

Committee: Budget Planning Committee
Date: Tuesday 23 July 2019
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

**Councillor Nicholas Mawer
(Chairman)**

Councillor Nathan Bignell
Councillor Conrad Copeland
Councillor Andrew McHugh
Councillor Douglas Webb
Councillor Lucinda Wing

Councillor Carmen Griffiths (Vice-Chairman)

Councillor Phil Chapman
Councillor David Hughes
Councillor Barry Richards
Councillor Fraser Webster
Councillor Sean Woodcock

AGENDA

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

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

3. Minutes (Pages 1 - 4)

To confirm as a correct record the minutes of the meeting held on 4 June 2019.

4. Chairman's Announcements

To receive communications from the Chairman.

5. Urgent Business

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

6. Finance Monitoring Report - May 2019 (Pages 5 - 52)

Report of the Interim Executive Director – Finance

Purpose of report

This report summarises the Finance monitoring position as at the end of May 2019.

Recommendations

1.1 To note the contents of the report.

7. Council Tax Reduction Scheme 2020-21 (Pages 53 - 60)

Report of the Interim Executive Director – Finance

Purpose of report

To provide members with options to consider for a Council Tax Reduction Scheme for 2020-2021. A presentation on modelling work for a banded scheme will also be given at the meeting.

Recommendations

1.1 To note the contents of the report and any financial implications for the Council.

1.2 To recommend to Executive which option should be considered for the Council Tax Scheme for 2020-2021.

1.3 If the option of no change to the current scheme is recommended to Executive members of this Committee are also asked to recommend that no consultation takes place. However, if another option is recommended to Executive full consultation is required.

8. Verbal Update: Medium Term Financial Strategy

Verbal update from the Interim Executive Director – Finance.

9. Review of Committee Work Plan (Pages 61 - 62)

To review and note the Committee Work Plan.

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to

democracy@cherwellandsouthnorthants.gov.uk or 01327 322043 / 01295 221550 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Monday 15 July 2019

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Cherwell District Council

Budget Planning Committee

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

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

Councillor Nathan Bignell
Councillor Phil Chapman
Councillor Conrad Copeland
Councillor David Hughes
Councillor Douglas Webb
Councillor Fraser Webster
Councillor Lucinda Wing
Councillor Sean Woodcock

Substitute Members: Councillor Perran Moon (In place of Councillor Barry Richards)

Also Present: Councillor Tom Wallis
Councillor Barry Wood

Apologies for absence: Councillor Andrew McHugh
Councillor Barry Richards

Officers: Adele Taylor, Executive Director: Finance (Interim) & Section 151 Officer
Belinda Green, Joint Revenue and Benefits Manager - CSN Resources
Tracey Holland, Team Leader - Systems, Performance and Subsidy (CSN)
Natasha Clark, Governance and Elections Manager
Richard Woods, Assistant Democratic and Elections Officer

3 **Declarations of Interest**

There were no declarations of interest.

4 **Urgent Business**

There were no items of urgent business.

5 **Minutes**

The minutes of the meetings of the Committee held on 19 March and 14 May 2019 were confirmed as correct records and signed by the Chairman.

6 Chairman's Announcements

The Chairman advised Members that a workshop on the Cherwell Industrial Strategy would be held on Tuesday 11 June, in the Council Chamber. The workshop would run from 6pm to 9pm, buffet style refreshments would be available from 5:30pm, and invitations had been sent to all Members via email.

The Chairman also advised that there would be an information session for Members on Universal Credit, with representatives attending from the DWP. The session would be held on Wednesday 17 July, and further details would be circulated in due course.

7 Monthly Performance, Risk and Finance Monitoring Report - March 2019

The Committee considered a report from the Interim Executive Director – Finance and the Assistant Director – Performance and Transformation, which summarised the Council's Performance, Risk and Finance Monitoring position at the end of March 2019.

In introducing the report, the Interim Executive Director – Finance and Governance advised the Committee that a surplus of £431k had been reported for the 2018/19 financial year, and that it had been agreed by Executive to place this surplus into earmarked reserves.

In response to questions from Members regarding the Capital Programme, the Interim Executive Director – Finance and Governance advised that a Capital Programme underspend of £541k had been reported for the 2018/19 financial year.

Resolved

(1) That the monthly Performance, Risk and Finance Monitoring Report with specific focus on the finance section be noted.

8 Initial Overview of Business and Budget Planning Process for 2020/21 onwards

The Committee considered a report from the Interim Executive Director – Finance and the Assistant Director – Performance and Transformation, which provided an overview of the way in which Cherwell District Council's Business and Budget Planning Process for 2020/21 would be undertaken.

The Interim Executive Director – Finance advised the Committee that the Council faced significant challenges surrounding Local Government funding and potential reductions in the New Homes Bonus, leading to a potential deficit of approximately £3m in the revenue budget by 2020/21.

In response to questions from the Committee regarding the New Homes Bonus, the Interim Executive Director – Finance and Governance advised Members that there had been no guarantees from Central Government that the New Homes Bonus would continue at the same level beyond the current financial year.

Resolved

(1) That the proposed approach for Business and Budget Planning for 2020/21 be noted.

9

Council Tax Reduction Scheme 2020-2021

The Committee considered a report from the Interim Executive Director – Finance, which provided Members with an update on the current Council Tax Reduction Scheme and the changes to discounts, including the impact on collection rates. The report also provided Members with options to consider for a Council Tax Reduction Scheme (CTRS) for 2020-2021.

In introducing the report, the Operations Director – CSN Resources advised Members that the current Council Tax Reduction scheme, which was based on a fixed cash grant of approximately 90% of the previous Council Tax Benefit subsidy, gave the Council a funding shortfall of £742,430 which was mostly offset by existing Council Tax Discounts.

The Operations Director – CSN Resources reminded the Committee that the 2019-20 CTRS scheme had remained the same as that for 2018-19. However, since the introduction of the 2019-20 scheme welfare reform changes had been applied to Housing Benefit, which meant increasingly different administration to the schemes. With the further rollout of Universal Credit replacing Housing Benefit for working age customers, there was potentially added confusion for residents. It was therefore important that any future CTRS catered for a mixed set of customer circumstances, those receiving Housing Benefit and those receiving Universal Credit.

The Operations Director – CSN Resources outlined three options for the future CTRS for Members' consideration, including a banded scheme. If Members were minded to consider a banded scheme, financial modelling would be undertaken and reported back to a future meeting of the Committee. If agreed, a full consultation would be undertaken.

In response to questions from the Committee regarding the potential impact of Universal Credit on future Council Tax Reduction Schemes, the Interim Executive Director – Finance reassured Members that the most vulnerable customers in the District had continued to receive all appropriate support that they were entitled to.

In response to further questions from Members regarding how future Council Tax changes would be communicated to customers, the Operations Director – CSN Resources advised that any proposed changes would go out to full

consultation beforehand. All individuals affected would be notified of any changes.

Resolved

- (1) That the contents of the report and financial implications for the Council be noted.
- (2) That, having given due consideration, it be agreed that the current Council Tax Reduction Scheme be reviewed and a further report on financial modelling for a new banded scheme be submitted to a future meeting of the Committee.

10

2019/20 Work Programme

The Committee considered it's draft work programme for 2019-20.

Resolved

- (1) That, having reviewed the Work Programme for 2019/20, it be approved.

The meeting ended at 8.09 pm

Chairman:

Date:

Cherwell District Council
Budget Planning Committee

23 July 2019

Finance Monitoring Report – May 2019

Report of the Interim Executive Director – Finance

This report is public

Purpose of report

This report summarises the Finance monitoring position as at the end of May 2019.

1.0 Recommendations

1.1 To note the contents of the report.

2.0 Introduction

2.1 The Council is committed to financial monitoring reviews on a monthly basis.

2.2 Regular reporting is extremely important, and we are committed to improving this during 2019/20.

3.0 Report Details

3.1 This improvement in reporting regularity being monthly, will provide budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

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

3.3 The organisation is developing its monitoring and forecasting process and working closely with managers across the Council. The Council is currently forecasting an overspend of £230k across services and a Capital Programme Underspend of (£696k).

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

4.0 Conclusions and Reasons for Recommendations

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

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

6.1 This report sets out the performance against the 2019/20 plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

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

Comments checked by:
Joanne Kaye, Strategic Business Partner
01295 221545
Joanne.Kaye@cherwell-dc.gov.uk

Legal Implications

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

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

Risk Management

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

Comments checked by: Louise Tustian
Team Leader: Insight Team
01295 221786
Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Tony Ilott, Portfolio Holder for Finance and Governance

Document Information

Appendix No	Title
Appendix 1	Executive Performance, Finance and Risk Report May 2019
Appendix 2	CDC Business Plan 2019-20
Appendix 3	Leadership Risk Register
Appendix 4	Draft Capital Expenditure
Appendix 5	Monthly Performance Report May 2019
Report Author	Leanne Lock – Strategic Business Partner
Contact Information	Leanne Lock – Strategic Business Partner 01295 227098 leanne.lock@cherwellandsouthnorthants.gov.uk

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Cherwell District Council

Executive

1 July 2019

**Monthly Performance, Risk and Finance
Monitoring Report – May 2019**

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

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

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

2.0 Introduction




- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 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 three appendices to this report:
- Appendix 1 - 2019/20 Business Plan
 - Appendix 2 - Monthly Performance Report
 - Appendix 3 - Leadership Risk Register

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:

Preparation for the compost giveaways was well under way during May, with 3 events that happened during early June across Kidlington, Banbury & Bicester.



Cherwell collects residents' food and garden waste from their brown bins every fortnight. It is composted at high temperatures at a plant in Ardley before being distributed to farmers, contributing the resilience of local soils. Waste Recycled and Composted is reporting as delivering to plan achieving 61% this month against the target of 56%.

Walk to School Week (20/05/19) enabled Air Quality messages about how we (residents) can help improve air quality. These positive messages were posted on social media channels and the feedback from residents was positive. This supports our objective of protecting our natural environment.



Support Community Safety and Reduce Anti-Social Behaviour has seen the Community Safety Team hold community engagement events in Banbury and Bicester which had a focus on the exploitation of children by organised crime groups and county drug lines gangs. This was part of a National Crime Agency Intensification Week. The team also dealt with a service request about Anti-Social Behaviour from loud noise which resulted in the Community Safety and Environmental Protection Teams seizing stereo equipment from a property after informal attempts to have the householder reduce the volume of music played at night were unsuccessful.

Priority: Thriving Communities and Wellbeing

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

3.5.1 Overview of our performance against this strategic priority:

Community Resilience - The Emergency Planning and Business Continuity partnership with Oxfordshire County Council (OCC) held its quarterly meeting in May, with preparations for Brexit as the main focus point during the last quarter. The partnership has enabled OCC to invest more time in supporting the development of local community resilience plans in Cherwell, with a number now being progressed by community groups and Parish councils.

Cherwell Lottery Launch – Cherwell Lottery “Good Cause” launch event Happened on 15 May which was well attended and received, with good coverage from local media. So far 20 organisations are now signed up as “Good Cause Partners”



The number of people helped to live independently is reporting as slightly off target for the YTD, however this measure will fluctuate throughout the year. 17 disabled adaptations grants (Disabled Facilities Grants, Discretionary DFG & Extended Minor Works Grants), 7 Minor Works Grants, 14 Small Repairs Essential Repairs Grants and 0 Essential Repairs Grants.

Housing - A Banbury family is being supported into new accommodation after their former landlady was convicted of illegally renting out social housing. The conviction was the result of joint work between Oxford City Council's Oxford Investigation Service, Cherwell, and Sanctuary Housing. When the tenants were made aware that they were living in an illegally sublet property they were eager to do the right thing and promptly contacted the council and the police for advice. They are expected to move into their new home in the coming fortnight.

The % of Council tax collected and the % of Business Rates collected are both reporting as slightly behind schedule for May and YTD. However, there is a work plan in place to monitor this closely and we are only short of the target by 1%.

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:



The Hill - The rendering has been completed to the north elevation and other elevations will be completed when scaffolding has been removed next week, at which time the external windows/doors will be installed. Roof tiling to the low level area is due to be completed within the next few days. Internal plumbing and electrical installation has commenced. Underfloor heating and floor slab insulation has been completed to the main areas. The new gas supply is due to be installed commencing 10th June.

Hope Close, Banbury – 11 two and three bedroom properties for shared ownership now satisfy the Passive House Institute criteria for Certification as Low Energy Buildings, which is a major milestone. The houses will provide extremely low energy bills for 11 families. A demonstration showhouse is being set up and marketing to commence at the end of summer.

The Admiral Holland site - Started on site at the end of May. Edgar Taylor have erected new hoarding to include the car parking and the initial excavation work has commenced. The former pub site will provide 6 one bedroom flats, 7 two bedroom houses and 1 three bedroom house.

Creampot Crescent, Cropredy – An individual 3 bedroom house due for completion in July will provide a shared ownership family home in a rural location.

Eco Business Centre, Bicester – We have appointed Town Square Spaces Ltd (TSS) to operate the new Perch Eco Business Centre in Elmsbrook, North West Bicester. Following a competitive tender process, TSS was chosen by the council to manage and run the centre. One of two co-working spaces in the town, the Perch Eco Business Centre will provide office space and support start-ups and small businesses. It is situated in the Elmsbrook development in Bicester which benefits from easy access to London, with five regular, non-stop trains running every hour from Bicester North station.



Summary of Performance

- 3.10 The Council reports on performance against 21 business plan measures and 15 key performance indicators on a monthly basis. Performance for this month is summarised in the table below. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Business Plan Measures and Key Performance Indicators (36)					
Status	Description	May	%	YTD	%
Green	On target	31	86%	31	86%
Amber	Slightly off target	3	8%	4	11%
Red	Off target	2	6%	1	3%

- 3.11 **Spotlight on: Planning – Robert to send**

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		L10 & L12	L07 & L11		
	3 - Moderate			L01, L02, L04, L05, L14	L03, L08 & L15	L13
	2 - Minor					
	1 - Insignificant					

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

Leadership Risk	Score	DoT	Latest Update
L01 Financial Resilience	9 Low risk	↔	Risk Review completed 10/06 – No changes.
L02 Statutory functions	9 Low risk	↔	
L03 Lack of Organisational Capacity (was Lack of management Capacity)	12 Medium risk	↔	Risk Review completed 10/06 – No changes.
L04 CDC Local Plan (was Local Plan)	9 Low risk	↑	Risk Review completed 06/06 – Residual score increased from 8 to 9 due to delay with JSSP & Local Plan.
L05 Business Continuity	9 Low risk	↔	Risk Review completed 07/06 – comments updated.
L06 Partnering	12 Medium risk		REMOVED
L07 Emergency Planning	12 Medium risk	↔	Risk Review completed 07/06 – mitigating actions updated.
L08 Health & Safety	12 Medium risk	↔	Risk Review completed 07/06 – comments updated.
L09 Cyber Security	15 Medium risk	↔	Risk Review completed 03/06 – mitigating actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Risk Review completed 07/06 – comments updated.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives. (was Income generation through council owned companies)	12 Medium risk	↔	Risk Review completed 10/06 – No changes.
L12 Financial sustainability of third-party suppliers including contractors and other partners (was Financial sustainability of third-party suppliers)	8 Low risk	↔	Risk Review completed 10/06 – No changes.
L13 Separation and Joint Working (was Local Government Reorganisation)	15 Medium risk	↔	Risk Review completed 10/06 – comments updated.

L14 Corporate Governance	9 Low risk	↔	Full review completed.
L15 Oxfordshire Growth Deal	12 Medium risk	↔	Risk Review completed 12/06 – comments updated.

The full Leadership Risk Register update can be found in Appendix 3. There is one score change for May, please note **L04** Local Plan has increased from 8 to 9 further detail can be found in Appendix 3.

3.15 Finance Update (Revenue and Capital)

During the budget setting process for 2019/20 we reviewed any budget variances in-year that were known at that time and where the financial variations relating to structural issues, these were realigned during that process, as appropriate.

3.16 Revenue Position

The Council's forecast financial position is set out in the table below. Overall, for the financial year 2019/20 Cherwell District Council has a projected an overspend of £230k.

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

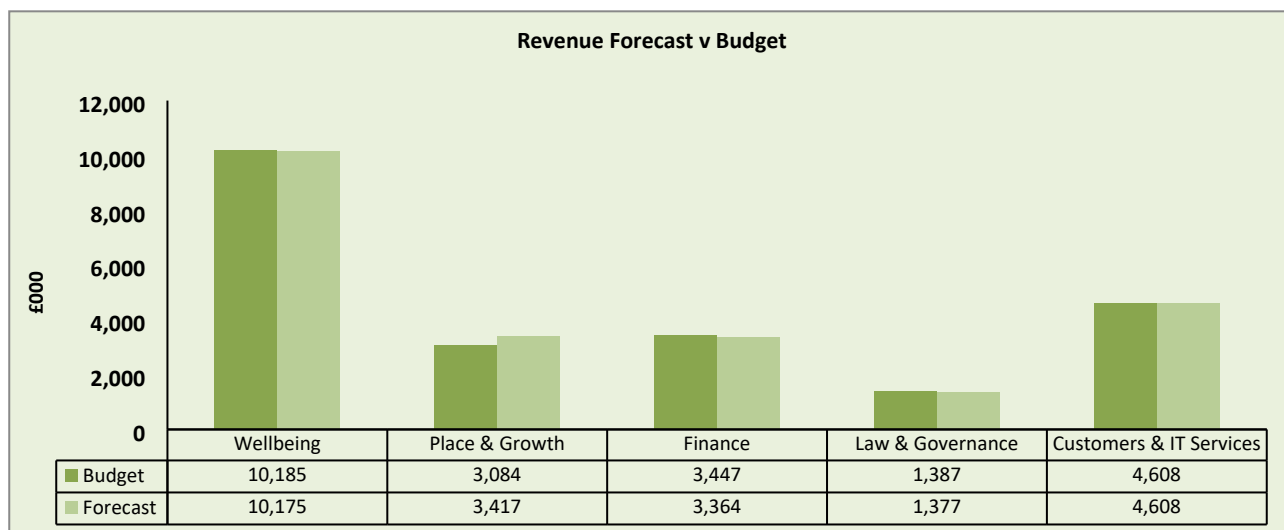
Revenue Monitoring <i>(Brackets denotes an Underspend)</i>	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Communities	1,322	1,322	-	0
Leisure & Sport	791	756	(35)	(35)
Housing	2,047	2,019	(28)	0
Environmental Services	4,972	5,025	53	45
Environmental Health & Licensing	1,053	1,053	-	0
WELLBEING TOTAL	10,185	10,175	(10)	10
<p><i>Leisure & Sport: (£35k) Underspend on salaries due to changes in service delivery. Housing: (£28k) Salary savings due to changes in structure. Environmental Services: £53k Gate fee increase to £8 per tonne amounting to £85k and (£32k) salary vacancies within Waste Collection and Street Cleansing.</i></p>				
Planning Policy & Development	1,447	1,530	83	83
Economy & Regeneration	1,637	1,887	250	269
PLACE & GROWTH TOTAL	3,084	3,417	333	352
<p><i>Planning Policy & Development: £83k relating to agency costs. Economy & Regeneration: £250k made up of £100k consultancy costs, £150k relating to Build! And properties yet to be occupied.</i></p>				
Finance	2,127	2,087	(40)	30
Property	(1,102)	(1,102)	-	0
Finance Total	1,025	985	(40)	30

Finance: (£40k) consists of (£15k) Internal Audit Fees, (£45k) for external audit fees, £70k Interim Executive Director post, rent allowances underspend of (£50k) mainly due to Universal Credit.

Law & Governance	1,387	1,377	(10)	0
Law & Governance Total	1,387	1,377	(10)	0
Law & Governance: (£10k) relating to joint OCC Director of Law & Governance.				
Customers & IT services	2,543	2,543	-	0
Strategic Marketing & Communications	391	391	-	0
HR, OD & Payroll	751	751	-	0
Performance & Transformation	457	457	-	0
Corporate Services	466	466	-	0
CUSTOMERS & IT SERVICES TOTAL	4,608	4,608	0	0
TOTAL DIRECTORATES	20,289	20,562	273	392
Investment Costs	2,955	2,955	-	-
Interest Receivable	(563)	(606)	(43)	-
Interest from Graven Hill	(2,593)	(2,593)	-	-
Pension Costs	237	237	-	-
Appropriations For Transfer To Reserves	4,402	4,402	-	-
Appropriations For Transfer From Reserve	(3,516)	(3,516)	-	-
Capital Charges	1,500	1,500	-	-
EXECUTIVE MATTERS TOTAL	2,422	2,379	(43)	0
Interest Receivable: (£43k) due to new loan given to Crown House.				
COST OF SERVICES	22,711	22,941	230	392

Funding <i>(Brackets denotes an Underspend)</i>	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			230	392

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 by (£696k) further detail can be found in the table below:

Directorate	Budget £000	Forecast £000	Re-profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Environmental & Regulatory	5,270	4,572	30	(668)	0
Place & Growth	29,855	29,855	0	-	0
Customers & Service Development	987	987	0	-	0
Finance Services	56,673	56,645	0	(28)	0
Total	92,785	92,059	30	(696)	-

Current Period Variances:

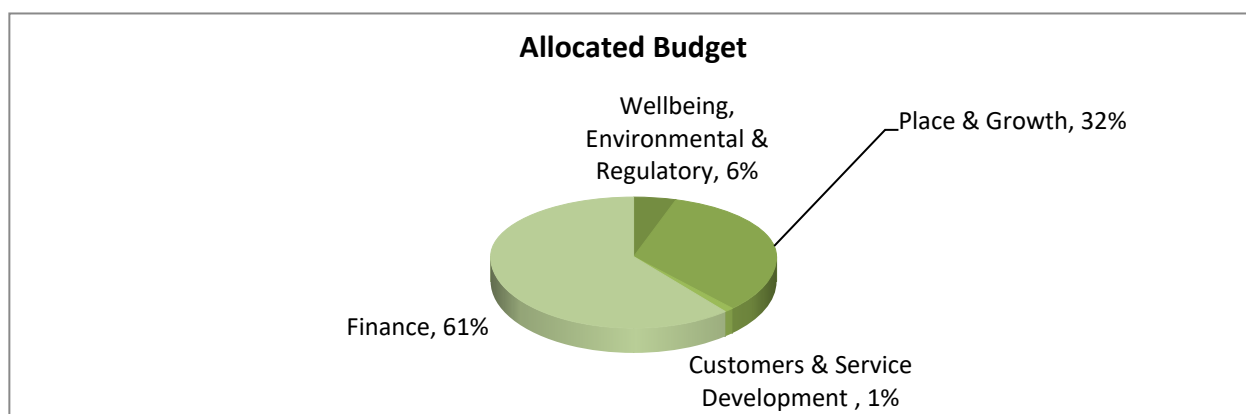
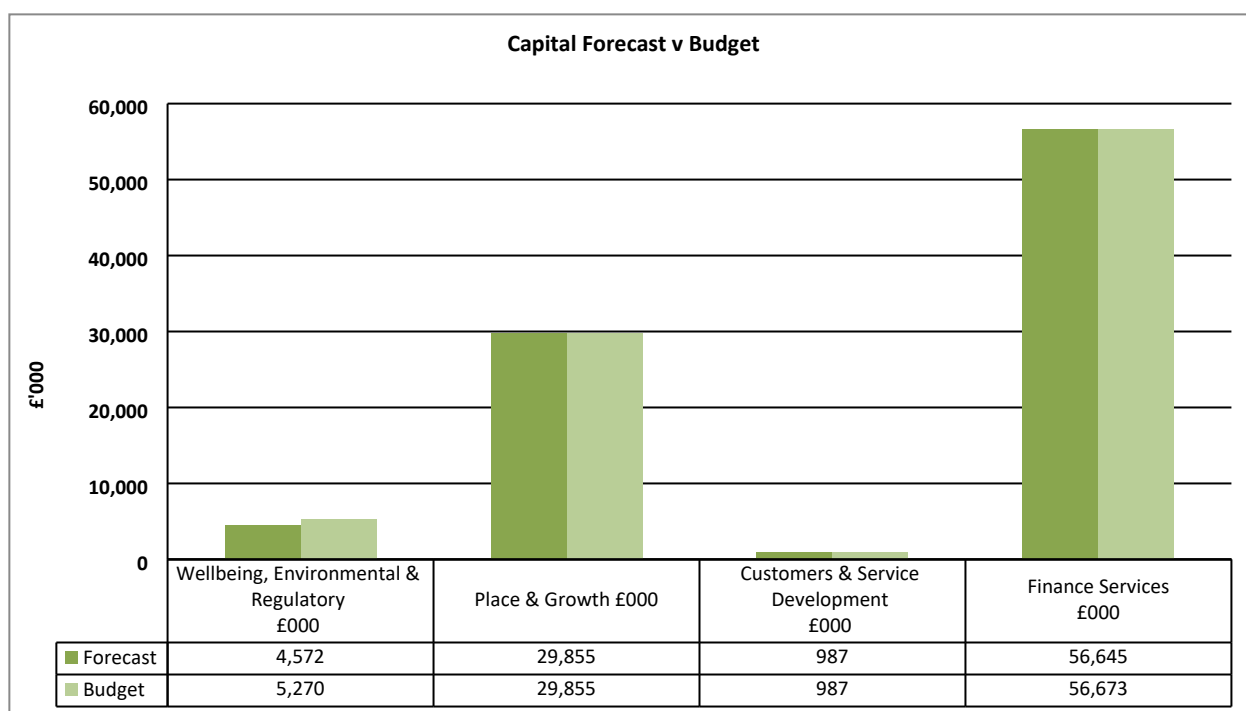
Wellbeing, Environmental & Regulatory Services: (£668k) budgets no longer required for Sunshine Centre (£22k), Biomass Heating Bicester Leisure Centre (£14k), Solar Photovoltaics at Sports Centre (£80k), Abrisas Upgrade project (£33k), Discretionary Grants Domestic Properties (£546k), Glass Recycling Bank spend not budgeted for £7k, and potential overspend of £20k on vehicle replacement programme.

Finance Services: £28k relating to New E-tendering Portal for procurement no longer required (£30k), additional small works on site that we acquired in 18/19 £15k and potential small underspends on the following projects Thorpe Place Industrial Units (£5k), Thorpe Way Industrial Units (£4k), Thorpe Lane Depot Tarmac/Drainage (£4k)

Re-profile beyond 2019/20:

Wellbeing, Environmental & Regulatory Services:

£30k Spiceball Leisure Centre Bridge Resurfacing is part of the CQ2 project. Could potentially roll into 2020/21.



3.18 Reserves

The reserves as at 31 March 2019 are detailed below and subject to Audit.

CDC Earmarked Reserves

Reserves	Service Owner	Purpose	Estimated Balance 31-Mar-19
General Fund Reserves:			£000
Building Control	Paul Feehilly	To manage the trading account for Building Control	(24)
Country Park Reserve	Graeme Kane	This reserve is used to fund major improvement works at the County Parks	(100)
Elections	Nick Graham	The reserve has been set up to recognise that standalone district elections are now annual in all wards.	(253)

Environmental Warranties	Adele Taylor	The reserve is in place to protect the council against potential asbestos claims in Sanctuary Homes	(1,000)
Hanwell Fields Open Space	Paul Feehilly	This reserve has been created from S106 monies and will be used towards the cost of the maintenance on Hanwell Fields open space as required	(79)
Housing Reserve	Graeme Kane	The reserve is to be used to support the delivery of a Single Person's Housing Strategy including the development and management of single person's housing units in Cherwell.	(114)
Work in Default reserve	Graeme Kane	This reserve has been set up to cover the cost of emergency enforcement as required	(100)
Local Plan Charges	Paul Feehilly	The reserve has been created to fund the one-off costs associated with the provision of the Local Plan	(124)
NHB - Affordable Housing	Graeme Kane	The reserve has been created from New Homes Bonus grant income and will be used on the strategic housing projects	(1,063)
NHB - Economic Development	Paul Feehilly	The reserve has been created from New Homes Bonus grant income and will be used to fund the costs of Economic Growth projects across the district	(2,527)
NHB - Superfast Broadband	Paul Feehilly	The reserve has been created from New Homes Bonus grant income and will be used to fund the costs associated with the Better Broadband for Oxfordshire programme	(727)
Planning Control	Paul Feehilly	This reserve will be used to fund the costs associated with major planning applications where the costs fall over more than one financial year	(259)
Business Rates and Risk reserve	Adele Taylor	This reserve is to mitigate risks arising from business rates volatility and general risks facing the organisation	(1,752)
Sainsbury's Primary Authority	Graeme Kane	This reserve is to fund the commercial projects within public protection	(55)
Self Insurance	Adele Taylor	This reserve holds self-insurance for small items that are otherwise not insured.	(137)
VAT Deminimus	Adele Taylor	This reserve has been set up to protect the council against the risk of breaching the VAT deminimus level of 5%	(500)
Welfare Reform	Belinda Green	The reserve is to fund potential repayments of overpaid benefit subsidy and to cover any potential costs associated with Welfare reform and Benefits	(99)
Horton General Towns	Graeme Kane	The reserve will be used to fund the cost of the Horton Hospital review	(84)
Pensions Deficit	Adele Taylor	To mitigate the cost of the pension deficit at the next triannual review	(1,814)
Graven Hill	Adele Taylor	Equalisation reserve for Graven Hill	(1,529)
Art Development	Graeme Kane	Art development reserve.	(52)
CCTV	Graeme Kane	The reserve will be used to fund the potential cost of CCTV	(27)
Broadfield Road Yarnton Sports	Graeme Kane		(4)
Castle Quay	Adele Taylor	The reserve is to manage the volatility of income and for reinvestment into Castle Quay	(80)

Bicester reserve	Paul Feehilly	To assist the Council with funding Bicester projects	(403)
Eco Town Revenue	Paul Feehilly	The reserve is used to fund Eco Town project as monitored by Place Programme and Project Board	(88)
Corporate and Commercial Reserve	Adele Taylor	To assist the council with funding the costs associated with corporate transformation and commercial investment projects	(6,052)
Brexit	Adele Taylor		(17)
Member Services			(12)
Sub-total			(19,076)
Earmarked Reserves from Grants & Contributions:			
Area Based Grant	Graeme Kane	This reserve supports the work in community consultation and engagement	(83)
Bicester Fields Main Park	Graeme Kane	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(97)
Brighter Futures - Skills Reward Grant	Graeme Kane	Projects for early years, employment support and skills, family support & young people, financial inclusion & housing, health & well-being, safer & stronger communities	(17)
Bicester Garden Town	Paul Feehilly	The reserve is for initiatives and studies pertaining to the development of Bicester as a Garden Town	(1,005)
Oxfordshire Youth Arts Partnership and Bicester Arts	Graeme Kane	Supporting the cultural development of the town over the medium term	(104)
Eco Town Revenue	Paul Feehilly	The reserve is used to fund Eco Town project as monitored by Place Programme and Project Board	(30)
Flood Recovery Grant	Nick Graham	The reserve has been created to cover the cost of emergency planning contingencies	(40)
Green Deal Pioneer Places	Paul Feehilly	The reserve has been created from a ring fenced grant which is used on projects relating to the Government's Green Deal initiative	(67)
Home Improvement Agency	Graeme Kane	This reserve is for covering the costs of Home Improvement Agency Projects as required	(221)
Homelessness Prevention	Graeme Kane	The reserve has been created from ring fenced grant to be spent in conjunction with Service Level Agreements with partnerships in conjunction with Cherwell's Homeless Action Plan	(486)
New Burdens Grant	Adele Taylor	The reserve has been created from various government grants awarded to fund any additional costs associated with administering new government initiatives	(248)
Performance Reward Grant ABG	Graeme Kane	This is CSP money that is not to be spent without the permission of the CSP.	(21)
Police & Crime Commissioner	Graeme Kane	The reserve is created from ring-fenced grant to be spent on specific projects to be approved by the Community Safety Partnership	(64)
Thames Valley Police	Graeme Kane	This reserve is being used to fund the cost of CCTV replacement.	(28)
Sportivate Initiatives	Graeme Kane	The reserve has been created for Sportivate activities to research and pilot projects to engage inactive residents.	(55)

Housing and Planning Initiatives	Paul Feehilly	This reserve supports work within Housing and Planning to support one-off costs associated with growth within the District	(322)
Laburnham Cres Ambrosden	Paul Feehilly	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(38)
Sub-total			(2,982)
Total Earmarked Reserves			(22,059)
General Fund Balance			(1,001)
Useable Reserves			(23,060)

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, Monitoring Officer: Law and Governance
Nick.Graham@cherwell-dc.gov.uk

Risk management

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

Comments checked by:

Louise Tustian, Team Leader: Insight Team
01295 221786
Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management
Councillor Tony Ilott – Lead member for Finance and Governance

Document Information

Appendix No	Title
Appendix 1 Appendix 2 Appendix 3	2019/20 Business Plan Monthly Performance Report Leadership Risk Register
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.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 3 – Cherwell District Council – Latest Leadership Risk Register as at 12/06/2019

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
16-25	5 - Catastrophic			L09		
	4 - Major		L10 & L12	L07 & L11		
	3 - Moderate			L01, L02, L04, L05, L14	L03, L08 & L15	L13
	2 - Minor					
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L01 -	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand Lack of financial awareness and understanding throughout the council	4	4	16	Medium Term Revenue Plan reported regularly to members. Balanced medium term and dynamic ability to prioritise resources Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Oxfordshire Treasurers' Association's work streams Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully Fully Fully Partially Partially Fully	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	3	9	↔	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed 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. 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. Asset Management Strategy being reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. Finance support and engagement with programme management processes continuing. Further integration and development of Performance, Finance and Risk reporting Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee. Regular utilisation of advisors as appropriate. Internal Audits being undertaken for core financial activity and capital as well as service activity	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Investment options considered as and when they arise Financial System Solution Project continuing to consider future finance system options ready for go-live 2020 Review underway Integrated reporting has been embedded Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFP Regular training will be undertaken Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 10/06/19 - No changes
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	Risk reviewed 13/06/19 - No changes
L03 -	Lack of Organisational Capacity - Ability to deliver Council priorities and services impacted by increased workload and reduced capacity/resilience following end of joint working arrangements with South Northamptonshire Council.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.	Partially Fully Fully Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Monthly CEDR and ELT meetings with clear escalation pathways for issues to be resolved. Learning and development opportunities identified and promoted by the Chief Executive. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.	Separation programme to date delivered without reducing capacity at CDC, however resilience is an issue as teams are no longer shared with SNC. Separation Project Board meeting fortnightly with Joint CEDR meetings monthly to oversee Opportunities for joint working with OCC being explored for Legal, Finance and Strategic Capability (corporate services).	Risk reviewed 10/6/19 - 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																	
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. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus (NHB) Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	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 Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Arrangements in place to source appropriate additional, time-bound resource if needed Delegations to Chief Exec agreed to ensure timely decisions Ongoing programme of internal communication, including Members updates and training programme On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies Updates on annual NHB payments	Partially Partially Partially Fully Fully Not	Councillor Colin Clarke	Paul Feehily	David Peckford	3	3	9	↑	Regular review meetings on progress and critical path review Regular Portfolio briefings and political review LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Additional evidence commissioned as required. Need to keep under review staff and financial resources to ensure delivery to timetable (LDS) for Local Plan Review. Authority Monitoring Reports continue to be prepared on a regular annual basis Hearings into CDC partial review took place in February 2019.	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). Score has increased from 8 to 9, increase due to the delay with JSSP & Local Plan.	Risk reviewed 06/06/19. Comments updated, additional information on tab 3.
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 BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March	OCC's Emergency Planning team have provided drop-in sessions to review these BCPs and provide support the BC authors. An internal audit was undertaken in December and January to quality assure our plans and the final report was taken to CEDR in March along with an improvement plan. An officer Steering Group is in place to provide professional advice on critical aspects of the plans and is meeting in June to take forward the post-audit improvement plan. The BC statement of intent and framework have been approved.	Risk Reviewed and Comments updated 7/6/19

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
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. Two separate Duty Manager 'on-call' systems were implemented for SNC and CDC in January 2019. Separate Emergency Plans are being created. OCC now providing expert advice and support. Emergency Planning update provided to Overview and Scrutiny March 19. Active involvement in the LRF Brexit planning arrangements is on-going but currently suspended given the delay to Brexit.	Risk Reviewed and Comments updated 7/6/19
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 has been drafted and will be going to CEDR on 10th June. Following this it will be going to the BPN meeting on 17th June for ratification. The Corporate arrangements are in the process of being updated. These will be finalised by end of June 2019. Following the ratification of the new Corporate Health, Safety and Wellbeing Policy in June new AD checklists will be issued. The H&S team also conduct audits internally across all services and teams, the current program will require review to ensure it reflects CDC and takes into account available resources. scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Corporate Arrangements are being updated. These will be completed by June 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.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place 11/06/2019. The Internal Audit programme has undergone a review due to reduction in the resources available to carry out the existing 3 year program. A new 2 year schedule has been developed to replace the existing schedule. Role out of the new audit schedule commenced in May 2019. Still awaiting final sign off from the HR/Training Manager for training procurement and implementation. Final tweaks being made prior to launch of eLearning package 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	Risk reviewed 03/06/19 - Mitigating actions and comments updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Partially Fully Fully Fully Fully Partially Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The 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. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk Reviewed 03/06/19 - Mitigating actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Partially Fully Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend groups focused on tackling child exploitation	Continued focus in this area with ongoing programme of training and awareness raising. The annual Section 11 submission has been made; it reflects the strong arrangements that in place at CDC. Recruitment for a new post holder post separation will begin in June.	Risk Reviewed 11/06/19 - Comments 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 of 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	Partially Partially Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers 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.	Knowledge and experience building take place with training and support as required. Further oversight processes for CEDR currently being developed including a dashboard of key information for each company. This will be ready for use for 19/20.	Risk reviewed - 10/06/19 - 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																	
L12 -	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner or 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 place 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 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	Adele Taylor	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.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice. This needs to be extended to other partners.	Risk reviewed - 10/06/19 - No changes
L13 -	Separation and Joint Working - Separation of joint services with SNC and development of joint working partnership with OCC impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities. Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	5	4	20	Agreed programme of separation in place between CDC and SNC Programme Board and Project Team established to deliver separation. S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. 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. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Fully Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. Collaboration Agreement to underpin joint working with SNC following the end of the s113 to be agreed. Changing Times staff magazine issued on monthly basis. Regular communications plan with cascade briefings from Assistant Directors planned quarterly.	Programme of separation on track. Decisions regarding the separation of all front-line services expected to be made by April 2019. Final decision on HR separation expected in July. Service delivery models in place for some services e.g. Payroll where separation is not possible within current timetable. Task and Finish groups set up with OCC to progress the Strategic Capability (corporate services) joint working project.	Risk reviewed 10/06/19 - commentary updated.
L14 -	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	Risk reviewed 13/06 - No changes.
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 Provisional) 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 Fully	Councillor Barry Wood	Paul Feehily	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	CEDR have approved the Year 2 Plan for Growth Deal delivery. Included in the decision was the agreement in principal 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.	Risk reviewed 12/06 - Comments updated.

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. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings were held during the weeks commencing 4 and 11 February 2019. An informal post-hearing consultation on technical documents took place in March/April. The Council responded to the comments made on 27 April. A response from the

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. The Council contributes to the plan-making process as a partner with a view to it being adopted as part of the Development 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 an Options Paper is presently expected to be ready for consultation in November 2019 (subject to the approval of each Council). The overall programme is very tight and may be affected by a future Government announcement on a proposed route for the Oxford-Cambridge

Local Plan Review

Work programming and initial preparatory work is underway to inform Director / Assistant Director discussion. 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. A scope of work is

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.

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CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's					Re-profiling and variances to be updated	
				BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Nicola Riley		Sunshine Centre	0	440		418		(22)	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 Nov 19
			Community Total	-	440	-	418	-	(22)	
Liam Didcock	Graeme Kane	2012/13	Biomass Heating Bicester Leisure Centre	0	14		0		(14)	Budget no longer required
Liam Didcock	Graeme Kane	2013/14	Solar Photovoltaics at Sports Centres	0	80		0		(80)	Budget no longer required
Tom Gubbins	Graeme Kane	2013/14	Football Development Plan in Banbury	0	20		20		-	We forecast to spend £20k on Leisure strategy and feasibility work as allocated
Liam Didcock	Graeme Kane	2014/15	North Oxfordshire Academy Astro turf	0	183		183		-	Anticipated full spend in 19/20
Liam Didcock	Graeme Kane	2016/17	Bicester Leisure Centre Extension	0	122		122		-	Following strategy presented to members and prioritisation. Work due to commence in August 2019
Liam Didcock	Graeme Kane	2016/17	Spiceball Leis Centre Bridge Resurfacing	0	30		0	30	-	Works to be determined post completion of the new bridge connection, as part of the CQ2 project. Could potentially roll into 20/21
Rebecca Dyson	Graeme Kane	2017/18	Corporate Booking System	0	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.
Kevin Larnar	Graeme Kane	2018/19	Cherwell Community Fund	100	67		167		-	This is the Cherwell Community Capital Grant. The 18/19 budget was all awarded to community projects in 18/19. However, some of the commitments were not put onto Civica until very recently (due to delays receiving confirmatory information from the recipients). The money will actually go out of the door as the grant aided projects are completed during 19/20.
Liam Didcock	Graeme Kane	2018/19	Cooper sports Facility Floodlights	0	65		64		(1)	Project complete
Liam Didcock	Graeme Kane	2019/20	Fencing Works/Associated Storage	50			50		-	Tender of contract has commenced. Expect to spend full budget by the end of Q2
			Leisure & Sport Total	150	641	-	666	30	(95)	
Tim Mills	Gillian Douglas	Various as per budget	Disabled Facilities Grants	0	749	1,093	1,400		(442)	The Council took a 'holiday' from its £375k annual top-up. The Better Care Fund allocation for 19-20 is £1,092,792. Current projection of £1.4m spend but to be reviewed monthly (NB. Spend for this budget invariably accelerates towards the end of the year.)
Tim Mills	Gillian Douglas	Various as per budget	Discretionary Grants Domestic Properties	150	154		200		(104)	Anticipated spend of £100k less than budgeted, therefore this may not be required.
Mark Godwin	Gillian Douglas	2018/19	Abritas Upgrade	33	19		19		(33)	Upgrade of Abritas taking place so full spend is expected.
			Housing Total	183	922	1,093	1,619	-	(579)	
Ed Potter	Graeme Kane	2017/18	Car Park Refurbishments	0	192		192		-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	2014/15	Energy Efficiency Projects	0	15		15		-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	2012/13	Glass Bank Recycling Scheme	0	0		7		7	2 cages supplied not budgeted for
Ed Potter	Graeme Kane	2015/16	Public Conveniences	200	50		250		-	Anticipated full spend in 19/20

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

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				BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	FORECAST	OUTTURN NARRATIVE			
Ed Potter	Graeme Kane	2015/16	Off Road Parking	0	18		18		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	Annual	Vehicle Replacement Programme	860	319		1,200		21	On track for 19/20	
Ed Potter	Graeme Kane	2016/17	Wheeled Bin Replacement Scheme	0	45		45		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2016/17	Urban City Electricity Installations	0	15		15		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2018/19	Vehicle Lifting Equipment	20	0		20		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	0	20		20		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2019/20	Commercial Waste Containers	12	0		12		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2019/20	On Street Recycling Bins	25	0		25		-	Anticipated full spend in 19/20	
Ed Potter	Graeme Kane	2019/20	Thorpe Lane Depot Capacity Enhancement	50	0		50		-	Anticipated full spend in 19/20	
			Environment - Environment	1,167	674	-	1,869	-	28		
			Wellbeing, Environmental & Regulatory Total	1,500	2,677	1,093	4,572	30	(668)		
Jane Norman	Robert Jolley	2013/14	Community Centre Refurbishments	0	84		84		-	Anticipated full spend in 19/20	
Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	(190)	989		799		-	Project is on target for completion in summer 2019 and is on budget	
Andrew Bove	Robert Jolley	2015/16	East West Railways	290	1,160		1,450		-	Anticipated full spend in 19/20	
Robert Jolley	Paul Feehily	2014/15	Graven Hill - Loans and Equity	13,000	0		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	2016/17	NW Bicester Eco Business Centre	0	68		68		-	Anticipated full spend in 19/20	
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 1b	1,845	1,709		3,554		-	Anticipated full spend in 19/20	
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	4,400	6,500		10,900		-	The programme is being reviewed, more will be known by Q2.	
			Place & Growth - Economy & Regeneration	19,535	10,510	-	29,855	-	-		
			Place & Growth Total	19,535	10,510	-	29,855	-	-		
Natasha Barnes	Claire Taylor	2014/15	Customer Self-Service Portal CRM Solution	0	80		80		-	Anticipated full spend in 19/20. Comment from Natasha Barnes: This was due to be part of the project for Digital Transformation (JADU) and the pot was due to have moved to ICT last year. Suggest it is rolled over but re-profiled asap was this maybe needed to facilitate separation of the systems associated.	
Rakesh Kumar	Claire Taylor	2014/15	Land & Property Harmonisation	33	49		82		-	Planned to complete by end of FY - Replacement of Land and Property systems	
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50	19		69		-	Planned to complete by end of FY - Windows 10/Office 365 roll out and computer replacement	
Tim Spiers	Claire Taylor	Annual	Business Systems Harmonisation Programme	40	0	22	40		(22)	Rolling budget. Offsetting o/s against Unified Comms	
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	0	19		19		-	Migrate remaining services to data centre, predict full spend	
Tim Spiers	Claire Taylor	2017/18	IT Strategy Review	0	105		105		-	Engagement ongoing planned to continue to December 2019	
Tim Spiers	Claire Taylor	2014/15	Land & Property Harmonisation	0	167		167		-	Planned to complete by end of FY, replacement land and property systems	
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	0	32		32		-	Replace CRM system by end of year. 32K accrual in here which will be offset once invoice to SNC is processed	
Hedd Vaughan-Evans	Claire Taylor		Unified Communications	0	112	134	267		22	Need to invoice SNC £133,500 - this still leaves £12,500, can this be offset by underspend above	
			Information Technology Total	123	583	156	861	-	0		
Karen Edwards	Claire Taylor	2015/16	HR / Payroll System replacement	125	0		125		-	Anticipated full spend in 19/20	

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

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				BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	FORECAST	RE-PROFILED BEYOND 2019/20			
			HR, OD and Payroll Total	125	-	-	125	-	-		
			Customers & Service Development Total	248	583	156	986	0	0		
Kelly Watson	Adele Taylor	2013/14	Financial System Upgrade	0	0		0	0	-		
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	87	57		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	
Kelly Watson	Adele Taylor	2019/20	New E-Tenderings Portal for Procurement	30	0		0	0	(30)	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.	
Kelly Watson	Adele Taylor	2019/20	Finance Replacement System	210	0		210	0	-	Currently out to tender, anticipated full spend in 19/20	
			Finance Total	327	57	-	354	-	(30)		
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	0	2		2	0	-	Works completed. Spend of £71K in 18/19. Final bill outstanding of £2K reprofile from 18/19	
Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	0	30		30	0	-	Works partially completed. On target for spend of £30K	
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	0	0		0	0	-	Works completed, PO to be closed	
Robert Fuzesi	Adele Taylor	2016/17	Spiceball Riverbank Reinstatement	0	50		50	0	-	Full spend anticipated in 19/20	
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	0	253		253	0	-	In design stage, works progressing. On target for full spend.	
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	0	0		0	0	-	Works complete. Snagging remains. Should be complete in July 19	
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	0	45,798		45,798	0	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond	
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	0	7,636		7,636	0	-	Programme ongoing, reprofile £7,636 into 19/20	
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	0	75		75	0	-	Rentention Payment of c. £25K payable to the contractor in Aug 19, there will also be some professional fees payable so re-profile a total of £75K from 18/19	
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	0	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	0	95		95	0	-	Works in design stage, awaiting actual costs. On target for full spend on project.	
Stuart Parkhurst	Robert Fuzesi	2017/18	Retained Land	0	165		165	0	-	Contract awarded. Project has started April 19. On target for full spend on project. Review at Q2	
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	0	162		157	0	(5)	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19. On target for full spend.	

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

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				BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	0	135		131	0	(4)	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair, Banbury	0	100		100	0	-	Project under review. Previously tendered over budget. Review at Q2
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	0	110		106	0	(4)	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	0	40		40	0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19. On target for full spend.
Chris Hipkiss	Adele Taylor	2018/19	Tramway Industrial Estate, Banbury	0	0		15	0	15	Site survey works not budgeted for in 19/20
	Nicola Riley	2019/20	The Mill	250	0		250	0	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Banbury Museum Upgrade of AHU	110	0		110	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Bodicote House Fire Compliance Works	154	0		154	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	The Fairway Garage Demolition	52	0		52	0	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	BYHP Separation of Building to two units	17	0		17	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Compliance Works with Energy Performanc	169	0		169	0	-	Phase one On site, 15 week programme. Project anticipated to be on target, works to be completed end of July 19. Phase two works being assessed. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2019/20	Ferriston Roof Covering	142	0		142	0	-	Design instructed. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Pioneer Square Fire Panel	20	0		20	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Corporate Asbestos Surveys	150	0		150	0	-	
Stuart Parkhurst	Robert Fuzesi	2019/20	Corporate Fire Risk Assessments	60	0		60	0	-	Works are being assessed with the consultant.
Stuart Parkhurst	Robert Fuzesi	2019/20	Corporate Water Hygiene Legionella Asses	35	0		35	0	-	Once full scope identified, works will proceed.
Stuart Parkhurst	Robert Fuzesi	2019/20	Corporate Reinstatement Cost Assessments	59	0		59	0	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	2019/20	Works From Compliance Surveys	195	0		195	0	-	
Stuart Parkhurst	Robert Fuzesi	2019/20	Thorpe Place 18_19	75	0		75	0	-	Design costs requested from consultant. Full spend anticipated in 19/20
Robert Fuzesi	Adele Taylor	2019/20	CDC Feasibility of utilisation of proper	100	0		100	0	-	Anticipated full spend in 19/20
			Property Total	1,588	54,701	-	56,291	-	2	
			Finance Services Total	1,915	54,758	-	56,645	-	(28)	
			Capital Total	23,198	68,528	1,249	92,058	30	(696)	696 - Under Spend




Appendix 2 – Monthly Performance Report

May 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	Kane, Graeme Potter, Ed	Tonnages for garden waste remain on track.	Compost giveaway events taking place during June in Kidlington, Banbury & Bicester	★	Collections are continuing according to the schedule. Some changes have had to be made to adjust for the teams supporting the election logistics.	★
CDC1.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Kane, Graeme Potter, Ed	Programme of Neighbourhood Blitz events underway.	Develop plans to extend the opportunities to recycle using street bins. Expansion underway.	★	A34 verge cleaning took place successfully with lane closures on two Sunday mornings.	★
CDC1.1.3 Reduce Environmental Crime	Cllr D Sames	Kane, Graeme Potter, Ed	A number of investigations underway.	Neighbourhood blitz programme commences soon and will aim to increase awareness amongst residents of how to safely dispose of waste.	★	In line with national trends, fly tipping levels are still higher compared to a few years ago.	★
CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Kane, Graeme Webb, Richard	'Walk to School Week' (week commencing 20 May) air quality messages. Work on the Annual Status Report.	The Annual Status Report, which includes a review of the actions in the Air Quality Action Plan, is due to be submitted to Defra by the end of June.	★	To coincide with 'Walk to School Week' (week commencing 20 May) air quality messages about the actions individuals can take to help improve air quality were put out through Social Media and the feedback was very positive. Air quality monitoring continues at 47 locations across the District.	★
CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Kane, Graeme Webb, Richard	Multi-agency community engagement events in Banbury and Bicester. Joint patrols with Thames Valley Police in parks and recreational facilities. First 'All About Youth' Programme Board meeting in May.	Team will attend the Banbury and District Show and a 'Have Your Say' event with Thames Valley Police. Joint operation with Neighbourhood Officers to prevent ASB and underage drinking in Adderbury during the Party in the Park event. Attend next round of Community Forums. Continue review of Banbury Public Space Protection Order. Review of Cherwell Community Safety Strategy with the aim of agreeing a refreshed strategy in September.	★	A new Community Safety team Facebook page has been established and is now operational providing a means for the team to highlight local initiatives and safety messages. This Facebook page will be promoted over the next few months to increase follower numbers, providing a simple and quick way to communicate with residents and businesses. May's community engagement events in Banbury and Bicester had a focus on the exploitation of children by organised crime groups and county drug lines gangs. This was part of a National Crime Agency Intensification Week. Successful action following a noise complaint resulted in the team seizing a stereo from a property causing a persistent problem. The Licensing Team continues to assess and review the mandatory safeguarding awareness training for taxi licence applicants to ensure that it is still fit for purpose. All new applicants for taxi licences are required to undertake the training ahead of being issued with a licence.	★

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.6 Protect the Built Heritage	Cllr C Clarke	Feehily, Paul Jolley, Robert	A review of conservation area appraisal priorities has been undertaken in consultation with Development Management. A review of the priorities for the preparation of heritage/conservation advice notes has also taken place.	Commencement of work on heritage/conservation guidance notes within the next month.	★	In consultation with Development Management, the Conservation team has identified priorities for the next conservation area appraisals and for the production of heritage/conservation advice notes. Consultation procedures with Development Management have also been adjusted to help improve service delivery.	★

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	Kane, Graeme Riley, Nicola	CDC staff volunteering scheme 'live' on Etarms and intranet.	Community Partnership Network meeting on 4 June will receive presentations on Social Prescribing and future of Health & Care in Banbury.	★	The Community Partnership Network, which involves key health sector partners and campaigners, met. This included a presentation about the future provision of health care services across Cherwell.	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Kane, Graeme Riley, Nicola	Project to replace the Artificial Turf Pitch at Cooper School (Bicester Learning Academy) continues. On 1 May Spiceball Leisure Centre swimming pool closed to allow the remedial and improvement works to be undertaken	The more detailed scope of works for the Fencing Project at Cooper School will be sent out. Works are continuing on the remedial /improvement to Spiceball Leisure Centre swimming pools.	★	Work is continuing at Spiceball Leisure Centre in regards to the improvement/remedial works. This is progressing to the scheduled programme at present. The next improvement to the Joint Use Facilities is the replacement of the fencing to the Artificial Turf Pitches at Cooper Sports Facility. Expressions of interest have been sent out with a more detailed specification to follow. Works to be completed in August 2019	★
Page 40	Cllr A McHugh	Kane, Graeme Riley, Nicola	Launch Cherwell Lottery. Approve Age of Creativity Festival. Graven Hill Connecting Communities event. Brighter Futures Play Day - Bretch Hill.	Recruit 30+ Cherwell Lottery 'Good Cause partners' before first draw on 06 July. Publicity to promote public support once ticket sales go live on 11 June.	★	Community Services partnered with Age UK to facilitate The Age of Creativity from 13-17 May. The event provided a 'shop front' for a varied programme of creative activity for older people that already exists in Banbury but may be unseen to all but the participants. Tutors relocated their art, singing, dance classes to the empty shop Unit in Castle Quay. Over 150 people visited the shop each day. Food Poverty Training – 40 Community partners and professionals attended the training to identify the issues we face in the district and methods to address food poverty and holiday hunger in Brighter Future wards. Graven Hill Connecting Communities event was successfully delivered with over 60 residents attending to meet organisations and partners who deliver services locally to them, themes included community safety / Recycling and Health & Wellbeing.	★
				Parish Liaison meeting on 12 June. Banbury Volunteer Fair- 7 June - Banbury Town Hall. Cherwell Young People, Play & Wellbeing Partnership forum - 2 July. Banbury Play Day 10 Year celebration event - 25 July - Peoples Park.	Brighter Futures Play Day successfully delivered in Bretch Hill with 200 people attending the event. The event engaged residents with free activities and provided Play:Full free lunches for all and promoted messages of health & wellbeing and positive activities in the community. Cherwell Lottery 'Good Cause' launch event on 15 May was well attended and received good coverage in local media. 20 organisations are now signed up as 'Good Cause Partners' Two Community grants were approved, totalling £2,915. Key themes for the June Parish Liaison meeting will be Planning (Development Management) and Housing Strategy.		

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.4 Enhanced Community Resilience	Cllr A McHugh	Kane, Graeme Webb, Richard	Quarterly review of the Emergency Planning and Business Continuity partnership with Oxfordshire County Council (OCC).	In June council officers will support a Reception Centre exercise in West Oxfordshire. Also, in June Oxfordshire County Council's Emergency Planning Team will be commencing monthly training sessions for Cherwell staff on aspects of our partnership emergency planning arrangements	★	Cherwell District Council has a partnership in place with Oxfordshire County Council through which the County Council's Emergency Planning team undertake work on our behalf. This includes- Supporting parish councils and community groups to develop community emergency plans which identify particular local risks (e.g. flooding) and document plans for responding if these risks arise. Supporting the response to any emergency incidents that arise. Developing joint plans for foreseeable emergency incidents. Training council managers and staff on the plans that are in place for emergency incidents across the area. The council maintains an emergency plan to support its response to emergency incidents and maintains a duty director rota to ensure that there is a director available to coordinate the response to any incident at any time.	★
CDC2.1.5 Homelessness Prevention	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	Review of our temporary accommodation to identify voids.	Recruitment of a county-wide Homelessness co-ordinator and building Surveyor Apprentice.	★	A reduction in use of temporary accommodation has allowed us to reflect on using these units more flexibly to increase options for clients and to minimise temporary accommodation void charges. Work continues to deliver on the successful Rough Sleeper Initiative funding. The first 3 units have been identified for the Housing First project and the new Outreach Worker has been appointed to enhance services for those rough sleeping or at risk in our district.	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.6 Support and Safeguard Vulnerable People	Cllr A McHugh	Kane, Graeme Riley, Nicola	Consider additional Discretionary Housing Payment (DHP) fund to support those residents impacted by Universal Credit.	We will continue to monitor the awards and expenditure of DHP to ensure that the most vulnerable residents are protected.	★	All on target, Performance on Housing Benefit is carefully monitored, and the team continue to seek further service improvements. Elected members at CDC have recently agreed an additional £50k for the Discretionary Housing Payment fund to support those residents impacted by Universal Credit.	★
CDC2.1.7 Respond to the Welfare Reform Agenda	Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	Members of Executive BPM received a report on the impact of Universal Credit on residents and the Councils.	Department Works Pensions (DWP) Universal Credit (UC) team will be offering a presentation to elected members in July 19. A meeting with local MPs is also planned to explain the impacts we are feeling from UC.	★	This remains on target and this will be ensured by the work of the Universal Credit project team for Cherwell and also by the pro-active work we will be undertaking with partners such as DWP Universal Credit team.	★
Page 42 CDC2.1.8 Promote Healthy Place Making	Cllr A McHugh	Kane, Graeme Rowe, Rosie	Advertise project officer posts to scale healthy place shaping. Bicester Big Lunch. Install digital signage on health routes in Bicester. Growth Board healthy place shaping workshop .	Agree with districts and Sport England plans for their investment in healthy place shaping across the county. Hold workshop with Bicester third sector to identify support available for under 5s and where there are still gaps. Agree with relevant stakeholders whether to progress development of a meeting centre for people with dementia in Bicester.	★	Project officer posts have been advertised to scale healthy place shaping. Bicester Big Lunch well attended with significant interest in the Healthy Bicester stand. Digital signage now installed on all health routes in Bicester and residents are being encouraged to sign up. Growth Board healthy place shaping workshop organised and attended by over 70 officers and councillors from across the districts.	★

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	Douglas, Gillian Kane, Graeme	Contract due to start on site at Admiral Holland	Completion of the shared ownership three bedroom house at Cropredy on target for the 12th July with marketing commencing in June 2019.	★	Contractual start on site was achieved on the 28th May at Admiral Holland in Banbury to meet the Year One target for the Growth Deal. Creampot Crescent, Cropredy, our three bedroom house is also on target to complete in the middle of July.	★
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Feehily, Paul Jolley, Robert	Banbury Dance event: July 2019. Businesses being engaged.	Banbury Dance event: to be promoted in June 2019. Developing the Visitor Economy: manage investment enquiries. Tourism economic impact: Commission report July 2019.	★	We continue with activities to increase the volume (nos of jobs and visitors) and value of the Visitor Economy through on-going contract management of the Banbury and Bicester Visitor Information Centres, engaging as members of and through regular liaison with Experience Oxfordshire to promote Cherwell as a visitor destination. We have been engaging businesses to support the OVO Cycle event through the District in June 2020 and are working to ensure Cherwell derives the fullest possible economic benefits from the event.	★
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr C Clarke	Feehily, Paul Jolley, Robert	Workshop with Members: Planning and promotion for 11th June. Business workshops: confirmed dates, venues and key stakeholders	Workshop with Members to be held 11th June Plan and Promote Business Workshops to be held 19th June and 24th July	★	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 have held staff and member workshops and are now planning the next rounds of engagement with small and large businesses before widening further to include other stakeholders. The outputs from the workshops held to date are being analysed and have been supported by innovative and insightful external research. 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.	★
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Feehily, Paul Jolley, Robert	12 detailed Business Enquiries from inward and indigenous investors: responded promptly to all. Cherwell Business Awards: Completion of 2019 round.	Develop a 'Welcome Pack' for new business investors. Planning applications: Respond to key employment-related proposals. Investment website: Create website to promote commercial investment and job creation.	★	We have met and provided practical advice and guidance at 6 meetings at business premises in order to help businesses in their strategic investment decisions that will be to the benefit of Cherwell residents. While we have around 97% superfast broadband coverage across the District (greater than 24mbps) we recognise that for 3% (mostly households and businesses in rural areas) access requires enhanced coverage. We are working with Broadband providers to deliver 100% coverage and are considering options to achieve that outcome".	★

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 C Clarke	Feehily, Paul Jolley, Robert	Bicester Town Centre workshop: 25th June - Planning of the event and finalising delegate list.	Future High Streets Fund: Funding decision expected Bicester Town Centre workshop: to be held on 25th June	★	Preparations are in their final stages for the important Bicester Town Centre workshop on 25 June at which Bill Grimsey is the confirmed keynote speaker. Actions and commitments from this event will be quickly assimilated and translated into a programme of work and activities that will build momentum and demonstrate a shift in approach to the town centre that moves us away from thinking purely in traditional retail based terms about Bicester's role and future contribution. Lessons from Bicester will be rolled out across our other urban centres. We continue to support Banbury BID (Business Improvement District) in the delivery of its year 2 business plan.	★
<p align="center">Page 44</p> <p>CDC3.1.6 Deliver the Local Plan</p>	Cllr C Clarke	Feehily, Paul Peckford, David	<p>Partial Review of the Local Plan - the Inspector's advice has not yet been received following the public hearings in February and the informal consultation in April.</p> <p>Oxon Plan 2050 - work continues by the central Plan team with a view to producing an Options Paper later in the year.</p> <p>Local Plan Review - work programming and initial preparatory work has commenced.</p>	<p>Partial Review of the Local Plan - the Inspector's advice is still awaited following the public hearings in February and the informal consultation in April. There is no precise date for the receipt of this advice.</p> <p>Oxon Plan 2050 - each Council will need to consider the proposed Options Paper produced by the central Plan team when it is completed and before consultation commences.</p> <p>Local Plan Review - the next milestone will be the preparation of an Issues Paper for consideration by the Executive.</p>	●	<p>Partial Review of the Local Plan - at examination. Informal consultation on technical documents ended on 4 April. The Council responded to the comments made by 27 April as agreed with the Inspector. At the time of this update CDC still awaits the Inspectors report. Further information has been requested by the Inspector and provided within his time limits which have had the effect of extending the period he needs in order to write his report. Most recent questions have been forwarded to CDC are in relation to the City's local plan preparation which are being addressed, although these are detailed technical questions that will require examination at the pending hearings into the City's plan.</p> <p>All work required by CDC officers has therefore been completed but the risk to the measure 'Deliver the local plan' remains Amber due to factors outside CDC's control. Officers will continue to oversee and manage any further issues arising in relation to the Partial Review as they emerge in order to mitigate and reduce the risk of further delays and interventions.</p> <p>Oxon Plan 2050 - A 'call for location ideas' ended on 12 April. The central team are evidence gathering and working towards consultation on an Options Paper assisted by the individual district councils.</p> <p>Local Plan Review - programming work commenced in April in accordance with the Local Development Scheme. The timetable for the Local Plan Review is influenced by that for the Oxon Plan 2050.</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 C Clarke	Feehily, Paul Jolley, Robert	Draft Year 2 Plan presented to Growth Deal Board.	Year 2 plan presented to CEDR (Chief Executive Direct Reports) for approval on the 10th June 2019.	★	We have now organised ourselves around the 4 work streams of the Oxfordshire Housing and Growth Deal and are better placed to ensure we deliver against CDC's commitments within the Growth Deal contract with Government. We have an agreed Year 2 Plan and have an organisational commitment to make available the resources identified to deliver the Year 2 Plan. We can now track progress against the Plan. We continue to engage at officer and Member levels with the various groups and meetings formed as part of the governance arrangements of the Oxfordshire Growth Deal assisted by our new internal organisational capability built around our Work Stream Leads and Programme Management Office support.	★

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	Kane, Graeme Potter, Ed	61%	56%	★	Recycling is strong at this time of year owing to the popularity of the garden waste collection service.	59%	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	Douglas, Gillian Kane, Graeme	18.00	35.00	★	The number of households in temporary accommodation has reduced to 18, representing the focus of the Housing Options Team on working with clients to resolve their issues before the point of crisis. This reduction has allowed the team to consider more flexible use of the current temporary accommodation units to meet the needs of some clients who do not fall under the statutory duties and to be diverted for other projects such as the Housing First initiative. Eight units have been handed back to minimise void costs. These will be returned to the general social housing stock and let permanently via the Housing Register. The Housing Options Team continue to focus on preventing homelessness and this, along with the increased delivery of affordable accommodation has kept the demand for temporary accommodation to a minimum. Caseloads for officers, carrying out prevention work is rising and increasingly complex which is very challenging.	43.00	70.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	38.00	45.00	▲	Comprising: 17 disabled adaptations grants (Disabled Facilities Grants, Discretionary DFG & Extended Minor Works Grants), 7 Minor Works Grants, 14 Small Repairs and 0 Essential Repairs Grants. This composite measure includes a number of different grants which can vary in scale and duration. The number of completions in a particular month is therefore difficult to predict with accuracy and will fluctuate month on month.	85.00	90.00	●
CDC2.2.03 Homes improved through enforcement action	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	4.00	9.00	▲	Enforcement action was completed at four homes during May. (With enforcement notices issued in relation to a further 6) Note however that this work is a mixture of reactive and proactive cases and that their complexity and duration can vary significantly. As a result, there will inevitably be variation in the number of cases concluded each month. Significant officer resource has been committed during May to two forthcoming appeals (in relation to cases involving a civil penalty and an improvement notice) and with a successful application and hearing for a Rent Repayment Order.	11.00	18.00	▲

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	21.00	20.00	★	21 completions, comprising 19 affordable rent and 2 shared ownership. 19 x affordable rent 4 x 1 bed flats 1 x 1 bed house 4 x 2 bed houses 5 x 3 bed houses 3 x 4 bed houses 1 x 2 bed bungalow 1 x 3 bed bungalow 2 x sharedownership 2 x 3 bed houses None of these units were delivered as part of the Oxfordshire Growth Deal; the Growth Deal units are scheduled for later in the year.	45.00	40.00	★
CDC2.2.05 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Green, Belinda Taylor, Claire	9.91	15.00	★	Following the usual busy periods following year end the team have worked hard to bring new claims back within target which we can build on to ensure more consistent performance delivery.	14.29	15.00	★
CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Green, Belinda Taylor, Claire	7.82	8.00	★	The team continue to effectively balance the demand of change events received directly from the Department of Work and Pensions, particularly from Universal Credit, with those coming from customers to provide a service within target.	6.59	8.00	★
CDC2.2.07 Number of visits/usages of District Leisure Centre	Cllr G Reynolds	Kane, Graeme Riley, Nicola	133,891	137,969	★	Throughputs for May 2019 compared to the same period last year have been significantly affected by the closure of the swimming pools and some ancillary facilities at Spiceball Leisure Centre. Fortunately, due to the increase of usage at some of the other Leisure Centres this has been partially mitigated. In May 2018 there were 138,646 visits compared to 133,891 in May 2019. As above the majority of this is attributable to the closure of the swimming pools resulting in a decrease of attendances from 49,114 to 23,732. Due to the transference of some of the swimming programme at Woodgreen this has been partially offset by an increase of 8,000 visits to the Centre compared to May 2018. Whitelands Sports Ground has also shown a significant increase in usage from circa 8,000 in 2018 to 18,000 in 2019. The Main Leisure Centres at Bicester and Kidlington were fairly consistent with their performance of last year. Usage will be under pressure to maintain its 2018 position over the next 3 months due to the closure of the swimming pools at Spiceball Leisure Centre, however this will be monitored, and reasons given for any underperformance.	276,589	275,714	★

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	Green, Belinda Taylor, Claire	9%	10%	●	Following on from a recent recovery run work processing time has slightly dipped. We have a work plan in place to improve work processing times over the remainder of the month whilst still continuing to send recovery documents which in turn will improve collection.	20%	21%	●
CDC2.2.09 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Green, Belinda Taylor, Claire	8.9%	9.5%	●	There is a payment for a large assessment that is overdue and is due in within the next few days, this payment will put us back ahead of target.	21.2%	21.3%	●

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	Cllr C Clarke	Feehily, Paul Seckington, Paul	100%	60%	★	1 Major Planning Application was determined during May 2019 and it was determined within its target period or agreed time-frame. Therefore 100% have been decided within the target time-frame.	100%	60%	★
⊕ CDC3.2.2 % Non-Major planning appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	2%	10%	★	2 Non-Major Planning Appeals were allowed by the Planning Inspectorate during May 2019 and 103 Non-Major Planning Applications were determined during that period. As such, 1.94% of Non-Major Planning Appeals were allowed against a target to achieve less than 10%	1%	10%	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	0%	10%	★	No Planning Enforcement Appeals were allowed by the Planning Inspectorate during May 2019	0%	10%	★
⊕ CDC3.2.4 % of Non-Major applications processed within 8 weeks	Cllr C Clarke	Feehily, Paul Jolley, Robert	88%	70%	★	88.35% of 103 Non-Major Planning Applications were determined within the target time-frame.	90%	70%	★
⊕ CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	0%	10%	★	Zero Major Planning Appeal decisions were allowed during May 2019	0%	10%	★

Cherwell District Council
Budget Planning Committee

23 July 2019

Council Tax Reduction Scheme 2020-2021

Report of the Interim Executive Director – Finance

This report is public

Purpose of report

To provide members with options to consider for a Council Tax Reduction Scheme for 2020-2021. A presentation on modelling work for a banded scheme will also be given at the meeting.

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 Executive which option should be considered for the Council Tax Scheme for 2020-2021.
- 1.3 If the option of no change to the current scheme is recommended to Executive members of this Committee are also asked to recommend that no consultation takes place. However, if another option is recommended to Executive full consultation is required.

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 mirrors 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.

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 decrease in the number of live cases from 6,607 in June 2018 to 6,457 in May 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 Regulations and had the affect of reducing the tax base for the billing authority, major preceptors, 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 we do 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 eighth year of a Council tax Reduction Scheme parish councils should now have a clear understanding of the impact of CTR 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 1st 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 we continue to set the discount at zero it is estimated that this will result in additional income of £91,053 for the 2020-2021 financial year.
- 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 May 2019 it is estimated that the additional income from this will be £353,186.

- 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 for the financial year 2020-2021.
- 3.7 Prior to 1st 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

Impact of Council Tax Reduction Scheme on collection rates

A Council Tax collection rate of 98.27% was achieved for 2018-2019 which was an improvement on the collection rates for the financial year 2017-2018 of 97.87%. Collection rates for the first two months of the 2019-2020 are on target. In considering the Council Tax Reduction Scheme for 2020-2021 members should be mindful that any changes to the scheme that reduce entitlement to CTRS could have an adverse impact on collection rates.

Council Tax Reduction Scheme 2020-2021

- 3.8 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 2020-2021. 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

- 3.9 Since the introduction of Council Tax Reduction Scheme for 2019-2020 a number of 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 has the potential to cause confusion for both residents and officers as the award criteria become increasingly different and this will only increase as Housing Benefit is replaced by Universal Credit for working age customers. Members may feel that our current Council Tax Reduction scheme is now less 'fit for purpose'.
- 3.10 Universal Credit (UC) Full Service was rolled out in the Cherwell district from November 2017. There are currently 3,549 claimants in Cherwell on UC and this 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.

- 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 At their meeting on 4th June 2019 members of Budget Planning Committee requested that some financial modelling be carried out on the option of a new banded scheme which would allow for a move towards a less complex scheme that is more adaptable to Universal Credit and that would mitigate against expected increases in administration costs under UC at the same time as continuing to offer support to our most vulnerable residents.

Options

Option 1 –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.
- 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. The proposed model has a re-distribution effect from households in higher Council Tax bands to those in lower Council Tax bands.

- Although the proposed scheme only offers a very small reduction in costs it is likely to result in administrative savings.

Appendix A of this report shows a presentation offered to members of this Committee illustrating the suggested scheme and the impact on our residents.

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 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 more costly 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% can be modelled. This is effectively similar to Option 2 but with differing levels of support for our residents. As with Option 2 this 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 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%	91.5%	90%	85%	80%
	£	£	£	£	£000
Overall funding loss	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 100%	-308,835	-308,385	-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	413,785	-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

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.
- 4.2 Members are now required to consider the options for a scheme for 2020-2021.

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. It is considered that this does not include changes for annual uprating in accordance with Government Regulations.

If members would like to consider a new banded scheme then full consultation will need to be undertaken.

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.

7.0 Implications

Financial and Resource Implications

7.1 As laid out in the report

Comments checked by: Leanne Lock Group Accountant, 01295 227098
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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.

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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

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Belinda Green (Operations Director, CSN Resources)
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Year	Date	Agenda Items
	24 September	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Medium Term Financial Strategy
	29 October	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Medium Term Financial Strategy • Budget 2019/20 • S106 Monitoring • CTRS
	10 December	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Medium Term Financial Strategy • Budget 2019/20
2020	28 January	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Discretionary Rate Relief Policy • Medium Term Financial Strategy • Budget 2019/20 • Fees & Charges 2019/20
	10 March	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • S106 Monitoring • Write Offs (<i>If Required</i>)

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