

**Committee:** Budget Planning Committee  
**Date:** Tuesday 24 September 2019  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

## Membership

<b>Councillor Nicholas Mawer (Chairman)</b>	<b>Councillor Carmen Griffiths (Vice-Chairman)</b>
Councillor Nathan Bignell	Councillor Phil Chapman
Councillor Conrad Copeland	Councillor David Hughes
Councillor Andrew McHugh	Councillor Barry Richards
Councillor Douglas Webb	Councillor Fraser Webster
Councillor Lucinda Wing	Councillor Sean Woodcock

## AGENDA

1. **Apologies for Absence and Notification of Substitute Members**

2. **Declarations of Interest**

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

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

To confirm as a correct record the minutes of the meeting held on 23 July 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 - July 2019 (Pages 5 - 54)**

Report of the Executive Director – Finance (Interim) and Assistant Director – Performance and Transformation

**Purpose of report**

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

**Recommendations**

1.1 To note the contents of the report.

**7. Medium Term Financial Strategy 2020/2024 Update (Pages 55 - 58)**

Report of Executive Director – Finance (Interim)

**Purpose of report**

This report provides an update on the latest information on the Spending Review 2019 along with the outline timeline leading up to Council in February 2020, where the Council's budget will be agreed.

**Recommendations**

1.1 To note the contents of the report.

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

To review the Committee Work Plan.

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

## **Information about this Meeting**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwellandsouthnorthants.gov.uk](mailto:democracy@cherwellandsouthnorthants.gov.uk) or 01295 221953 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, Democratic and Elections  
[democracy@cherwellandsouthnorthants.gov.uk](mailto:democracy@cherwellandsouthnorthants.gov.uk), 01295 221953

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

Published on Monday 16 September 2019

This page is intentionally left blank

## Cherwell District Council

### Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 23 July 2019 at 6.30 pm

- Present: Councillor Nicholas Mawer (Chairman)  
Councillor Carmen Griffiths (Vice-Chairman)  
Councillor Nathan Bignell  
Councillor Phil Chapman  
Councillor Barry Richards  
Councillor Douglas Webb  
Councillor Sean Woodcock
- Substitute Members: Councillor Tony Ilott (In place of Councillor Andrew McHugh)  
Councillor Barry Wood (In place of Councillor Lucinda Wing)
- Apologies for absence: Councillor Conrad Copeland  
Councillor David Hughes  
Councillor Andrew McHugh  
Councillor Fraser Webster  
Councillor Lucinda Wing
- Officers: Adele Taylor, Executive Director: Finance (Interim) & Section 151 Officer  
Dominic Oakeshott, Assistant Director (Interim) - Finance  
Belinda Green, Operations Director - CSN Resources  
Tallulah Willis, Systems, Performance and Subsidy Officer  
Adam Bennett, Senior Entitlements Officer  
Emma Faulkner, Democratic and Elections Officer

#### 11 **Declarations of Interest**

There were no declarations of interest.

#### 12 **Minutes**

The Minutes of the meeting of the Committee held on 4 June 2019 were confirmed as a correct record and signed by the Chairman.

#### 13 **Chairman's Announcements**

There were no Chairman's announcements.

#### 14 **Urgent Business**

There were no items of urgent business.

15 **Finance Monitoring Report - May 2019**

The Committee considered the report of the Interim Executive Director – Finance that summarised the finance monitoring position as at the end of May 2019.

The Interim Executive Director – Finance explained that detailed forecasts on funding were not available until the end of Quarter one, so future updates would contain more up-to-date information.

In response to Members' questions the Interim Executive Director – Finance explained that there would be a role for the Committee in the reviewing of reserves, which would form part of the budget setting process later in the year.

**Resolved**

- (1) That the report be noted

16 **Council Tax Reduction Scheme 2020-21**

The Committee considered a report and presentation regarding the Council Tax Reduction Scheme for 2020-2021.

The Operations Director – CSN Resources explained that work had been carried out on modelling a banded scheme for possible introduction in 2020-21. The scheme would assess the level of income of applicants and place them in a corresponding Band, with the level of Council Tax Reduction on a sliding scale linked to the level of income.

The presentation provided some anonymised working examples of how a banded scheme could change the level of Council Tax Reduction for existing claimants, however the Operations Director – CSN Resources stressed that as the caseload for Council Tax Reduction fluctuated from day to day, it was difficult to say exactly how existing numbers of claimants could change.

The Committee agreed that the rationale behind the possible introduction of such a scheme was to try to reach more residents who required assistance, but acknowledged that as with any scheme involving means testing, there would be some residents who no longer qualified for a reduction or would have a reduced assessment if such a scheme were introduced.

The Committee and the Interim Executive Director - Finance thanked the officers for the complex work undertaken in modelling a banded scheme for consideration.

It was proposed by Councillor Nick Mawer and seconded by Councillor Carmen Griffiths:

- (1) That the report and financial implications to the Council be noted.

- (2) That Option 1 – A new banded income Council Tax Reduction scheme for those of working age, be recommended to Executive for consultation.
- (3) That Executive also be recommended to consider a transition fund that would be available for those most affected, should a banded income Council Tax Reduction scheme be introduced.

**Resolved**

- (1) That the report and financial implications to the Council be noted.
- (2) That Option 1 – A new banded income Council Tax Reduction scheme for those of working age, be recommended to Executive for consultation.
- (3) That Executive also be recommended to consider a transition fund that would be available for those most affected, should a banded income Council Tax Reduction scheme be introduced.

17 **Verbal Update: Medium Term Financial Strategy**

The Interim Executive Director – Finance gave a verbal update advising the Committee that no detailed information had yet been received regarding possible settlement figures for the coming year from central government, and it was therefore not possible to provide a detailed update as had been the original intention in developing the Medium Term Financial Strategy for the meeting.

The Interim Executive Director – Finance explained that the budget setting process for 2020-21 had already commenced, and there would be work for the Committee to undertake during the coming months.

**Resolved**

- (1) That the verbal update be noted.

18 **Review of Committee Work Plan**

The Committee considered the indicative work programme for 2019-2020.

In response to questions from the Committee regarding Brexit and any financial implications of the UK leaving without a deal, the Interim Executive Director – Finance agreed to incorporate the query into budget setting discussions at the appropriate time.

**Resolved**

- (1) That the work programme be noted.

Budget Planning Committee - 23 July 2019

The meeting ended at 8.10 pm

Chairman:

Date:



## Cherwell District Council

### Budget Planning Committee

24 September 2019

<b>Finance Monitoring Report – July 2019</b>
----------------------------------------------

### Report of the Executive Director – Finance (Interim) and Assistant Director – Performance and Transformation

This report is public

#### **Purpose of report**

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

#### **1.0 Recommendations**

- 1.1 To note the contents of the report.

#### **2.0 Introduction**

- 2.1 The Council is committed to financial monitoring reviews on a monthly basis.
- 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 underspend of £933k across services and a Capital Programme Underspend of (£5,032k).
- 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:

Dominic Oakeshott, Assistant Director of Finance

01295 227943

[Dominic.Oakeshott@cherwell-dc.gov.uk](mailto:Dominic.Oakeshott@cherwell-dc.gov.uk)

### **Legal Implications**

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

Comments checked by:

Chris Mace, Solicitor, 01295 221808

[Christopher.mace@cherwell-dc.gov.uk](mailto:Christopher.mace@cherwell-dc.gov.uk)

### **Risk Management**

7.3 There are no risk management implications directly arising from this report. The Leadership Risk register is included as part of appendix 1.

Comments checked by: Louise Tustian, Acting Performance and Communications Manager. 01295 221786, [louise.tustian@cherwell-dc.gov.uk](mailto:louise.tustian@cherwell-dc.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
Annex 1	Performance Finance and Risk Report July 2019 and appendices
<b>Report Author</b>	Leanne Lock – Strategic Business Partner
<b>Contact Information</b>	Leanne Lock – Strategic Business Partner 01295 227098 <a href="mailto:leanne.lock@cherwell-dc.gov.uk">leanne.lock@cherwell-dc.gov.uk</a>

This page is intentionally left blank

**Executive**

**2 September 2019**

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

**Report of Executive Director: Finance (Interim) and  
Assistant Director: Performance and Transformation**

This report is public

**Purpose of report**

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

**1.0 Recommendations**

The meeting is recommended:

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

**2.0 Introduction**




- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 2019-20 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2019-20 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.5 The Report details section is split into three parts:
  - Performance Update
  - Leadership Risk Register Update
  - Finance Update

- 2.6 There are four appendices to this report:
- Appendix 1 - 2019/20 Business Plan
  - Appendix 2 - Monthly Performance Report
  - Appendix 3 - Leadership Risk Register
  - Appendix 4 - Capital

### 3.0 Report Details

#### Performance Update

- 3.1 The Council’s performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2019-20 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2019-20 business plan set out three strategic priorities:
- Clean, Green and Safe.
  - Thriving Communities and Wellbeing.
  - District of Opportunity and Growth.
- 3.3 This report provides a summary of the Council’s performance in delivering against each strategic priority. To measure performance a ‘traffic light’ system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

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

#### Priority: Clean, Green and Safe.

- 3.4 The Council is committed to protecting the natural environment and ensuring the character of the district is preserved and enhanced. Our commitment included working to ensure the district has high standards of environmental cleanliness and greater waste and recycling services. Maintaining the district as a low crime area is another key part of this priority and the Council is committed to working in partnership to deliver against this objective.

3.5 Overview of our performance against this strategic priority:



**Neighbourhood blitz** event in Southwold took place including an operation covering around 300 properties to improve recycling material quality and raise awareness amongst households of the correct materials to recycle.

**Supporting Community Safety and reducing ASB** reported The Community Safety team arranged and carried out a Joint 'Teacher Training Day' with Thames Valley Police to equip years 6 and 7 Teachers with the tools, knowledge and confidence to deliver lessons on knife crime, exploitation, drugs and the Criminal Justice System. 65 people attended representing 25 Cherwell schools.



They also supported and attended a multi-agency gang awareness training day funded by the Police and Crime Commissioners Office to help address the problem of county drug lines.

Priority: Thriving Communities and Wellbeing

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

Overview of our performance against this strategic priority:

**Homes improved through enforcement action** is reporting Green for July and Red for Year to Date, an improvement since June. Enforcement action to address unsatisfactory conditions was completed in 11 homes in July. 55 affordable homes completed, comprising 24 affordable rent and 31 shared ownership tenure units against the target of 32.



**Average time taken to process Housing Benefit new claims** is reporting as Amber for July and Green for YTD, only missing this periods target by .04. Changes in the New claims team personnel, resulted in work being reassigned and despite their hard work unfortunately the team just missed the average processing days target of 15 days. With new officers now in the team we expect that average processing times to return to within target from August.

**Average time taken to process Housing Benefit change events** is reporting Green for July and Green Year to Date, an improvement since June. The automation of electronic records received for the majority of customers in receipt of Universal Credit has had a very positive impact on the average processing time for change events.



**Number of visits of District Leisure Centres** is reporting Amber for July and for Year to Date. Throughputs across the Leisure Centres were down against the same period last year by circa 9,500. This can be attributed to the closure of Spiceball Swimming Pools. On the whole participation against the previous year was encouraging with Bicester LC, Kidlington and Gosford LC, Stratfield Brake and North Oxfordshire Academy showing an increase. The most significant increase was at Whitelands with an increase of circa 11,000. With the Spiceball Swimming Pool re-opening in August it is expected there will be some further recovery in the autumn.

### **Improve Leisure facilities & community facilities**

has seen the completion of the works to Spiceball Leisure Centre main pool being completed on time, whilst the works to the learner pool have overrun by one week. Swimming lessons were diverted to Woodgreen Outdoor Pool as much as possible to minimise disruption for learners. The pool has been available for public swimming throughout this period too. The fencing project at Cooper Sports Facility is expected to run to schedule and be available prior to the schools starting the autumn term.



### 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:

**Delivery of the local plan** is slightly behind schedule. The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy he has recommended the deletion of a proposed strategic housing allocation (land to the south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. Officers are working to prepare 'Main Modifications' which will be consulted upon before formal submission to the Inspector at the end of the year. The Oxfordshire authorities continue to work jointly on an Oxfordshire wide plan which in due course will inform the overall review of the adopted Cherwell Local Plan. Preparatory work for the review of the adopted Plan commenced in Spring 2019 but has had to be paused while officers return to work on the Partial Review.

**Promoting Healthy Place making** - Sport England's proposed investment to scale healthy place shaping is currently going through their internal due diligence processes; we look forward to completing this process by the end of August. Support





from all District Councils in OXFORDSHIRE has been confirmed. First meeting of county wide evaluation advisory group to evaluate the impact of Healthy Place Shaping held on 11 July. Members of this group include representatives from Sport England, the Kings Fund and the Health Foundation as well as representatives from each of Oxfordshire's District Councils. Two Project Officers recruited; due to commence work by early September. Local events supported include Bicester Bike Day held on 20 July to promote cycling for leisure and active travel - attracted over 100 people. Stand at Kidlington Gala on 13 July attracted considerable interest from residents and local community groups and will assist planning for a Healthy Kidlington programme.

**Promote the district as a tourist destination** reports the first Banbury Dance Festival was very successful – events were held in Market Place, Castle Quay & Banbury Museum with a total audience of more than 1500 over the two days. We continue with activities to increase the volume (numbers 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. Attended Experience Oxfordshire's annual ambassador event to represent Cherwell's interests.



### Summary of Performance

3.10 The Council reports on performance against 21 business plan measures and 15 key performance indicators on a monthly basis. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

<b>Business Plan Measures and Key Performance Indicators (36)</b>					
<b>Status</b>	<b>Description</b>	<b>July</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Green	On target	30	83%	30	83%
Amber	Slightly off target	6	17%	5	14%
Red	Off target	0	%	1	3%

### 3.11 **Spotlight on: Democratic and Elections**



The work of the Democratic and Elections Team falls under three main headings: firstly, by supporting the democratic decision-making process, supporting the committees of the Council and by keeping the Council's decision-making machinery working efficiently. Secondly, we support the elections process by delivering legally robust elections and referenda at a European, national and local level in support of the Returning Officer and in line with legislation and the statutory deadlines. Thirdly, we manage the electoral registration process by maintaining and updating the register of electors to ensure an accurate electoral register for the district on behalf of the Electoral Registration Officer.

## **Democratic**

“The perfect democratic services officer requires to possess the foresight of Old Moore, the accuracy of an adding machine; the judgement of Solomon; the patience of Job; the memory of an elephant; the coolness and tact of a high ranking diplomat; and the literary skill of Bernard Shaw!” Whilst this was published many years ago in a manual under the auspices of the former Society of Clerks of Urban District Councils, it still fits today.

The democratic work of the Team involves servicing and supporting the decision making and scrutiny processes of the Council, including the provision of legal and procedural advice to Elected Members in their decision taking capacities and to officers and members of the public on the decision-making process. The Team support the formal Council and committee meeting cycle, including scheduling, agenda planning and production, production of decision notices and minutes, ensuring that legislation and the Constitution is adhered to, providing advice and recommendations where required and taking the necessary action in liaison with leading members and senior officers.

The Team also provides support to elected Members through the Member induction process, arranging training events, seminars and briefings and the processing of mileage and expense claims, register of interest forms. An exciting project that the Team are working on with IT colleagues is the development of a Members' Portal. Exclusively accessible to Cherwell Councillors, the Portal will provide a wealth of information and resources for Members to access at their convenience to support them in their roles. It is anticipated the Portal will go live in the late autumn.

## **Electoral Registration**

The Electoral Register lists the names and addresses of everyone who is registered to vote and is used for electoral purposes, and other limited purposes specified in law, such as detecting crime (e.g. fraud), calling people for Jury Service or checking credit applications.

It is a common misconception that paying council tax means an individual is on the electoral register. The council tax register may show the names of the owners and not necessarily the residents of the properties. For this reason, together with legal restrictions, it is not permitted to take names from the council tax register and put them on the electoral register and vice versa.

2014 saw the biggest change to voter registration in 100 years with the introduction of Individual Electoral Registration (IER) in 2014 which gave individuals control and responsibility over their own registration. Each person is required to register to vote individually rather than by household and must provide identifying information, such as a date of birth and national insurance number.

As the Electoral Register is the basis of UK democracy and the accuracy of the register is extremely important, the Council has a statutory duty to carry out an Annual Canvass in the autumn each year as a confirmation exercise to maintain and update the Electoral register. A fully revised version of the Electoral Register is published by 1 December each year taking account of all changes notified during the Annual Canvass.

People can apply to be added to or removed from the register or change their details at any time of the year, for example, if they move house or change their name. Those applying for registration or making changes under the “rolling registration” process (between December

---

<sup>1</sup> Quoted in Knowles on Local Authority Meetings, A Manual of Law and Practice Sixth Edition, 2012, ICSA publishing, Deborah Upton with Stephen P. Taylor, p.112

and August each year) are included on the notice of alteration which is published around the 1<sup>st</sup> of the month following approval of their application.

A major challenge for the team in 2020 will be implementing the changes to the Annual Canvass process. In 202 the way in which the Annual Canvass is conducted is being transformed in order to reduce the administrative burden on Electoral Registration Officers and Electoral Services Teams and make the process simpler and clearer for citizens.

## Elections



Although elections often take place on one day in the year the preparation involved take much longer.

Working on behalf of the Returning Officer (RO), the Democratic and Elections team deliver the known, scheduled elections, and unknown, unscheduled elections and referenda, on a local, national and European level. No matter

how big or small the election and electorate, whether a snap General Election or a Parish Council by-election, all are treated and run in the same way albeit on differing scales and with differing resource requirements as the statutory timetable and legislative requirements must be adhered for all elections. The RO and Team have no discretion to amend statutory deadlines.

In Cherwell, the Team is involved in elections every year. District elections are held three years out of four, with a third of councillors (one per district ward) due for election each year and a third of Parish Councils having scheduled elections alongside the district elections. In the fourth year, elections for councillors to Oxfordshire County Council are held and the Team runs these in the Cherwell area on behalf of the County Council. The Team also delivers national elections working to a regional Returning Officer for Parliamentary Elections, Police and Crime Commissioner Elections and European Parliamentary Elections.

Running scheduled elections is a massive project that receives corporate wide support. Planning begins at least six months in advance of polling day with the Team booking venues, liaising with printers, recruiting staff (around 300 staff are required to work across polling day and on the verification and count), stocktaking equipment, preparing information for candidates, agents and parishes and the work increases the closer polling day gets.

Unscheduled elections don't allow the luxury of a lengthy planning period and the Team needs to act immediately as was the case for the snap General Election in 2017 and more recently, the European Parliamentary Elections, which the Government only confirmed would definitely take place on registration deadline day. A project plan with all necessary activities is populated with the statutory and internal deadlines to ensure that a legally robust election will be delivered. It seems an impossible task, but with the dedication of the Team working long and unsocial hours and with corporate wide support, the impossible is achieved and registration and postal or proxy applications are processed, poll cards and postal votes are delivered, venues booked, staff appointed and trained, ballot boxes filled and collected, polling stations opened and electors vote on polling day, with filled ballot boxes, paperwork and equipment returned, ballot boxes verified, ballot papers counted and results declared.

For any election or referendum, the work does not stop when the results are declared as staff and venues need to be paid, equipment stored, a post-project review undertaken to inform planning for the whatever is coming next. The Team is also responsible for carrying out electoral and boundary reviews, community governance reviews and polling place

reviews which need to be in time to comply with legislation and ensure implementation at the appropriate time of the elections cycle.

Covering both the democratic and elections functions, the Team provides support to Town/Parish Councils with regards vacancies, running scheduled and non-scheduled by-elections and dealing with code of conduct queries and register of interest forms (the CDC Monitoring Officer has a statutory duty to publish these for parishes).

### 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	Direction	Latest Update
<b>L01</b> Financial Resilience	9 Low risk	↔	Risk Reviewed 06/08 – Description, controls, risk manager, mitigating actions & comments updated.
<b>L02</b> Statutory functions	9 Low risk	↔	Risk Reviewed 17/07 – No changes.
<b>L03</b> Lack of Organisational Capacity	12 Medium risk	↔	Risk Reviewed 12/08 – Comments updated.
<b>L04</b> CDC Local Plan	9 Low risk	↔	Risk Reviewed 09/08 – No changes.
<b>L05</b> Business Continuity	9 Low risk	↔	Risk Reviewed 07/08 – Comments updated.
<del><b>L06</b> Partnering</del>	<del>12 Medium risk</del>		REMOVED
<b>L07</b> Emergency Planning	12 Medium risk	↔	Risk Reviewed 07/08 – Comments updated.
<b>L08</b> Health & Safety	12 Medium risk	↔	Risk Reviewed 06/08 – Mitigating actions updated.
<b>L09</b> Cyber Security	15 Medium risk	↔	Risk Reviewed 02/08 – Mitigating actions updated.
<b>L10</b> Safeguarding the Vulnerable	12 Medium risk	↑	Risk Reviewed 17/07 – Controls, scoring and comments updated.

<b>L11</b> Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 06/08 – Description, controls, risk manager, mitigating actions & comments updated.
<b>L12</b> Financial sustainability of third-party suppliers including contractors and other partners	8 Low risk	↔	Risk Reviewed 06/08 – Controls, risk manager & comments updated.
<b>L13</b> Separation and Joint Working	15 Medium risk	↔	Risk Review completed 12/08 – Comments updated.
<b>L14</b> Corporate Governance	9 Low risk	↔	Risk Review completed 17/07 – No changes.
<b>L15</b> Oxfordshire Growth Deal	12 Medium risk	↔	Risk Review completed 05/08 – No changes.

The full Leadership Risk Register update can be found in Appendix 3. There is one score change for July, further detail can be found in Appendix 3.

## Finance Update (Revenue and Capital)

### Revenue Position

3.15 The Council has comprehensively reviewed and updated its forecast financial position for the period up to the end of July as set out in the tables and information below. This has included a review across the directorates, alongside a review of the various funding aspects of the Council's budgets, providing an overview of the Council's forecasts. The overall projected position has improved to an overall small overspend of £68k across the directorates and an underspend on the Council's funding of £1.001m, leading to an overall forecast underspend of £0.933m. The review of funding has identified that the active treasury management of investments and borrowing through the use of beneficial interest rates has provided some one off underspends alongside some additional commercial rental income that will be ringfenced to those schemes, such as Castle Quay. There have been some significant movements across the directorate budgets, requiring careful active management to reduce overspends in some areas and consider the long and medium term impacts in others. It is vital that managers continue to actively manage their budgets and also utilise the comprehensive information available to them as they develop their budget plans for 2020/21 and beyond.

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

Revenue Monitoring (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Communities	1,685	1,718	33	0
Leisure & Sport	791	776	(15)	(35)
Housing	2,047	1,987	(60)	(28)
Environmental Services	4,972	5,062	90	90
Environmental Health & Licensing	1,053	973	(80)	(50)
<b>WELLBEING TOTAL</b>	<b>10,548</b>	<b>10,516</b>	<b>(32)</b>	<b>(23)</b>
<b>Communities: £33k overspend on salaries due to changes in service delivery (including recharges)</b>				
<b>Housing: (£60k) underspend due to salary savings as a result of changes in structure.</b>				

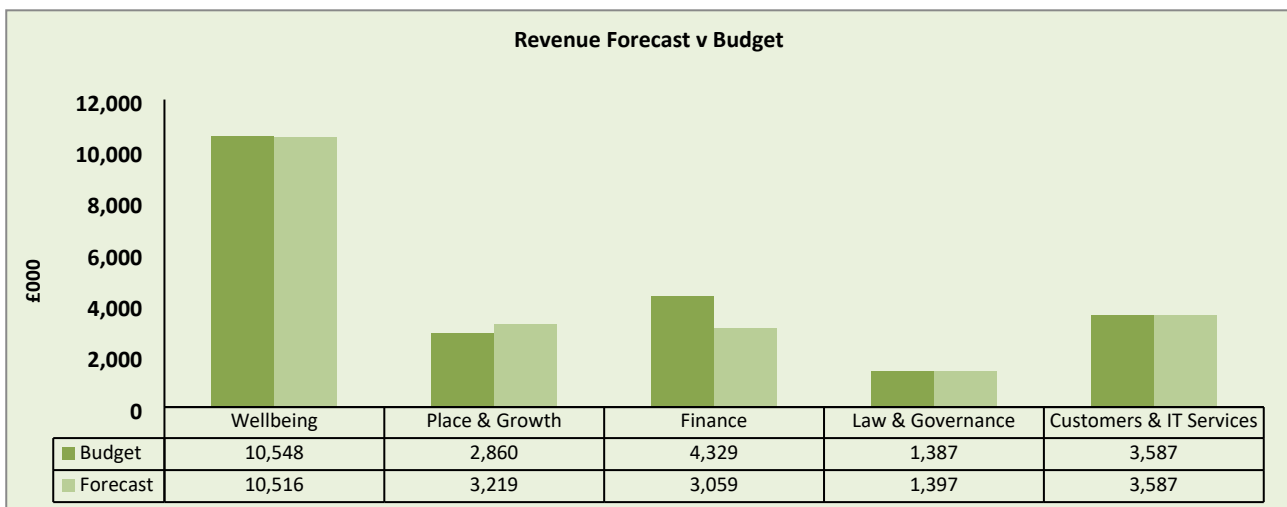
<b>Environmental Services: £90k</b> Gate fee increase to £8 per tonne amounting to £90k, savings of (£35k) on salaries offset by restructuring costs of £35k.				
<b>Environmental Health &amp; Licensing: (£80k)</b> Salary savings due to changes in structure and vacancies.				
Planning Policy & Development	1,447	1,714	267	83
Economy & Regeneration	1,758	1,800	42	100
Build! Programme	(345)	(295)	50	150
<b>PLACE &amp; GROWTH TOTAL</b>	<b>2,860</b>	<b>3,219</b>	<b>359</b>	<b>333</b>
<b>Planning Policy &amp; Development: £83k</b> relating to agency costs. £180k under recovery of planning fee income				
<b>Economy &amp; Regeneration: £42k</b> which includes consultancy costs				
<b>Build! Programme: £50k</b> under recovery of income due to a delay in Hope Close shared Ownership scheme				
Finance	2,860	2,841	(19)	0
Property	(940)	(1,190)	(250)	0
<b>Finance Total</b>	<b>1,920</b>	<b>1,651</b>	<b>(269)</b>	<b>0</b>
<b>Property: £250k</b> due to new security contract, underspends on maintenance and vacancies, currently assessing the medium term impact of these changes.				
<b>Note:</b> additional income for Castle Quay is ringfenced directly to that scheme as part of the agreement and the additional income from Tramway, which is uncertain at this stage will be prudently transferred directly to reserves, whilst the medium term is fully assessed.				
Law & Governance	1,387	1,397	10	(10)
<b>Law &amp; Governance Total</b>	<b>1,387</b>	<b>1,397</b>	<b>10</b>	<b>(10)</b>
<b>Law &amp; Governance: - Overspend in District Elections</b> largely offset by staffing recharges				
Customers & IT services	1,903	1,903	-	0
Strategic Marketing & Communications	391	391	-	0
HR, OD & Payroll	730	730	-	0
Performance & Transformation	457	457	-	0
Corporate Services	106	106	-	0
<b>CUSTOMERS &amp; IT SERVICES TOTAL</b>	<b>3,587</b>	<b>3,587</b>	<b>0</b>	<b>0</b>
<b>TOTAL DIRECTORATES</b>	<b>20,302</b>	<b>20,370</b>	<b>68</b>	<b>300</b>
Investment Costs	2,955	2,609	(346)	-
Interest Receivable	(563)	(643)	(80)	(82)
Interest from Graven Hill	(2,593)	(3,168)	(575)	-
Pension Costs	237	237	-	-
Appropriations For Transfer To Reserves	4,402	4,402	-	-
Appropriations For Transfer From Reserve	(3,529)	(3,529)	-	-
Capital Charges	1,500	1,500	-	-
<b>EXECUTIVE MATTERS TOTAL</b>	<b>2,409</b>	<b>1,408</b>	<b>(1,001)</b>	<b>(82)</b>
<b>Treasury Management</b> - active management has resulted in beneficial interest rates and slower levels of borrowing significantly improving forecasted position. The medium-term impact is currently being assessed as part of budget setting.				
<b>Interest Receivable: (£80k)</b> due to new loan given to Crown House.				



<b>COST OF SERVICES</b>	<b>22,711</b>	<b>21,778</b>	<b>(933)</b>	<b>218</b>
-------------------------	---------------	---------------	--------------	------------

<b>Funding</b> <i>(Brackets denotes an Underspend)</i>	<b>Budget £000</b>	<b>Forecast £000</b>	<b>Current Month Variances £000</b>	<b>Prior Month Variances £000</b>
Business Rates Retention	(10,760)	(10,760)	-	-
Revenue Support Grant	(114)	(114)	-	-
Transfer to parish Councils for CTRS	349	349	-	-
Transition Grant	0	0	-	-
<b>FORMULA GRANT EQUIVALENT</b>	<b>(10,525)</b>	<b>(10,525)</b>	<b>-</b>	<b>-</b>
New Homes Bonus	(5,087)	(5,087)	-	-
<b>GRANTS AWARDED TOTAL</b>	<b>(5,087)</b>	<b>(5,087)</b>	<b>-</b>	<b>-</b>
Council Tax	(6,923)	(6,923)	-	-
Collection Fund	(176)	(176)	-	-
<b>COUNCIL TAX INCOME TOTAL</b>	<b>(7,099)</b>	<b>(7,099)</b>	<b>-</b>	<b>-</b>
<b>TOTAL INCOME</b>	<b>(22,711)</b>	<b>(22,711)</b>	<b>-</b>	<b>-</b>
<b>Reserve management</b>			<b>0</b>	
<b>(Surplus)/Deficit</b>			<b>(933)</b>	<b>218</b>

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



### Capital Programme

3.18 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.

3.19 The budget for 2019/20 is £93m. Overall, we are projecting an underspend in year by (£5.065m) which has increased due to a delay and slippage with the start of the Castle Quay project.

Directorate	Budget £000	Forecast £000	Re-profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Environmental & Regulatory	5,270	4,608	30	(632)	(668)
Place & Growth	30,155	29,855	0	(300)	0
Customers & Service Development	831	835	0	4	0
Finance Services	56,673	52,569	0	(4,104)	(28)
<b>Total</b>	<b>92,929</b>	<b>87,867</b>	<b>30</b>	<b>(5,032)</b>	<b>(696)</b>

**Current Period Variances:**

**Wellbeing, Environmental & Regulatory Services: (£632k)** budgets no longer required for Sunshine Centre (£21k), Biomass Heating Bicester Leisure Centre (£14k), Solar Photovoltaics at Sports Centre (£80k), Discretionary Grants Domestic Properties (£546k), Glass Recycling Bank spend not budgeted for £7k, and potential overspend of £21k on vehicle replacement programme.

**Finance and Property: £4.104m** relating to New E-tendering Portal for Procurement no longer required (£30k), Tramway site small additional works required amounting to £15k and (£22k) Retained Land budget no longer required and reprofiling Castle Quay1 of £3.6m into 20/21.

**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.

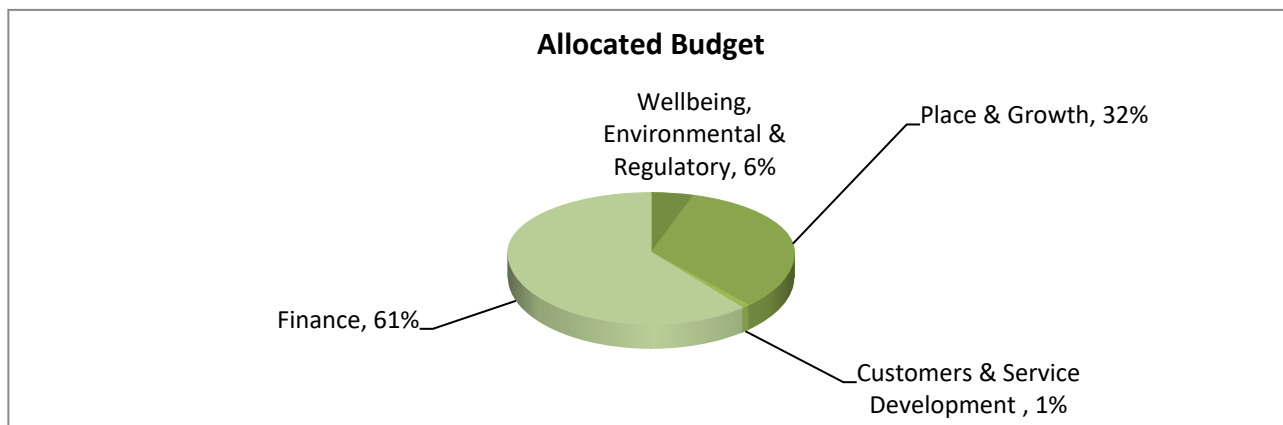
**Finance** – refurbishment of the ventilation system, at Banbury Health Centre £153k reprofiled into 20/21.

**Property** – £310k made up of reprofiled asbestos, work from compliance surveys and feasibility studies and reprofiling Castle Quay1 of £3.6m into 20/21.

**Capital Forecast v Budget**







## 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](mailto: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](mailto: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@cherwell-dc.gov.uk](mailto:Louise.tustian@cherwell-dc.gov.uk)

## 8.0 Decision Information

### Key Decision

**Financial Threshold Met: No**

**Community Impact Threshold Met: No**

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

All

### Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Illott – Lead member for Finance and Governance

## Document Information

Appendix No	Title
Appendix 1	2019/20 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital
<b>Background Papers</b>	

None	
<b>Report Author</b>	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation
<b>Contact Information</b>	Tel: 0300 003 0111 <a href="mailto:Hedd.vaughanEvans@cherwell-dc.gov.uk">Hedd.vaughanEvans@cherwell-dc.gov.uk</a>

This page is intentionally left blank

# 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

This page is intentionally left blank




# Appendix 2 – Monthly Performance Report

## July 2019

Includes:

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

Key to symbols

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

**CDC Programme Measures - Clean, Green and Safe**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>CDC1.1.1 High Quality Waste &amp; Recycling</b>	Cllr D Sames	Kane, Graeme Potter, Ed	Neighborhood blitz event in Southwold took place included an operation covering around 300 properties to improve recycling material quality and raise awareness amongst households of the correct materials to recycle	Roadshow planned for the next Neighborhood blitz in Bretch Hill in August. Other activities planned will also include putting new stickers on all bins advising householders what materials can be taken and which materials cannot.	★	Quality of recycling improving but still scope for further improvements. Prices of materials are currently weak with the percentage of paper in the recycling mix falling further. This is putting pressure on the recycling processing charges.	★
<b>CDC1.1.2 Ensure Clean &amp; Tidy Streets</b>	Cllr D Sames	Kane, Graeme Potter, Ed	Successful blitz in Southwold took place. Blitz included increasing the number of on street recycling bins	Next Neighborhood blitz event is during August in the Bretch Hill area of Banbury	★	Neighborhood blitz programme has commenced. Gum busting took place in Banbury in Parsons Street, High Street and around Market Place. Gum busting plan for Bicester later in the year being developed	★
<b>CDC1.1.3 Reduce Environmental Crime</b>	Cllr D Sames	Kane, Graeme Potter, Ed	Neighborhood blitz event in Southwold area of Bicester took place in July with some extra patrols including dog fouling	Next Neighborhood blitz event in August will be in the Bretch Hill area and will involve the Environmental enforcement team	★	Overall fly tips slightly down on the same period last year. Too early to say whether this trend will continue.	★
<b>CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability</b>	Cllr A McHugh	Kane, Graeme Webb, Richard	Scrutiny Committee report date confirmed as the 15th October 2019 School air quality improvement initiative commenced	To continue to support the County Council Public Health Team with air quality improvement trials at schools.	★	Air quality monitoring continued at 47 locations across the district.  The annual air quality report has been scheduled for the Overview and Scrutiny Committee in October. This provides an update report on air quality and progress on the actions in the air quality action plan.	★
<b>CDC1.1.5 Support Community Safety and Reduce Antisocial Behaviour</b>	Cllr A McHugh	Kane, Graeme Webb, Richard	A community safety teacher training event was delivered jointly with Thames Valley Police.  Community wardens supported Bodfest and the Banbury play day. A multi-agency gang awareness training day took place at Bodicote House.	Activities relating to public safety at the Fairport Convention in Cropredy including monitoring the temporary taxi rank and checking food and water safety. The consultation on the possible renewal of the public spaces protection order for Banbury will run through August. The Community Safety Team will attend the 'Summerfest Play Day' in Princess Diana's Park.	★	The Community Safety team arranged and carried out a Joint 'Teacher Training Day' with Thames Valley Police to equip years 6 and 7 Teachers with the tools, knowledge and confidence to deliver lessons on knife crime, exploitation, drugs and the Criminal Justice System. 65 people attended representing 25 Cherwell schools. They also supported and attended a multi-agency gang awareness training day funded by the Police and Crime Commissioners Office to help address the problem of county drug lines. The Community Safety Team also carried out reassurance and response patrols around Bodicote during BODFEST and provided a community safety stand at the Banbury Play Day.	★



**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	Graphic work and research commenced on Heritage Guidance Note for Masonry and Mortar.  Portfolio holders reports for Somerton, Stratton Audley, Hethe and Horley sent to Service Manager for review.	Outline of content for masonry and mortar guidance note to be available for review.  Review existing conservation area appraisals for Bloxham and Grimsbury to identify issues / gaps to be included in forthcoming appraisals.	★	The Conservation team continues to work closely with Development Management (DM) on cases of heritage interest and provide input into Planning Policy work.	★

**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	#Peer to peer staff volunteering exchange is in testing phase. #Staff volunteering promoted in partnership with 'Volunteer Connect' at wellbeing Fayre.	#Review CDC leave policy for armed forces reservists. #Review Terms of Reference for Community Partnership Network to ensure strategic fit with Health & Wellbeing objectives.	★	Community Partnership Network involves key health sector partners and campaigners. Over the next quarter we intend to broaden participation from underrepresented groups. Widening the range of inputs to future conversations regarding prevention and primary care. The group has naturally had a keen interest in hospital-based services to date but a broader remit to consider health and wellbeing issues and improve health outcomes for residents will continue to ensure the relevance of the forum to policy makers locally.  Participants are drawn from statutory bodies, commissioners and commissioned service providers, residents, members and voluntary organisations, all committed to improving care and reducing health inequalities.	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Kane, Graeme Riley, Nicola	Spiceball Leisure Centre Swimming Pool works are nearing completion. The Main Pool will reopen on Monday 5th August with the Learner Pool opening later the following week (week commencing 12th August). The replacement Spa at Bicester is still expected to be completed within next 6 weeks. Contractor yet to be confirmed.	Replacement fencing to the Artificial Turf Pitch at Cooper Sports Facility in August. Works will also continue on the Learner Pool at Spiceball Leisure Centre and accessible changing room.	★	The completion of the works to Spiceball Leisure Centre main pool have been completed on time, whilst the works to the learner pool have overrun by one week. Swimming lessons were diverted to Woodgreen Outdoor Pool as much as possible to minimise disruption for learners. The pool has been available for public swimming throughout this period too. The fencing project at Cooper Sports Facility is expected to run to schedule and be available prior to the schools starting the autumn term.	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>CDC2.1.3 Support the Voluntary Sector</b></p> <p style="text-align: center; font-size: 2em;">Page 31</p>	Cllr A McHugh	Kane, Graeme Riley, Nicola	<p>Banbury Play Day 25th July, 10 Year celebration event delivered</p> <p>July edition of Community Link publication distributed for summer</p> <p>Grimsbury network partnership met on 3rd July.</p> <p>Play: Full summer programme launched 25th July.</p> <p>Age Friendly Coordinator in place to support the work of Age Friendly Banbury Cherwell Volunteer Award nominations are now open.</p> <p>The Hill arts &amp; sports stakeholder working groups met on 15th July to plan the new programme for the centre.</p>	<p>Bicester Play &amp; Activity Day 7th August.</p> <p>Summerfest - Brighter Futures Play Day 20th August Princess Diana Park.</p> <p>Age Friendly Banbury Pop up consultation event 22nd August Castle Quay.</p>	★	<p>Banbury Play Day 10 Year celebration – 25th July, over 4,000 visitors making the day a great success.</p> <p>The Hill implementation group have now set up two sub working groups to focus on the future programme of the centre. The art, culture &amp; community group met on July 15th and brought together key stakeholders in this area to meet with the Banbury Community Church to look at ways they can work together on opportunities in the future. The sport, physical activity and health group have met with the same objective on July 19th.</p> <p>Play: Full launched for summer supporting groups offering holiday activities to provide free healthy lunches at all sessions, the map of activities available has been passed to professionals working with families who need additional support to help sign post them groups and opportunities. New for this year's programme are 2 picnic bus days taking families from Grimsbury &amp; Neithrop to Warwick Park with 110 free places available. In partnership with Science Oxford 2 trips are planned to take families to the new Science Oxford centre offering 110 places. Every Thursday and Friday the Activators will offer Play: Full sessions in the parks in Ruscote, Neithrop and Grimsbury, where families will also get to make their own lunch and enjoy a picnic together before the sports session. The Grimsbury network is now meeting every other month to bring groups together in Grimsbury to work together to make Grimsbury and more joined up community. This summer will see 2 community litter picks take place on July 31st from Burchester Place and August 23rd from BYHP. Litter issues was a priority following consultation in Grimsbury and community groups in Grimsbury have come together to deliver these activities, both days will end with a community meal for all involved. The partnership are working towards a newsletter for Grimsbury, to include all partners information, this will be launched in the autumn.</p>	★
			<p>A multi-agency exercise testing the response to reported unexploded devices were completed in Bicester. A second staff awareness workshop was held in July. Emergency Planning representatives visited Banbury Mosque to discuss community resilience. The quarterly review of the Oxfordshire County Council and Cherwell District Council Emergency Planning partnership took place.</p>	<p>The adverse weather plan for Cherwell will be updated. Emergency Planning presence at the Summerfest Play Day Ardley tunnel tactical fire plan to be reviewed with Oxfordshire Fire and Rescue.</p>	★	<p>An Emergency Planning stand was provided at the Banbury Play Day to raise awareness of community resilience advice. 300 community resilience bags (containing resources and information) were provided to Milcombe Parish Council. Emergency Planning Officers visited Banbury Mosque at Friday prayers to provide community resilience information, materials and advice. The Mosque has expressed interest in becoming a survivor reception centre which will now be progressed. An multi-agency exercise testing the response to reported unexploded devices was conducted in Bicester and which included representatives of the community safety team.</p>	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.5 Homelessness Prevention	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	An upgrade to the software used for Housing Allocations will be implemented to improve the customer experience.	Visit by Ministry of Housing, Communities and Local Government to feedback on the success in implementing the new duties under the Homeless Reduction Act 2017 to prevent and relieve homelessness	★	The Housing Options and Allocations Team continue to work together to help prevent homelessness by timely interventions and relieve homelessness by working with clients to find sustainable housing options. Cases loads for the Housing Options Team remain relatively high with 170 cases being currently open to case officers. Case officers give specialist advice and support to help applicants avoid crisis situations.	★
CDC2.1.6 Support and Safeguard Vulnerable People	Cllr A McHugh	Kane, Graeme Riley, Nicola	A report has been received by elected members to consider a move to a simpler banded scheme for Council Tax Reduction. Subject to Executive approval consultation will begin in September. We continue to be pro-active in our award of Discretionary Housing Payments to support residents who are finding it difficult to pay the shortfall in their rent and Housing Benefit Performance on Housing Benefit assessment continues to be good and above national average. Potential to share a safeguarding officer post with OCC has been explored with some positive outcomes.	Consultation on a new Council Tax Reduction Scheme will (subject to Executive approval) begin in September 19 and will end on 8th October 2019. The results will be presented to Budget Planning Committee in October 19. Face to face safeguarding awareness training will begin for new members of staff in the next quarter as part of the new relationship with Oxfordshire Fire and rescue service and quarterly thereafter.	★	This is fully on track and we continue to review and monitor our performance. New working arrangements are in place to ensure the policies and protocols associated with the Councils safeguarding duty are maintained while the safeguarding officer post is vacant. Safeguarding training completions continue to rise at all levels. Safeguarding policy has been updated to ensure explicit reference to forced labour and the national referral mechanism.	★

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

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.7 Respond to the Welfare Reform Agenda	Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	A Universal Credit presentation was offered to elected members at Cherwell in July which was well received and was also attended by colleagues in Benefit and Housing.	The Universal Credit project is launching in September with members from Benefits, Housing, Customer Services and DWP UC team. The terms of reference for this project will be agreed at the first meeting and the main objectives will be to identify the main issues and how we support residents and stakeholders. Members are also considering a move to a banded Council tax Reduction scheme and consultation (subject to Executive agreement) will be begin in September	★	This continues to be on track and we are responding well to the welfare reform agenda	★
CDC2.1.8 Promote Healthy Place Making	Cllr A McHugh	Kane, Graeme Rowe, Rosie	Recruit project officers; finalise Sport England funding; first county wide evaluation group for Healthy Place Shaping; support local events.	Newsletter for Healthy Bicester Partners to be issued by the end of August. Support for local events. Develop Workforce Wellbeing Award Scheme for Businesses. Confirm primary school sign up to outdoor learning training.	★	Sport England's proposed investment to scale healthy place shaping is currently going through their internal due diligence processes; we look forward to completing this process by the end of August. Support from all District Councils in OXFORDSHIRE has been confirmed. First meeting of county wide evaluation advisory group to evaluate the impact of Healthy Place Shaping held on 11 July. Members of this group include representatives from Sport England, the Kings Fund and the Health Foundation as well as representatives from each of Oxfordshire's District Councils. Two Project Officers recruited; due to commence work by early September. Local events supported include Bicester Bike Day held on 20 July to promote cycling for leisure and active travel - attracted over 100 people. Stand at Kidlington Gala on 13 July attracted considerable interest from residents and local community groups and will assist planning for a Healthy Kidlington programme.	★

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

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>CDC3.1.1 Deliver Innovative and Effective Housing Schemes</b>	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	Cropredy is now due to complete on the 9th August due to delays caused by the utility companies connecting services.	Hope Close is now due to be marketed at the end of August with the show home open to the public on the 31st August.	●	The delay in opening Hope Close show home is due to the ground works taking longer to complete than anticipated.	●
<b>CDC3.1.2 Promote the district as a tourist destination</b>	Cllr L Pratt	Feehily, Paul Jolley, Robert	Promoted 'Dance Banbury!' 20th - 21st July - weekend of Banbury town centre dance events.	Promote Bicester Festival, 20th - 22nd September Developing the Visitor Economy: manage investment enquiries.	★	The first Banbury Dance Festival was very successful – events were held in Market Place, Castle Quay & Banbury Museum with a total audience of more than 1500 over the two days. We continue with activities to increase the volume (numbers 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. Attended Experience Oxfordshire's annual ambassador event to represent Cherwell's interests.	★
<b>CDC3.1.3 Develop a Cherwell Industrial Strategy</b>	Cllr C Clarke	Feehily, Paul Jolley, Robert	Workshop for small and medium enterprises held 24th July. Attended by 26 businesses.	Workshop for Large Cherwell based businesses to be held 1st October 2019.	★	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 workshops, member workshops (attended by Councillors representing County, District, Town and Parish Councils) and workshops with small business representatives. We are now planning a workshop with 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. We participated in the Oxfordshire Local Industrial Strategy workshop held at Begbroke Science Park to ensure connectivity between Cherwell's and Oxfordshire's interest was made across all aspects of the Housing and Growth Deal work. As a signatory to the Oxfordshire Housing & Growth Deal, CDC is co-dependent on partners to deliver against our shared commitments. We continue to work with key partners to bring forward delivery of accelerated housing from infrastructure, affordable housing and the Oxfordshire Plan 2050 and are engaging proactively to ensure CDC's contribution is as effective as possible. The Local Industrial Strategy (LIS) has been published.	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD	
Page 35	CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Feehily, Paul Jolley, Robert	Business Enquiries from inward and indigenous investors: responded promptly to all.	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 to help businesses in both their operational and strategic investment decisions that will benefit Cherwell residents. For example, in the last month, we have assisted a rural business park with highways access issues whilst also hosting a visit from overseas from a potential investor seeking to create a new manufacturing plant potentially creating several hundred jobs supplying the automotive sector. Additional support was provided to a major local food manufacturing business to assist their development plans by facilitating recruitment and skills links to partners. Arrangements are being made to host more frequent advice services to residents considering setting up their own business from CDC premises (through Oxfordshire Business Enterprises). Whilst we have around 97% superfast broadband coverage of premises across the District (greater than 24mbps), we recognise that for 3% (mostly households and businesses in rural areas) intervention is required. We are working with Oxfordshire County Council and partners to deliver 100% coverage and to implement 5G technology through an emerging Digital Infrastructure Strategy and Delivery Plan. We promoted a new round of 'Elevate' funding to support the growth of small and medium enterprises.	★
	CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Cllr C Clarke	Feehily, Paul Jolley, Robert	Bicester Town Centre task force has met weekly for early work on framework plan.	Bicester Town Centre task force to continue work on framework plan. Banbury Job Fair: arrange with partners by November 2019.	★	Following the successful Bicester Town Centre workshop with Bill Grimsey, a task group of volunteers from the event has been meeting weekly to produce a framework plan for the town centre, to be reported back to stakeholders late summer. Ongoing redevelopment and creation of a major new attraction at Castle Quay Banbury. Press announcement on 12 July that food provenance firm Happerley has chosen Lock29 (the former BHS store) to be its headquarters – and its only base - in England. We continue to support Banbury BID (Business Improvement District) in the delivery of its year 2 business plan. Progress with increasing employment at strategic sites is recorded under 'Inward investment and business growth' measure (CDC 3.1.4).	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD	
Page 36	CDC3.1.6 Deliver the Local Plan	Cllr C Clarke	Feehily, Paul Peckford, David	<p>Partial Review of the Local Plan - the Inspector's post hearing note (10 July 2019) provided advice on the next steps for Plan preparation. Office... are currently preparing a time table for the preparation of Main Modifications to the Plan (time frames to be confirmed).</p> <p>Oxon Plan 2050 - the CDC Planning Policy Team continues to support the central Oxon Plan team through the Liaison Group. Local Plan Review - management arrangements agreed. Baseline review of information/scope underway.</p>	<p>Partial Review of the Local Plan - the Inspector's post hearing advice note was received on 10 July 2019.</p> <p>Oxfordshire Plan 2050 - the central Plan team continues evidence gathering and scoping of options supported by CDC Planning Policy team as required. Consultation workshops have taken place. The next formal milestone remains the publication of an Options Paper (presently expected Autumn 2019 but awaiting formal confirmation of dates). Local Plan Review - baseline review/scoping continues.</p>	●	<p>The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy he has recommended the deletion of a proposed strategic housing allocation (land to the south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. Officers are working to prepare 'Main Modifications' which will be consulted upon before formal submission to the Inspector at the end of the year.</p> <p>The Oxfordshire authorities continue to work jointly on an Oxfordshire wide plan which in due course will inform the overall review of the adopted Cherwell Local Plan.</p> <p>Preparatory work for the review of the adopted Plan commenced in Spring 2019 but has had to be paused while officers return to work on the Partial Review."</p>	●
	CDC3.1.7 Deliver the Growth Deal	Cllr C Clarke	Feehily, Paul Jolley, Robert	<p>It was originally planned that the Year 2 Quarter 1 review was to be presented to the CDC Growth Deal Board in July, but it was decided to defer this item to the August meeting due to other priority issues emerging.</p>	<p>Presentation of Year 2, Quarter 1 review will be on the 6th August 2019 to the CDC Growth Deal Board</p>	★	<p>The CDC Growth Deal Programme is delivering to the approved Year 2 plan. As issues are identified in the various work streams, some reprofiling of the plan may be necessary. As and when this happens, the CDC Growth Deal Programme Board will be required to approve any changes.</p>	★



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	57%	56%	★	At this stage we are still awaiting final figures, these will be updated at a later date.	58%	56%	★

**CDC KPIs - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>CDC2.2.01 Number of Homeless Households living in Temporary Accommodation</b>	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	29.00	35.00	★	The number of households in temporary accommodation in Cherwell remains below the recently reduced target of 35 at 29 households. Although numbers have risen in the last 2 months the overall trend year on year is a reduction in households in temporary accommodation. This is due to ongoing work to intervene early, offer personalised support/advice to households before they are in crisis and ensure the resources available in the district are allocated where they are most needed.	94.00	140.00	★
<b>CDC2.2.02 Number of people helped to live independently through use of DFG &amp; other grants/loans</b>	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	63.00	45.00	★	We provided assistance to 63 households in July; 13 by means of disabled adaptations grants (larger jobs) and 50 through smaller works. (Note: Figures for earlier months have been revised as a result of improved reporting from our newly introduced case management software.)	200.00	180.00	★
<b>CDC2.2.03 Homes improved through enforcement action</b>	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	11.00	9.00	★	Enforcement action to address unsatisfactory conditions was completed in 11 homes in July.	28.00	36.00	▲
<b>CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets</b>	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	55.00	32.00	★	<p>55 affordable homes completed, comprising 24 affordable rent and 31 shared ownership tenure units.</p> <p><b>Affordable rent</b>                      14 x 1 bed flats (ECH)                      2 x 2 bed flats (ECH)                      5 x 2 bed houses                      3 x 3 bed houses</p> <p><b>Shared ownership</b>                      9 x 1 bed flat (8 of which ECH)                      10 x 2 bed flat (9 of which ECH)                      10 x 2 bed houses                      2 x 3 bed houses</p> <p>None of these units were delivered as part of the Oxfordshire Growth Deal as they are expected later in the financial year. The Extra Care Housing (ECH) scheme has been delivered in Banbury. This scheme contributes to the Age-Friendly Banbury initiative and the provision of suitable accommodation with care and support for people as they grow older.</p> <p>The affordable housing units that were due to be completed in Bicester in July have been delayed further until August/September but overall the plan to meet the target number of affordable housing units within the financial year is on track.</p>	171.00	187.00	●

**CDC KPIs - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
+ CDC2.2.05 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Green, Belinda Taylor, Claire	15.04	15.00	●	Changes in the New claims team personnel with one officer leaving the service, resulted in work being reassigned and despite their hard work unfortunately the team just missed the average processing days target of 15 days. With new officers now in the team we expect that average processing times to return to within target from August.	13.13	15.00	★
+ CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Green, Belinda Taylor, Claire	4.81	8.00	★	The automation of electronic records received for the majority of customers in receipt of Universal Credit has had a very positive impact on the average processing time for change events. This has created capacity for officers to have more time to deal with the complex cases and vulnerable customers, who may need more support, to ensure they receive the correct benefit.	7.43	8.00	★
CDC2.2.07 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Kane, Graeme Riley, Nicola	138,197	139,597	●	Throughputs across the Leisure Centres were down against the same period last year by circa 9,500. This can be attributed to the closure of Spiceball Swimming Pools. On the whole participation against the previous year was encouraging with Bicester LC, Kidlington and Gosford LC, Stratfield Brake and North Oxfordshire Academy showing an increase. The most significant increase was at Whitelands with an increase of circa 11,000. With the Spiceball Swimming Pool re-opening in August it is expected there will be some further recovery in the autumn.	549,798	553,123	●
CDC2.2.08 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Green, Belinda Taylor, Claire	9%	10%	●	We have collected 9.21% of the amount we are due to collect in July 2019 which is an increase from last month. All reminders and final notices have been issued and we are proactively contacting customers by telephone to collect any arrears. The amount of Council Tax we collect has increased by £700k in the last 2 months however majority of these customers will not have to start paying their Council Tax until 1 August therefore the growth we are experiencing will have a knock-on effect to collection rates in the short term.	38%	40%	●
CDC2.2.09 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Green, Belinda Taylor, Claire	8.6%	9.0%	●	We have collected 8.64% of the amount of Business Rates we are due to collect in July however we are ahead of the monthly cumulative target of 40% by 0.31%. All reminders and finals have been issued and we continue to be proactive with collecting any outstanding balances by telephone.	40.3%	40.0%	★

Page 39

**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 Jolley, Robert	71%	60%	★	7 Major Planning Applications were determined during July 2019. 5 were determined within the target period or agreed timeframe. As such, 71.43% of Major Planning Applications were determined within the target timeframe during July 2019.	88%	60%	★
⊕ CDC3.2.2 % Non Major planning appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	2%	10%	★	115 Non-Major Planning Applications were determined during July 2019 and 2 Non- Major Planning Appeals were allowed by the Planning Inspectorate.  Therefore, we have achieved our target of having no more than 10% of Non-Major Planning Appeals allowed in any given month, set against the number of Non-Major Planning Applications determined.	1%	10%	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	0%	10%	★	No Enforcement Appeals were determined by the Planning Inspectorate during July 2019.	0%	10%	★
⊕ CDC3.2.4 % of Non Major applications processed within 8 weeks	Cllr C Clarke	Feehily, Paul Jolley, Robert	83%	70%	★	115 Non-Major Planning Applications were determined during July 2019. 95 were determined within the target period or agreed timeframe. As such, 83% of Non-Major Planning Applications were determined within the target timeframe during July 2019.	87%	70%	★
⊕ CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	Feehily, Paul Jolley, Robert	0%	10%	★	No Major Planning Appeals were allowed by the Planning Inspectorate during July 2019.	0%	10%	★

Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 20/08/2019

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Leadership	5 - Catastrophic			L09		
	4 - Major		L12	L07, L10 & 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																	
L04 -	<b>CDC Local Plan</b> - 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 Deal 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 JSP & Local Plan.	Risk reviewed 09/08/19 no changes.
L05 -	<b>Business Continuity</b> - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	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. The BC steering group met in June to receive feedback from OCC's review of our BCPs. An improvement plan is in place taking account of the recent audit outcomes and OCC's review.	Risk Reviewed and comments updated 07/08/19



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 -	<b>Emergency Planning (EP)</b> Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. 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. Active involvement in the LRF Brexit planning arrangements is on-going and a refreshed timetable of risk and impact review is in place starting in September.	Risk Reviewed 07/08/19 and comments updated.
L08 -	<b>Health and safety</b> - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Partially Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	A new Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June. The Corporate arrangements are in the process of being updated. These will be finalised by end of October 2019. Following the ratification of the new Corporate Health, Safety and Wellbeing Policy in July new AD checklists will be issued. The H&S team are conducting health and safety inspections internally across all services and teams, the health and safety inspection program has been reviewed and the programme started its role out in May 2019. The health and safety internal inspection cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. 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 January 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 replaced 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 06/08/19 - Mitigating actions 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 -	<b>Cyber Security</b> - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Partially Fully 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.  Cyber Security issues regularly highlighted to all staff.  External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues.	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 02/08/19 - Mitigating actions updated.
L10 -	<b>Safeguarding the vulnerable (adults and children)</b> - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Partially Fully Fully Fully Partially Fully Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	3	4	12	↑	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members  Continue to attend groups focused on tackling child exploitation	Vacant Safeguarding post has necessitated temporary changes with services making their own referrals directly and sending notification to Safeguarding inbox. Discussions with colleagues at OCC have provided insight but no clear way forward as yet. Software purchase proving time consuming.	Risk Reviewed 12/08/19 - Risk reviewed - comments updated.
L11 -	<b>Sustainability of Council owned companies and delivery of planned financial and other objectives</b> - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR  Resilience and support being developed across business to support and enhance knowledge around council companies  Skills and experience being enhanced to deliver and support development, challenge and oversight.	Knowledge and experience building take place with training and support as required.  Company dashboard now being reviewed by CEDR to understand the impact of what is happening at company level on the council.  Review of company governance being undertaken to ensure that we are adhering to best practice	Risk reviewed - 06/08/19 - Changes in comments section to update latest information, changes on implementation plus added risk manager

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 -	<b>Financial sustainability of third party suppliers including contractors and other partners</b> - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in 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 in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Wayne Wellsby	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed - 06/08/19 - Changes in comments section to update latest information, changes on implementation plus added risk manager
L13 -	<b>Separation and Joint Working</b> - 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 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.	Final separation proposal for HR approved in July. All services have now either been separated or had proposals approved with implementation underway. There has been some delay in implementing separated services due to recruitment issues at SNC. 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. Proposals for two Joint Corporate Directors between CDC and OCC approved in July.	Risk reviewed 12/08/19 - commentary updated.
L14 -	<b>Corporate Governance</b> - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	Risk reviewed 17/07/19 - No changes.
L15 -	<b>Oxfordshire Growth Deal (contract with HMG)</b> 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 Progress) 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. The programme is now working to the approved Year 2 Plan with the Programme Board providing appropriate governance and oversight. Whilst confidence is improving the overall low maturity level of the programme means that the Risk level remains at Amber. It is anticipated that should the current trajectory for the programme be maintained the residual risk will improve to GREEN (low risk) within the current quarter.	Risk reviewed 05/08/19 - No changes.

## 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. On 13 July 2019, the Council received the Inspector's Post-Hearing Advice Note setting out his preliminary conclusions. In principle, the Inspector is satisfied that the Plan's housing requirement and strategy are appropriate and that there are exceptional circumstances for alterations to the Green Belt. However, he has concerns about proposed development next to Woodstock and suggested that the Council prepare Main Modifications to address this. Officers will need to progress technical work, consult on modifications and submit them following the Council's approval. The Examination will then continue

### **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.

This page is intentionally left blank

DESCRIPTION	£000's								Re-profiling and variances to be updated
	BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Sunshine Centre	0	440		440	419		(21)	-	Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k. Works instructed and contracts signed. Transfer of lease from OCC to CDC in progress. On site from 20/4/19. 25 week programme with completion expected by Nov 19. funding (See KC email 17/12/18)
<b>Community Total</b>	-	<b>440</b>	-	<b>440</b>	<b>419</b>	-	<b>(21)</b>	-	
Biomass Heating Bicester Leisure Centre	0	14		14	0		(14)	-	Budget no longer required
Whitelands Farm Sports ground	0	0		0	0		-	-	Final account still under review. Overspend to be funded from S106. There is to be further costs in 2019-20 which will be funded from S106
Solar Photovoltaics at Sports Centres	0	80		80	0		(80)	-	Budget no longer required
Football Development Plan in Banbury	0	20		20	20		-	-	We forecast to spend £20k on Leisure strategy and feasibility work as allocated
North Oxfordshire Academy Astro turf	0	183		183	183		-	-	Anticipated full spend in 19/20
Bicester Leisure Centre Extension	0	122		122	122		-	-	Following strategy presented to members and prioritisation. Work due to commence in August 2019
Spiceball Leis Centre Bridge Resurfacing	0	30		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
Corporate Booking System	0	60		60	60		-	-	work being undertaken to determine the provision of booking system for sport and leisure through JADU and likely expenditure required for 19/20. Delay partly due to CDC/SNC split. Spend likely Q3/4.
Cooper School Performance Hall - Roof, Floor & Seating	0	0		0	0		-	-	capital scheme completed in 18-19

DESCRIPTION	£000's								Re-profiling and variances to be updated
	BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Cherwell Community Fund	100	67		167	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. See SB email 02/8/19 in Communities folder
Cooper sports Facility Floodlights	0	65		65	64		(1)	-	Project complete
Fencing Works/Associated Storage	50			50	50		-	-	Tender of contract has commenced. Expect to spend full budget by the end of Q2
<b>Leisure &amp; Sport Total</b>	<b>150</b>	<b>641</b>	<b>-</b>	<b>791</b>	<b>666</b>	<b>30</b>	<b>(95)</b>	<b>-</b>	
Disabled Facilities Grants	0	749	1,093	1,842	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.)
Discretionary Grants Domestic Properties	150	154		304	200		(104)	-	Anticipated spend of £100k less than budgeted, therefore this may not be required.
Abritas Upgrade	33	19		52	52		-	-	Upgrade of Abritas taking place so full spend is expected.
<b>Housing Total</b>	<b>183</b>	<b>922</b>	<b>1,093</b>	<b>2,198</b>	<b>1,652</b>	<b>-</b>	<b>(546)</b>	<b>-</b>	
Car Park Refurbishments	0	192		192	192		-	-	Anticipated full spend in 19/20
Energy Efficiency Projects	0	15		15	15		-	-	Anticipated full spend in 19/20
Glass Bank Recycling Scheme	0	0		0	7		7	7	2 cages supplied not budgeted for
Public Conveniences	200	50		250	250		-	-	Anticipated full spend in 19/20
Off Road Parking	0	18		18	18		-	-	Anticipated full spend in 19/20
Vehicle Replacement Programme	860	319		1,179	1,200		21	-	On track for 19/20
Wheeled Bin Replacement Scheme	0	45		45	45		-	-	Anticipated full spend in 19/20
Urban City Electricity Installations	0	15		15	15		-	-	Anticipated full spend in 19/20
Vehicle Lifting Equipment	20	0		20	20		-	-	Anticipated full spend in 19/20
Container Bin Replacement	0	20		20	20		-	-	Anticipated full spend in 19/20
Commercial Waste Containers	12	0		12	12		-	-	Anticipated full spend in 19/20
On Street Recycling Bins	25	0		25	25		-	-	Anticipated full spend in 19/20
Thorpe Lane Depot Capacity Enhancement	50	0		50	52		2	-	Slight Overspend in 19/20
<b>Environment - Environment</b>	<b>1,167</b>	<b>674</b>	<b>-</b>	<b>1,841</b>	<b>1,871</b>	<b>-</b>	<b>30</b>	<b>7</b>	
<b>Wellbeing, Environmental &amp; Regulatory Total</b>	<b>1,500</b>	<b>2,677</b>	<b>1,093</b>	<b>5,270</b>	<b>4,608</b>	<b>30</b>	<b>(632)</b>	<b>7</b>	
Community Centre Refurbishments	0	84		84	84		-	-	Anticipated full spend in 19/20
The Hill Youth Community Centre	0			0	0		-	-	duplicate code, see 40107 for The Hill project
East West Railways	290	1,160		1,450	1,450		-	-	Anticipated full spend in 19/20

DESCRIPTION	£000's								Re-profiling and variances to be updated
	BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Graven Hill - Loans and Equity	13,000	0		13,000	13,000		-	-	This drawn based on the funding requirements of Graven Hill but should be drawn in full by the year end.
NW Bicester Eco Business Centre	0	68		68	68		-	-	Anticipated full spend in 19/20
Cher Com Led Prog The Hill Com Centre	110	989		1,099	799		(300)	-	Project is on target for completion in summer 2019 and is on budget
Build Programme Phase 1b	1,845	1,709		3,554	3,554		-	-	Anticipated full spend in 19/20. Of three schemes in the phase, two have begun and the third i
Build Programme Phase 2	4,400	6,500		10,900	10,900		-	-	The programme is being reviewed, more will be known by Q2.
<b>Place &amp; Growth - Economy &amp; Regeneration</b>	<b>19,645</b>	<b>10,510</b>	<b>-</b>	<b>30,155</b>	<b>29,855</b>	<b>-</b>	<b>(300)</b>	<b>-</b>	
<b>Place &amp; Growth Total</b>	<b>19,645</b>	<b>10,510</b>	<b>-</b>	<b>30,155</b>	<b>29,855</b>	<b>-</b>	<b>(300)</b>	<b>-</b>	
Customer Self-Service Portal CRM Solution	0	0		0	0		-	-	Moved budget so combined with green cell below. 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. <b>PN to review, possible savings.</b>
Land & Property Harmonisation	33	216		249	227		(22)	-	Planned to complete by end of FY - Replacement of Land and Property systems . <b>PN to provide update</b> . Left as 22K u/s to offset HR/Replacement o/s below
5 Year Rolling HW / SW Replacement Prog	50	19		69	69		-	-	Planned to complete by end of FY - Windows 10/Office 365 roll out and computer replacement.
Business Systems Harmonisation Programme	40	0		40	24		(16)	-	Rolling budget supporting joint teams. Forecasted 16K under budget - <b>offsets 16K o/s in unified comms</b>
Upgrade Uninterrupted Pwr Supp Back up / Datacentre	0	19		19	19		-	-	Migrate remaining services to data centre
IT Strategy Review	0	105		105	109		4	-	Engagement ongoing planned to continue to December 2019. <b>Anticipated full spend but will this go over as looks like apx 40K a month?</b>
Land & Property Harmonisation	0	0		0	0		-	-	Planned to complete by end of FY, replacement land and property systems
Customer Excellence & Digital Transfer	0	112		112	112		-	-	Replace CRM system by end of year.
Unified Communications	0	112		112	128		16	-	Need to invoice SNC £133,500. <b>Leaves 16K o/s which is offset against project 40057</b>
<b>Information Technology Total</b>	<b>123</b>	<b>583</b>	<b>-</b>	<b>706</b>	<b>688</b>	<b>-</b>	<b>(19)</b>	<b>-</b>	

DESCRIPTION	£000's								Re-profiling and variances to be updated
	BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
HR / Payroll System replacement	125	0		125	147		22	-	22K over but license costs included in here need investigating as only current year can be capitalised.
<b>HR, OD and Payroll Total</b>	<b>125</b>	<b>-</b>	<b>-</b>	<b>125</b>	<b>147</b>	<b>-</b>	<b>22</b>	<b>-</b>	
<b>Customers &amp; Service Development Total</b>	<b>248</b>	<b>583</b>	<b>0</b>	<b>831</b>	<b>834</b>	<b>0</b>	<b>3</b>	<b>0</b>	
Financial System Upgrade	0	0		0	0	0	-	-	
Academy Harmonisation	87	57		144	144	0	-	-	The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19/20. £57k reprofiled from 18/19
New E-Tenderings Portal for Procurement	30	0		30	0	0	(30)	-	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.
Finance Replacement System	210	0		210	210	0	-	-	Currently out to tender, anticipated full spend in 19/20
<b>Finance Total</b>	<b>327</b>	<b>57</b>	<b>-</b>	<b>384</b>	<b>354</b>	<b>-</b>	<b>(30)</b>	<b>-</b>	
Condition Survey Works	0	2		2	0	0	(2)	-	Works completed
Bradley Arcade Roof Repairs	0	30		30	30	0	-	-	Works partially completed, further investigation required to complete works scope to be created. On target for spend of £30K
Community Buildings - Remedial Works	0	0		0	0	0	-	-	Works completed, PO to be closed
Spiceball Riverbank Reinstatement	0	50		50	50	0	-	-	Full spend anticipated in 19/20
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	0	253		253	100	153	-	-	In design stage, works progressing. Discussions between CDC and tenant regarding extension of the lease. The result of which may affect scope of the project. Project currently paused until resolved.
Thorpe Way Industrial estate - Roof & Roof Lights	0	0		0	(2)	0	(2)	-	Works complete and project signed off.
Castle Quay 2	0	45,798		45,798	45,798	0	-	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Castle Quay 1	0	7,636		7,636	4,000	3,636	-	-	Programme ongoing, forecast spend in 19/20 of £4m. Reprofile remaining budget beyond 19/20



DESCRIPTION	£000's								Re-profiling and variances to be updated
	BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Franklins House - Travelodge	0	75		75	50	0	(25)	-	Retention payment c£25k payable to the contractor in Aug 19. There will also be some professional fees payable. Expect £50k spend in 19/20 (see SL email 13/5/19 & 06/8/19))
Housing & IT Asset System joint CDC/SNC	0	50		50	50	0	-	-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
Orchard Way - external decorations	0	95		95	95	0	-	-	Tender received, to be ordered August 19. On target for full spend in 19/20
Retained Land	0	165		165	143	0	(22)	-	Works complete pending final account
Thorpe Place Industrial Units	0	162		162	162	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Thorpe Way Industrial Units	0	135		135	135	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Horsefair, Banbury	0	100		100	100	0	-	-	Project under review. Previously tendered over budget. Review at Q4
Thorpe Lane Depot - Tarmac / drainage	0	110		110	110	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
EPC certification & compliance works	0	40		40	40	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19.
Tramway Industrial Estate, Banbury	0	0		0	15	0	15	-	Site survey works not budgeted for in 19/20
The Mill	250	0		250	250	0	-	-	Robert to provide forecast spend for 19/20 and reprofile for 20/21
Banbury Museum Upgrade of AHU	110	0		110	110	0	-	-	Order being raised for investigation stage which will lead to full design. Full spend anticipated in 19/20
Bodicote House Fire Compliance Works	154	0		154	154	0	-	-	Order raised for design. Review in August/Sept.
The Fairway Garage Demolition	52	0		52	52	0	-	-	Full spend anticipated in 19/20. Review Q3
BYHP Separation of Building to two units	17	0		17	18	0	1	-	Full costs now known at £18k

DESCRIPTION	£000's								Re-profiling and variances to be updated
	BUDGET	REPROFILED FROM 2018/19	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Compliance Works with Energy Performanc	169	0		169	169	0	-	-	Phase one on site, 15 week programme. Project anticipated to be on target, £130k spend for works to be completed end of Aug 19. Design works for Phase two works to commence in September. On target for full spend.
Ferriston Roof Covering	142	0		142	142	0	-	-	Works being tendered anticipated start date of September. Full spend anticipated in 19/20
Pioneer Square Fire Panel	20	0		20	20	0	-	-	Order raised for design. Full spend anticipated in 19/20
Corporate Asbestos Surveys	150	0		150	150	60	60	-	Works are being assessed with the consultant. Once full scope identified, works will proceed. Potential to reprofile part works in to 20/21
Corporate Fire Risk Assessments	60	0		60	60	0	-	-	
Corporate Water Hygiene Legionella Asses	35	0		35	35	0	-	-	
Corporate Reinstatement Cost Assessments	59	0		59	59	0	-	-	
Works From Compliance Surveys	195	0		195	45	150	-	-	
Thorpe Place 18_19	75	0		75	75	0	-	-	works tendered July. Forecast start date of Sept for a 4 week project. Full spend anticipated in 19/20
CDC Feasibility of utilisation of proper	100	0		100	0	100	-	-	Reprofiled.
<b>Property Total</b>	<b>1,588</b>	<b>54,701</b>	<b>-</b>	<b>56,289</b>	<b>52,215</b>	<b>4,099</b>	<b>25</b>	<b>-</b>	
<b>Finance Services Total</b>	<b>1,915</b>	<b>54,758</b>	<b>-</b>	<b>56,673</b>	<b>52,569</b>	<b>4,099</b>	<b>(5)</b>	<b>-</b>	
<b>Capital Total</b>	<b>23,308</b>	<b>68,528</b>	<b>1,093</b>	<b>92,929</b>	<b>87,866</b>	<b>4,129</b>	<b>(934)</b>	<b>7</b>	<b>933.56175 - Under Spend</b>

## Cherwell District Council

### Budget Planning Committee

24 September 2019

#### Medium Term Financial Strategy 2020/24 Update

#### Report of Executive Director – Finance (Interim)

This report is public

#### Purpose of report

This report provides an update on the latest information on the Spending Review 2019 along with the outline timeline leading up to Council in February 2020, where the Council's budget will be agreed.

#### 1.0 Recommendations

- 1.1 To note the contents of the report.

#### 2.0 Introduction

- 2.1 The government previously stated its intention to hold a new Spending Review in 2019 covering the period 2020/21 to 2022/23. However, it has recently announced that a one-year Spending Round would be provided for 2020/21 with a full Spending Review now being completed in 2020. Council is committed to financial monitoring reviews on a monthly basis.
- 2.2 Within the Spending Round the government has indicated that it will continue to provide increased funding for Local Government and that it projects that core spending power will increase by £2.9bn, a real term increase of 4.3%. Within this there will be a continued focus on social care with up to an additional £1.5bn in total, which will include the continuation of the Improved Better Care Fund, which will see an increase of 3.4% in real terms.

#### 3.0 Report Details

- 3.1 The Chancellor, Sajid Javid announced the one-year Spending Round 2019 on 4 September 2019, which provides information covering the 2020/21 financial year. The information provided allows Cherwell District Council to incorporate the information into its Medium Term Financial Strategy and Budget Setting processes. This report focuses on the changes relevant to the Council locally and also updates members on the events and timeline that will see the Council set its budget at Council in February 2020.

- 3.2 Indications from the Spending Round are that there will be a 2% increase in terms of Council Tax. For Districts in the lower quartile, such as Cherwell District Council it is understood that Council Tax can be raised by £5 and this is now assumed in our Medium-Term Financial Strategy.
- 3.3 The reset of Business Rates and Fair Funding Review will now not place until 2021/22 so the current arrangements for the business rate baselines seem to be staying the same but with inflation, which means the current arrangements continue for at least a further year. This arrangement will benefit the Council in the short term, but the medium-term assumptions need to continue to reflect this as a one off bonus that cannot be relied on going forward, with the potential for an even more stark drop in funding in later years.
- 3.4 The government have announced there will be changes regarding the New Homes Bonus, but that the main reforms to the system will be deferred until next year. In 2020/21 the legacy payments from earlier years will continue along with an additional payment for homes built during 2019/20. This latter element will not be subject to legacy payments, in other words continue for the current scheme four years, which will then allow for reforms of the system next year. The Council will benefit from this announcement during 2020/21, but as with the business rates above will need to factor into the Medium-Term Financial Strategy period the drop off anticipated as the legacy income and additional payment for new homes built this year drops out.
- 3.5 The above factors will be incorporated alongside the information being returned by the budget managers on 13 September, to assess the funding gap in both 2020/21 and what might be anticipated in later years, where based on the information from government the gap in later years is anticipated to be stark.
- 3.6 The Council has set out a budget planning timeline that will deliver the full budget proposals for Council in February 2020. The diagram below helpfully summarises the route through to full Council, including scrutiny opportunities from both CEDR and members.

## **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 provides an update on the Council's budget setting process, following the announcement of the government on 4 September 2019 of its Spending Review. There are no consultation requirements from this report.

## **6.0 Alternative Options and Reasons for Rejection**

- 6.1 This report provides an update on the Council's budget setting process. As this is a update report, no further options have been considered. However, members may wish to request that officers provide additional information.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 The financial implications arising from the production of this report are being included within the Council's Medium-Term Financial Strategy processes.

Comments checked by:

Dominic Oakeshott, Assistant Director of Finance (Interim)

01295 227943

[Dominic.Oakeshott@cherwell-dc.gov.uk](mailto:Dominic.Oakeshott@cherwell-dc.gov.uk)

### **Legal Implications**

- 7.2 There are no legal implications arising directly from this report. The process outlined in the timeline below will ensure that the Council sets a legally compliant budget in accordance with the Executive Director of Finance's requirement.

Comments checked by:

Richard Hawtin, Team Leader – Non-contentious. 01295 221695,

[Richard.hawtin@cherwell-dc.gov.uk](mailto:Richard.hawtin@cherwell-dc.gov.uk)

### **Risk Management**

- 7.3 The risk management aspects of the budget setting process are being managed as part of an overall Medium Term Financial Strategy and Budget Setting Project.

Comments checked by: Louise Tustian

Acting Performance and Communications Manager

01295 221786

[Louise.tustian@cherwell-dc.gov.uk](mailto:Louise.tustian@cherwell-dc.gov.uk)

## **8.0 Decision Information**

### **Wards Affected**

All

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

All

### **Lead Councillor**

Councillor Tony Illott, Portfolio Holder for Finance and Governance

## Document Information

Appendix No	Title
None	
<b>Report Author</b>	Joanne Kaye – Strategic Business Partner
<b>Contact Information</b>	Joanne Kaye – Strategic Business Partner 01295 221545 <a href="mailto:Joanne.kaye@cherwell-dc.gov.uk">Joanne.kaye@cherwell-dc.gov.uk</a>

## Budget Planning Committee Work Programme 2019/20 and 2020/21

Date	Agenda Items
24 September	Performance, Finance and Risk Monitoring Report - July 2019 Medium Term Financial Strategy and Budget Setting 2020/24 Update Work Programme Update
29 October	Performance, Finance and Risk Monitoring Report - Q2 - September 2019 Medium Term Financial Strategy and Budget Setting 2020/24 Update Value for Money Judgement (to be confirmed) Work Programme Update
10 December	Medium Term Financial Strategy and Budget Setting 2020/24 Update Business Rates Overview (to be confirmed) Local Discretionary Business Rates Relief (to be confirmed) Business Rates Retail Relief (to be confirmed) Council Tax Premium for Empty Properties (to be confirmed) Work Programme Update
28 January	Final Medium Term Financial Strategy and Budget Setting Report Council Tax Reduction Scheme - Final Proposal Work Programme Update
10 March	Performance, Finance and Risk Monitoring Report - Q3 - January 2020 Work Programme Update
Early May 2020	Appointment of Chair and Vice Chair
June 2020	Performance, Finance and Risk Monitoring Report - Q4 - March 2020 Medium Term Financial Strategy - 2021/25 Planning Work Programme Update
July 2020	Performance, Finance and Risk Monitoring Report - Q1 - May 2020 Medium Term Financial Strategy and Budget Setting - 2021/25 Update Work Programme Update

This page is intentionally left blank