small reduction in expenditure of £4,393.47

4.0 Conclusion and Reasons for Recommendations

- 4.1 From April 2013 Council Tax Benefit was abolished and replaced with a local Council Tax Reduction Scheme. The Council is required to agree a scheme based on the reduced level of funding from Government.
- 4.2 Members are now required to recommend a Council Tax Reductions Scheme for the financial year 2020-2021 to Council.

5.0 Consultation

There is a requirement to consult with the public, major preceptors and other parties who may have an interest in the Council Tax Reduction Scheme on any material changes to the scheme. This is not considered to include changes for annual uprating in accordance with Government Regulations.

Consultation has taken place with residents, stakeholders and major preceptors.

Consultation has already taken place with members of Budget Planning Committee and a report has been received by Executive BPM.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To not recommend any of the options for a scheme for 2020-2021. This would have financial implications for the Council and those residents affected by Welfare Reform.

Option 2: To decrease the level of support to Working Age claimants. This would have an impact on some of the most vulnerable residents in the district and may significantly impact on collection rates.

7.0 Implications

Financial and Resource Implications

- 7.1 See table contained in this report. The financial consequences are broadly cost neutral and in line with the approached discussed

Comments checked by:

Dominic Oakeshott, Assistant Director Finance, 07920 283473,
dominic.oakeshott@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Council is required to review its Council Tax Reduction Scheme on an annual basis and if it determines to make changes then it must consult on the revised

scheme. Failure to do so will adversely affect the reputation of the Council and will have a financial implication for residents as well as exposing the Council to potential challenge for failing to comply with the legislative requirements of the Local Government Finance Act 1992.

Comments checked by:

Richard Hawtin, Team Leader - Non-contentious Business, 01295 221695

Richard.Hawtin@Cherwell-DC.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

This links to the Council's priority of sound budgets and a customer focused Council

Lead Councillor

Councillor Tony Ilott Lead Member for Financial Management and Governance

Document Information

| Appendix No | Title |
|----------------------------|---|
| A | Results of the consultation |
| None | |
| Report Author | Belinda Green (Operations Director CSN Resources) |
| Contact Information | Belinda Green: 01327 322182 Belinda.green@csnresources.co.uk |

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Council Tax Reduction Scheme (CTRS) 2020-21 – Public Consultation

October 2019

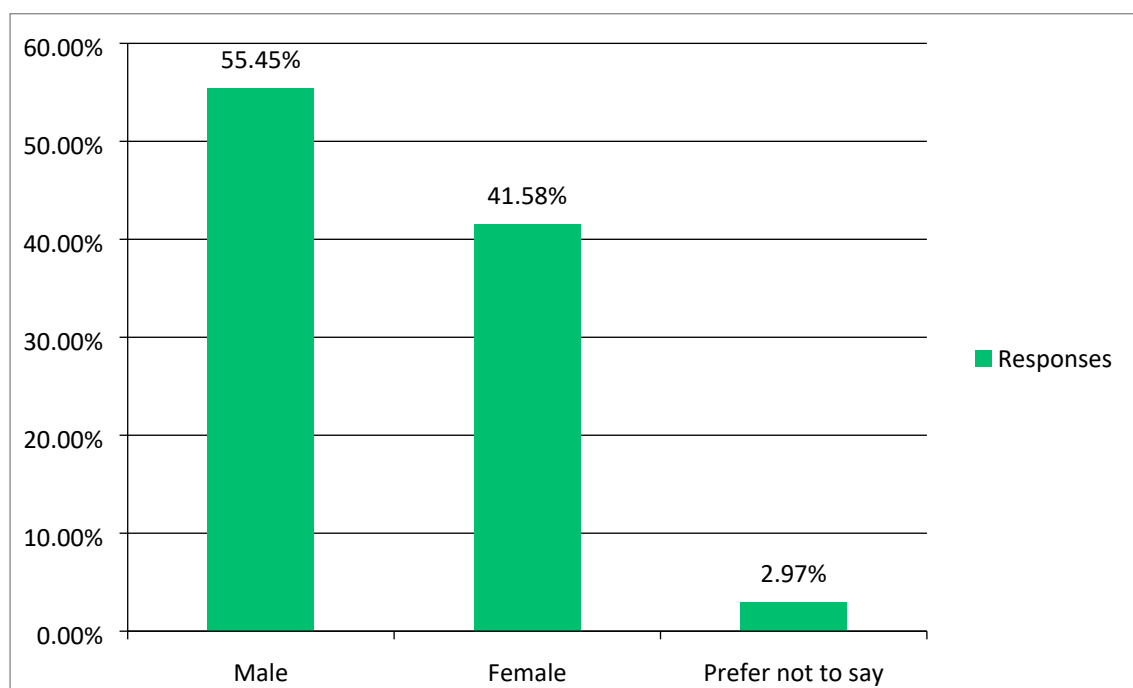
Overview

The consultation was launched on Tuesday 3 September 2019 and concluded at midnight on Friday, 5 October.

There were a total of 111 responses to the online consultation.

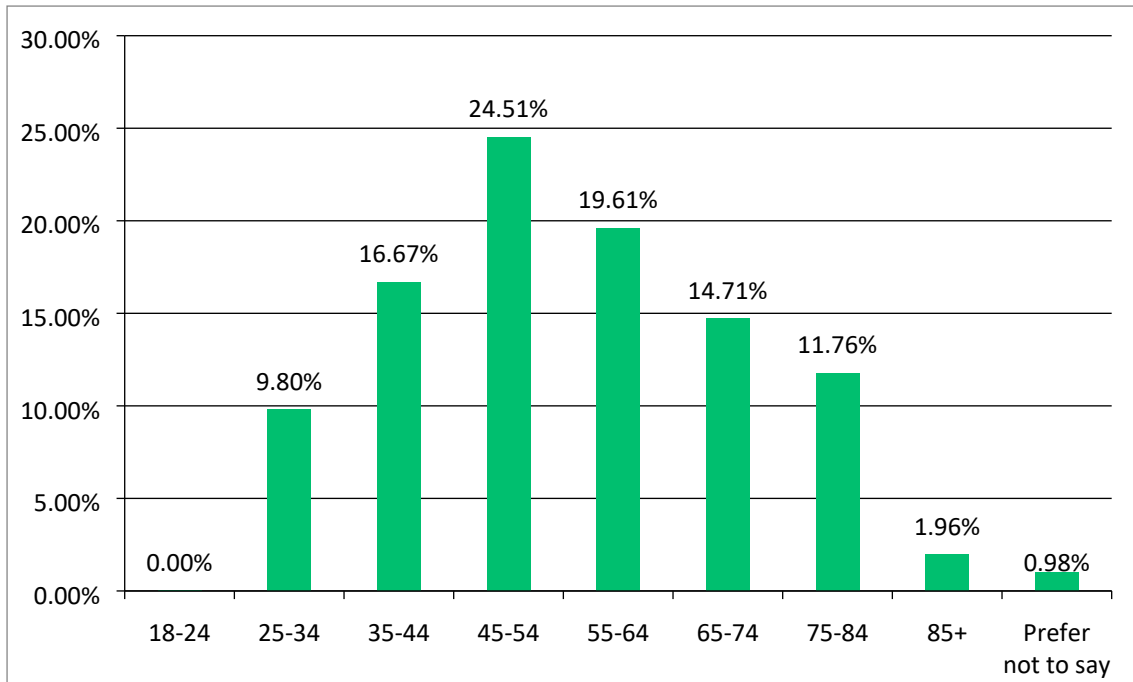
Results

Gender breakdown



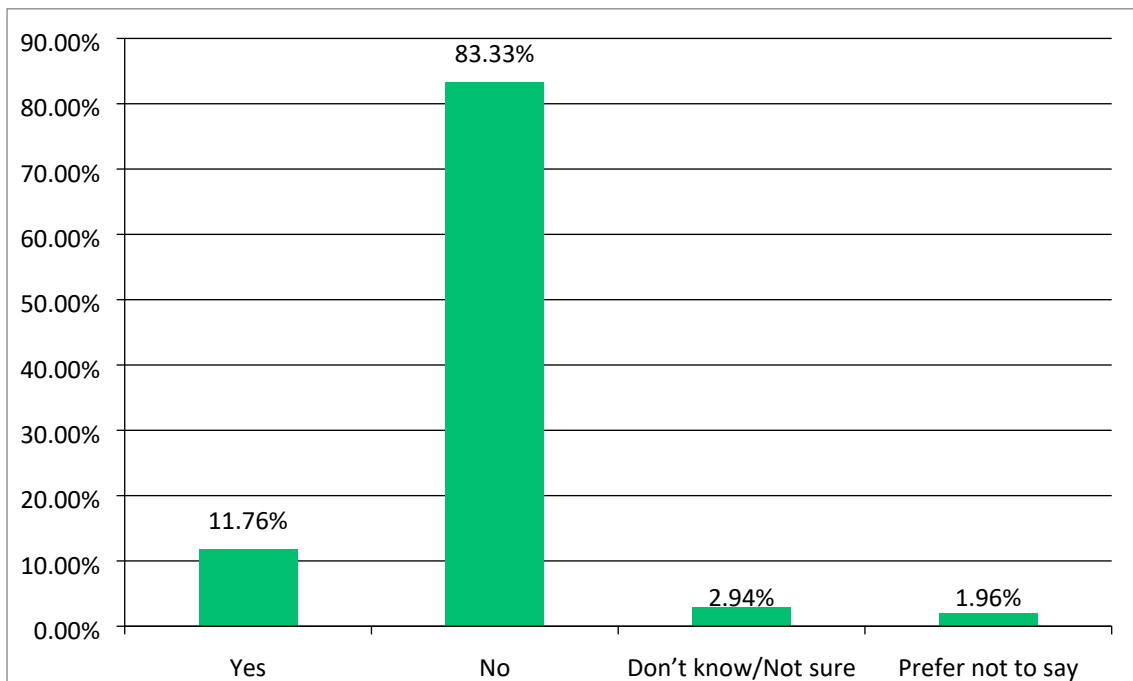
- More than half of respondents (55%) were male and 42% were female (3% did not want to say)
- 10 respondents did not give an answer

Age breakdown



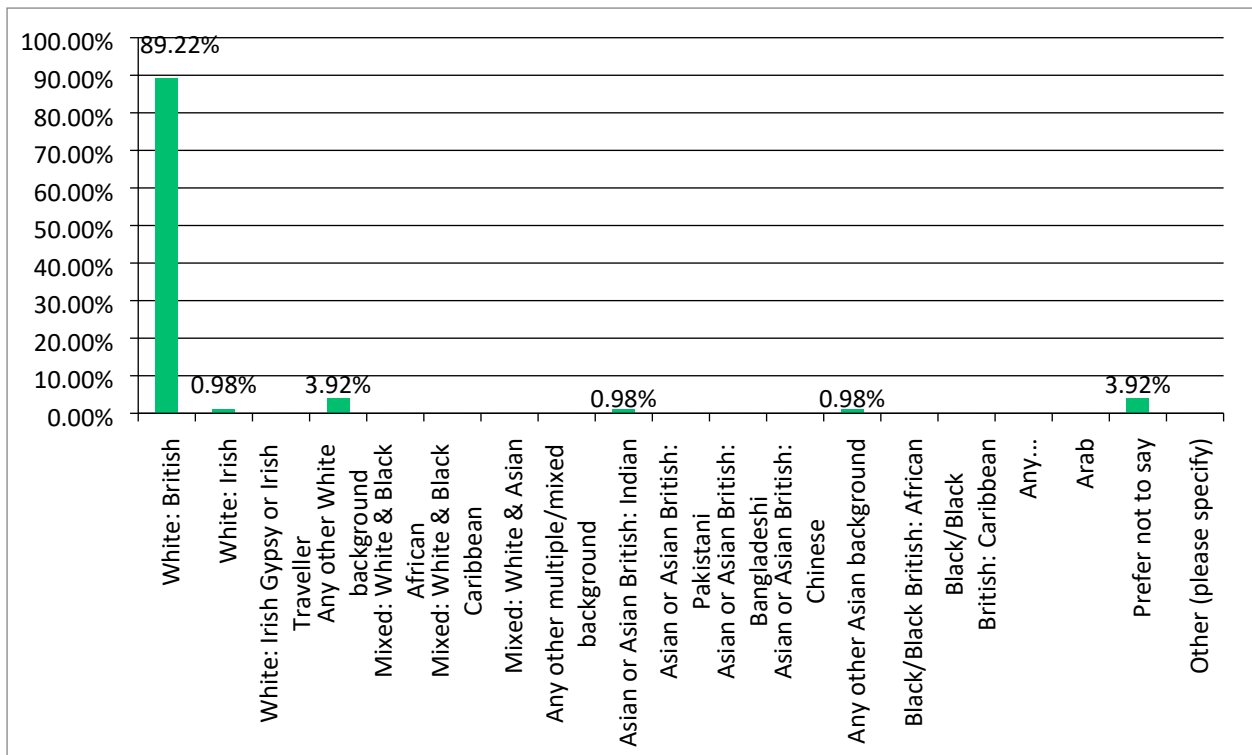
- Majority of respondents were aged between 35 and 64 (61%)

Disability: Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?



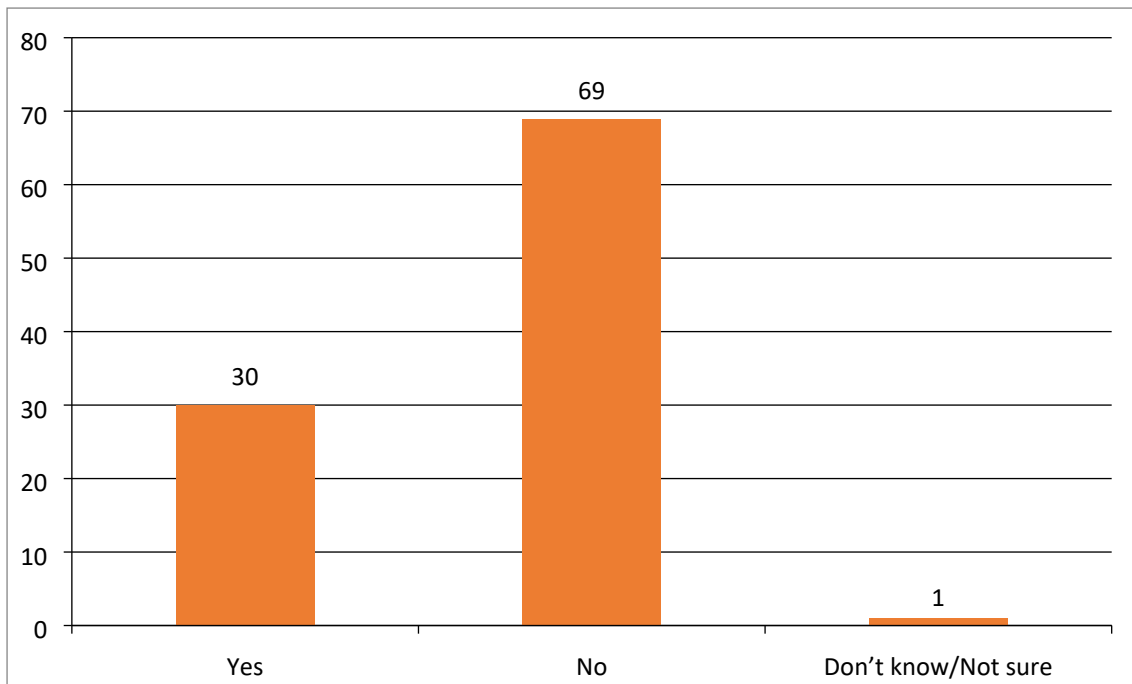
- Just over 1 in 10 of respondents (12%) had some form of disability that limited their day-to-day activities or stated that they had a disability which has lasted (or is expected to last) at least 12 months.

Ethnicity



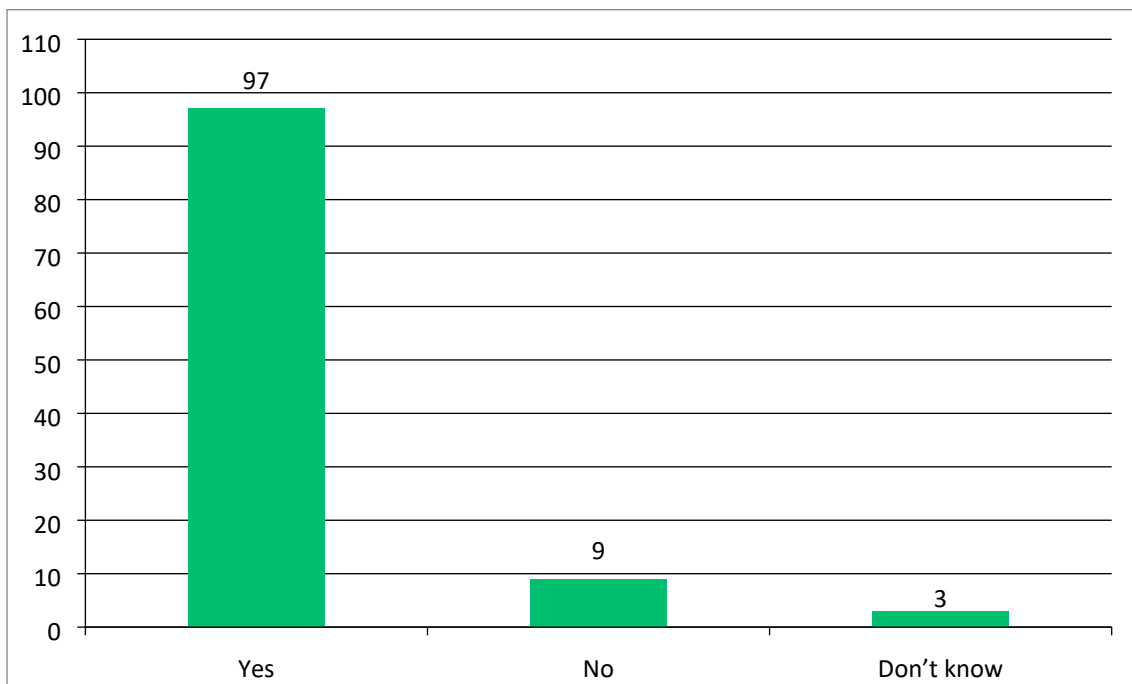
- Vast majority of respondents classified themselves as White: British.
- Other respondents were from the following groups: White:Irish, any other white background, Asian or Asian British:Indian, any other Asian background and 4% preferred not to say.

Are you, or someone in your household, getting a Council Tax Reduction currently?



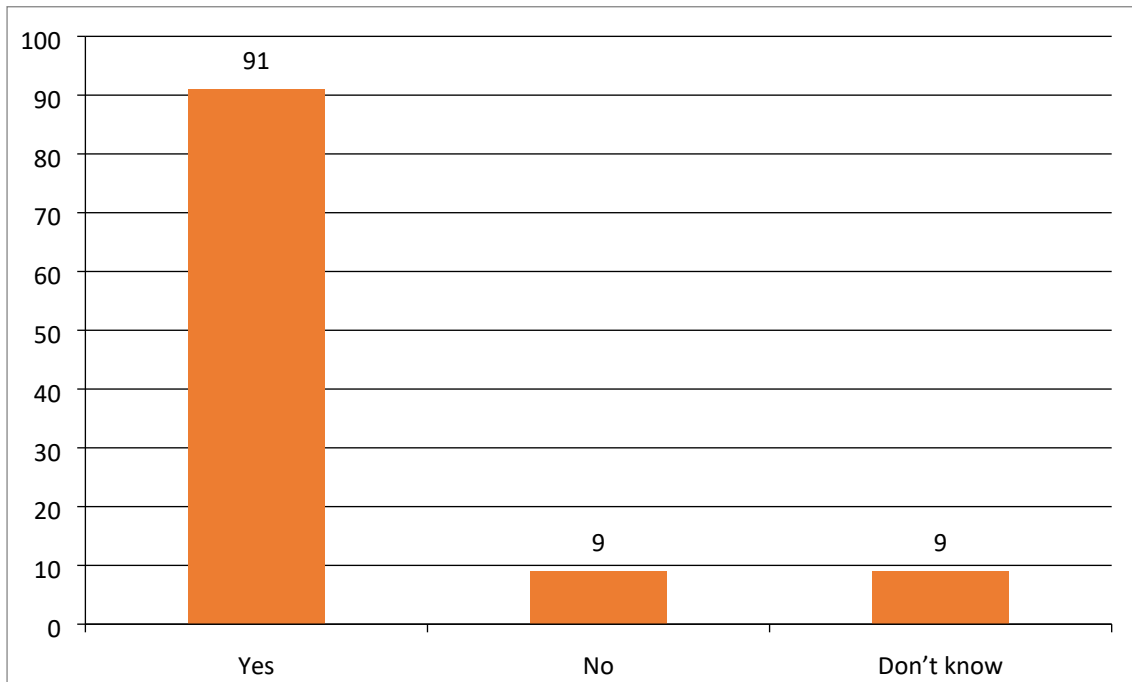
- 30% of those who responded (30) are either in receipt of Council Tax Reduction or someone in their household is.
- 69% were not in receipt of a Council Tax Reduction themselves or didn't have anyone in their household who was.

Have you read the background information about the Council Tax Reduction Scheme?



- 89% of respondents (97) had read the background information on the CTRS and 8% hadn't (9). The remaining respondents 'didn't know'

Do you think the Council should replace the existing scheme to help reduce the number of Council Tax bills and to help with budgeting?

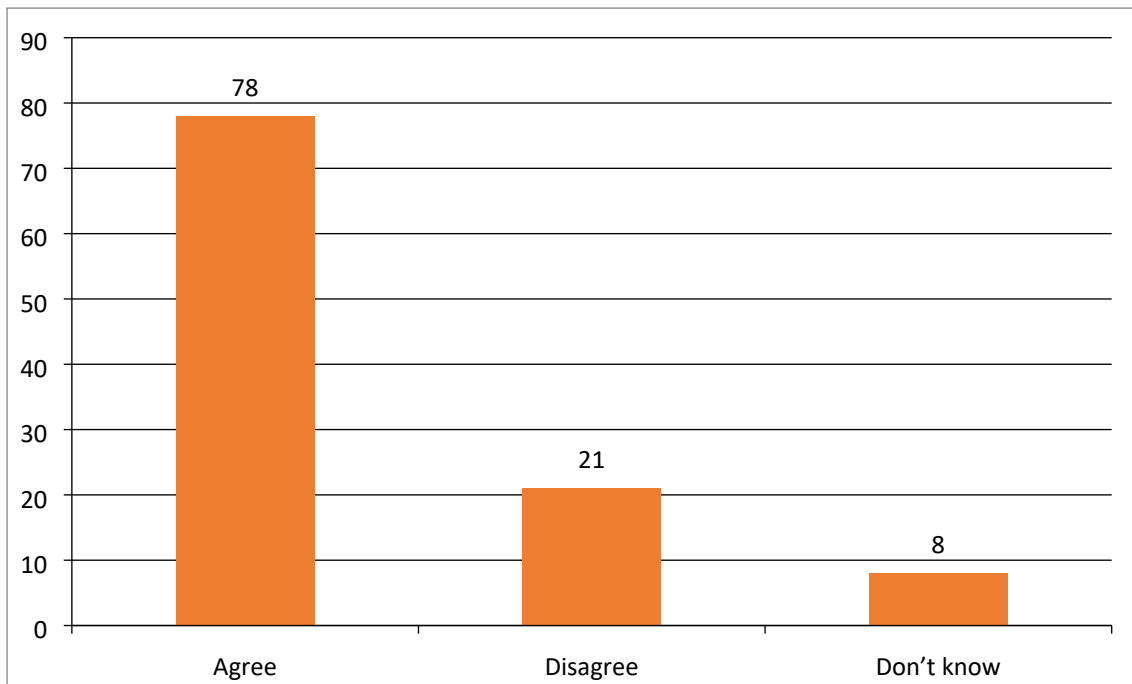


- 109 people responded to this question (2 didn't complete it).
- 83% of people (91) agree that the council should replace the existing scheme to help reduce the number of Council Tax bills and to help with budgeting.
- 8% of respondents (9) don't agree with this proposal
- 11 people didn't know or didn't respond to this question

Other comments:

- **A number of additional comments to this question but majority are very positive including:**
 - "Council seems to be doing the right thing on reducing bills and helping people to budget"
 - "It is easier to budget when the number of variables of income/expenditure is as low as possible"
 - "We are on a low income & struggling with our bills so a changed would helps us massively"
 - "Another sensible initiative by our excellent local Council"
 - "Over the last tax year I have had around 8 different bills come and it gets very annoying"
- An example below of some (albeit in the minority) negative feedback:
 - "Yes by all means change the system but not if it leaves people worse off than before. The banding system is used for non dependant deductions and it is awful. It is not flexible enough and the payments are vastly different for each band so 1 pound income can make a huge difference"
 - "This scheme only benefits one party. cherwell district council and their fat bank balances"

Should the Council introduce income bands?

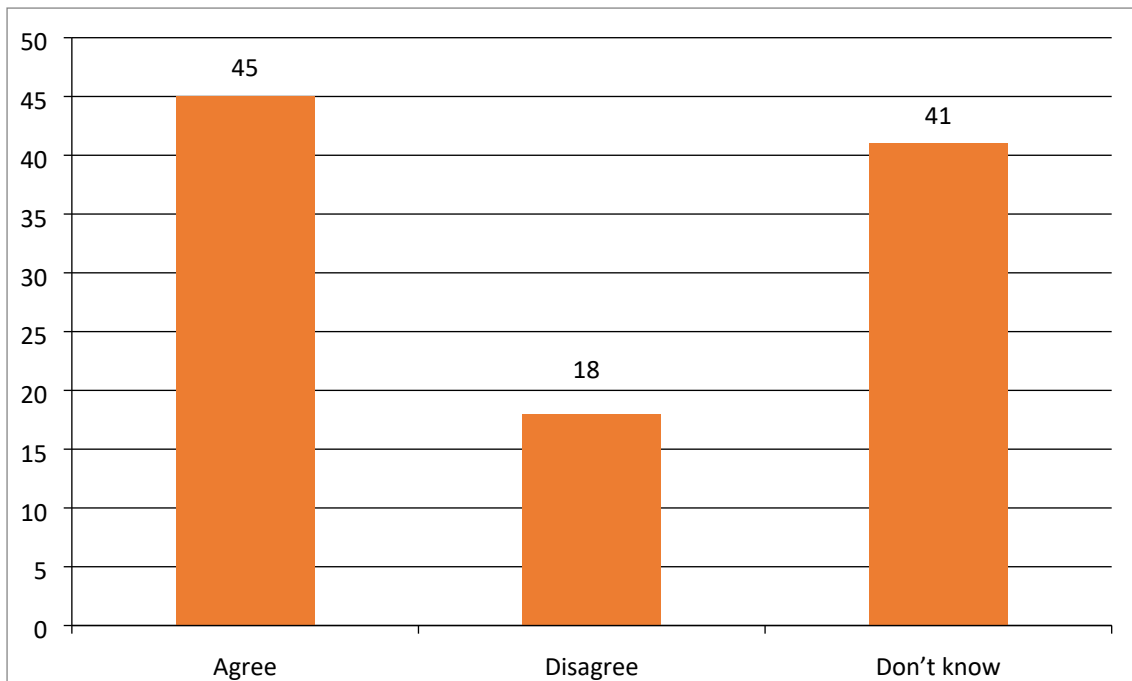


- 73% of respondents (78) agree that the council should introduce income bands.
- 20% of respondents (21) disagreed with the introduction of income bands
- 12 people didn't respond or didn't know in response to this question

Other comments:

- Majority of additional comments are positive and agree that the proposals are sensible and a fairer way to calculate reductions.
- There were a very small number of negative comments:
 - "Other than the standard rise, I am concerned moving to this will increase ours. I am due to go on maternity and need to budget".
 - "I think they're income is still likely to fluctuate if someone is not in steady employment so it may not make any difference to what you say happens already ..."

Do you agree or disagree with the proposed income bands?

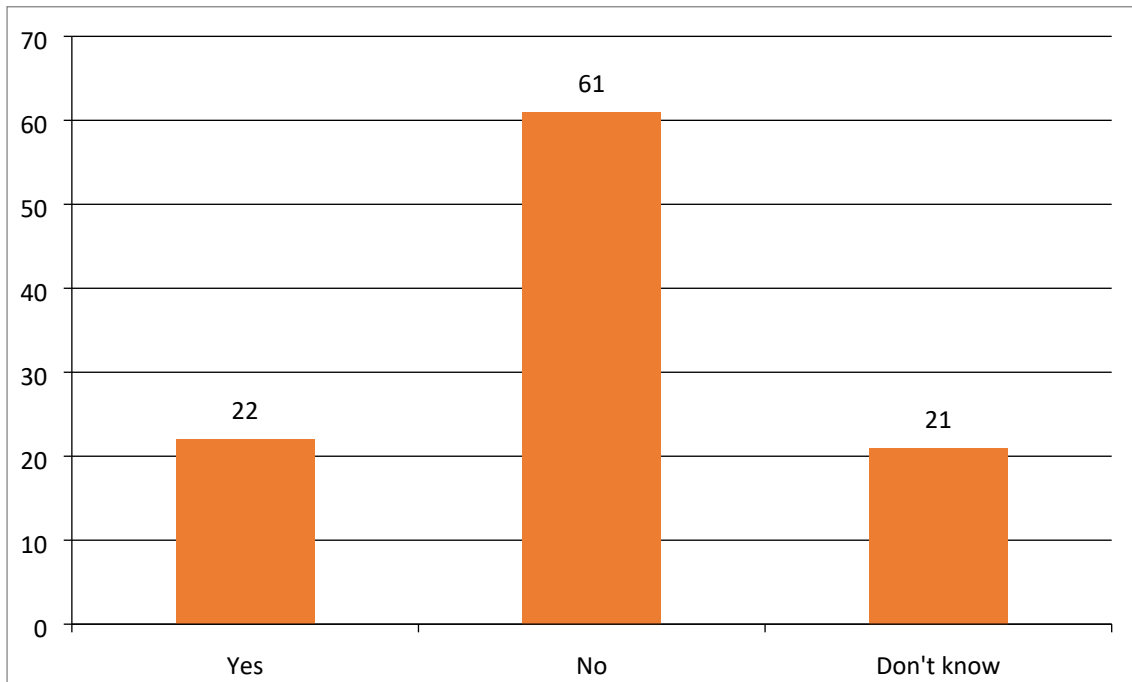


- 43% of respondents (45) agree with the proposed income bands
- 17% of respondents (18) disagree with the proposed income bands
- 41 people didn't know and 4 didn't respond to this question

Additional comments:

- There were a mixture of additional comments but some of those who responded commented that did not seem to have information on the banding included in what was sent out to them.
- Other responses included:
 - "Bands are evenly spaced and seem fair"
 - "I agree that there should be a limited number of bands but there needs to consider the impact of moving from one band for another. The threshold at the higher ends of the suggested bands may need reconsidering as 1p more or less per week can mean a 25% drop/increase in a Council Tax bill"

Should the Council keep the current Council Tax Reduction Scheme? (i.e. make no changes and continue with the current scheme)



- Just over a fifth (21%) agree that the Council should keep the current CTRS.
- 59% (61) don't agree that the Council should keep the current scheme.
- 7 people didn't respond and 21 people didn't know.

Other comments:

- Majority of additional comments received were in favour of changing the current scheme:
 - "New scheme is claimed to be more efficient and cost effective"
 - "The arguments in favour of changing make sense to me"
 - "The proposed scheme should reduce the need to adjust bills. This will make savings on administering CTR and free up time which can be better spent elsewhere. It should also reduce customer contact to an already overstretched Contact Centre"
 - "Too much admin work to keep current scheme"

Summary/Conclusion:

- Those in favour of changing the system vastly outnumbered those that were against the proposed changes.
- Those in favour felt the new system would be fairer, simpler and help with administration costs and time.
- Some respondents didn't appear to have the banding information included in what was sent out to them.

Cherwell District Council

Executive

2 December 2019

| |
|--|
| <p>Monthly Performance, Risk and Finance Monitoring Report – October 2019</p> |
|--|

**Report of Corporate Director: Finance (Interim) 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 2019-20 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 2019-20 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 - 2019/20 Business Plan
- Appendix 2 - Monthly Performance Report
- Appendix 3 - Leadership Risk Register
- Appendix 4 - Capital

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 2019-20 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2019-20 business plan set out three strategic priorities:

- Clean, Green and Safe.
- 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 Business Plan Measures | Meaning for 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. |

Priority: Clean, Green and Safe.

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:

Supporting Community Safety and helping to reduce anti-social behaviour -



The community safety team will implement the renewal of the Banbury Public Spaces Protection Order after consultation with members of the public and decision paper was presented to Executive. Also, closer links are being explored with Oxfordshire County Council regarding doorstep crime and community engagement, including partnership working with Oxfordshire Trading Standards Doorstep Crime and

Community Engagement teams particularly in bringing the team's tasking processes together.

Protect the Built Heritage is reporting Amber for October and Year to Date, as it has a number of challenging workloads around conservation area appraisals and heritage notes to complete by the end of the financial year. The Conservation team continues to provide advice to Development Management on heritage matters. Following the consultation events for Duns Tew and Balscote, a technical consultation event has been arranged for Ardley in December. Work on conservation area reviews for Bloxham and Grimsbury and Heritage Guidance Notes continues.



Protecting Our Natural Environment and Promoting Environmental Sustainability –

A Project Lead and Senior Responsible Officer have been appointed to lead on the Council's response to the Climate Emergency. Also, a partner to help the development of a new Climate Change Strategy has been selected to commence work

in November; this brings further resource and expertise to this important work. In line with these plans, a briefing paper on the air quality monitoring undertaken in 2018 and a review of the actions in the Air Quality Action Plan were presented to the Overview and Scrutiny Committee on the 15th October 2019.

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.

Overview of our performance against this strategic priority:

Delivery of affordable housing in line with CDC and Growth Deal targets – is

reporting Red for October and Year to Date, with a total of 35 units delivered against a target of 40. This month 35 Affordable Housing units have been completed comprising: 32 Affordable Rented units (four 1-bed flats; 22 x 2-bed houses and six 3-bed houses), three Shared Ownership (2 x 2-bed houses and one 3-bed house). Of these, one shared ownership unit was completed as part of the Growth



Deal. The actual number of affordable homes delivered in October is five units short of the projected target in the month. The shortfall in completed units is due to delays in developer building programmes. These units will still be delivered in 2019/2020.

% of Council Tax collected, increase Council Tax Base is reporting Amber for



October and Year to Date. The amount of Council Tax the team is due to collect has increased by a further £330k from the end of September 2019 which is mainly down to the number of new builds and also a review of exemptions currently granted to ensure customers are still entitled to the reduction. The amount of money the team is due to collect in February and March 2020 has also increased by a further £400k so whilst they're still proactively chasing debt and following up with outbound calls during the day and evening for overdue arrangements, the team is unable to chase amounts that aren't yet due. Whilst collection rates are slightly behind where they have been in previous years this is down to more customers requesting to pay their Council Tax over 12 months. We will continue to monitor this with a view to setting revised targets for 2020/21.

% of Business Rates collected, increasing NNDR Base is reporting Amber for October and Amber for Year to Date. Whilst the amount of Business Rates the team collects hasn't increased, new growth is being seeing within the district which has created balances with instalments commencing either 1 November or 1 December 2019. The revs and bens team is proactively chasing debt by issuing reminders and final notices, following up with court work and making outbound calls for unpaid arrangements.

Improving Leisure & Community Facilities – After refurbishment works, Bicester Spa re-opened during the week commencing 11th November, during the same week works have started on the installation of a new sauna and fire suppression system at Spiceball Leisure Centre.



Healthy Kidlington- A stakeholder workshop was delivered on 23 October in Kidlington, with the attendance of 70 representatives from local businesses, schools, health and social care, charity and community groups. As a result of this event key health and wellbeing issues will be prioritised by the programme now these have been identified, and a delivery plan which addresses them is now in development.



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:

Major planning appeal decisions allowed is reporting Red for October and Green for Year to Date. One major Planning Application was allowed by the Planning Inspectorate during October 2019.

Cherwell Industrial Strategy – A workshop for representatives of urban and rural communities was delivered on November 12 at Upper Heyford, as part of the continuous engagement with all the different stakeholders in the district, to get their views, ambitions and vision for the future of the district as part of the design and planning of the Local Industrial Strategy.



Cherwell keeps attracting new businesses - During October was announced that Motorsport UK will be moving to the fast emerging "Motor Mecca" at Bicester Motion. Bringing such a prestigious organisation as Motorsport UK reflects well upon the positive steps being taken to reframe Cherwell's image as a great place to locate and grow businesses and this reputation is significantly enhanced by this, most recent and welcome, addition to our business community.



Summary of Performance

3.10 The Council reports on performance against 21 business plan measures and 15 key performance indicators on a monthly basis. 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 (36) | | | | | |
|---|---------------------|------------------|----------|------------|----------|
| Status | Description | September | % | YTD | % |
| Green | On target | 30 | 83% | 30 | 83% |
| Amber | Slightly off target | 4 | 11% | 5 | 14% |
| Red | Off target | 2 | 6% | 1 | 3% |

3.11 **Spotlight on: Consultation and Engagement**

Consultation and engagement are key functions within the Council and enable us to continue to improve service delivery by collecting focused and meaningful feedback from residents, communities and customers. Through the Insight and Community Development teams the council is provided with a consistent, corporate and agreed approach to consultation and engagement exercises, as well as providing support and advice for all service-specific consultation and engagement activity that is proposed and carried out.

The Insight Team works in partnership with services to help develop and manage surveys and questionnaires to effectively consult and gain meaningful feedback both internally and externally. It is essential that we understand what people want and that people understand what we do. This is strongly supported through effective communication and engagement with our residents and businesses. We are always

looking to deliver consultation in different ways and to make it simple to capture the views of a community.

Information gathered through consultation and engagement is used to help:

- Evidence satisfaction with the council's services.
- Show progress over time, particularly when gauging improvement in service delivery.
- Capture ideas from residents, communities and customers that will help the council with service design and resource allocation.
- Identify concerns that need investigation and resolution.

Working closely with the Communications team, the Insight and Community Development teams ensure the full range of formal and informal engagement methods and approaches are used to target the relevant audiences.

Consultations can take many forms and depending on the audience(s) and project one or more of the approaches below may be considered the most appropriate:

- Surveys (online, by post, telephone, face-to-face)
- In-depth interviews
- Focus groups
- Workshops
- Events



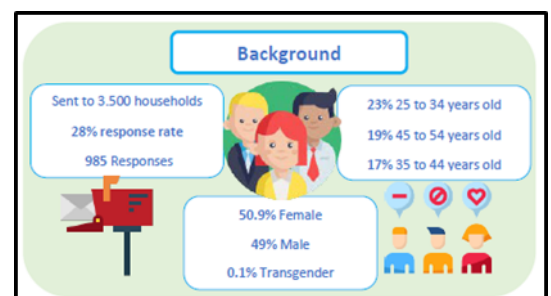
Over 120 internal and external consultations/surveys have been carried out by the Insight Team over the last 12 months with a total of more than 13,000 responses. Consultations have included:

- Renewal of the Public Spaces Protection Order (PSPO) (August 2019)
- Annual Residents' Satisfaction Survey (May 2019)
- Service feedback (ongoing) – customer satisfaction around environmental services requests, making a complaint or Freedom of Information (FOI) request

Mandatory Satisfaction Questions - Where possible and relevant, each survey, regardless of service area, includes three general satisfaction questions. This enables the council to increase the frequency it can access general satisfaction data; a "Temperature check" throughout the year. These questions are taken from the Local Government Association (LGA) and is consistent for benchmarking purposes. These questions are:

1. Overall, how satisfied are you with your local area as a place to live?
2. Overall, how satisfied or dissatisfied are you with the way the council runs things?
3. To what extent do you agree or disagree that the council provides value for money?

Annual Residents' Satisfaction Survey - The annual residents' satisfaction survey currently asks residents questions about how satisfied they are with the general delivery of services by the council.



The results of the survey are shared internally and externally, the Insight team analyse by service and present to each team accordingly. As a result, all service areas use the results to feed into service/business planning and are tasked with an action plan if issues have been raised and/or dissatisfaction is low/has decreased.

In addition, an external communications plan is implemented to inform residents about the results and importantly, what measures we are taking to improve areas of dissatisfaction. This includes press releases/case studies and articles in our resident's magazine, Cherwell Link.



Image: Annual Satisfaction Survey 2019 Infographic

Service Specific Surveys - We work closely

with service teams to design appropriate questions and challenge areas for improvement, the responses are used to review and build comprehensive service delivery plans that improve on customer satisfaction by delivering the outcomes customers want. All customers that request a service via the internet (missed bin, bulky waste collections, making a complaint...) are sent an automated customer satisfaction survey following the closure of the service request. The feedback from

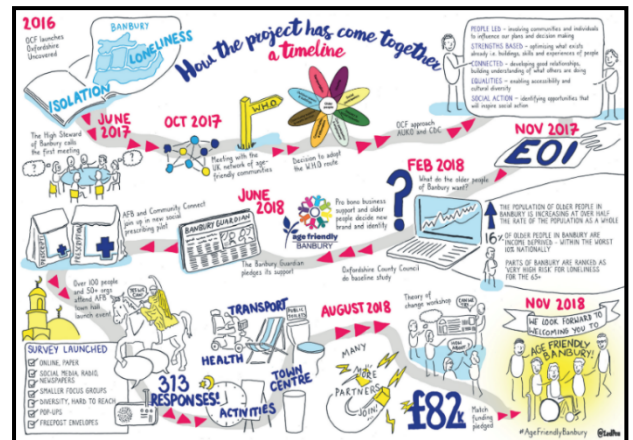
these surveys are analysed and fed back on a weekly basis ensuring any issues are quickly resolved.

Engagement - As part of the Brighter Futures wards in Banbury programme we are committed to listening to and working with residents and local groups to bring about change in their communities. The concept was developed in partnership with local organisations and groups to work together to deliver fun events for the whole community where different methods of consultation can be used. Cherwell District Council officers and leads from local organisations act as facilitators to capture conversations and feedback based on a set of questions decided by the partnership to capture the wishes and aspirations of the community. These wishes are used to form an action plan for the year ahead where the community and partners work on together to deliver. This has proved to be a positive and successful method of consultation and is a great way to involve everyone and for a community to own the outcomes.



Great examples of initiatives that have developed from these consultation events, include creation of the Grimsbury Network who now meet monthly, working together to make Grimsbury a strong and thriving community. The first Grimsbury Play Day event was delivered in October responding to residents wanting more community events and to make parks a safer place to use.

Age Friendly Banbury - To support the work of this initiative and continue the journey to making Banbury the first Age Friendly town in the UK, a number of engagement and



consultation techniques are used to help us understand better what will make Banbury a great place to grow old. The key outcomes from the focus groups are categorised as follows:

- Getting About
- Getting Connected
- Community and Wellbeing Services
- The Town Centre

As part of the Town Centre Group a walking audit was used to assess accessibility around Banbury. A group of older people and key stakeholders took to the streets to physically walk and assess the different areas of the town and have a conversation about what's good and what's needed to make positive changes for residents to access and use the town centre moving forward. Key elements of the walking audit focused on:

Image: Age Friendly Banbury summary

- Mapping benches & public toilets
- Access to shops
- Signage in the town centre
- Accessibility of pathways and roads
- Fear of crime and hot spots of concern

In addition, we take over an empty shop unit in Castle Quay every other month to set up a 'pop-up' event that partners and stakeholders also attend to engage with members of the public. The consultation results feed continually into an action plan for the Age Friendly steering group to influence change.

Forums - Cherwell District Council is very proactive in engaging with key voluntary organisations, groups and stakeholders under a number of themes. These include:

- Cherwell Seniors Forum
- Cherwell Voluntary Organisations Forum
- Cherwell Young People, Play & Wellbeing Partnership
- Connecting Community events



Community Warden, 2019

Play Days - These offer the opportunity for CDC to work with stakeholders and partners to use these as a platform to promote services, engage with residents and be the face of CDC at a fun and informal event. These are themed according to our priorities and the residents we are working with. For example, Bretch Hill event was themed around healthy eating, general wellbeing and free play. In July, we celebrated the 10th anniversary of Banbury Play Day with over 4,000 attendees.

Winter Warmers - These events are a brand-new initiative. Community Development, Health and Wellbeing and Community Safety work together to offer drop-in events for local communities. Recent events have taken place in Horton View Café and in Upper Heyford and proved a positive way of engaging informally with diverse communities.

Risk Update

3.12 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.

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 | | | L09 | | |
| | 4 - Major | | L12 | L01, L07, L10 & L11 | | |
| | 3 - Moderate | | L16 & L18 | L02, L04, L05, L14 | L08 & L15 | |
| | 2 - Minor | | L17 | | | |
| | 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 | D'tion | Latest Update |
|--|----------------|--------|---|
| L01 Financial Resilience | 12 Medium risk | ↑ | Risk reviewed 11/11 – Residual score increased from 6 to 12. Mitigating actions and comments updated. |
| L02 Statutory functions | 9 Low risk | ↔ | Risk Reviewed 21/11 – No changes |
| L03 Lack of Organisational Capacity | 12 Medium risk | | Risk closed |
| L04 CDC Local Plan | 9 Low risk | ↔ | Risk Reviewed 06/11 –Additional information updated. |
| L05 Business Continuity | 9 Low risk | ↔ | Risk Reviewed 06/11 – Comments updated. |
| L06 Partnering | 12 Medium risk | | REMOVED |
| L07 Emergency Planning | 12 Medium risk | ↔ | Risk Reviewed 06/11 – Comments updated. |
| L08 Health & Safety | 12 Medium risk | ↔ | Risk Reviewed 13/11 – Mitigating actions and comments updated. |
| L09 Cyber Security | 15 Medium risk | ↔ | Risk Reviewed 08/11 – No changes. |
| L10 Safeguarding the Vulnerable | 12 Medium risk | ↔ | Risk Reviewed 11/11 – Comments updated. |
| L11 Sustainability of Council owned companies and delivery of planned financial and other objectives. | 12 Medium risk | ↔ | Risk Reviewed 11/11 – Mitigating actions and comments updated. |
| L12 Financial sustainability of third-party suppliers including contractors and other partners | 8 Low risk | ↔ | Risk Reviewed 18/11 – Commentary updated. |
| L13 Separation and Joint Working | 15 Medium risk | | Risk closed. |
| L14 Corporate Governance | 9 Low risk | ↔ | Risk Reviewed 21/11 – No changes |
| L15 Oxfordshire Growth Deal | 12 Medium risk | ↔ | Risk Review completed 11/11 – Comments updated. |
| L16 Joint Working – New Risk | 6 Low risk | New | Risk added 01/11 |
| L17 Separation – New Risk | 4 low risk | New | Risk added 01/11 |
| L18 Workforce Strategy – New Risk | 6 Low risk | New | Risk added 20/11 |

The full Leadership Risk Register update can be found in Appendix 3. We have three new risks following the closure of L03 and L13. L03 has been replaced by L18 and

L13 has been separated into two distinct risks L16 and L17. One score increase from 6 to 12 (green to amber) **L01 financial resilience** change for this month.

3.15 Finance Update (Revenue and Capital)

3.16 Revenue Position

The Council's forecast financial position up to the end of October, is set out in the table below following a review across the Council's service areas. Overall, for the financial year 2019/20 Cherwell District Council is projecting a overspend of £209k across the directorates, which has increased from a small underspend (£16k) at the end of September. The directorates continue to manage their under and overspends looking to produce a balanced position by the year end.

The main cause of the movement this month relates to costs within our waste and recycling service relating to additional staff and agency staff some of which relates to the need for additional resources following separation from SNC.

The Council continues to benefit from improved interest rates earlier in the year which has generated a one-off underspend of £1.46m, which is a small increase from last month, resulting in an overall underspend of £1.3m for the Council.

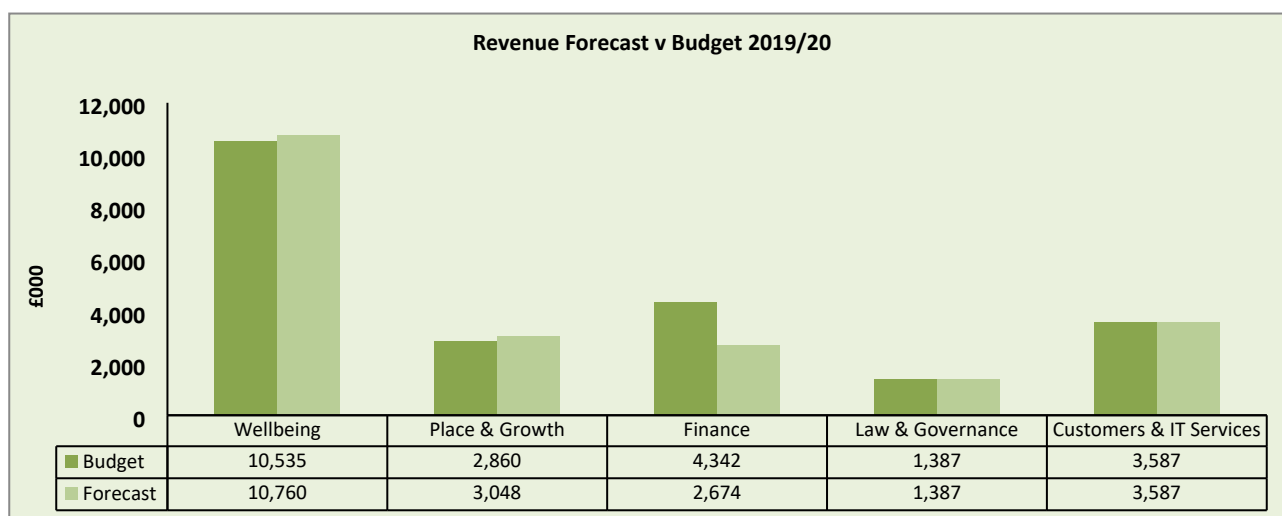
For more detail on the movements across all budgets please see the table below showing the main reasons for the variances in 2019/20.

| Revenue Monitoring <i>(Brackets denotes an Underspend)</i> | Budget £000 | Forecast £000 | Current Month Variances £000 | Prior Month Variances £000 |
|---|----------------|------------------|---------------------------------------|----------------------------------|
| Communities | 1,685 | 1,680 | (5) | (15) |
| Leisure & Sport | 791 | 806 | 15 | (10) |
| Housing | 2,047 | 1,897 | (150) | (70) |
| Environmental Services | 4,648 | 5,143 | 495 | 238 |
| Environmental Health & Licensing | 1,364 | 1,234 | (130) | (110) |
| WELLBEING TOTAL | 10,535 | 10,760 | 225 | 33 |
| <p>Housing: (£150k) underspend due to (£65k) salary savings as a result of changes in structure. (£35k) saving on Cherwell bond scheme as there have been no claims by landlords and there is a reserve in place in required. (£30k) surplus HIA income generated from Admin fees. This is likely to increase month on month. (£20k) savings across various budget lines.</p> <p>Environmental Services: £495k , £281k Agency Staff & SNC Recharges costs (Admin & Waste & Recycling), £35k reduction in credit and materials income, £23k Bulking & Haulage charge tonnage increase, £75k Gate Fees Increase, £45k increase in business waste tonnage but reduction in anticipated income, (£30k) Additional income for street scene repairs & S106, £40k Increase in NDR charges, £26k increase in general materials and vehicle repairs</p> <p>Environmental Health & Licensing: (£130k) Salary savings of (£100k) due to changes in service delivery. (£30k) additional discretionary income than anticipated.</p> | | | | |
| Planning & Development | 1,313 | 1,483 | 170 | 120 |

| | | | | |
|---|---------------|---------------|----------------|----------------|
| Economy & Regeneration | 1,892 | 1,880 | (12) | (12) |
| Build! Programme | (345) | (315) | 30 | 50 |
| PLACE & GROWTH TOTAL | 2,860 | 3,048 | 188 | 158 |
| <p>Planning & Development: £170k - Overspend in Building Control staffing of £80k relating to agency costs. Development Management overspend of £300k due to under recovery of Planning fee income. Potentially offset by (£220k) saving on Consultants Fees for Local Development Framework</p> <p>Build! Programme: £30k under recovery of income due to a delay in Hope Close shared Ownership scheme</p> | | | | |
| Finance | 3,143 | 3,145 | 2 | (34) |
| Property | (950) | (1,156) | (206) | (173) |
| Finance Total | 2,193 | 1,989 | (204) | (207) |
| <p>Property: (£206k) underspend on a variety of functions, such as security, maintenance and vacancies. Variance to previous month due to unforeseen repair fees of empty properties.</p> <p>Note: additional income for Tramway and Castle Quay ringfenced directly to reserves due to uncertainty at this stage.</p> | | | | |
| Law & Governance | 1,387 | 1,387 | - | - |
| Law & Governance Total | 1,387 | 1,387 | 0 | 0 |
| | | | | |
| Customers & IT services | 1,903 | 1,903 | - | 0 |
| Strategic Marketing & Communications | 391 | 391 | - | 0 |
| HR, OD & Payroll | 730 | 730 | - | 0 |
| Performance & Transformation | 457 | 457 | - | 0 |
| Corporate Services | 106 | 106 | - | 0 |
| CUSTOMERS & IT SERVICES TOTAL | 3,587 | 3,587 | 0 | 0 |
| | | | | |
| TOTAL DIRECTORATES | 20,562 | 20,771 | 209 | (16) |
| Interest Costs | 2,705 | 2,044 | (661) | (599) |
| Interest Receivable | (563) | (702) | (139) | (112) |
| Interest from Graven Hill | (2,593) | (3,257) | (664) | (693) |
| Pension Costs | 237 | 237 | - | - |
| Appropriations For Transfer To Reserves | 4,402 | 4,402 | - | - |
| Appropriations For Transfer From Reserve | (3,539) | (3,539) | - | - |
| Capital Charges | 1,500 | 1,500 | - | - |
| EXECUTIVE MATTERS TOTAL | 2,149 | 685 | (1,464) | (1,404) |
| <p>Treasury Management - active management resulted in beneficial interest rates and slower levels of borrowing significantly improving forecasted position.</p> <p>Interest Receivable: (£139k) due to new loan given to Crown House.</p> | | | | |
| COST OF SERVICES | 22,711 | 21,456 | (1,255) | (1,420) |

| Funding (Brackets denotes an Underspend) | Budget £000 | Forecast £000 | Current Month Variances £000 | Prior Month Variances £000 |
|---|-----------------|------------------|---------------------------------------|----------------------------------|
| Business Rates Retention | (10,760) | (10,760) | - | - |
| Revenue Support Grant | (114) | (114) | - | - |
| Transfer to parish Councils for CTRS | 349 | 349 | - | - |
| Transition Grant | 0 | 0 | - | - |
| FORMULA GRANT EQUIVALENT | (10,525) | (10,525) | - | - |
| New Homes Bonus | (5,087) | (5,087) | - | - |
| GRANTS AWARDED TOTAL | (5,087) | (5,087) | - | - |
| Council Tax | (6,923) | (6,923) | - | - |
| Collection Fund | (176) | (176) | - | - |
| COUNCIL TAX INCOME TOTAL | (7,099) | (7,099) | - | - |
| TOTAL INCOME | (22,711) | (22,711) | - | - |
| Reserve management | | | 0 | |
| (Surplus)/Deficit | | | (1,255) | (1,420) |

The graph below shows the overall variance by Directorate and compares the budget to the forecast end of year position.



3.17 Capital Programme

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

The budget for 2019/20 is £93m. Overall, we are projecting an underspend in year of (£103k), further detail can be found within the capital programme schedule.

| Directorate | Budget £000 | Forecast £000 | Re- profiled beyond 2019/20 £000 | Current Period Variances £000 | Prior Period Variances £000 |
|---------------------------------------|----------------|------------------|--|--|--------------------------------------|
| Wellbeing, Environmental & Regulatory | 5,233 | 4,017 | 1,075 | (141) | (139) |
| Place & Growth | 30,155 | 18,527 | 11,629 | 0 | 18 |

| | | | | | |
|---------------------------------|---------------|---------------|---------------|--------------|-------------|
| Customers & Service Development | 869 | 967 | 0 | 98 | 98 |
| Finance Services | 56,673 | 52,574 | 4,039 | (60) | (2) |
| Total | 92,929 | 76,084 | 16,743 | (103) | (21) |

Current Period Variances:

Wellbeing, Environmental & Regulatory Services: (£141k) Budgets no longer required for Sunshine Centre (£22k) and Biomass Heating Bicester Leisure Centre (£14k). Forecast saving of (£105k) Discretionary Grants Domestic Properties.

Finance Services: (£60k) relating to: New E-tendering Portal for procurement no longer required (£30k), Tramway site small additional works required amounting to £15k, Thorpe Way Roof Repairs (£2k) project complete, (£27k) Retained Land budget no longer required, (£2k) Condition works Survey works project complete. Franklins House Travelodge (£25k). £3k over on BYHP Separation. £10k over on The fairway Garage Demolition and (£2k) on Thorpe Way Industrial Units.

Customers & Service Development: £98k relating to: Land and property harmonisation £39k, Business Systems Harmonisation (£25K), IT Strategy Review £58k, Customer Excellence & Digital Transfer (£45K), Unified Communications £25k and HR/Payroll System £46k over.

Re-profile beyond 2019/20:

Wellbeing, Environmental & Regulatory Services:

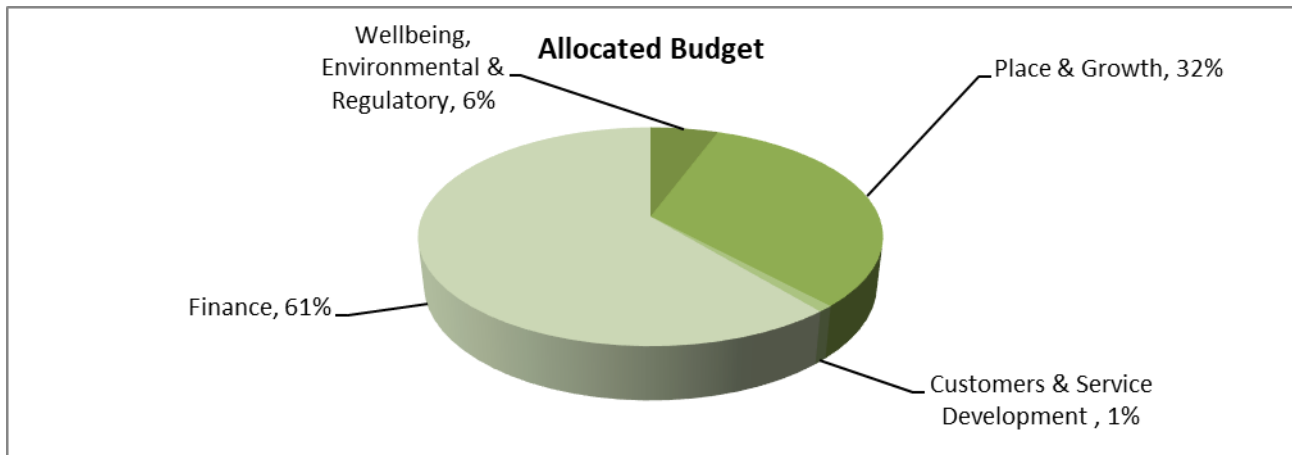
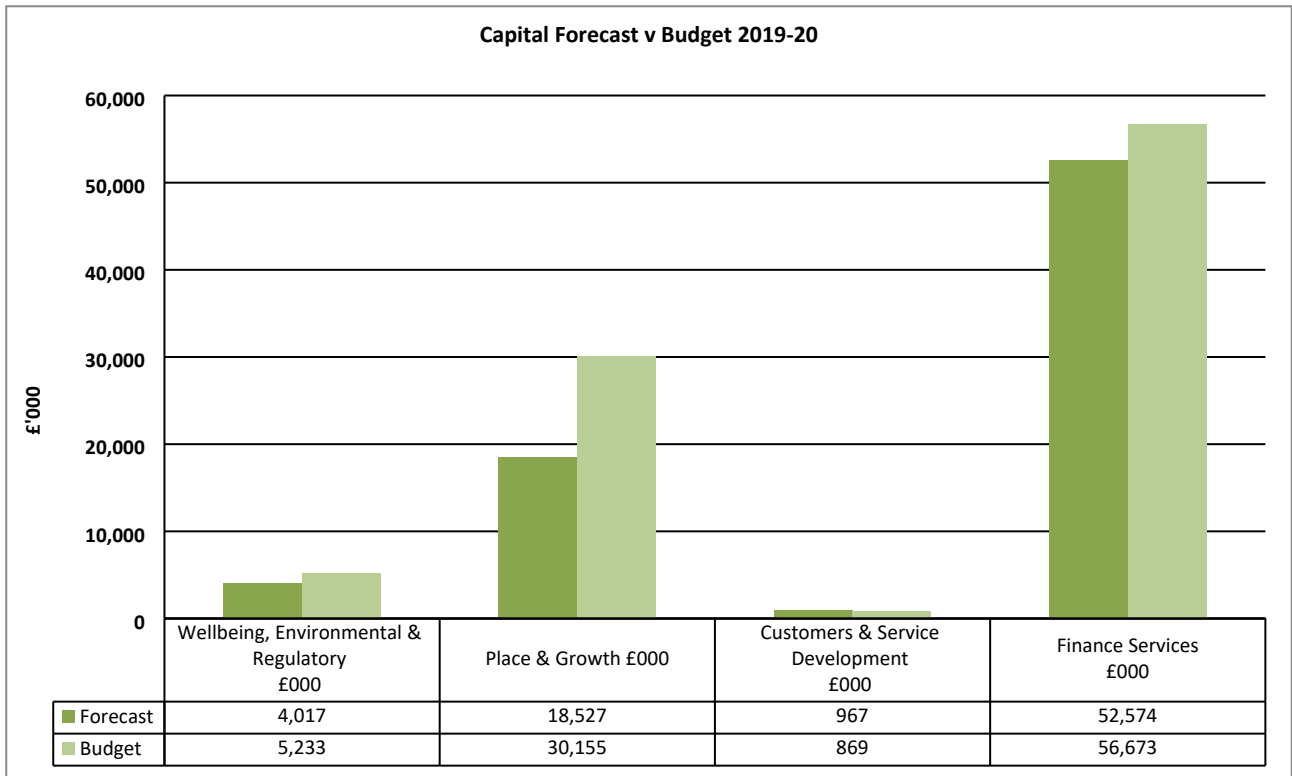
£30k Spiceball Leisure Centre Bridge Resurfacing is part of the CQ2 project and will roll into 20/21.
£122k Bicester Leisure Centre extension, due to prioritisation this will roll into 20/21.
£183k North Oxfordshire Academy Astroturf due to ongoing discussion with ULT and their contribution around the project, the scheme will be rolled into 20/21
£12k Football Development Plan Banbury on feasibility study to commence in Q4
£542k disabled facilities Grants - will roll forward what is not used as is better care fund money and can't be used for anything else.
£43k Solar Photovoltaic scheme to be rolled into 20/21 to set up a Climate emergency fund.
£50k Public Conveniences rolled in to 20/21.
£42k Car park refurbishment to roll into 20/21.

Place & Growth:

£1,250k Phase 1b Bicester Library plans are currently on hold.
£10,757k Phase 2 majority of works to commence in 20/21.

Finance Services:

£153k Banbury Health Centre, project currently paused as lease discussions with tenants.
£3,636k for CQ1 ongoing. £210k reprofiled for Surveys works - will spend full once scope identified. £100k for CDC feasibility, nothing forecast in current year.
£150k Works on compliance surveys.
Previous month stated £60k reprofiling for asbestos surveys - this is not required as new budget for next year agreed



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 2019-20 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 Financial implications are detailed within section 3.15 to 3.18 of this report.

Comments checked by:

Adele Taylor, Executive Director Finance (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, Director: 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, Acting Performance & Communications Manager

01295 221786, Louise.tustian@cherwell-dc.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 Finance and Governance

Document Information

| Appendix No | Title |
|---------------------|--|
| Appendix 1 | 2019/20 Business Plan |
| Appendix 2 | Monthly Performance Report |
| Appendix 3 | Leadership Risk Register |
| Appendix 4 | Capital |
| Background Papers | |
| None | |
| Report Author | Hedd Vaughan-Evans – Assistant Director: Performance and Transformation |
| Contact Information | Tel: 0300 003 0111 Hedd.vaughanEvans@cherwell-dc.gov.uk |

Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan

Operational Excellence

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

Customer Focus

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

Best Council to work for

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

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Appendix 2 – Monthly Performance Report

October 2019

Includes:

- Programme Measures
- 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. |

CDC Programme Measures - Clean, Green and Safe

| Measure | Portfolio Holder | Director/Lead Officer | Last Milestone | Next Milestone | Status | Commentary | YTD |
|--|------------------|-----------------------------|--|--|--------|--|-----|
| CDC1.1.1 High Quality Waste & Recycling | Cllr D Sames | Ed Potter Graeme Kane | Neighborhood blitz event in Grimsbury successfully completed | Neighbourhood blitz event in late November in Langford Village Bicester | ★ | Successful Neighbourhood blitz event with several hundred recycling packs distributed and many bins stickers renewed | ★ |
| CDC1.1.2 Ensure Clean & Tidy Streets | Cllr D Sames | Ed Potter Graeme Kane | Grimsbury Neighbourhood blitz successfully delivered | Langford Village Neighbourhood blitz event due in late November | ★ | Street Cleansing resources focused on Neighbourhood blitz events and the challenges presented during leaf fall | ★ |
| CDC1.1.3 Reduce Environmental Crime | Cllr D Sames | Graeme Kane Richard Webb | Assessments of local fly-tipping hot spots have been undertaken to build a better cross-District picture. The Environmental Enforcement Team supported a rural crime partnership initiative led by Thames Valley Police. | Investigations of fly-tipping incidents will continue with a view to ensuring that enforcement action is proportionate to the offences uncovered. A review of investigation processes will be commenced this month. | ★ | The team continues to respond to reports of fly-tipping and abandoned vehicles as core functions. A review of investigation processes is commencing with a focus on achieving stronger outcomes (how to improve the effectiveness of prevention activities and the outcomes of investigations). We will also be considering how to raise awareness of the good work that is done by the team. | ★ |
| CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability | Cllr A McHugh | Graeme Kane Richard Webb | A briefing paper on the air quality monitoring undertaken in 2018 and a review of the actions in the Air Quality Action Plan was presented to the Overview and Scrutiny Committee on the 15th October 2019. | Discussions continue with the County Council Public Health Team regarding air quality improvement trials at schools in the District. This work also formed the basis of a bid for an air quality grant from Defra. Create multi-disciplinary teams to respond to the Climate Emergency | ★ | <p>A Project Lead and Senior Responsible Officer have been appointed to lead on the Council's response to the Climate Emergency. A partner to help the development of a new Climate Change Strategy has been selected to commence work in November; this brings further resource and expertise to this important work.</p> <ul style="list-style-type: none"> Air quality monitoring continued at 42 locations across the district The Overview and Scrutiny Committee noted the update on the latest air quality data and also the review of the Air Quality Action Plan. They also requested information on the 2019/20 Defra Air Quality Grant Scheme, which was subsequently circulated to Members. The 2019 Annual Status Report with details of the air quality data for the last five years can be found on the air quality page on the Council's website. An application for an air quality grant has been submitted to Defra (deadline was the 7 November). The application was for portable monitoring equipment to measure nitrogen dioxide and particulate matter and promotional material including anti-idling signs. This will be used, in partnership working with Oxfordshire County Council, on projects to increase awareness and encourage behavioural change around air quality. We will find out in February 2020 if the application was successful. We were also part of a joint air quality grant bid with the other Oxfordshire Councils for funding to improve the county air quality website. | ★ |

CDC Programme Measures - Clean, Green and Safe

| Measure | Portfolio Holder | Director/Lead Officer | Last Milestone | Next Milestone | Status | Commentary | YTD |
|--|------------------|---------------------------------|---|---|--------|---|-----|
| CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour | Cllr A McHugh | Graeme Kane Richard Webb | Decision paper on the potential renewal of the Banbury Public Spaces Protection Order was prepared for a decision of the Executive in November. Community Wardens attended Michaelmas fare in Banbury. Joint rural crime operations took place with Thames Valley Police. Community engagement events were undertaken for Halloween. A gang awareness training day for professionals was delivered in Bodicote House. | The community safety team will implement the renewal of the Banbury Public Spaces Protection Order. Closer links are being explored with Oxfordshire County Council regarding doorstep crime and community engagement. The community safety team will be undertaking patrols for bonfire night. | ★ | Involvement in/organizing of community engagement events has continued in October (Grimsbury Play Day, Michaelmas Fair, Hallowe'en, etc). Recruitment for the vacant Community Warden post is progressing well. Closer working links are being developed with Oxfordshire Trading Standards Doorstep Crime and Community Engagement teams particularly through bringing the team's tasking processes together. | ★ |
| CDC1.1.6 Protect the Built Heritage | Cllr C Clarke | David Peckford Simon Furlong | Work on finalising the Balscote and Duns Tew Conservation Area Appraisals, on the review of the Bloxham and Grimsbury Conservation Area Appraisals, and on Heritage Guidance Notes is continuing. | A technical consultation event for the review of the Ardley Conservation Area is to be held in December. | ● | The Conservation team continues to work closely with Development Management on cases of heritage interest. The Conservation Area Appraisal programme is on-going. Following the consultation events for Duns Tew and Balscote in September, a technical consultation event has been arranged for Ardley in December. Work on conservation area reviews for Bloxham and Grimsbury and Heritage Guidance Notes continues. | ● |

CDC Programme Measures - Thriving Communities & Wellbeing

| Measure | Portfolio Holder | Director/Lead Officer | Last Milestone | Next Milestone | Status | Commentary | YTD |
|--|--------------------------------|-----------------------------|---|---|--------|--|-----|
| CDC2.1.1 Promote Health & Wellbeing | Cllr A McHugh Cllr C Clarke | Graeme Kane Nicola Riley | Quarterly review meeting for 'Community Connect' social prescribing scheme was held on 24 Oct. Local Strategic Partnership meeting was held on 17 Oct. | Review half year report from Community First Oxfordshire for providing community infrastructure services. | ★ | Following the 'Community Connect' social prescribing project quarterly meeting, partners will do a re- baselining exercise, to articulate the changes to the original delivery model. Community First Oxfordshire's services include support to rural communities, village shops, village halls and community transport. | ★ |
| CDC2.1.2 Improve Leisure & Community Facilities | Cllr G Reynolds | Graeme Kane Nicola Riley | Planned installation of new Spa at Bicester Leisure Centre to replace previous. New LED lights to be installed to the Swimming Pools and Sports Halls at Spiceball Leisure Centre. | Bicester Spa due to re-open week commencing 11th November. Works to commence on the installation of a new sauna and fire suppression system at Spiceball Leisure Centre week commencing Monday 11th November. | ★ | As part of the last milestone the Spa at Bicester was due for completion. Unfortunately, there was a short delay in the actual installation however this has now been addressed and the Spa is in situ awaiting new sand filtration and microbiological water test. In addition, new LED lighting has been installed to both Swimming Pools at Spiceball Leisure Centre, which will result in energy savings supporting our response to the Climate Emergency. Looking forward to the next milestone will see the replacement of the existing sauna at Spiceball Leisure Centre with a new one as part of the planned upgrade of facilities. | ★ |
| CDC2.1.3 Support the Voluntary Sector | Cllr A McHugh | Graeme Kane Nicola Riley | Half year review meeting held for Volunteer Connect and volunteer driver services provided by Citizens Advice. Cherwell Lottery 'Good Cause' partners increased to 68 and annualised income to £30,000. The Hill sport & community facility consultation currently live. Grimbury Play Day delivered - 29 October. Halloween Brighter Futures event delivered - 31 October. | Parish Liaison Meeting 13 November. Cherwell Lottery Good Cause Partners increased to 72 and annualised income to £31,000. Winter Warmer Event - Upper Heyford 4 Nov. Winter Warmer Event - Horton View Community Café Banbury - 5 Nov. Cherwell Volunteer Awards - 12 Nov. Cherwell Seniors Forum - 28 Nov. | ★ | Parish Liaison meeting will include 'Good Neighbours' presentation and surgery, encouraging volunteer-led sustainable local schemes to provide practical support and befriending. | ★ |
| CDC2.1.4 Enhanced Community Resilience | Cllr A McHugh | Graeme Kane Richard Webb | Business continuity advice was provided to small businesses through sessions at the Perch in Bicester. Internal staff training to improve our capacity to respond to emergency incidents continued. Along with partners preparations were made for the potential impacts of a no deal EU Exit. The District Emergency Control Centre was set up and tested. | The improvements identified from the test of the District Emergency Control Centre will be implemented. The programme to refreshing service level business continuity plans will conclude. The improvements identified from the test of the District Emergency Control Centre will be implemented. The programme to refreshing our service level business continuity plans will conclude. | ★ | Cherwell DC continued to prepare for a potential no- deal EU Exit through the month. Preparations included engaging with community groups to advise them on potential local impacts they could prepare for and with businesses to assist them to prepare for the changes which would impact on their activities. This work was undertaken with partners including the Local Enterprise Partnership (LEP) and other Oxfordshire councils. Cherwell's Emergency Plan has been reviewed and an updated version has been published on the council's website. Internal training took place to increase the number of trained loggists that can support managers during incidents and the emergency planning structures in the region. | ★ |

CDC Programme Measures - Thriving Communities & Wellbeing

| Measure | Portfolio Holder | Director/Lead Officer | Last Milestone | Next Milestone | Status | Commentary | YTD |
|--|------------------|--------------------------------|--|---|--------|--|-----|
| CDC2.1.5 Homelessness Prevention | Cllr J Donaldson | Gillian Douglas Graeme Kane | The Homechoice system has been upgraded to improve the housing application process for our customers, the speed of assessments and to assist with early identification of households at risk of homelessness. This was completed on 21/10/19 and is up and running. | The annual Rough Sleeper estimate will be carried out in November in Cherwell and across Oxfordshire district councils. We will be able to report on the number verified by the end of the calendar year. The 2018 figure was 11 rough sleepers. | ★ | We aim to ensure we are aware of anyone who may be sleeping rough in Cherwell and offer them appropriate advice and assistance. We have an enhanced Outreach Service to support individuals and help them engage with services. All district councils in Oxfordshire work in partnership with the County Council and Clinical Commissioning Group to provide the Adult Homeless Pathway and additional resources over the winter to ensure that anyone at risk of rough sleeping has shelter available to them. The Severe Weather Emergency Protocol is being implemented between October and March 2020. | ★ |
| CDC2.1.6 Support and Safeguard Vulnerable People | Cllr A McHugh | Graeme Kane Nicola Riley | The average time taken to assess new claims for Housing Benefit is very good at 11 days for the month of October 2019 and change events were assessed in an average of 5 days so offering support to some of our most vulnerable residents. We also continue to award Discretionary Housing Payments to support those people who have a short fall in their rent which may cause hardship. | We continue to Monitor performance on Benefits and to seek service improvements including the introduction of automation of claims and the new customer portal. We are also proposing some changes to the Council Tax Reduction Scheme from April 2020 which will make the scheme easier for residents and will reduce the number of changes for customers in receipt of CTRS (and the number of new Council Tax bills produced). This will be considered by Executive in December 19. | ★ | This continues to be on track | ★ |

CDC Programme Measures - Thriving Communities & Wellbeing

| Measure | Portfolio Holder | Director/Lead Officer | Last Milestone | Next Milestone | Status | Commentary | YTD |
|--|----------------------------------|--|---|---|--------|--|-----|
| CDC2.1.7 Respond to the Welfare Reform Agenda | Cllr P Rawlinson Cllr T Ilott | Adele Taylor Belinda Green Gillian Douglas | <p>Performance on assessment of new claims for Housing Benefit and Council Tax Reduction continues to be strong at 11 days for the month of October 2019. Changes in circumstances were assessed in an average of 5 days.</p> <p>The Universal Credit project team met during October and are focusing on working with partners and stakeholders to evidence the impact from Universal Credit on both residents and landlords.</p> | As part of the Universal Credit project we are working with Department for Work and Pensions on the take-up of Council Tax Reduction particularly for those on Universal Credit (as UC customers are not tending to make a separate claim help with their Council Tax). CTRS training will be offered to the Universal Credit work coaches at their team meeting on 18th December 2019. | ★ | This continues to be on track and we are working proactively to support residents affected by welfare reform | ★ |
| CDC2.1.8 Promote Healthy Place Making | Cllr A McHugh | Graeme Kane Rosie Rowe | <p>Kidlington stakeholder workshop on 23 October well attended by 70 representatives from local organisations to co-design Healthy Kidlington programme. Outdoor learning training attended by six primary schools to upskill Bicester primary school teachers to deliver the curriculum outdoors. Presentation to national health inequalities conference on learning from Healthy Bicester programme Webinar produced for NHS England to play at local learning events to promote national guidance on healthy place shaping. Invitations issued to joint OCC/CDC masterclass on healthy place shaping.</p> | <p>Bicester businesses being recruited to a pilot accreditation scheme to promote workforce wellbeing - introductory event planned for 13 November.</p> <p>Development of draft delivery plan for healthy place shaping in Kidlington</p> <p>Presentation for secondary schools on how students can access NHS services is being tested at the Cooper School</p> <p>Presentation to national conference organised by the Kings Fund on community centred approaches for health and wellbeing on 6 November</p> <p>Planning for joint OCC/CDC masterclass on healthy place shaping on 29 November.</p> | ★ | Kidlington workshop well attended by representatives from local businesses, schools, health and social care, charity and community groups. Key health and wellbeing issues to be prioritised by the programme have been identified and a delivery plan which addresses them is now in development. | ★ |

CDC Programme Measures - District of Opportunity & Growth

| | Portfolio Holder | Director/Lead Officer | Last Milestone | Next Milestone | Status | Commentary | YTD |
|--|------------------|--------------------------------|---|---|--------|---|-----|
| CDC3.1.1 Deliver Innovative and Effective Housing Schemes | Cllr J Donaldson | Gillian Douglas Graeme Kane | Continued marketing of Hope Close following 3 sales progressing | Completion of the sale of Cropredy on the 22nd November 2019 | ★ | Hope Close has 3 sales progressing with another 2 applicants going through financial checks. | ★ |
| CDC3.1.2 Promote the district as a tourist destination | Cllr L Pratt | Robert Jolley Simon Furlong | Received 2018 Tourism Economic Impact Report for Cherwell. | Preparation of Cherwell content for 2020 Experience Oxfordshire Visitor Guide. | ★ | The 2018 Economic Impact of Tourism study reported that the total value of tourism to Cherwell's economy increased by 6.3% to over £453m. The number of jobs also increased by 6.1% to 8,039 full time equivalent jobs and the district drew more than 8.1m visitors over the twelve-month period. | ★ |
| CDC3.1.3 Develop a Cherwell Industrial Strategy | Cllr L Pratt | Robert Jolley Simon Furlong | Workshop for representatives of urban and rural communities on November 12th at Upper Heyford: final stages of planning and confirming attendees. | Large Business workshop to be held in Banbury on 23rd January 2020. Key stakeholders to be invited. | ★ | <p>The Cherwell Industrial Strategy (CIS) is important as a process of meaningful engagement with a range of internal and external partners as well as for its end- product. We are currently planning and inviting stakeholders to our next two workshops:</p> <ol style="list-style-type: none"> 12 November, with representatives from urban and rural communities. Over 60 delegates registered to attend. 23 January 2020, with large businesses. Invites to be sent in November. <p>CIS links to the Local Industrial Strategy which is a key and underpinning component of the Oxfordshire Housing and Growth Deal. It will provide the local interpretation of the higher-level document as well as demonstrate how Cherwell commits to the Productivity workstream within the Growth Deal.</p> | ★ |
| CDC3.1.4 Promote Inward Investment and Business Growth | Cllr L Pratt | Robert Jolley Simon Furlong | Business support provided and enquiries generated from inward and indigenous enterprises and investors. | Promote the Cherwell Business Awards 2020 to encourage nominations to be made from amongst local businesses by Dec 2019. Continue to provide timely 'Welcome support' for new business investors whilst enhancing services to provide information, advice and guidance to enable further growth. Planning applications: respond to key employment- related proposals. | ★ | <p>We received news this month that Motorsport UK will be moving to the fast emerging "Motor Mecca" at Bicester Motion.</p> <p>We have met and provided practical advice and guidance to help businesses in both their operational and strategic investment decisions that will benefit Cherwell residents. For example, we directly assisted local employers and investors with specific matters including site relocation and expansion within the district and identifying new sites locally.</p> <p>The prospect of leaving the EU without a 'deal' created concerns for some businesses and in order to assist, the Council's website was enhanced with links to key sources of advice and events taking place locally.</p> <p>Intelligence from local businesses has also been provided to Government for further support to be provided to Cherwell businesses.</p> <p>Advice and information were also provided 'in-house' to aid the consideration of key employment-related planning applications. Arrangements continue at Bodicote House to host more frequent advice services to residents considering setting-up their own business (through Oxfordshire Business Enterprises).</p> <p>Whilst we have around 97% superfast broadband coverage of premises across the District (greater than 24mbps), we recognise that for 3% (mostly households and businesses in rural areas) intervention is required.</p> <p>We are working with Oxfordshire County Council and partners to deliver 100% coverage and to implement 5G technology through an emerging Digital Infrastructure Strategy and Delivery Plan.</p> | ★ |

CDC Programme Measures - District of Opportunity & Growth

| | Portfolio Holder | Director/Lead Officer | Last Milestone | Next Milestone | Status | Commentary | YTD |
|--|------------------|---------------------------------|--|--|--------|--|-----|
| CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites | Cllr L Pratt | Robert Jolley Simon Furlong | <p>The autumn Banbury Job Fair resulted in local employers subsequently filling vacant posts.</p> <p>Bicester Town Centre task force has continued to meet weekly to work on a framework plan.</p> | <p>Participate in the annual Banbury Chamber of Commerce event on 21 Nov 2019.</p> <p>Facilitate the annual Young Enterprise Trade Fair at Banbury Market to be held on 7 Dec 2019</p> | ★ | <p>Banbury Job Fair was the 'Disability Confident' support to employers – helping with the recruitment of people with disabilities and enhancing services provided to clients with disabilities.</p> <p>To prepare for the Healthy Place Shaping project in Kidlington, the economic growth team attended a Kidlington Stakeholder Engagement Workshop on 23 October.</p> <p>Following the successful Bicester Town Centre workshop with Bill Grimsey, a task group of volunteers from the event has been working to produce a framework plan for the town centre, to be reported back to stakeholders early in 2020.</p> <p>Introductions continue to be made to larger (edge of town) businesses to ensure they are able to discuss opportunities for them to have a presence in Banbury town centre within Castle Quay.</p> <p>We continue to support Banbury BID (Business Improvement District) in the delivery of its Year Two business plan.</p> <p>Progress with increasing employment at strategic sites is recorded under 'Inward investment and business growth' measure (CDC 3.1.4).</p> | ★ |
| CDC3.1.6 Deliver the Local Plan | Cllr C Clarke | David Peckford Simon Furlong | <p>Partial Review of the Local Plan: on 29 October the Inspector for the examination of the Plan advised that he was happy for the Council to formally publish its proposed modifications and to progress to consultation (see commentary).</p> <p>The Oxfordshire Plan 2050: the central Plan team continues with its work to prepare a countywide spatial plan. It is engaged in evidence gathering and is supported by the CDC Planning Policy team as required.</p> <p>Engagement with the district councils is on-going.</p> <p>Local Plan Review: whilst initial preparatory work has commenced, it has been necessary to pause this while work on the Partial Review takes place.</p> | <p>Partial Review of the Local Plan: The Planning Policy Team will proceed to a six-week public consultation (November/December on Main Modifications to the Plan and report to Members on the outcome in the new year.</p> <p>Oxfordshire Plan 2050: the central Plan team will continue evidence gathering and the consideration of issues and options supported by the CDC Planning Policy team.</p> <p>The timetable for the Plan has been reviewed. The next formal milestone is the publication of an Options Paper in Spring 2020.</p> <p>Cherwell Local Plan Review: work will recommence as resources are released from work on the Partial Review of the Local Plan.</p> | ● | <p>The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he has recommended the deletion of a proposed strategic housing allocation (land to the south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by associated evidence. On 29 October the Inspector advised that he was happy for the Council to formally publish the information and progress the modifications to consultation. Consultation will take place over November and December. Officers will report to members on the modifications and the outcome of consultation in the new year.</p> <p>Council officers continue to assist the central Oxfordshire Plan team with its evidence gathering and consideration of issues and options as required.</p> | ● |

CDC Programme Measures - District of Opportunity & Growth

| | Portfolio Holder | Director/Lead Officer | Last Milestone | Next Milestone | Status | Commentary | YTD |
|---|------------------|--------------------------------|---|--|--------|--|-----|
| CDC3.1.7 Deliver the Growth Deal | Cllr B Wood | Robert Jolley Simon Furlong | Homes England and MHCLG have approved in principle the financing structure. This has now led to work being undertaken for its practical implementation and to ensure value for money. | To ensure ongoing assurance of the CDC Programme, a review has been commissioned that will be carried out by an external expert in Programme and Project maturity. | ★ | Following the October board meeting, a response will be drafted for the ongoing Growth Board review. The Oxfordshire Plan 2050 workstream is being adjusted to reflect the proposed change to the Plan's adoption date (March 2022). | ★ |

CDC KPIs - Clean, Green and Safe

| Measure | Portfolio Holder | Director/Lead Officer | Result | Target | Status | Commentary | YTD Result | YTD Target | YTD |
|--|------------------|--------------------------|--------|--------|--------|---|------------|------------|-----|
| CDC1.2.01 % Waste Recycled & Composted | Cllr D Sames | Ed Potter Graeme Kane | 57% | 56% | ★ | Recycling rate 1.3% above this time 18/19. End of year predicted to be 58% | 58% | 56% | ★ |

CDC KPIs - Thriving Communities & Wellbeing

| Measure | Portfolio Holder | Director/Lead Officer | Result | Target | Status | Commentary | YTD Result | YTD Target | YTD |
|--|------------------|--------------------------------|---------|---------|--------|---|------------|------------|-----|
| CDC2.2.01 Number of Homeless Households living in Temporary Accommodation | Cllr J Donaldson | Gillian Douglas Graeme Kane | 28.00 | 35.00 | ★ | The number of households requiring temporary accommodation remains at a low level due to the continued focus by the Housing Team to prevent homelessness and help people resolve their housing issues as early as possible. Entering into the winter period additional resources are being provided as part of a countywide partnership working, to make sure everyone can access shelter if there is severe weather. | 28.00 | 35.00 | ★ |
| CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans | Cllr J Donaldson | Gillian Douglas Graeme Kane | 56.00 | 45.00 | ★ | We provided assistance to 56 households in October; 12 by means of disabled adaptations grants (larger jobs) and 44 through smaller works. | 346.00 | 315.00 | ★ |
| CDC2.2.03 Homes improved through enforcement action | Cllr J Donaldson | Gillian Douglas Graeme Kane | 12.00 | 9.00 | ★ | The Housing Standards Team improved 12 homes by means of enforcement action in October | 62.00 | 63.00 | ● |
| CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets | Cllr J Donaldson | Gillian Douglas Graeme Kane | 35.00 | 40.00 | ▲ | 35 Affordable Housing units completed comprising: 32 Affordable Rented: 4 x 1 bed flat; 22 x 2 bed house; 6 x 3 bed house + 3 Shared Ownership: 2 x 2 bed house; 1 x 3 bed house. Of these, 1 x shared ownership unit was completed as part of the Growth Deal. The actual number of affordable homes delivered in October is 5 units short of the projected target in the month. The shortfall in completed units is due to delays in developer building programmes. These units will still be delivered in 2019/20. | 258.00 | 297.00 | ▲ |
| CDC2.2.05 Average time taken to process Housing Benefit New Claims | Cllr T Ilott | Belinda Green Claire Taylor | 11.10 | 15.00 | ★ | Meeting the target of assessing new claims in less than 15 days this month shows the team's continuing commitment to ensuring Housing Benefit is assessed promptly, helping to secure customers in their homes, and Council Tax Reduction is paid on time to ensure correct Council Tax Bills are issued as quickly as possible. | 12.57 | 15.00 | ★ |
| CDC2.2.06 Average time taken to process Housing Benefit change events | Cllr T Ilott | Belinda Green Claire Taylor | 5.00 | 8.00 | ★ | The team continue to strive to ensure change events are dealt with promptly, within target of 8 days, and to ensure customers receive the right level of benefit at the right time. This means that increases in benefit are paid quickly and overpayments are minimised. | 6.83 | 8.00 | ★ |
| CDC2.2.07 Number of visits/usage of District Leisure Centre | Cllr G Reynolds | Graeme Kane Nicola Riley | 144,555 | 138,177 | ★ | In comparison to the same period last year utilisation is down by circa 6,000. The primary reason for this is drop in throughputs at Spiceball Leisure Centre and a circa 4,000 drop at Whitelands Farm Sports Ground compared to October 2018. In regard to the other Leisure Facilities at Bicester, Cooper, North Oxfordshire Academy and Woodgreen Leisure Centre - these were all relatively consistent with the previous year. Both Strafield Brake Sports Ground and Kidlington Leisure Centre showed an increase of circa 2,000 and 3,000 respectively. | 961,660 | 954,724 | ★ |

CDC KPIs - Thriving Communities & Wellbeing

| Measure | Portfolio Holder | Director/Lead Officer | Result | Target | Status | Commentary | YTD Result | YTD Target | YTD |
|---|------------------|--------------------------------|--------|--------|--------|--|------------|------------|-----|
| CDC2.2.08 % of Council Tax collected, increase Council Tax Base | Cllr T Ilott | Belinda Green Claire Taylor | 9% | 10% | ● | <p>The amount of Council Tax we are due to collect has increased by a further £330k from the end of September 2019 which is mainly down to the number of new builds and also a review of exemptions currently granted to ensure customers are still entitled to the reduction. The amount of money we are due to collect in February and March 2020 has also increased by a further £400k so whilst we are still proactively chasing debt and following up with outbound calls during the day and evening for overdue arrangements we are unable to chase amounts that aren't yet due.</p> <p>Whilst collection rates are slightly behind where they have been in previous years this is down to more customers requesting to pay their Council Tax over 12 months. We will continue to monitor this with a view to setting revised targets for 2020/21.</p> | 66% | 68% | ● |
| CDC2.2.09 % of Business Rates collected, increasing NNDR Base | Cllr T Ilott | Belinda Green Claire Taylor | 8.7% | 9.5% | ● | <p>Whilst the amount of Business Rates we collect hasn't increased we have seen new growth within the district which has created balances with instalments commencing either 1 November or 1 December 2019. We are proactively chasing debt by issuing reminders and final notices, following up with court work and making outbound calls for unpaid arrangements.</p> | 66.4% | 68.0% | ● |

CDC KPIs - District of Opportunity & Growth

| Measure | Portfolio Holder | Director/Lead Officer | Result | Target | Status | Commentary | YTD Result | YTD Target | YTD |
|--|------------------|---------------------------------|--------|--------|--------|---|------------|------------|-----|
| + CDC3.2.1 % Major Planning applications processed within 13 weeks | ClIr C Clarke | David Peckford Simon Furlong | 100% | 60% | ★ | 8 Major Planning Applications were determined during October 2019 and all 8 were determined within their agreed target timeframe. | 87% | 60% | ★ |
| + CDC3.2.2 % Non Major planning appeal decisions allowed | ClIr C Clarke | David Peckford Simon Furlong | 3% | 10% | ★ | 3 Non-Major Planning Appeals were allowed by the Planning Inspectorate during October 2019 and 96 Non-Major Planning Applications were determined during that month. As such, 3% of Non-Major Planning Appeals were allowed against a target of no more than 10%. | 1% | 10% | ★ |
| CDC3.2.3 % Planning enforcement appeal decisions allowed | ClIr C Clarke | David Peckford Simon Furlong | 0% | 10% | ★ | No Enforcement Appeals were allowed by the Planning Inspectorate during October 2019. | 0% | 10% | ★ |
| + CDC3.2.4 % of Non Major applications processed within 8 weeks | ClIr C Clarke | David Peckford Simon Furlong | 86% | 70% | ★ | 96 Non-Major Planning Applications were determined during October 2019 and 83 were determined within their target timeframe. Therefore 86.46% of Non-Major Planning Applications were determined within their agreed target timeframe. | 85% | 70% | ★ |
| Page 63 + CDC3.2.6 Major planning appeal decisions allowed | ClIr C Clarke | David Peckford Simon Furlong | 13% | 10% | ▲ | 1 Major Planning Application was allowed by the Planning Inspectorate during October 2019. Application Ref 18/00792/OUT - Land At Tappers Farm, Oxford Road, Bodicote for Outline application (all matters reserved except for access) for the demolition of existing buildings and erection of up to 46 no dwellings, with associated works and provision of open space The Planning Inspectorate concluded that <i>"the scheme would not result in a material increase over the target of delivering 750 dwellings and therefore would not conflict with Policy PV2 of the CLP 2011"</i> . He also found that the scheme <i>"would not result in harm to the character and appearance of the area"</i> <i>"furthermore, a completed legal agreement has been submitted securing the necessary contributions. The scheme therefore complies with the development plan"</i> . | 4% | 10% | ★ |

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Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 21/11/2019

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

| Risk Scorecard – Residual Risks | | | | | | |
|---------------------------------|-------------------|-------------|--------------|---------------------|--------------|---------------------|
| | | Probability | | | | |
| | | 1 - Remote | 2 - Unlikely | 3 - Possible | 4 - Probable | 5 - Highly Probable |
| 50 Impact | 5 - Catastrophic | | | L09 | | |
| | 4 - Major | | L12 | L01, L07, L10 & L11 | | |
| | 3 - Moderate | | L16 & L18 | L02, L04, L05, L14 | L08 & L15 | |
| | 2 - Minor | | L17 | | | |
| | 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 | | | | |
| 2019/20 | | | | | | | | | | | | | | | | | |
| L01 - | Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions. | Reduced medium and long term financial viability | 4 | 4 | 16 | Medium Term Revenue Plan reported regularly to members. | Fully | Councillor Tony Illot | Adele Taylor | Dominic Oakeshott | 4 | 3 | 12 | ↑ | Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. | Maintaining focus in this area with ongoing review, staff and member training and awareness raising. | Risk reviewed - 11/11/19 - Residual score has been increased to 12 from 6, mitigating actions and commentary updated. |
| | | Reduction in services to customers | | | | Balanced medium term and dynamic ability to prioritise resources | Fully | | | | | | | | Investment strategy approach agreed and operating and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. | | |
| | | Increased volatility and inability to manage and respond to changes in funding levels | | | | Highly professional, competent, qualified staff | Partially | | | | | | | | Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business. | | |
| | | Reduced financial returns (or losses) on investments/assets | | | | Good networks established locally, regionally and nationally | Fully | | | | | | | | Asset Management Strategy being reviewed and refreshed. | | |
| | | Inability to deliver financial efficiencies | | | | National guidance interpreting legislation available and used regularly | Fully | | | | | | | | Review of BUILD] to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. | | |
| | | Inability to deliver commercial objectives (increased income) | | | | Members aware and are briefed regularly | Fully | | | | | | | | Finance support and engagement with programme management processes continuing. | | |
| | | Poor customer service and satisfaction | | | | Participate in Oxfordshire Treasurers' Association's work streams | Fully | | | | | | | | Further integration and development of Performance, Finance and Risk reporting | | |
| | | Increased complexity in governance arrangements | | | | Review of best practice guidance from bodies such as CIPFA, LGA and NAO | Fully | | | | | | | | Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums. | | |
| | | Lack of officer capacity to meet service demand | | | | Treasury management and capital strategies in place | Fully | | | | | | | | Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee. | | |
| | | Lack of financial awareness and understanding throughout the council | | | | Investment strategies in place | Fully | | | | | | | | New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates | | |
| | | | | | | Regular financial and performance monitoring in place | Fully | | | | | | | | Regular utilisation of advisors as appropriate. | | |
| | | | | | | Independent third party advisers in place | Fully | | | | | | | | Internal Audits being undertaken for core financial activity and capital as well as service activity | | |
| | | | | | | Regular bulletins and advice received from advisers | Fully | | | | | | | | Assessment of national picture via Pixel and LG Futures has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges. | | |
| | | | | | | Property portfolio income monitored through financial management arrangements on a regular basis | Partially | | | | | | | | Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. Budget setting being developed in conjunction with members to alleviate the challenges with budget proposals. | | |
| | | | | | | Asset Management Strategy in place and embedded. | Partially | | | | | | | | | | |
| | Transformation Programme in place to deliver efficiencies and increased income in the future | Fully | | | | | | | | | | | | | | | |
| L02 - | Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for. | Legal challenge | 3 | 4 | 12 | Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors | Partially | Councillor Barry Wood | Yvonne Rees | Nick Graham | 3 | 3 | 9 | ↔ | Establish corporate repository and accountability for policy/legislative changes | Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed. | Risk reviewed 21/11/19 - No changes |
| | | Loss of opportunity to influence national policy / legislation | | | | Clear accountability for responding to consultations with defined process to ensure Member engagement | Fully | | | | | | | | Review Directorate/Service risk registers | | |
| | | Financial penalties | | | | National guidance interpreting legislation available and used regularly | Fully | | | | | | | | Ensure Committee forward plans are reviewed regularly by senior officers | | |
| | | Reduced service to customers | | | | Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed | Partially | | | | | | | | Ensure Internal Audit plan focusses on key leadership risks | | |
| | | | | | | Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place | Partially | | | | | | | | Develop stakeholder map, with Director responsibility allocated for managing key relationships | | |
| | | | | | | Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit | Partially | | | | | | | | Standardise agendas for Director / PFH 1:1s | | |
| L04 - | CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal | Poor planning decisions leading to inappropriate growth in inappropriate place. | 3 | 5 | 15 | Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review | Partially | Councillor Colin Clarke | Simon Furlong | David Peckford | 3 | 3 | 9 | ↔ | Regular review meetings on progress and critical path review | The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). | Risk reviewed 06/11/19 - Risk reviewed and additional info tab updated. |
| | | Negative (or failure to optimise) economic, social, community and environmental gain | | | | Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. | Partially | | | | | | | | Regular Portfolio briefings and political review | | |
| | | Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal | | | | Arrangements in place to source appropriate additional, time-bound resource if needed | Partially | | | | | | | | LDS updated as required with programme management approach adopted to ensure progress against plan | | |
| | | Increased costs in planning appeals | | | | Delegations to Chief Exec agreed to ensure timely decisions | Fully | | | | | | | | LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals | | |
| | | Possible financial penalties through not delivering forecasted New Homes Bonus (NHB) | | | | Ongoing programme of internal communication, including Members updates and training programme | Fully | | | | | | | | Additional evidence commissioned as required. Need to keep under review staff and financial resources to ensure delivery to timetable (LDS) for Local Plan Review. | | |
| | | Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity | | | | On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies | Not | | | | | | | | Authority Monitoring Reports continue to be prepared on a regular annual basis | | |
| | Updates on annual NHB payments | | | | | | | | | | | | | | | | |

| 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 | | | | |
| 2019/20 | | | | | | | | | | | | | | | | | |
| 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 | Fully Fully Fully Partially Fully Partially | Councillor Andrew McHugh | Graeme Kane | Richard Webb | 3 | 3 | 9 | ↔ | Business Continuity Statement of Intent and Framework agreed by CEDR BC Improvement Plan agreed with CEDR ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March | A cross-council programme to update all business continuity plans commenced in September to ensure all plans are up to date following separation of the councils. A support package for BC plan authors to assist them to review their plans has been provided and includes desk top exercises. These exercises are being completed in teams and feedback is being collated for organisational learning. The Business Continuity pages on the Intranet have been updated to provide more resources and information to assist in the development of robust BC plans. | Risk Reviewed 06/11/19 - comments updated |
| 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. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities | Fully Partially Fully Fully Fully Fully | Councillor Andrew McHugh | Graeme Kane | Richard Webb | 3 | 4 | 12 | ↔ | Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained Authority represented at the Local Resilience Forum | Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. An 'on-call' system ensures there is a senior manager available to lead a response to an incident 24/7. Cherwell now has a stand-alone plan following separation from SNC. The council also has a pool of trained loggists to assist in recording actions and decisions. OCC are providing expert advice and support. Active involvement in the LRF Brexit planning arrangements is on-going. | Risk Reviewed 06/11/19 - 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 H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required | Partially Partially Partially Partially Fully Partially Partially Fully Partially | Councillor Lynn Pratt | Adele Taylor | Ceri Harris | 4 | 3 | 12 | ↔ | A new Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June. The Corporate arrangements are in the process of being updated. These will be finalised by end of October 2019. Following the ratification of the new Corporate Health, Safety and Wellbeing Policy all Assistant Directors have been asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. So far 9 departments have responded. The Internal Audit programme underwent a review in May 2019 due to change in the resources available following separation to carry out the existing 3 year program. A new 2 year schedule has been developed to replaced the existing schedule. The health and safety internal inspection 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. A central list of risk assessments is to be created to enable more proactive monitoring of risk assessment across the council. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Corporate Arrangements are being updated. These will be completed by the end of September 2019. 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. A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required. A compliance review of tenanted properties leased by CDC is also under way to ensure that the tenants are managing the property in accordance with legislative requirements A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT in January 2019. The purposed of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to act as a scrutiny committee for the Corporate Arrangements. | The Executive Leadership Team (ELT) receives a quarterly report from the Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place January 2019 Corporate Health and Safety Team to ensure all departments to responds to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council. The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 12 audits have been carried out across the Council. Final sign off from the HR/Training Manager for training procurement and implementation due. Final tweaks being made prior to launch of eLearning package | Risk reviewed 13/11/19 - Mitigating actions and comments updated. |
| L09 - | Cyber Security - If there is insufficient security with | Service disruption | | | | File and Data encryption on computer devices | Fully | | | | | | | The cyber-essentials plus certification has now been passed. | Cyber security incidents are inevitable. The only way to manage this risk is to have | Risk Reviewed 08/11/19 - No | |

| 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 | | | | |
| 2019/20 | | | | | | | | | | | | | | | | | |
| | 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. | 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 | Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes | Fully Fully Partially Fully Fully Fully Partially Fully | Councillor Ian Corkin | Claire Taylor | David Spilsbury | 3 | 5 | 15 | ↔ | 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 Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. To complete the implementation of the intrusion prevention and detection system. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service. Cyber Awareness e-learning available and will be part of new starters induction training. Cyber Security issues regularly highlighted to all staff. External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues. | effective controls and mitigations in place including audit and review. | changes. |
| 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 | 4 | 4 | 16 | Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks | Partially Fully Fully Fully Partially Partially Fully Fully Fully | Councillor Barry Wood | Graeme Kane | Nicola Riley | 3 | 4 | 12 | ↔ | Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Continue to attend groups focused on tackling child exploitation | Recruitment of a new safeguarding Officer will begin in November. This post will be included in the adult safeguarding team at OCC to ensure robust policy and procedures are in place for Cherwell and to improve the link into social care. Cherwell teams will continue to escalate their own referrals and sending notification to Safeguarding inbox to maintain a corporate record. the new HR payroll system will in time hold training records. | Risk Reviewed 06/11/19 - Commentary updated. |
| L11 - | Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives | Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies | 3 | 4 | 12 | Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies | Fully Fully Partially Fully Partially | Councillor Tony Illot | Adele Taylor | Dominic Oakeshott | 3 | 4 | 12 | ↔ | Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR Resilience and support being developed across business to support and enhance knowledge around council companies Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place. | Knowledge and experience building take place with training and support as required. Company dashboard now being reviewed by CEDR to understand the impact of what is happening at company level on the council. Review of company governance being undertaken to ensure that we are adhering to best practice Will support future year governance and financial management | Risk reviewed - 11/11/19 - mitigating actions and comments updated. |
| L12 - | Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner of supplier impacting on the business of the council | The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in pace to have sufficient oversight of our suppliers | 3 | 4 | 12 | Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures | Partially Partially Partially | Councillor Tony Illot | Adele Taylor | Wayne Welsby | 2 | 4 | 8 | ↔ | Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place. | 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. Work is currently underway to incorporate CDC supplier financial risk reporting together with the tools in place for OCC. | Risk reviewed - 18/11/19 - Commentary updated. |
| L14 - | Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the | 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 | | | | 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. | Partially Partially Partially | | | | | | | Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 | 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 | Risk reviewed 21/11/19 - No changes. | |

| Ref | Name and Description of risk | Potential impact | Inherent (gross) risk level (no Controls) | | | Controls | Control assessment | Lead Member | Risk owner | Risk manager | Residual risk level (after existing controls) | | | Direct'n of travel | Mitigating actions (to address control issues) | Comments | Last updated |
|----------------|---|---|---|--------|--------|---|---------------------------------------|-----------------------|---------------|---------------------|---|--------|--------|--------------------|---|--|---|
| | | | Probability | Impact | Rating | | | | | | Probability | Impact | Rating | | | | |
| 2019/20 | | | | | | | | | | | | | | | | | |
| | implementation of major projects providing value to customers. | 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 | Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. | Partially | Councillor Barry Wood | Yvonne Rees | Nick Graham | 3 | 3 | 9 | ↔ | 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 | developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019. | |
| | | | | | | Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements | Partially Partially Partially | | | | | | | | | | |
| L15 - | Oxfordshire Growth Deal (contract with HMG) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term. | Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity | 5 | 5 | 25 | Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal) Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery. | Fully Partially Fully Fully | Councillor Barry Wood | Robert Jolley | Jonathan MacWilliam | 4 | 3 | 12 | ↔ | A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19 | The programme board continues to meet monthly with the deputy SRO role being divided between operational and strategic issues. Both roles have been filled. To improve the relationship between the board and Oxfordshire CC, particularly around the delivery of major infrastructure a senior manager from OCC will also join the board. CEDR have approved the Year 2 Plan for Growth Deal delivery. Included in the decision was the agreement in principle to deliver the resources required by the Plan. Having the resourced plan in place will enable the residual risk to be managed downwards. However until the resources are available we consider it appropriate that the risk remains unchanged in this period. The programme continues to work on the approved Year 2 Plan with the Programme Board providing appropriate governance and oversight. Whilst confidence is improving the overall low maturity level of the programme means that the Risk level remains at Amber. It is anticipated that should the current trajectory for the programme be maintained the residual risk will improve to GREEN (low risk) within the current quarter. | Risk reviewed 11/11/19 - Commentary updated |
| L16 - New Risk | Joint Working That the challenges and risks associated with joint working outweigh the benefits and impacts on the provision of services to residents and communities. | Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities. Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned. | 3 | 3 | 9 | S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. Robust programme and project management methodologies in place. | Fully Fully Fully | Councillor Ian Corkin | Yvonne Rees | Claire Taylor | 2 | 3 | 6 | New | Regular reporting on joint working proposals to the senior management team. | The Councils are currently recruiting for three new joint roles – Corporate Director – Commercial Development, Assets & Investment Director – Digital and Customers Director – Communications, Strategy & Insight | New Risk - 01/11/19 |
| L17 - New Risk | Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities. | Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities | 3 | 3 | 9 | On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Robust programme and project management frameworks in place. | Fully Fully | Councillor Ian Corkin | Yvonne Rees | Claire Taylor | 2 | 2 | 4 | New | Regular reporting on joint working proposals to the senior management team. | All services apart from Customer Services have now separated or been moved into a service delivery arrangement. | New Risk - 01/11/19 |
| L18 - New Risk | Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services. | Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs | 3 | 4 | 12 | Analysis of workforce data and on-going monitoring of issues Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place | Partially effective Fully Fully | Councillor Ian Corkin | Claire Taylor | Karen Edwards | 2 | 3 | 6 | New | Development of relevant workforce plans . Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data. | New risk added 20.11.19 | New risk added 20.11.19 |

L04 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

Partial Review

A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018 and main hearings in February 2019. On 13 July 2019, the Council received the Inspector's Post-Hearing Advice Note setting out his preliminary conclusions. In principle, the Inspector is satisfied that the Plan's housing requirement and strategy are appropriate and that there are exceptional circumstances for alterations to the Green Belt. However, he has concerns about proposed development next to Woodstock and suggested that the Council prepare Main Modifications to address this. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by evidence. On 29 October the Inspector advised that the Council could progress to consultation on the modifications. This will take place over November/December and officers will report to Councillors on the outcome in the new year.

Oxfordshire Plan 2050

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Oxfordshire Growth Board. It must be submitted to Government for Examination by March 2020 to meet the existing terms of the Deal. The Council contributes to the plan-making process as a partner with a view to it being adopted as part of the Development Plan upon completion.

Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April. The central Plan team is evidence gathering and scoping 'spatial options' for Plan development. On 24 September 2019 the Oxfordshire Growth Board agreed a new timetable for completion of the Plan. This allows for further stakeholder engagement in Autumn/Winter 2019/20; public consultation on a formal Options Paper in June/July 2020; and, consultation on a proposed Plan at the end of 2020. The intention is to submit the Plan for Examination in March 2021.

Local Plan Review

Work programming and initial preparatory work commenced in Spring 2019 but has had to be put on hold while further work on the Partial Review is pursued. There is a statutory requirement to review Local Plans within five years from adoption (the adopted Local Plan having been adopted in July 2015). The Plan will need to take account of the Oxfordshire Plan 2050 and consequently there are dependencies between the two work programmes.

Banbury Canalside SPD

Work has been stalled due to the need to review the work undertaken to date, particularly in the context of wider business plan objectives, and due to capacity issues within the Planning Policy team. However, in October 2019 the Planning Policy and Regeneration and Estates teams commenced internal scoping work.

Community Infrastructure Levy

Not a Local Development Document but a potential means of securing funding for infrastructure to assist overall delivery (should the Council decide to implement CIL). Work on a potential charging levy was paused due to a Government review of how CIL operates but could be recommenced subject to resourcing.

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

| PROJECT MANAGER / SERVICE OWNER | ED / ASSISTANT DIRECTOR | DESCRIPTION | £000's | | | | | | Re-profiling and variances to be updated | |
|---------------------------------|-------------------------|--|------------|-------------|--------------|------------|----------------------------|------------------------------|--|---|
| | | | BUDGET | ADJUSTMENTS | BUDGET TOTAL | FORECAST | RE-PROFILED BEYOND 2019/20 | Current Month Variances £000 | Prior Month Variances £000 | OUTTURN NARRATIVE |
| Stuart Parkhurst | Nicola Riley | Sunshine Centre | 440 | | 440 | 419 | | (21) | (21) | Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k. Works instructed and contracts signed. Transfer of lease from OCC to CDC in progress. On site from 20/4/19. 25 week programme with completion expected by Nov 19. funding (See KC email 17/12/18) |
| Community Total | | | 440 | - | 440 | 419 | - | (21) | (21) | |
| Liam Didcock | Graeme Kane | Biomass Heating Bicester Leisure Centre | 14 | | 14 | 0 | | (14) | (14) | Budget no longer required |
| Tom Darlington | Graeme Kane | Whitelands Farm Sports ground | 0 | | 0 | 0 | | - | - | Final account still under review. Overspend to be funded from S106. There is to be further costs in 2019-20 which will be funded from S106 |
| Liam Didcock | Graeme Kane | Solar Photovoltaics at Sports Centres | 43 | | 43 | 0 | 43 | 0 | (80) | This budget may be recycled for 'Climate Emergency Fund' and will need to be reprofiled to 20/21 |
| Tom Gubbins | Graeme Kane | Football Development Plan in Banbury | 20 | | 20 | 8 | 12 | - | - | We forecast to spend £20k on Leisure strategy and feasibility work as allocated to commence in Q4 and roll into 20/21 |
| Liam Didcock | Graeme Kane | North Oxfordshire Academy Astro turf | 183 | | 183 | 0 | 183 | - | - | Due to the ongoing discussions with the ULT and their contribution around the project this is likely be early 2021 at best but more likely be rolled into 2021/2022. |
| Liam Didcock | Graeme Kane | Bicester Leisure Centre Extension | 122 | | 122 | 0 | 122 | - | - | Following strategy presented to members and prioritisation. Work due to commence in 2020 slipped a year |
| Liam Didcock | Graeme Kane | Spiceball Leis Centre Bridge Resurfacing | 30 | | 30 | 0 | 30 | - | - | Works to be determined post completion of the new bridge connection, as part of the CQ2 project. Will roll into 20/21 |
| Rebecca Dyson | Graeme Kane | Corporate Booking System | 60 | | 60 | 60 | | - | - | work being undertaken to determine the provision of booking system for sport and leisure through JADU and likely expenditure required for 19/20. Delay partly due to CDC/SNC split. Spend likely Q3/4 with residual spend in 2021. On track for Q3/Q4 spend though at this stage not expecting full budget to be spent as being developed 'in house' Final costs not yet determined |
| Liam Didcock | Graeme Kane | Cooper School Performance Hall - Roof, Floor & Seating | 0 | | 0 | 0 | | - | - | capital scheme completed in 18-19 |

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

| PROJECT MANAGER / SERVICE OWNER | ED / ASSISTANT DIRECTOR | DESCRIPTION | £000's | | | | | | Re-profiling and variances to be updated | |
|---------------------------------|-------------------------|--|--------------|--------------|--------------|--------------|----------------------------|------------------------------|--|--|
| | | | BUDGET | ADJUSTMENTS | BUDGET TOTAL | FORECAST | RE-PROFILED BEYOND 2019/20 | Current Month Variances £000 | Prior Month Variances £000 | OUTTURN NARRATIVE |
| Kevin Larnar | Graeme Kane | Cherwell Community Fund | 167 | | 167 | 166 | 1 | - | - | This is the Cherwell Community Capital Grant. The £67 commitment will be spent during 19/20. £1k to be rolled forward in to 20/21 |
| Liam Didcock | Graeme Kane | Cooper sports Facility Floodlights | 65 | | 65 | 64 | | (1) | (1) | Project complete |
| Liam Didcock | Graeme Kane | Fencing Works/Associated Storage | 50 | | 50 | 48 | | (2) | - | Completed Project |
| | | Leisure & Sport Total | 754 | - | 754 | 346 | 391 | (17) | (95) | |
| Tim Mills | Gillian Douglas | Disabled Facilities Grants | 749 | 1,093 | 1,842 | 1,300 | 542 | - | - | expect to spend £1.3m but will need to roll forward whatever is not spent because this is Better Care Fund money and cannot be used for other purposes. . On that basis we shall not need DFG capital from the Council for 2020-21 |
| Tim Mills | Gillian Douglas | Discretionary Grants Domestic Properties | 304 | | 304 | 150 | 50 | (104) | (104) | spend this year is rather uncertain and depends heavily on the number of Landlords Home Improvement Grants we can deliver. We shall not spend more than £150k but if may prove to be nearer £120k. The £104k difference was not and is not required this year and does not need to be rolled forward. The 5-year funding agreement for Discretionary Grants is £150k pa until 2023-24. I propose that we should roll forward any underspend against our projected £200k spend. |
| | Gillian Douglas | Abritas Upgrade | 52 | | 52 | 52 | | - | - | Upgrade of Abritas taking place so full spend is expected. |
| | | Housing Total | 1,105 | 1,093 | 2,198 | 1,502 | 592 | (104) | (104) | |
| Ed Potter | Graeme Kane | Car Park Refurbishments | 192 | | 192 | 150 | 42 | - | - | £42k to be slipped in to 20/21 - confirmation expected in period 7 |
| Ed Potter | Graeme Kane | Energy Efficiency Projects | 15 | | 15 | 15 | | - | - | Anticipated full spend in 19/20 |
| Ed Potter | Graeme Kane | Glass Bank Recycling Scheme | 0 | | 0 | 0 | | - | 7 | Spend should be against 40028, journal required |
| Ed Potter | Graeme Kane | Public Conveniences | 250 | | 250 | 200 | 50 | - | - | £50k to be slipped in to 20/21 - confirmation expected in period 7 |
| Ed Potter | Graeme Kane | Off Road Parking | 18 | | 18 | 18 | | - | - | Anticipated full spend in 19/20 |
| Ed Potter | Graeme Kane | Vehicle Replacement Programme | 1,179 | | 1,179 | 1,179 | | - | 21 | Anticipated full spend in 19/20 |
| Ed Potter | Graeme Kane | Wheeled Bin Replacement Scheme | 45 | | 45 | 45 | | - | - | Anticipated full spend in 19/20 |
| Ed Potter | Graeme Kane | Urban City Electricity Installations | 15 | | 15 | 15 | | - | - | Anticipated full spend in 19/20 |
| Ed Potter | Graeme Kane | Vehicle Lifting Equipment | 20 | | 20 | 19 | | (1) | - | Fully committed 19/20 |
| Ed Potter | Graeme Kane | Container Bin Replacement | 20 | | 20 | 20 | | - | - | Anticipated full spend in 19/20 |
| Ed Potter | Graeme Kane | Commercial Waste Containers | 12 | | 12 | 12 | | - | - | Anticipated full spend in 19/20 |
| Ed Potter | Graeme Kane | On Street Recycling Bins | 25 | | 25 | 25 | | - | - | Anticipated full spend in 19/20 |

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

| PROJECT MANAGER / SERVICE OWNER | ED / ASSISTANT DIRECTOR | DESCRIPTION | £000's | | | | | | | Re-profiling and variances to be updated |
|---------------------------------|-------------------------|--|---------------|--------------|---------------|---------------|----------------------------|------------------------------|----------------------------|---|
| | | | BUDGET | ADJUSTMENTS | BUDGET TOTAL | FORECAST | RE-PROFILED BEYOND 2019/20 | Current Month Variances £000 | Prior Month Variances £000 | OUTTURN NARRATIVE |
| Ed Potter | Graeme Kane | Thorpe Lane Depot Capacity Enhancement | 50 | | 50 | 52 | | 2 | 2 | Slight Overspend in 19/20 |
| | | Environment - Environment | 1,841 | - | 1,841 | 1,750 | 92 | 1 | 30 | |
| | | Wellbeing, Environmental & Regulatory Total | 4,140 | 1,093 | 5,233 | 4,017 | 1,075 | (141) | (190) | |
| Jane Norman | Robert Jolley | Community Centre Refurbishments | 84 | | 84 | 84 | | - | - | Anticipated full spend in 19/20 |
| Jane Norman | Robert Jolley | The Hill Youth Community Centre | 989 | (989) | 0 | 0 | | - | - | duplicate code, see 40107 for The Hill project |
| Andrew Bowe | Robert Jolley | East West Railways | 1,450 | | 1,450 | 1,450 | | - | - | Anticipated full spend in 19/20 - emailed RJ & AB |
| Robert Jolley | Paul Feehily | Graven Hill - Loans and Equity | 13,000 | | 13,000 | 13,000 | | - | - | This drawn based on the funding requirements of Graven Hill but should be drawn in full by the year end. |
| Jenny Barker | Robert Jolley | NW Bicester Eco Business Centre | 68 | | 68 | 68 | | - | - | Anticipated full spend in 19/20 - emailed JB |
| Jane Norman | Robert Jolley | Cher Com Led Prog The Hill Com Centre | 110 | 989 | 1,099 | 1,099 | | - | - | Project is on target for completion in 2019/20 and is on budget. |
| Jane Norman | Robert Jolley | Build Programme Phase 1 | | 378 | 378 | 378 | | 0 | 4 | Remaining schemes in this phase are or will complete in this financial year. |
| Jane Norman | Robert Jolley | Build Programme Phase 1b | 0 | | 0 | | | - | 5 | |
| Jane Norman | Robert Jolley | Admiral Holland Redevelopment Project (phase 1b) | 2,380 | | 2,380 | 2,082 | 298 | - | 6 | Total budget for Phase 1b £3,554m. Anticipated full spend in 19/20 for Admiral Holland & Creampot Crescent however Bicester Library is on hold. |
| Jane Norman | Robert Jolley | Creampot Crescent Cropredy (phase 1b) | 201 | | 201 | 195 | 6 | 0 | 7 | |
| Jane Norman | Robert Jolley | Bicester Library (phase 1b) | 973 | | 973 | 27 | 946 | - | 8 | |
| Jane Norman | Robert Jolley | Build Programme Phase 2 | 674 | (378) | 296 | 0 | 296 | (0) | - | |
| Jane Norman | Robert Jolley | Bretch Hill Reservoir (Thames Water Site) | 6,964 | | 6,964 | 20 | 6,944 | - | - | |
| Jane Norman | Robert Jolley | Trades & Labour Club | 1,542 | | 1,542 | 0 | 1,542 | - | - | |
| Jane Norman | Robert Jolley | Angus Close | 344 | | 344 | 0 | 344 | - | - | |
| Jane Norman | Robert Jolley | Nizewell Head | 198 | | 198 | 10 | 188 | - | - | |
| Jane Norman | Robert Jolley | Leys Close | 276 | | 276 | 44 | 232 | - | - | |
| Jane Norman | Robert Jolley | Bullmarsh Close | 354 | | 354 | 64 | 290 | - | - | |
| Jane Norman | Robert Jolley | Buchanan Road/Woodpiece Road | 163 | | 163 | 0 | 163 | - | - | |
| Jane Norman | Robert Jolley | Park Road | 196 | | 196 | 0 | 196 | - | - | |
| Jane Norman | Robert Jolley | Wykham Lane | 189 | | 189 | 5 | 184 | - | - | |
| | | Place & Growth - Economy & Regeneration | 30,155 | 0 | 30,155 | 18,527 | 11,629 | 0 | 30 | |
| | | Place & Growth Total | 30,155 | - | 30,155 | 18,527 | 11,629 | 0 | 30 | |
| Natasha Barnes | Claire Taylor | Customer Self-Service Portal CRM Solution | 0 | | 0 | 0 | | - | - | |
| Tim Spiers | Claire Taylor | EXKI PROD copy fwd planning IT hardware | 0 | | 0 | 0 | | - | 13 | 5.5K for IDOX in commitments will be journalled to 40071 when it hits actuals |

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| PROJECT MANAGER / SERVICE OWNER | ED / ASSISTANT DIRECTOR | DESCRIPTION | £000's | | | | | | Re-profiling and variances to be updated | |
|--|-------------------------|---|------------|-------------|--------------|------------|----------------------------|------------------------------|--|--|
| | | | BUDGET | ADJUSTMENTS | BUDGET TOTAL | FORECAST | RE-PROFILED BEYOND 2019/20 | Current Month Variances £000 | Prior Month Variances £000 | OUTTURN NARRATIVE |
| Rakesh Kumar | Claire Taylor | Land & Property Harmonisation | 249 | | 249 | 288 | | 39 | (105) | Planned to complete by end of FY - Replacement of Land and Property systems. 30K already in. 27K for ENTEC Q2, 30K for Entec Q3, 30K for Entec Q4 (est) |
| Tim Spiers | Claire Taylor | 5 Year Rolling HW / SW Replacement Prog | 69 | | 69 | 69 | | - | - | Planned to complete by end of FY - Windows 10/Office 365 roll out and computer replacement. |
| Tim Spiers | Claire Taylor | Business Systems Harmonisation Programme | 40 | | 40 | 15 | | (25) | (16) | Rolling budget supporting joint teams. Forecasted 25K under budget to offset other overspends |
| Tim Spiers | Claire Taylor | Upgrade Uninterrupted Pwr Supp Back up / Datacentre | 19 | | 19 | 19 | | - | - | Migrate remaining services to data centre (19K includes 5K journal for IDOX) |
| Tim Spiers | Claire Taylor | IT Strategy Review | 105 | | 105 | 163 | | 58 | 42 | 225 already in. Take 25 from commitments as old PO (now cancelled) ENTEC Oct - Dec: 30K to go to 40054, 10K to 40170, 8K to 42010. ENTEC Jan - March: 11K for CA and BB |
| Tim Spiers | Claire Taylor | Digital Portal | 0 | | 0 | 0 | | - | 42 | 4K is old PO (now cancelled). 39K to be journalled to 40170 |
| Tim Spiers | Claire Taylor | Land & Property Harmonisation | 0 | | 0 | 0 | | - | - | Planned to complete by end of FY, replacement land and property systems |
| Tim Spiers | Claire Taylor | Customer Excellence & Digital Transfer | 112 | | 112 | 67 | | (45) | - | Replace CRM system by end of year. 10k already in, plus 39K journalled from above line. ENTEC July - Sept = 14K. ENTEC Oct - Dec = 10K ENTEC Jan - Mar 10K. ENTEC recharges currently being reviewed as some are sat in Revenue and need to be moved to Capital, will be amended by end of Nov |
| Hedd Vaughan-Evans | Claire Taylor | Unified Communications | 112 | | 112 | 137 | | 25 | 25 | Need to invoice SNC £133,500. Leaves 25K o/s which is offset above |
| Hedd Vaughan-Evans | Claire Taylor | WIFI Replacement | 38 | | 38 | 38 | | - | - | New This month - have put whole budget in forecast - CORRECT. Possible this will o/s but any o/s will be offset by u/s in other areas |
| Information Technology Total | | | 744 | - | 744 | 795 | - | 52 | 1 | |
| Karen Edwards | Claire Taylor | HR / Payroll System replacement | 125 | | 125 | 171 | | 46 | - | As is plus 15K for Entec (change man) for July - Sept plus 15K est for Jan - March. Still trying to establish whether enough underspend in IT to cover this, working with Paul Nichol and will know by end of Nov. |
| HR, OD and Payroll Total | | | 125 | - | 125 | 171 | - | 46 | - | |
| Customers & Service Development Total | | | 869 | 0 | 869 | 966 | 0 | 98 | 1 | |
| Dominic Oakeshot | Adele Taylor | Financial System Upgrade | 0 | | 0 | 0 | 0 | - | - | |

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| PROJECT MANAGER / SERVICE OWNER | ED / ASSISTANT DIRECTOR | DESCRIPTION | £000's | | | | | | Re-profiling and variances to be updated | |
|---------------------------------|-------------------------|---|------------|-------------|--------------|------------|----------------------------|------------------------------|--|---|
| | | | BUDGET | ADJUSTMENTS | BUDGET TOTAL | FORECAST | RE-PROFILED BEYOND 2019/20 | Current Month Variances £000 | Prior Month Variances £000 | OUTTURN NARRATIVE |
| Belinda Green | Adele Taylor | Academy Harmonisation | 144 | | 144 | 144 | 0 | - | - | The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19/20. £57k reprofiled from 18/19 |
| Dominic Oakeshott | Adele Taylor | New E-Tenderings Portal for Procurement | 30 | | 30 | 0 | 0 | (30) | (30) | Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased. |
| Dominic Oakeshott | Adele Taylor | Finance Replacement System | 210 | | 210 | 210 | 0 | - | - | Currently out to tender, anticipated full spend in 19/20 |
| Finance Total | | | 384 | - | 384 | 354 | - | (30) | (30) | |
| Stuart Parkhurst | Robert Fuzesi | Condition Survey Works | 2 | | 2 | 0 | 0 | (2) | (2) | Works completed |
| Stuart Parkhurst | Robert Fuzesi | Bradley Arcade Roof Repairs | 30 | | 30 | 30 | 0 | - | - | Works partially completed, further investigation required to complete works scope to be created. On target for spend of £30K |
| Stuart Parkhurst | Robert Fuzesi | Community Buildings - Remedial Works | 0 | | 0 | 0 | 0 | - | - | Works completed, PO to be closed |
| Chris Hipkiss | Robert Fuzesi | Spiceball Riverbank Reinstatement | 50 | | 50 | 50 | 0 | - | - | Full spend anticipated in 19/20 |
| Stuart Parkhurst | Robert Fuzesi | Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems | 253 | | 253 | 100 | 153 | - | - | In design stage, works progressing. Discussions between CDC and tenant regarding extension of the lease. The result of which may affect scope of the project. Project currently paused until resolved. |
| Stuart Parkhurst | Robert Fuzesi | Thorpe Way Industrial estate - Roof & Roof Lights | 0 | | 0 | (2) | 0 | (2) | (2) | Works complete and project signed off. |
| Chris Hipkiss | Adele Taylor | Castle Quay 2 | 45,798 | | 45,798 | 45,798 | 0 | - | - | Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond |
| Chris Hipkiss | Adele Taylor | Castle Quay 1 | 7,636 | | 7,636 | 4,000 | 3,636 | - | - | Programme ongoing, forecast spend in 19/20 of £4m. Reprofile remaining budget beyond 19/20 |
| Shelagh Larard | Robert Fuzesi | Franklins House - Travelodge | 75 | | 75 | 50 | 0 | (25) | (25) | Retention payment c£25k payable to the contractor in Aug 19. There will also be some professional fees payable. Expect £50k spend in 19/20 (see SL email 13/5/19 & 06/8/19)) |
| Robert Fuzesi | Adele Taylor | Housing & IT Asset System joint CDC/SNC | 50 | | 50 | 50 | 0 | - | - | Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made. |
| Stuart Parkhurst | Robert Fuzesi | Orchard Way - external decorations | 95 | | 95 | 95 | 0 | - | - | Tender received, to be ordered August 19. On target for full spend in 19/20 |
| Stuart Parkhurst | Robert Fuzesi | Retained Land | 165 | | 165 | 138 | 0 | (27) | (22) | Works complete pending final account |

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|---------------------------------|-------------------------|--|--------|-------------|--------------|----------|----------------------------|------------------------------|--|--|
| | | | BUDGET | ADJUSTMENTS | BUDGET TOTAL | FORECAST | RE-PROFILED BEYOND 2019/20 | Current Month Variances £000 | Prior Month Variances £000 | OUTTURN NARRATIVE |
| Stuart Parkhurst | Robert Fuzesi | Thorpe Place Industrial Units | 162 | | 162 | 162 | 0 | - | - | On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects. |
| Stuart Parkhurst | Robert Fuzesi | Thorpe Way Industrial Units | 135 | | 135 | 133 | 0 | (2) | - | On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects. |
| Stuart Parkhurst | Robert Fuzesi | Horsefair, Banbury | 100 | | 100 | 100 | 0 | - | - | Project under review. Previously tendered over budget. Review at Q4 |
| Stuart Parkhurst | Robert Fuzesi | Thorpe Lane Depot - Tarmac / drainage | 110 | | 110 | 110 | 0 | - | - | On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects. |
| Stuart Parkhurst | Robert Fuzesi | EPC certification & compliance works | 40 | | 40 | 40 | 0 | - | - | On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. |
| Chris Hipkiss | Adele Taylor | Tramway Industrial Estate, Banbury | 0 | | 0 | 15 | 0 | 15 | 15 | Site survey works not budgeted for in 19/20 |
| | Nicola Riley | The Mill | 250 | | 250 | 250 | 0 | - | - | Robert to provide forecast spend for 19/20 and reprofile for 20/21. A recent condition survey of the property outlined necessary remedial works and approach that would need to be undertaken to bring the building back into good repair. |
| Stuart Parkhurst | Robert Fuzesi | Banbury Museum Upgrade of AHU | 110 | | 110 | 110 | 0 | - | - | Order being raised for investigation stage which will lead to full design. Full spend anticipated in 19/20 |
| Stuart Parkhurst | Robert Fuzesi | Bodicote House Fire Compliance Works | 154 | | 154 | 154 | 0 | - | - | Order raised for design. Review in October |
| Stuart Parkhurst | Robert Fuzesi | The Fairway Garage Demolition | 52 | | 52 | 62 | 0 | 10 | - | Full spend anticipated in 19/20. Review Q3 Forecasting potential overspend of £10k - balances out with savings elsewhere in property - budget review once tenders returned |
| Stuart Parkhurst | Robert Fuzesi | BYHP Separation of Building to two units | 17 | | 17 | 20 | 0 | 3 | 2 | Order raised for design. Full spend anticipated in 19/20 (slightly over) |
| Stuart Parkhurst | Robert Fuzesi | Compliance Works with Energy Performanc | 169 | | 169 | 169 | 0 | - | - | Phase one on site, 15 week programme. Project anticipated to be on target, £130k spend for works to be completed end of Aug 19. Design works for Phase two works to commence in September. On target for full spend. |

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|--|-------------------------------|--|---------------|--------------|-----------------|---------------|--------------------------------------|---------------------------------------|----------------------------------|--|
| | | | BUDGET | ADJUSTMENTS | BUDGET TOTAL | FORECAST | RE- PROFILED BEYOND 2019/20 | Current Month Variances £000 | Prior Month Variances £000 | OUTTURN NARRATIVE |
| Stuart Parkhurst | Robert Fuzesi | Ferriston Roof Covering | 142 | | 142 | 142 | 0 | - | - | Works being tendered anticipated start date of September. Full spend anticipated in 19/20 |
| Stuart Parkhurst | Robert Fuzesi | Pioneer Square Fire Panel | 20 | | 20 | 20 | 0 | - | - | Order raised for design. Full spend anticipated in 19/20 |
| Stuart Parkhurst | Robert Fuzesi | Corporate Asbestos Surveys | 150 | | 150 | 150 | 0 | - | 60 | |
| Stuart Parkhurst | Robert Fuzesi | Corporate Fire Risk Assessments | 60 | | 60 | 60 | 0 | - | - | Works are being assessed with the consultant. |
| Stuart Parkhurst | Robert Fuzesi | Corporate Water Hygiene Legionella Asses | 35 | | 35 | 35 | 0 | - | - | Once full scope identified, works will proceed. |
| Stuart Parkhurst | Robert Fuzesi | Corporate Reinstatement Cost Assessments | 59 | | 59 | 59 | 0 | - | - | Potential to reprofile part works in to 20/21 |
| Stuart Parkhurst | Robert Fuzesi | Works From Compliance Surveys | 195 | | 195 | 45 | 150 | - | - | |
| Stuart Parkhurst | Robert Fuzesi | Thorpe Place 18_19 | 75 | | 75 | 75 | 0 | - | - | works tendered July. Costs, more than anticipated - altering specification to make efficiencies and then retendered. Forecast start date of December for a 4 week project. Full spend anticipated in 19/20 |
| Robert Fuzesi | Adele Taylor | CDC Feasibility of utilisation of proper | 100 | | 100 | 0 | 100 | - | - | Reprofiled. |
| | | Property Total | 56,289 | - | 56,289 | 52,220 | 4,039 | (30) | 26 | |
| | | Finance Services Total | 56,673 | - | 56,673 | 52,574 | 4,039 | (60) | (4) | |
| | | Capital Total | 91,836 | 1,093 | 92,929 | 76,084 | 16,743 | (103) | (163) | 103.48145 - Under Spend |

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