

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Budget Planning Committee
Date: Tuesday 29 October 2019
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Nicholas Mawer (Chairman)

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

Councillor Carmen Griffiths (Vice-Chairman)

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

AGENDA

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

2. **Declarations of Interest**

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

3. **Minutes** (Pages 1 - 2)

To confirm as a correct record the minutes of the meeting held on 24 September 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. Monthly Performance, Risk and Finance Monitoring Report - August 2019 (Pages 3 - 48)

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

Please note the covering report for this item will be to follow

7. Council Tax Reduction Scheme 2020-2021 (Pages 49 - 82)

Report of Executive Director – Finance (interim).

Purpose of report

To provide members with an update on the recent consultation process that has taken place on the options for a Council Tax Reduction Scheme for the financial year 2020-2021 and to seek a recommendation to Executive as to the scheme for 2020-2021.

To outline the Council Tax discounts for the financial year 2020-2021.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To recommend to Executive which option should be considered for the Council Tax Scheme for 2020-2021.
- 1.3 To review the proposed level of Council Tax discounts and premiums for 2020-2021 and make recommendations to Executive as follows:
 - Retain the discount for second homes at zero
 - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
 - Retain the discount for empty homes undergoing major repairs at 25% for 12 months and thereafter at zero.
 - Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

8. Review of Committee Work Plan

To review the Committee Work Plan.

The Assistant Director – Finance (Interim) will give a verbal update.

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

Information about this Meeting

Apologies for Absence

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

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Queries Regarding this Agenda

Please contact Emma Faulkner, Democratic and Elections
democracy@cherwellandsouthnorthants.gov.uk, 01295 221953

Yvonne Rees
Chief Executive

Published on Monday 21 October 2019

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Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 24 September 2019 at 6.30 pm

Present: Councillor Nicholas Mawer (Chairman)
Councillor Nathan Bignell
Councillor Phil Chapman
Councillor Conrad Copeland
Councillor Andrew McHugh
Councillor Barry Richards
Councillor Douglas Webb
Councillor Fraser Webster
Councillor Lucinda Wing
Councillor Sean Woodcock

Apologies for absence: Councillor Carmen Griffiths (Vice-Chairman)
Councillor David Hughes

Officers: Adele Taylor, Executive Director: Finance (Interim) & Section 151 Officer
Joanne Kaye, Strategic Business Partner
Emma Faulkner, Democratic and Elections Officer

19 **Declarations of Interest**

There were no declarations of interest.

20 **Minutes**

The Minutes of the meeting of the Committee held on 23 July 2019 were confirmed as a correct record and signed by the Chairman.

21 **Chairman's Announcements**

There were no Chairman's announcements.

22 **Urgent Business**

There were no items of urgent business.

23 **Finance Monitoring Report - July 2019**

The Committee considered a report from the Executive Director – Finance (Interim) and Assistant Director – Performance and Transformation that detailed Finance Monitoring for July 2019.

In response to questions from the Committee, the Executive Director – Finance (Interim) advised that the re-profile of Capital spend relating to Castle Quay was due to the payment schedules having been fixed.

Resolved

(1) That the report be noted.

24 **Medium Term Financial Strategy 2020/2024 Update**

The Committee considered a report regarding the Medium Term Financial Strategy 2020/24.

The Executive Director – Finance (Interim) advised the Committee that detailed figures relating to the 2019 Spending Review would not be known until December.

The budget setting timetable for the 2020/21 Financial year would start later in September.

Resolved

(1) That the report be noted.

25 **Review of Committee Work Plan**

The Committee considered the work programme.

Resolved

(1) That the work programme be noted.

The meeting ended at 7.02 pm

Chairman:

Date:

Cherwell District Council

Executive

7 October 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – August 2019</p>

**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:



Bretch Hill Neighbourhood blitz carried out in the 2nd half of August. Over 600 properties had recycling packs and stickers added to bins with the view to improve the quality of recycling. Additional resources were committed to the area, including extra mechanical sweeping.

Banbury Public Spaces Protection Order Consultation was launched and promoted in August, and closed on 11 September. The Order covers the town centre - including People's Park - and was brought into effect in November 2016 for a three-year period; the Community Safety Team attended the town centre to speak with visitors and businesses in the area to seek their views about extending the order.



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.

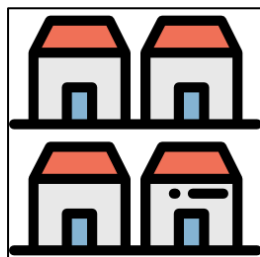
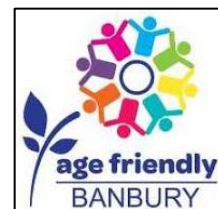
Overview of our performance against this strategic priority:



Leisure facilities improvements delivered - The improvement works for the Learner and Main Pools at Spiceball Leisure Centre were completed during August. Also, the replacement of the fencing/hockey goal stores at the Cooper Sports Facility, as part of the Joint use agreement with the school, has been completed to a high standard and will ensure community use for a minimum of ten years on this site. The facility re-opened on Tuesday 27 August.

The number of visits/usage of District Leisure Centre is reporting Amber for August and Year to Date. Throughputs across all of the Leisure Facilities demonstrated generally a positive position given the continued closure of the Swimming Pools at Spiceball Leisure Centre for part of August.

Community engagement – The pop up Age Friendly consultation event was delivered on the 22nd of August at Castle Quay, focusing on the 4 key themes of Age Friendly Banbury: Getting Connected, Getting About, Town Centre and Wellbeing & Community Services; allowing residents to have their say in these areas. The feedback will be used at the next focus group meetings for stake holders to discuss.



Number of people helped to live independently through the use of DFG and other grants/loans is reporting Amber for August and Green for Year to Date, 42 households during the month; 11 by means of disabled adaptations grants (larger jobs) and 31 through smaller works. This month's figure is a little below the monthly target of 45 but the monthly average for the year to-date, at 48, remains above target.

Play:Full initiative to tackle holiday hunger was delivered throughout the summer school holidays, making sure children across the Brighter Futures wards are well-fed every day.



Delivery of affordable housing in line with CDC and Growth Deal targets is delivering Amber for August and Year to Date. A total of 32 affordable homes were completed in August. The actual number delivered, falls short of the projected target in this month. The reduction in completed units is due to delays in developer building programmes, delays in getting services connected to the homes and Registered Providers not accepting the units from developers due to works still being required in order to meet the necessary build quality standards. These units will be delivered in 2019/20 but quality assurance is important, a higher number of affordable homes are expected to be completed in September.

% of Council Tax collected, increase Council Tax Base is reporting Amber for August and Year to Date. The in month collection has dropped slightly in August however all reminders, finals and summonses have been issued with proactive recovery taking place on those customers with court orders. We are making outbound calls during the day and evening to reduce the arrears balance. Cherwell is also experiencing an increase of new properties and whilst the customers are being issued with bills as soon as possible after the Valuation Office Agency notify us of the banding the customer is still entitled to pay their bill by instalments and therefore, they are always playing catch up.

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:



Hope Close drop-in open day Deliver Innovative and Effective Housing Schemes is reporting Amber for August and Year to Date. The marketing for Hope Close in Banbury was launched on the 31 Aug; one purchaser has already expressed an interest in one of the 11 properties with another one following up. Cropredy property is under offer waiting for completion of sale.

Bicester Town Centre Development - 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.



Deliver the Local Plan is reporting Amber for August and Year to Date. 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.

Summary of Performance

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

Business Plan Measures and Key Performance Indicators (36)					
Status	Description	August	%	YTD	%
Green	On target	29	81%	29	81%
Amber	Slightly off target	7	19%	6	17%
Red	Off target	0	0%	1	2%

3.11 Spotlight on: Wellbeing - Healthy Communities Team

The Wellbeing team has four constituent services Healthy Communities, Leisure Facilities, Sport and Physical activity and Community Development. The Healthy Communities team deliver these services on behalf of Cherwell District Council, they take care of some of the following activities and programmes:

- Partnership working - Local Strategic Partnership, Parish Liaison, Community Partnership Network.
- Armed Forces Community Covenant.
- Better Mental Health Concordat.
- Assets of Community Value.
- Strategic commissioning – Volunteering, Community Transport, Social Prescribing, Village good neighbour schemes, Community Planning and support for Communities own social action projects.
- Cherwell Lottery.
- Leisure and Community Infrastructure planning and implementation of development funded by s106.
- Grant funding: Spark Fund, Community Infrastructure Grants.
- Cherwell staff volunteering scheme.



Cherwell supports a vibrant and thriving voluntary sector in its objectives, recognising that residents live in communities and those communities are best served when there are opportunities to volunteer and support each other as neighbours and partners.



Cherwell has a long standing collaboration with Citizens Advice locally and through a service level agreement supports the delivery of Volunteer Connect - a service that puts volunteers in touch with organisations that need them as well as encouraging more people to give time to volunteering.

Keeping track of volunteers, responding directly to organisations has been improved by the link with Oxfordshire volunteers where 38 people have registered and the use of social media to target volunteering opportunities to potential support is proving positive with 21 individuals offering on average 3 hours a week secured for local voluntary and charitable organisations.



This is also the banner under which the volunteer driver scheme operates, with 52 drivers covering 985 journeys (April – July). This projects to 3000 journeys for 2019/20. The agreed definition of a Journey is a round trip home-destination-home and destinations can be doctor and hospital appointments as well leisure trips and shopping.



Support for the voluntary sector is also being extended by the launch and delivery of the Cherwell Lottery. This is a registered scheme with the Gambling commission and open to all constituted voluntary organisations and local charities. The premise being that small organisations ask their supporters to buy a lottery ticket on an ongoing basis- they keep 50% of that purchase price - the remainder goes to prizes, professional scheme administration provided by Gatherwell and the establishment of a community grants pot that Cherwell will distribute to participating organisations on a competitive bid process. The lottery has 51 groups taking part in it at present and will be heavily promoted in the autumn to increase the number of players and participating groups.

The healthy communities' team also oversee the staff volunteering scheme which was launched earlier in the year and provides two days (pro rata) for staff to volunteer for a local organisation and provide additional support.

So far, a dozen staff have made requests from supporting the first Bodicote scouts on their annual camp to litter picking to assisting wildlife activities. Other staff from the wellbeing team and the Bicester team volunteered for the Bicester Festival which was a great weekend on 20, 21 and 22 September.



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	Dir'n	Latest Update
L01 Financial Resilience	9 Low risk	↔	Risk reviewed 04/09 - Control assessment updated.
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 12/09 – No changes.
L03 Lack of Organisational Capacity	12 Medium risk	↔	Risk Reviewed 11/09 – Mitigating actions and commentary updated.
L04 CDC Local Plan	9 Low risk	↔	Risk Reviewed 09/09 – Commentary updated and additional information.
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 12/09 – Comments updated.
L06 Partnering	12 Med risk		REMOVED
L07 Emergency Planning	12 Med risk	↔	Risk Reviewed 12/09 – Comments updated.
L08 Health & Safety	12 Med risk	↔	Risk Reviewed 10/09 – Mitigating actions updated.
L09 Cyber Security	15 Med risk	↔	Risk Reviewed 02/09 – Mitigating actions updated.
L10 Safeguarding the Vulnerable	12 Med risk	↔	Risk Reviewed 04/09 – No changes.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Med risk	↔	Risk Reviewed 04/09 – No changes.
L12 Financial sustainability of third-party suppliers including contractors and other partners	8 Low risk	↔	Risk Reviewed 12/09 – No changes.
L13 Separation and Joint Working	15 Med risk	↔	Risk Review completed 11/09 – Mitigating actions and commentary updated.
L14 Corporate Governance	9 Low risk	↔	Risk Review completed 12/09 – No changes.
L15 Oxfordshire Growth Deal	12 Med risk	↔	Risk Review completed 09/09 – Risk owner and commentary updated.

The full Leadership Risk Register update can be found in Appendix 3. There are no score changes for August, further detail can be found in Appendix 3.

3.15 Finance Update (Revenue and Capital)

3.16 Revenue Position

The Council has completed a light touch review of the overall finances this month and updated its forecast financial position for the period up to the end of August as set out in the tables and information below. In the last month a comprehensive review was undertaken and there has been a focus from managers and the finance team on preparing the draft budget proposals in line with the first deadline of 13 September.

The projected forecast for 2019/20 is a small reduction in the overspend to £48k from £68k in the last month, as is shown in the table below. The Council's funding continues to benefit from lower interest rates in the wider financial markets, increasing the forecast underspend to £1.485m from £1.001m in the last month. The Council is likely to seek to transfer this one off beneficial position to reserves, leaving the Council in a broadly balanced position.

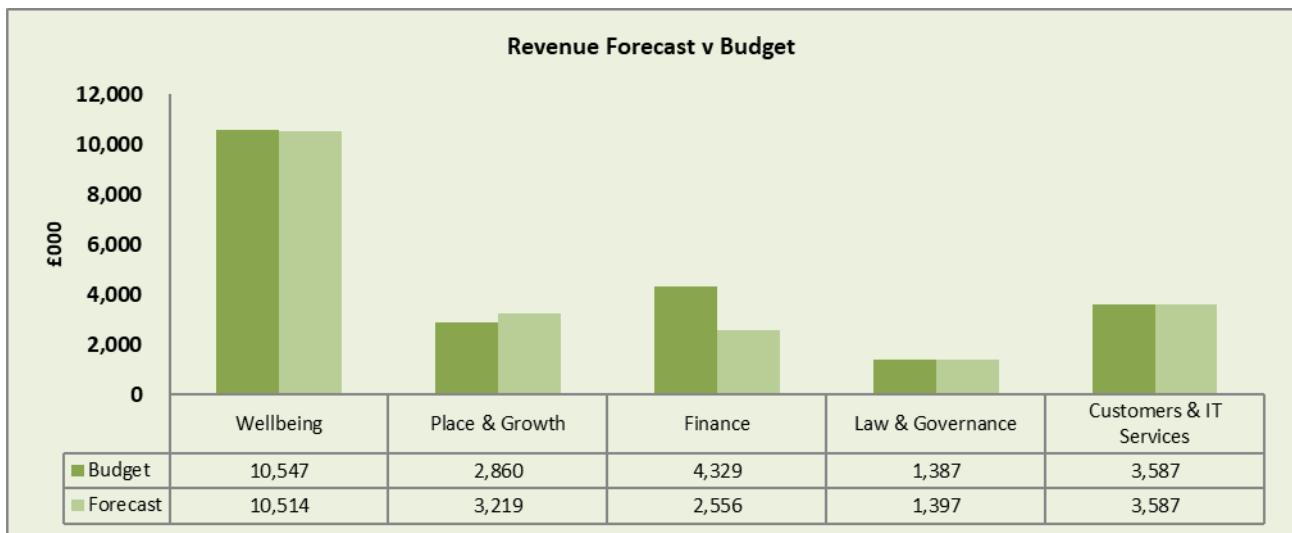
At the end of August, the overall Council forecast has therefore improved to a net underspend of £1.437m in overall terms, as shown in the table below:

Revenue Monitoring <i>(Brackets denotes an Underspend)</i>	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Communities	1,685	1,718	33	33
Leisure & Sport	791	776	(15)	(15)
Housing	2,047	1,987	(60)	(60)
Environmental Services	4,660	4,749	89	90
Environmental Health & Licensing	1,364	1,284	(80)	(80)
WELLBEING TOTAL	10,547	10,514	(33)	(32)
Communities: £33k overspend on salaries due to changes in service delivery (including recharges)				
Housing: (£60k) underspend due to salary savings as a result of changes in structure.				
Environmental Services: £89k Gate fee increase to £8 per tonne amounting to £93k , savings of (£35k) on salaries offset by restructuring costs of £35k .				
Environmental Health & Licensing: (£80k) Salary savings due to changes in structure and vacancies				
Planning Policy & Development	1,447	1,714	267	267
Economy & Regeneration	1,758	1,800	42	42
Build! Programme	(345)	(295)	50	50
PLACE & GROWTH TOTAL	2,860	3,219	359	359
Planning Policy & Development: £87k relating to agency costs. £180k under recovery of Planning fee income				
Economy & Regeneration: £42k consultancy costs				
Build! Programme: £50k under recovery of income due to a delay in Hope Close shared Ownership scheme				
Finance	2,860	2,822	(38)	(19)
Property	(940)	(1,190)	(250)	(250)
Finance Total	1,920	1,632	(288)	(269)
Finance: Underspend on external & internal audit, overspend on bank charges.				
Property: £250k underspend on a variety of functions, such as security, maintenance and vacancies.				
Note: additional income for Tramway and Castle Quay ringfenced directly to reserves due to uncertainty at this stage.				
Law & Governance	1,387	1,397	10	10
Law & Governance Total	1,387	1,397	10	10
Law & Governance: - Overspend in District Elections 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
CUSTOMERS & IT SERVICES TOTAL	3,587	3,587	0	0

TOTAL DIRECTORATES	20,301	20,349	48	68
Investment Costs	2,955	2,242	(713)	(346)
Interest Receivable	(563)	(642)	(79)	(80)
Interest from Graven Hill	(2,593)	(3,286)	(693)	(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	-	-
EXECUTIVE MATTERS TOTAL	2,409	924	(1,485)	(1,001)
Treasury Management - active management resulted in beneficial interest rates and slower levels of borrowing significantly improving forecasted position. <i>Interest Receivable: (£79k) due to new loan given to Crown House.</i>				
COST OF SERVICES	22,710	21,273	(1,437)	(983)

Funding <i>(Brackets denotes an Underspend)</i>	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Business Rates Retention	(10,760)	(10,760)	-	-
Revenue Support Grant	(114)	(114)	-	-
Transfer to parish Councils for CTRS	349	349	-	-
Transition Grant	0	0	-	-
FORMULA GRANT EQUIVALENT	(10,525)	(10,525)	-	-
New Homes Bonus	(5,087)	(5,087)	-	-
GRANTS AWARDED TOTAL	(5,087)	(5,087)	-	-
Council Tax	(6,923)	(6,923)	-	-
Collection Fund	(176)	(176)	-	-
COUNCIL TAX INCOME TOTAL	(7,099)	(7,099)	-	-
TOTAL INCOME	(22,711)	(22,711)	-	-
Reserve management			0	
(Surplus)/Deficit			(1,437)	(983)

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



3.17 Capital Programme

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

The budget for 2019/20 is £93m. Overall, we are projecting an underspend in year by (£189k) which is a decrease on the previous month, the majority of this relates to the reprofiling of a project into 2020/21 further detail can be found in the table below:

Directorate	Budget £000	Forecast £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Environmental & Regulatory	5,270	4,608	472	(190)	(190)
Place & Growth	30,155	30,159	0	4	(300)
Customers & Service Development	831	832	0	1	4
Finance Services	56,673	52,570	4,099	(4)	(5)
Total	92,929	88,169	4,571	(189)	(491)

Current Period Variances:

Wellbeing, Environmental & Regulatory Services: (£190k) budgets no longer required for Sunshine Centre (£22k), Biomass Heating Bicester Leisure Centre (£14k), Solar Photovoltaics at Sports Centre (£80k), Abrisas Upgrade project (£33k), Discretionary Grants Domestic Properties (£546k), Glass Recycling Bank spend not budgeted for £7k, and potential overspend of £20k on vehicle replacement programme.

Finance Services: (£4k) relating to: New E-tendering Portal for procurement no longer required (£30k), Tramway site small additional works required amounting to £15k, Thorpe Way Roof Repairs (£2k) project complete, (£22k) Retained Land budget no longer required, (£2k) Condition works Survey works project complete. Franklins House Travelodge (£25k), Asbestos Surveys £60k - some reprofiling. £2k over on BYHP Separation.

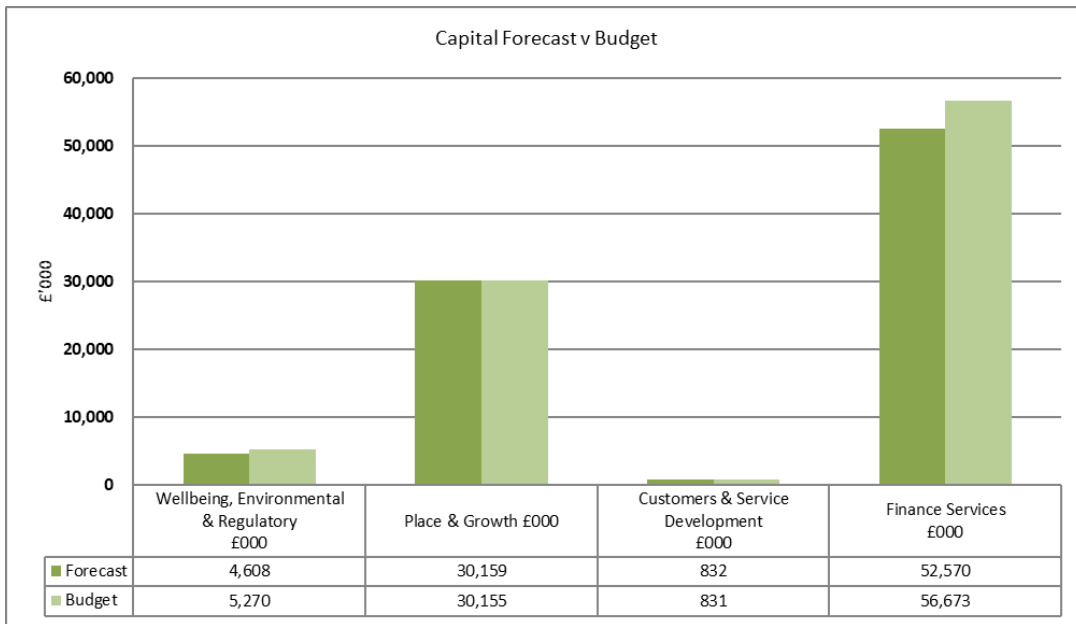
Re-profile beyond 2019/20:

Wellbeing, Environmental & Regulatory Services:

£30k Spiceball Leisure Centre Bridge Resurfacing is part of the CQ2 project. Could potentially roll into 2020/21. **£442k** disables facilities Grants - will roll forward what is not used as is better care fund money and can't be used for anything else.

Finance Services:

£153k Banbury Health Centre, project currently paused as lease discussions with tenants. **£3,636k** for CQ1 ongoing. **£210k** reprofiled for Surveys works - will spend full once scope identified. **£100k** for CDC feasibility, nothing forecast in current year.



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@cherwell-dc.gov.uk
0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

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

Risk management

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

Comments checked by:

Louise Tustian, Acting Performance & Communications Manager
01295 221786 Louise.tustian@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

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

Document Information

Appendix No	Title
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Background Papers	
None	
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Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan

Operational Excellence

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

Customer Focus

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

Best Council to work for

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

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Appendix 2 – Monthly Performance Report

August 2019

Includes:

- Programme Measures
- Key Performance Measures (KPIs)

Key to symbols

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

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.1 High Quality Waste & Recycling	Cllr D Sames	Ed Potter Graeme Kane	Bretch Hill Neighbourhood blitz completed.	Glory Farm Neighbourhood blitz due in late September.	★	Waste Collection service performing well. Much work including roadshows are being carried out to raise awareness and to further enhance the quality of the recycling. As part of the Bretch Hill Neighbourhood blitz, over 600 properties had recycling packs and stickers added to bins with the view to improve the quality of recycling.	★
CDC1.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Graeme Kane	Bretch Hill Neighbourhood blitz event went well. Additional resources committed to the area including extra mechanical sweeping	Glory Farm Neighbourhood blitz event due in late September. Besides many of the additional activities more on street recycling facilities will be installed	★	Street Cleansing team performing well. A series of staff training sessions took place covering a variety of issues including H&S, Vehicle care, Environmental enforcement and on street recycling material quality	★
CDC1.1.3 Reduce Environmental Crime	Cllr D Sames	Graeme Kane Richard Webb	Continued monitoring of fly tip levels.	Creation of a package for Parish and Town Councils to include information dog-related issues such as fouling and noise complaints.	★	Enhanced working with the waste team to identify all problem areas with local recycling bring banks, including fly-tipping issues.	★
CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Graeme Kane Richard Webb	Continued to support the County Council Public Health Team with air quality initiative at schools.	Review progress of the actions in the Air Quality Action Plan Provide the annual air quality report to scrutiny in November Support the Healthy Place Shaping Team at the Healthy Kidlington workshop on the 5th September with regards to air quality matters	★	Air quality monitoring continued at 47 locations across the district. The Air Quality Action Plan is currently being reviewed in consultation with the County Council Highways and Public Health Teams, and also relevant service areas at Cherwell DC including Planning and Economy. This review will contribute to the development of the annual air quality report.	★
CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Graeme Kane Richard Webb	Fairport Convention in Cropredy attended to monitor the temporary taxi rank and check food and water safety. The consultation on the possible renewal of the public spaces protection order for Banbury ran through August. Attended the 'Summerfest Play Day' in Princess Diana's Park to promote safety messages.	Continue to tackle anti-social behavior in Bicester town centre. Complete the consultation on the Banbury Public Spaces Protection Order and analyse the responses. Cherwell Community Safety Partnership meeting on 4th September	★	The Banbury Public Spaces Protection order renewal consultation was launched and promoted in August. The Community Safety Team attended the town centre to speak with visitors and businesses in the area to seek their views about extending the order. Following complaints from members of the public about anti-social behavior in Bicester town centre, individuals who congregate and drink in the town centre were approached to offer support and advise them that action will be taken if the anti-social behavior continues.	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.6 Protect the Built Heritage	Cllr C Clarke	Simon Furlong David Peckford	<p>Work on Heritage Guidance Notes (presently for masonry work and the use of mortar guidance) is on-going.</p> <p>Existing conservation area appraisals for Bloxham and Grimsbury have been reviewed to identify issues / gaps for new appraisals.</p>	<p>Consultation events for Balscote and Duns Tew draft Conservation Area Appraisal will take place in September.</p> <p>Research to commence Bloxham and Grimsbury Conservation Area re-Appraisal will continue.</p> <p>Work on Heritage Guidance Notes will continue.</p>	★	The Conservation team continues to work closely with Development Management (DM) on cases of heritage interest and provide input into Planning Policy work. The Conservation Area Appraisal programme is on-going with consultations commencing in September for Balscote & Duns Tew.	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.1 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Graeme Kane Nicola Riley	#Community Partnership Network - Terms of reference reviewed and suggestions made for successor group.	#Staff Volunteering To be promoted in September 'In The Loop' #Community Partnership Network meeting on 10 September.	★	Community Partnership Network has tended to be strongly focused on Horton Hospital. The group are looking to reform to better reflect the new integrated health services approach across Cherwell and Oxfordshire	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Graeme Kane Nicola Riley	The Spiceball Leisure Centre swimming pools works in Banbury and the replacement of the fencing to the Artificial Pitch at the Cooper Sports Facility in Bicester have been completed.	Quotations for Height Restriction Barriers and lockable gates for both Bicester Leisure Centre and Whiteland's Farm Sports Ground to deter any unauthorised access are being sought. It is expected that works to the replacing of the Spa at Bicester Leisure Centre will commence in late September early October. In addition, the Sauna at Spiceball Leisure Centre will be replaced in the same period.	★	The works were nearing completion for the Learner Pool at Spiceball after the Main Pool opened at the beginning of August. The Learner Pool works are now complete and the pool re-opened on Tuesday 20th August. The replacement of the fencing/hockey goal stores at the Cooper Sports Facility as part of the Joint Use agreement with the school has been completed to a high standard and will ensure community use for a minimum of ten years on this site. The facility re-opened on Tuesday 27th August	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.3 Support the Voluntary Sector	Clr A McHugh	Graeme Kane Nicola Riley	<p>Summer Fest - Brighter Futures Play Day 20th August Princess Diana Park delivered.</p> <p>Age Friendly Banbury Pop up consultation event 22nd August Castle Quay delivered.</p> <p>Play: Full holiday hunger summer holiday initiative delivered throughout the school holiday period in Brighter future wards. #Cherwell Lottery growth plan drafted and discussed with Comms team.</p>	<p>Various project groups due to meet in September Age friendly Banbury.</p> <p>Town Centre theme 3rd Sept RVS Centre 1.30pm Getting About theme 18th Sept Waitrose 1pm Wellbeing & Community services theme 19th September The Mill 3pm Getting Connected theme 4th Oct 3pm (Venue TBC) Grimsbury Network meeting 4 September.</p> <p>Bicester Festival 20 - 22 September.</p> <p>Cherwell young people, play & wellbeing partnership 24 September.</p> <p>The Hill stakeholder partnership meeting 26 September.</p> <p>Kingsmere Connect 50 initiative to launch Sept 2019 Community Link autumn publication will be distributed in September. #Support Volunteer Link-Up (VLU) to start new 'Good Neighbour' schemes in rural communities.</p>	★	<p>Pop up Age Friendly consultation event delivered on the 22nd of August in castle Quay. The event focused on the 4 key themes of Age Friendly, Getting Connected, Getting About, Town centre and Wellbeing & Community services and allowed residents to have their say in these areas. The feedback will be used at the next focus group meetings for stake holders to discuss</p> <p>Summerfest our Brighter Futures Play Day in Princess Diana Park was a great success attracting over 600 people on the 20th of August. The event allowed us to engage with local residents about the new Hill centre, getting their views on what activities and opportunities they would like to see in the new programme but also to showcase up to date visuals of the new build. The Cherwell theatre company also joined the event providing an outdoor theatre experience for the community</p> <p>The Hill – Key stakeholders under the themes of Sports, physical activity & health and Arts, culture & community will come together on the 26 Sept to look at the future programme of the centre and how they can be involved in developing this. Partners include Public Health, The Mill Arts Centre, Active Oxfordshire and local organisations.</p> <p>Cherwell young people, play and wellbeing partnership is a forum that brings together stakeholders, voluntary organisations and groups who work with young people to share good practice, work together on joint initiatives and address concerns in the district around youth issues. Kingsmere Connect 50 is a new initiative set up to support older people on the new development to link them to new activities and provide a social space for them to meet in the new community centre. Age friendly Banbury stakeholder focus groups will meet in September & October to set action plans under the 4 themes of the initiative.</p> <p>A small (£6k) Service Level Agreement has been agreed with Volunteer link Up to start or expand six volunteer-led sustainable local good neighbour schemes to provide practical support and befriending.</p>	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.4 Enhanced Community Resilience	Cllr A McHugh	Graeme Kane Richard Webb	<p>The adverse weather plan for Cherwell has been updated. There was an Emergency Planning stand at the Summerfest Play Day Work started on reviewing flood risks and management arrangements. Community Resilience information provided in Bicester Town Library. Bitesize training for Cherwell staff continues to be delivered monthly.</p> <p>Resilience information provided in Bicester Town Library. Bitesize training for Cherwell staff continues to be delivered monthly.</p>	<p>Continue to tackle anti-social behaviour in Bicester town centre. Complete the Banbury Public Spaces Protection Order consultation and analyse outcomes. Cherwell Community Safety Partnership meeting on 4th September. Supporting Bicester Town Council to write a community resilience plan and review their business continuity plans. Business Continuity workshop for small businesses to be provided at the Perch in October. Continuing to support EU Exit contingency planning for Cherwell and the county business continuity plans. Business Continuity workshop for small businesses to be provided at the Perch in October. Continuing to support EU Exit contingency planning for Cherwell and the county.</p>	★	<p>Connections have been made between the Emergency Planning team and the Perch in Bicester to promote business continuity awareness for small businesses. The Emergency Planning team have also met with the Castle Quay management to offer support on business continuity planning and emergency response, including in preparations for Castle Quay 2. Brexit preparations continue with Cherwell's Brexit working group ensuring that we can support people who need assistance with the EU Settlement scheme and that we encourage businesses to prepare by promoting the national support materials that are available that we encourage businesses to prepare by promoting the national support materials that are available.</p>	★
CDC2.1.5 Homelessness Prevention	Cllr J Donaldson	Gillian Douglas Graeme Kane	<p>Visit by Ministry of Housing, Communities and Local Government - 22/8/19 - to feedback on the success in implementing the new duties under the Homelessness Reduction Act 2017 to prevent and relieve homelessness. Successfully completed with positive feedback received about the quality of the interviews and commitment by CDC staff to implementing a prevention focused service.</p>	<p>We will complete the testing phase for an upgraded Homechoice system with a view to the new system being operational mid October. This will include the facility for customers to directly attach required proofs when submitting the applications for social housing. The new system will also enable the housing team to assess and activate housing applications more quickly so that customers can start bidding for properties as soon as possible.</p>	★	<p>The number of households in temporary accommodation (TA) continues to be well below target as a result of the focus on working with clients before they are in crisis and assisting them to resolve their housing situations as early as possible. This has created some capacity in the TA stock which has allowed CDC to offer some ongoing support to a number of households where no formal duties are owed. We are offering these households additional time to address barriers to accessing settled accommodation, such as former tenancy arrears or previous poor tenancy management. As well as the accommodation, intensive support is provided to enable clients to secure and sustain housing going forward.</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.6 Support and Safeguard Vulnerable People Page 25	Cllr A McHugh	Graeme Kane Nicola Riley	We continue to support our more vulnerable residents by ensuring the average time taken to assess new claims for Housing Benefit is good at 12 days against a local target of 15 days and a national average time of 20 days. Any residents declaring a change in circumstances can expect to have their claim re-assessed in an average of 5.5 days against a target of 8 days.	We are required to review our Council tax Reduction Scheme each year. We are currently consulting with residents across the CDC district on the option of a new banded scheme which will make the scheme easier for our customers whilst continuing to protect those residents who are of pension age or of working age and on passported benefits.	★	We continue to work with colleagues to protect our more vulnerable residents.	★
			We are also continuing to support those who have a shortfall in their Housing Benefit and eligible rent in the form of Discretionary Housing Payments.	The consultation end on 9th October 2019.		Following the resignation of the Safeguarding Officer we are reviewing how best to deliver the outputs of this role by considering new ways of working with internal and external partners. We anticipate an update in October.	
CDC2.1.7 Respond to the Welfare Reform Agenda	Cllr P Rawlinson Cllr T Ilott	Adele Taylor Belinda Green Gillian Douglas	We continue to monitor the impact of Universal Credit on our residents, stakeholders and the Council. Latest statistics have shown that a total of 304 claims for HB have been cancelled as customers move to Universal Credit.	The next meeting of the Universal Credit project team will be in September 2019. The agenda items will be around supporting residents, Discretionary Housing Payments for those on UC and working with partners. A meeting has also been arranged with our DWP UC Partnership Manager to discuss any emerging problems	★	We continue to monitor the impact of welfare reform on our residents including Universal Credit	★
			The Benefits team are continuing to receive a high volume of data files from the DWP UC team and from HMRC which must be actioned in a timely way as they impact on the amount of Council tax Reduction support awarded				

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.8 Promote Healthy Place Making	Cllr A McHugh	Graeme Kane Rosie Rowe	Newsletter for Healthy Bicester Partners ready for issue in the first week of September. A range of local events supported in Bicester. Supplier identified to test Workforce Wellbeing Award Scheme for Businesses. Six primary schools signed up for outdoor learning training at the beginning of October 2019.	Update on progress with healthy place shaping to CDC's Executive Business Planning Meeting and to Oxfordshire's Health & Wellbeing Board. Workshop with early years providers in Bicester. Workshop with care agencies who provide support to older people and people with Learning Difficulties to identify how to increase their levels of physical activity. Engagement with Kidlington stakeholders and planning for workshop on 23 October to co- design the Healthy Kidlington Programme.	★	Dissemination of partnership newsletter delayed for a week to be able to include link to national guidance on healthy place shaping published on 4 September 2019. Outdoor Learning training is being targeted at primary schools in Bicester who will form part of the FAST Programme which aims to encourage lower income families to become more active together. Public events well attended and Healthy Bicester stand attracted a lot of interest - the Old School Replay event was particularly well attended by families from the more deprived wards in the town.	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.1 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Graeme Kane	Hope Close marketing was launched on the 31st August	Completion of sale of Cropredy	●	One purchaser has already expressed an interest in Hope Close with another one following up with her son. Cropredy is under offer.	●
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Robert Jolley Simon Furlong	Bicester Festival (20th - 22nd September) has been promoted.	Launch new historic town guide for Bicester during the Bicester Festival	★	Economic Impact Assessment - report to be updated to demonstrate the value of tourism to our local economy by December 2019	★
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr C Clarke	Robert Jolley Simon Furlong	SME workshop was held on 24th July at DCS in Banbury and it was a great success with good attendance from business and a high approval rating.	Workshop for representatives of local urban and rural communities to be held at Upper Heyford in November.	★	The development phase of 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 workshops with representatives from local urban and rural communities and large businesses. The outputs from the workshops held to date are being analysed and have been supported by innovative and insightful external research. We welcomed the launch of the Oxfordshire Local Industrial Strategy (LIS) on 4 September. CIS links to the Oxfordshire LIS 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. Meanwhile, budgetary plans are being made for 2020- 21 to deliver the first-year actions arising from the early stages of the consultation process. Assistance has also been given to the Oxfordshire Joint Statutory Spatial Plan work (2050 land use plan) to engage with Coventry & Warwickshire Local Enterprise Partnership (reflecting cross-border commuting and supply chain patterns).	★
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Robert Jolley Simon Furlong	Ongoing business enquiries generated from inward and indigenous investors continue to be handled and recorded.	Attend 'Revo-19' national property exhibition on 18 Sept (for two days) to promote business development opportunities in Cherwell. Develop a 'Welcome Pack' for new business investors to enhance existing service. Planning applications: Respond to key employment- related proposals.	★	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 directly assisted five major local employers with specific matters such as connecting them to town centre opportunities, expansion locally and community engagement. Advice and information has also been provided 'in- house' to aid the consideration of key employment- related planning applications. Arrangements are now in place at Bodicote House to host more frequent advice services to residents considering setting-up their own business from CDC premises. Whilst we have around 97% superfast broadband (greater than 24mbps) coverage of premises throughout the District but many 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.	★

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Cllr C Clarke	Robert Jolley Simon Furlong	Bicester Town Centre task force has continued to meet weekly to work on a framework plan.	Banbury Job Fair: brought forward to 26th September.	★	<p>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.</p> <p>Banbury Job Fair confirmed for 26 Sept, enabled by the economic growth service and Banbury Job Centre to provide the event at Town Hall to facilitate the recruitment and work-readiness of local residents.</p> <p>Guidance provided to Tooley's Boat Yard over recent years has now resulted in a Trust being formed to enable this important asset to be more effectively managed and developed over the coming years.</p> <p>Introductions have also been made to larger (edge-of- town) businesses to ensure they are able to discuss opportunities for them to have a presence in Banbury town centre.</p> <p>We continue to support Banbury BID (Business Improvement District) in the delivery of its year 5 business plan.</p> <p>Progress with increasing employment at strategic sites is recorded under 'Inward investment and business growth' measure (CDC 3.1.4).</p>	★

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD	
Page 29	CDC3.1.6 Deliver the Local Plan	Cllr C Clarke	David Peckford Simon Furlong	<p>Partial Review of the Local Plan: Work continues preparing Main Modifications to the Partial Review of the Local Plan further to the receipt of an advice note from the appointed Planning Inspector (see commentary).</p> <p>The Oxfordshire Plan 2050: the central Plan team continues with its work to prepare a countywide spatial plan. It is engaged in evidence gathering and is supported by the CDC Planning Policy team as required. Engagement with the district councils is on-going.</p> <p>Local Plan Review: whilst initial preparatory work has commenced, it has been necessary to pause this while work on the Partial Review takes place.</p>	<p>Partial Review of the Local Plan: The Planning Policy Team will complete a set of proposed, main modifications for an informal consultation with the Planning Inspector with a view to commencing a six-week public consultation (end of September/early October).</p> <p>Oxfordshire Plan 2050: the central Plan team will continue evidence gathering and scoping of options supported by CDC Planning Policy team. The next formal milestone remains the publication of an Options Paper (dates to be confirmed).</p> <p>Local Plan Review: work will recommence as resources are released from work on the Partial Review of the Local Plan.</p>	●	<p>The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he has recommended the deletion of a proposed strategic housing allocation (land to the south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. 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	Robert Jolley Simon Furlong	<p>The quarter one review was presented to the CDC Growth Deal Programme Board meeting beginning of August with the emphasis on lessons learnt.</p>	<p>End of September will be end of Quarter two and the quarterly housing figures will become due for reporting to both CDC Programme Board and the Central partnership.</p>	★	<p>Should be noted that at the August Board meeting, the Senior Responsible Owner (SRO) for the programme was changed due to incumbent leaving on an extended sabbatical.</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	Ed Potter Graeme Kane	59%	56%	★	The current recycling rate is up by 1.18% on this period last year if this continues the end of year recycling rate will be over 57%.	58%	56%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	Gillian Douglas Graeme Kane	24.00	35.00	★	The number of households placed in temporary accommodation (TA) remains well below the target due to the continued focus of the Housing Options Team on working with clients before they are in crisis and resolving housing issues as early as possible. This has created some capacity in the TA stock which has allowed CDC to offer some households accommodation and support, beyond any statutory duties, to give them time to address the issues which have led to homelessness such as rent arrears or poor tenancy management. This is intended to enable these households to secure and sustain settled accommodation going forward.	118.00	175.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Gillian Douglas Graeme Kane	42.00	45.00	●	We provided assistance to 42 households in July; 11 by means of disabled adaptations grants (larger jobs) and 31 through smaller works. This month's figure is a little below our monthly target of 45 but the monthly average for the year to-date, at 48, remains above target.	242.00	225.00	★
CDC2.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Graeme Kane	9.00	9.00	★	9 homes were improved in August through completion of enforcement action.	37.00	45.00	▲
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Graeme Kane	32.00	35.00	●	<p>Total Affordable Homes completed: 32 Units</p> <p>Affordable Rented (26) comprising: 2 x 1 bed flat 4 x 2 bed flat 7 x 2 bed house 8 x 3 bed house 5 x 4 bed house</p> <p>Shared Ownership (6) comprising: 2 x 2 bed flat 3 x 2 bed house 1 x 3 bed flat</p> <p>A higher number of affordable homes were expected to be completed in September. The actual number delivered, falls short of the projected target in this month. The reduction in completed units is due to delays in developer building programmes, delays in getting services connected to the homes and Registered Providers not accepting the units from developers due to works still being required in order to meet the necessary build quality standards. These units will be delivered in 2019/20 but quality assurance is important.</p> <p>There were no units delivered as part of the Oxfordshire Growth Deal as these are expected later in the financial year.</p>	203.00	222.00	●

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	Belinda Green Claire Taylor	12.38	15.00	★	Managing the usual busy leave period in August the team continue to work hard to maintain performance levels for new claims ensuring claimants receive their Housing Benefit payments and Council Tax Reduction as quickly as possible.	12.97	15.00	★
CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	5.58	8.00	★	The team continue to work hard to maintain performance levels for change events. This means that overpayments of benefit are minimised and customers receive updated benefit award notices as quickly as possible.	7.06	8.00	★
CDC2.2.07 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Graeme Kane Nicola Riley	130,200	132,576	●	<p>Throughputs across all the Leisure Facilities demonstrated generally a positive position given the continued closure of the Swimming Pools at Spiceball Leisure Centre for part of August. A throughput of 130,200 was recorded as an overall figure in 2019 compared to 132,016 in 2018.</p> <p>Whiteland's Farm Sports Ground increased it's usage considerably against the same period last year going from 11,776 users to 20,838 as the centre becomes more established. Bicester Leisure Centre and Stratfield Brake Sports Ground both recorded a small increase on 2018.</p> <p>For North Oxfordshire Academy and Woodgreen Leisure Centre (WGLC) these showed a small decrease by 100 at NOA and 1,500 at Woodgreen however weather conditions will affect usage at WGLC.</p> <p>Cooper School showed a decrease of around 400 from the previous year however it's worth noting that the Artificial Turf Pitch was closed in August whilst the Capital Project to replace the fencing was completed.</p> <p>Finally Spiceball showed a decrease of circa 13,000 against the same period last year however as noted above the pools were closed for parts of August which is why this figure has been effected. It is anticipated that usage figures are more comparable for September 2019</p>	679,998	685,699	●

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.08 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	9%	10%	●	The in-month collection has dropped slightly in August however all reminders, finals and summonses have been issued with proactive recovery taking place on those customers with court orders. We are making outbound calls during the day and evening to reduce the arrears balance. Cherwell is also experiencing an increase of new properties and whilst the customers are being issued with bills as soon as possible after the Valuation Office Agency notify us of the banding the customer is still entitled to pay their bill by instalments and therefore, they are always playing catch up. Whilst processing of billing work is now more up to date, this allows us more time to chase payments from employers and DWP and those customers who haven't paid. We will be working our way through the house keeping tasks to ensure contact is made with debtors to assist with collection.	47%	49%	●
CDC2.2.09 % of Business Rates collected, increasing NDR Base	Cllr T Ilott	Belinda Green Claire Taylor	9.1%	9.0%	★	The cumulative collection rates for the current financial year are above target however we are still proactively recovering balances by billing customers quickly and efficiently and issuing reminders, finals and summonses when required. We are also proactively chasing payments for those customers in arrears.	49.4%	49.0%	★

CDC KPIs - District of Opportunity & Growth

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
+ CDC3.2.1 % Major Planning applications processed within 13 weeks	Cllr C Clarke	Simon Furlong David Peckford	71%	60%	★	7 Major Planning Applications were determined during August and 5 were determined within the target timeframe. The KPI is to determine at least 60% of Major Planning Applications within timeframe, and during this period we have achieved 71.43%	85%	60%	★
+ CDC3.2.2 % Non Major planning appeal decisions allowed	Cllr C Clarke	Simon Furlong David Peckford	0%	10%	★	No Non-Major Planning Appeals were allowed by the Planning Inspectorate during August 2019	1%	10%	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	Simon Furlong David Peckford	0%	10%	★	No Planning Enforcement Appeals were allowed by the Planning Inspectorate during August 2019	0%	10%	★
+ CDC3.2.4 % of Non Major applications processed within 8 weeks	Cllr C Clarke	Simon Furlong David Peckford	79%	70%	★	98 Non-Major Planning Applications were determined during August 2019, 77 of them determined during the agreed timeframe. As such, 78.57% of Non-Major Planning Applications were determined within timeframe, against a KPI of 70%.	85%	70%	★
+ CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	Simon Furlong David Peckford	0%	10%	★	No Major Planning Application Appeals were allowed by the Planning Inspectorate during August 2019	0%	10%	★

Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 12/09/2019

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Residuals	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																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Increased volatility and inability to manage and respond to changes in funding levels Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand Lack of financial awareness and understanding throughout the council	4	4	16	Medium Term Revenue Plan reported regularly to members. Balanced medium term and dynamic ability to prioritise resources Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Oxfordshire Treasurers' Association's work streams Review of best practice guidance from bodies such as CIPFA, LGA and NAO Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully Fully Fully Partially Partially Fully	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	3	3	9	↔	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed and operating and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business. Asset Management Strategy being reviewed and refreshed. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. Finance support and engagement with programme management processes continuing. Further integration and development of Performance, Finance and Risk reporting Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee. New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates Regular utilisation of advisors as appropriate. Internal Audits being undertaken for core financial activity and capital as well as service activity	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments. Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement. Review underway Review in hand. Finance business partners involved with reflection locally on outcomes. Integrated reporting has been embedded Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFS. Regular training will be undertaken. Budget setting for 2020/21 underway, first checkpoint in 13/09/19 for the return of submissions by managers. Review of borrowing approach being considered alongside our financial advisors Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 04/09/19 - Control Assessment & comments updated
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	Risk reviewed 12/09/19 - No changes

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2019/20																	
L03 -	Lack of Organisational Capacity - Ability to deliver Council priorities and services impacted by increased workload and reduced capacity/resilience following end of joint working arrangements with South Northamptonshire Council.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Partnership Working Group established with OCC to oversee joint working opportunities.	Partially Fully Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Weekly CEDR and monthly ELT meetings with clear escalation pathways for issues to be resolved. Learning and development opportunities identified and promoted by the Chief Executive. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.	Separation programme to date delivered without reducing capacity at CDC, however resilience is an issue as teams are no longer shared with SNC. Only HR, Wellbeing and Customer Services left to separate. Monthly separation updates to ELT Opportunities for joint working with OCC being explored for Legal, Finance and Strategic Capability (corporate services). Proposals for two Joint Corporate Directors between CDC and OCC approved.	Risk reviewed 11/09/19 - Mitigating actions and Commentary updated.
L04 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth 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). The residual risk score of '9' reflects delay with the Oxfordshire Plan and the review of the Local Plan.	Risk reviewed 09/09/19 - Commentary updated and additional information in LO4 tab.
L05 -	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Fully Fully Fully Partially Fully Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR BC Improvement Plan agreed with CEDR ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March	A cross-council programme to update all business continuity plans will commence in September to ensure all plans are up to date following separation of the councils. The BC steering group met in August and agreed a support package for BC plan authors to assist them to review their plans.	Risk Reviewed and comments updated 12/09/19

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2019/20																	
L07 -	Emergency Planning (EP) Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained Authority represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. An 'on-call' system ensures there is a senior manager available to lead a response to an incident 24/7. Separate Emergency Plans are being created for SNC and CDC. 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 12/09/19 and comments updated.
L08 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Partially Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	A new Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June. The Corporate arrangements are in the process of being updated. These will be finalised by end of October 2019. Following the ratification of the new Corporate Health, Safety and Wellbeing Policy 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. To date a total of 7 audits have been carried out. 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 the end of September 2019. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	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 change in the resources available following separation to carry out the existing 3 year program. A new 2 year schedule has been developed to replace the existing schedule. Roll out of the new audit schedule commenced in May 2019. Final sign off from the HR/Training Manager for training procurement and implementation due. 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 10/09/19 - Mitigating actions updated.

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2019/20																	
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Partially Fully Fully Fully 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. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service. Cyber Awareness e-learning available and will be part of new starters induction training. Cyber Security issues regularly highlighted to all staff. External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues.	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 02/09/19 - Mitigating actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to review our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Partially Fully Fully Fully Partially Partially Fully Fully Fully 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 04/09/19 - No changes

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2019/20																	
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes of fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	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 - 04/09/19 - No changes
L12 -	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in pace to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Wayne Welsby	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed - 12/09/19 - No Changes.
L13 -	Separation and Joint Working - Separation of joint services with SNC and development of joint working partnership with OCC impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities. Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	5	4	20	Agreed programme of separation in place between CDC and SNC Programme Board and Project Team established to deliver separation. S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Fully Fully 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 in place. Changing Times staff magazine issued on monthly basis. Regular communications plan with cascade briefings from Assistant Directors planned quarterly.	All services have now either been separated or had proposals approved with implementation underway. Only HR, Customer Services and Wellbeing left to implement. 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. All service delivery arrangements to be reviewed in Strategic Capability proposal considered by Partnership Working Group in August. Proposals for two Joint Corporate Directors between CDC and OCC approved in July.	Risk reviewed 11/09/19 - Mitigating actions and Commentary updated.

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2019/20																	
L14 -	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	Risk reviewed 12/09/19 - No changes.
L15 -	Oxfordshire Growth Deal (contract with HMG) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal) Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery.	Fully Partially Fully Fully	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	4	3	12	↔	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	There has been a change of SRO this month with the previous deputy SRO Robert Jolley assuming the senior role. The resulting vacant deputy SRO role now needs to be filled. This change in Board membership is not seen as impacting the overall Risk assessment. 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 09/09/19 - Risk owner and commentary updated.

L04 - Local Plan Risk

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

Partial Review

A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings were held during the weeks commencing 4 and 11 February 2019. 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 until the Inspector's final report is received. The Planning Policy team is progressing the technical work with a view to sending information to the Inspector on 20 September ahead of a six week public consultation.

Oxfordshire Plan 2050

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

Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April. The central Plan team is evidence gathering and scoping 'spatial options' for Plan development. An Options Paper is to be prepared by the team for consultation as soon as possible (subject to the approval of each Council). The dates for consultation have yet to be confirmed. The overall programme is very tight and may be affected by a future Government announcement on a proposed route for the Oxford-Cambridge Expressway and associated discussions with MHCLG.

Local Plan Review

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

Banbury Canalside SPD

Work has been stalled due to the need to review the work undertaken to date, particularly in the context of wider business plan objectives, and due to capacity issues within the Planning Policy team. A scope of work has been drafted.

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.

£000's											
Re-profiling and variances to be updated											OUTTURN NARRATIVE
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Stuart Parkhurst	Nicola Riley	Sunshine Centre	440		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)
Community Total			440	-	440	419	-	-	(21)	-	
Liam Didcock	Graeme Kane	Biomass Heating Bicester Leisure Centre	14		14	0			(14)	-	Budget no longer required
Tom Darlington	Graeme Kane	Whitelands Farm Sports ground	0		0	0			-	-	Final account still under review. Overspend to be funded from S106. There is to be further costs in 2019-20 which will be funded from S106
Liam Didcock	Graeme Kane	Solar Photovoltaics at Sports Centres	80		80	0			(80)	-	Budget no longer required
Tom Gubbins	Graeme Kane	Football Development Plan in Banbury	20		20	20			-	-	We forecast to spend £20k on Leisure strategy and feasibility work as allocated
Liam Didcock	Graeme Kane	North Oxfordshire Academy Astro turf	183		183	183			-	-	Anticipated full spend in 19/20
Liam Didcock	Graeme Kane	Bicester Leisure Centre Extension	122		122	122			-	-	Following strategy presented to members and prioritisation. Work due to commence in August 2019
Liam Didcock	Graeme Kane	Spiceball Leis Centre Bridge Resurfacing	30		30	0		30	-	-	Works to be determined post completion of the new bridge connection, as part of the CQ2 project. Could potentially roll into 20/21
Rebecca Dyson	Graeme Kane	Corporate Booking System	60		60	60			-	-	work being undertaken to determine the provision of booking system for sport and leisure through JADU and likely expenditure required for 19/20. Delay partly due to CDC/SNC split. Spend likely Q3/4.
Liam Didcock	Graeme Kane	Cooper School Performance Hall - Roof, Floor & Seating	0		0	0			-	-	capital scheme completed in 18-19
Kevin Lerner	Graeme Kane	Cherwell Community Fund	167		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
Liam Didcock	Graeme Kane	Cooper sports Facility Floodlights	65		65	64			(1)	-	Project complete
Liam Didcock	Graeme Kane	Fencing Works/Associated Storage	50		50	50			-	-	Tender of contract has commenced. Expect to spend full budget by the end of Q2
Leisure & Sport Total			791	-	791	666	-	30	(95)	-	

£000's											
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	Re-profiling and variances to be updated
											OUTTURN NARRATIVE
Tim Mills	Gillian Douglas	Disabled Facilities Grants	749	1,093	1,842	1,400		442	-	-	expect to spend £1.4m but will need to roll forward whatever is not spent because this is Better Care Fund money and cannot be used for other purposes. . On that basis we shall not need DFG capital from the Council for 2020-21
Tim Mills	Gillian Douglas	Discretionary Grants Domestic Properties	304		304	200			(104)	-	spend this year is rather uncertain and depends heavily on the number of Landlords Home Improvement Grants we can deliver. We shall not spend more than £200k but if may prove to be nearer £120k. At this stage please report a£200k forecast. The £104k difference was not and is not required this year and does not need to be rolled forward. The 5-year funding agreement for Discretionary Grants is £150k pa until 2023-24. I propose that we should roll forward any underspend against our projected £200k spend.
	Gillian Douglas	Abritas Upgrade	52		52	52			-	-	Upgrade of Abritas taking place so full spend is expected.
Housing Total			1,105	1,093	2,198	1,652	-	442	(104)	-	
Ed Potter	Graeme Kane	Car Park Refurbishments	192		192	192			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Energy Efficiency Projects	15		15	15			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Glass Bank Recycling Scheme	0		0	7			7	7	2 cages supplied not budgeted for
Ed Potter	Graeme Kane	Public Conveniences	250		250	250			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Off Road Parking	18		18	18			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Vehicle Replacement Programme	1,179		1,179	1,200			21	-	On track for 19/20
Ed Potter	Graeme Kane	Wheeled Bin Replacement Scheme	45		45	45			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Urban City Electricity Installations	15		15	15			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Vehicle Lifting Equipment	20		20	20			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Container Bin Replacement	20		20	20			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Commercial Waste Containers	12		12	12			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	On Street Recycling Bins	25		25	25			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Thorpe Lane Depot Capacity Enhancement	50		50	52			2	-	Slight Overspend in 19/20
Environment - Environment			1,841	-	1,841	1,871	-	-	30	7	
Wellbeing, Environmental & Regulatory Total			4,177	1,093	5,270	4,608	-	472	(190)	7	
Jane Norman	Robert Jolley	Community Centre Refurbishments	84		84	84			-	-	Anticipated full spend in 19/20
Jane Norman	Robert Jolley	The Hill Youth Community Centre	989	(989)	0	0			-	-	duplicate code, see 40107 for The Hill project
Andrew Bowe	Robert Jolley	East West Railways	1,450		1,450	1,450			-	-	Anticipated full spend in 19/20
Robert Jolley	Paul Feehily	Graven Hill - Loans and Equity	13,000		13,000	13,000			-	-	This drawn based on the funding requirements of Graven Hill but should be drawn in full by the year end.
Jenny Barker	Robert Jolley	NW Bicester Eco Business Centre	68		68	68			-	-	Anticipated full spend in 19/20
Jane Norman	Robert Jolley	Cher Com Led Prog The Hill Com Centre	110	989	1,099	1,099			-	-	Project is on target for completion in summer 2019 and is on budget
Jane Norman	Robert Jolley	Build Programme Phase 1			0	4			4	-	Phase one - based on figures from table at bottom

£000's											Re-profiling and variances to be updated
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Jane Norman	Robert Jolley	Build Programme Phase 1b	3,554		3,554	3,554			-	-	Anticipated full spend in 19/20 for Admiral Holland & Creampot Crescent however Bicester Library is on hold. (emailed JK for Bicester Library budget)
Jane Norman	Robert Jolley	Build Programme Phase 2	10,900		10,900	10,900			-	-	The programme is being reviewed, more will be known by Q2.
Place & Growth - Economy & Regeneration			29,082	-	30,155	30,159	-	-	4	-	
Place & Growth Total			29,082	-	30,155	30,159	-	-	4	-	
Natasha Barnes	Claire Taylor	Customer Self-Service Portal CRM Solution	80		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. PN to review, possible savings.
Tim Spiers	Claire Taylor	EXKI PROD copy fwd planning IT hardware	0		0	13			13		Looks like old Pos - confrim whether still needed
Rakesh Kumar	Claire Taylor	Land & Property Harmonisation	249		249	144			(105)	-	Planned to complete by end of FY - Replacement of Land and Property systems . PN to provide update . Left an u/s to offset HR/Replacement o/s below
Tim Spiers	Claire Taylor	5 Year Rolling HW / SW Replacement Prog	69		69	69			-	-	Planned to complete by end of FY - Windows 10/Office 365 roll out and computer replacement.
Tim Spiers	Claire Taylor	Business Systems Harmonisation Programme	40		40	24			(16)	-	Rolling budget supporting joint teams. Forecasted 16K under budget - offsets 16K o/s in unified comms
Tim Spiers	Claire Taylor	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	19		19	19			-	-	Migrate remaining services to data centre
Tim Spiers	Claire Taylor	IT Strategy Review	105		105	147			42	-	Engagement ongoing planned to continue to December 2019. Forecast needs updating as these costs are for Entec SI (albeit 40% to SNC) so forecast needs to be higher?
Tim Spiers	Claire Taylor	Digital Portal	0		0	42			42		4K Commit = Spacecraft, looks like old PO?
Tim Spiers	Claire Taylor	Land & Property Harmonisation	0		0	0			-	-	Planned to complete by end of FY, replacement land and property systems
Tim Spiers	Claire Taylor	Customer Excellence & Digital Transfer	32		112	112			-	-	Replace CRM system by end of year.
Hedd Vaughan-Evans	Claire Taylor	Unified Communications	112		112	137			25	-	Need to invoice SNC £133,500. Leaves 25K o/s which is offset against project 40057
Information Technology Total			706	-	706	706	-	-	0	-	
Karen Edwards	Claire Taylor	HR / Payroll System replacement	125		125	125			-	-	79K over - can this be offset by any other IT underspends?
HR, OD and Payroll Total			125	-	125	125	-	-	-	-	
Customers & Service Development Total			831	0	831	831	0	0	0	0	
Kelly Watson	Adele Taylor	Financial System Upgrade	0		0	0	0	0	-	-	

£000's											Re-profiling and variances to be updated
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Belinda Green	Adele Taylor	Academy Harmonisation	144		144	144	0	0	-	-	The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19/20. £57k reprofiled from 18/19
Kelly Watson	Adele Taylor	New E-Tenderings Portal for Procurement	30		30	0	0	0	(30)	-	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.
Kelly Watson	Adele Taylor	Finance Replacement System	210		210	210	0	0	-	-	Currently out to tender, anticipated full spend in 19/20
Finance Total			384	-	384	354	-	-	(30)	-	
Stuart Parkhurst	Robert Fuzesi	Condition Survey Works	2		2	0	0	0	(2)	-	Works completed
Stuart Parkhurst	Robert Fuzesi	Bradley Arcade Roof Repairs	30		30	30	0	0	-	-	Works partially completed, further investigation required to complete works scope to be created. On target for spend of £30K
Stuart Parkhurst	Robert Fuzesi	Community Buildings - Remedial Works	0		0	0	0	0	-	-	Works completed, PO to be closed
Chris Hipkiss	Robert Fuzesi	Spiceball Riverbank Reinstatement	50		50	50	0	0	-	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	253		253	100	0	153	-	-	In design stage, works progressing. Discussions between CDC and tenant regarding extension of the lease. The result of which may affect scope of the project. Project currently paused until resolved.
Stuart Parkhurst	Robert Fuzesi	Thorpe Way Industrial estate - Roof & Roof Lights	0		0	(2)	0	0	(2)	-	Works complete and project signed off.
Chris Hipkiss	Adele Taylor	Castle Quay 2	45,798		45,798	45,798	0	0	-	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Chris Hipkiss	Adele Taylor	Castle Quay 1	7,636		7,636	4,000	0	3,636	-	-	Programme ongoing, forecast spend in 19/20 of £4m. Reprofile remaining budget beyond 19/20
Shelagh Larard	Robert Fuzesi	Franklins House - Travelodge	75		75	50	0	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))
Robert Fuzesi	Adele Taylor	Housing & IT Asset System joint CDC/SNC	50		50	50	0	0	-	-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
Stuart Parkhurst	Robert Fuzesi	Orchard Way - external decorations	95		95	95	0	0	-	-	Tender received, to be ordered August 19. On target for full spend in 19/20
Stuart Parkhurst	Robert Fuzesi	Retained Land	165		165	143	0	0	(22)	-	Works complete pending final account
Stuart Parkhurst	Robert Fuzesi	Thorpe Place Industrial Units	162		162	162	0	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.

£000's											Re-profiling and variances to be updated
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Robert Fuzesi	Thorpe Way Industrial Units	135		135	135	0	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Robert Fuzesi	Horsefair, Banbury	100		100	100	0	0	-	-	Project under review. Previously tendered over budget. Review at Q4
Stuart Parkhurst	Robert Fuzesi	Thorpe Lane Depot - Tarmac / drainage	110		110	110	0	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Robert Fuzesi	EPC certification & compliance works	40		40	40	0	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19.
Chris Hipkiss	Adele Taylor	Tramway Industrial Estate, Banbury	0		0	15	0	0	15	-	Site survey works not budgeted for in 19/20
	Nicola Riley	The Mill	250		250	250	0	0	-	-	Robert to provide forecast spend for 19/20 and reprofile for 20/21. A recent condition survey of the property outlined necessary remedial works and approach that would need to be undertaken to bring the building back into good repair.
Stuart Parkhurst	Robert Fuzesi	Banbury Museum Upgrade of AHU	110		110	110	0	0	-	-	Order being raised for investigation stage which will lead to full design. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Bodicote House Fire Compliance Works	154		154	154	0	0	-	-	Order raised for design. Review in October
Stuart Parkhurst	Robert Fuzesi	The Fairway Garage Demolition	52		52	52	0	0	-	-	Full spend anticipated in 19/20. Review Q3
Stuart Parkhurst	Robert Fuzesi	BYHP Separation of Building to two units	17		17	19	0	0	2	-	Order raised for design. Full spend anticipated in 19/20 (slightly over)
Stuart Parkhurst	Robert Fuzesi	Compliance Works with Energy Performanc	169		169	169	0	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.
Stuart Parkhurst	Robert Fuzesi	Ferriston Roof Covering	142		142	142	0	0	-	-	Works being tendered anticipated start date of September. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Pioneer Square Fire Panel	20		20	20	0	0	-	-	Order raised for design. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Corporate Asbestos Surveys	150		150	150	0	60	60	-	
Stuart Parkhurst	Robert Fuzesi	Corporate Fire Risk Assessments	60		60	60	0	0	-	-	Works are being assessed with the consultant.
Stuart Parkhurst	Robert Fuzesi	Corporate Water Hygiene Legionella Asses	35		35	35	0	0	-	-	Once full scope identified, works will proceed.
Stuart Parkhurst	Robert Fuzesi	Corporate Reinstatement Cost Assessments	59		59	59	0	0	-	-	Potential to reprofile part works in to 20/21
Stuart Parkhurst	Robert Fuzesi	Works From Compliance Surveys	195		195	45	0	150	-	-	
Stuart Parkhurst	Robert Fuzesi	Thorpe Place 18_19	75		75	75	0	0	-	-	works tendered July. Costs, more than anticipated - altering specification to make efficiencies and then retendered. Forecast start date of December for a 4 week project. Full spend anticipated in 19/20
Robert Fuzesi	Adele Taylor	CDC Feasibility of utilisation of proper	100		100	0	0	100	-	-	Reprofiled.
Property Total			56,289	-	56,289	52,216	-	4,099	26	-	
Finance Services Total			56,673	-	56,673	52,570	-	4,099	(4)	-	

CHERWELL CAPITAL EXPENDITURE 2019- 20

Appendix 4

£000's

Re-profiling and variances to be updated

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
		Capital Total	90,763	1,093	92,929	88,169	0	4,571	(189)	7	189.44771 - Under Spend

Cherwell District Council

Budget Planning Committee

29 October 2019

Council Tax Reduction Scheme 2020-2021

Report of the Executive Director - Finance (Interim)

This report is public

Purpose of report

To provide members with an update on the recent consultation process that has taken place on the options for a Council Tax Reduction Scheme for the financial year 2020-2021 and to seek a recommendation to Executive as to the scheme for 2020-2021.

To outline the Council Tax discounts for the financial year 2020-2021.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To recommend to Executive which option should be considered for the Council Tax Scheme for 2020-2021.
- 1.3 To review the proposed level of Council Tax discounts and premiums for 2020-2021 and make recommendations to Executive as follows:
 - Retain the discount for second homes at zero
 - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
 - Retain the discount for empty homes undergoing major repairs at 25% for 12 months and thereafter at zero.
 - Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

2.0 Introduction

- 2.1 In December 2018 members approved a Council Tax Reduction Scheme (CTRS) for Cherwell District Council for the financial year 2019-2020. The

scheme remained the same as in 2018-2019 and mirrors the previous Council Tax Benefit scheme.

- 2.2 The scheme for pensioners is set nationally and pensioners have not seen any change to the support they receive.
- 2.3 The Council Tax Reduction scheme is based on a fixed cash grant of approximately 90% of the previous Council Tax Benefit subsidy. This gives a funding shortfall for Cherwell of £742,430.
- 2.4 The funding shortfall is mostly offset by the changes to locally set Council Tax Discounts.

3.0 Report Details

Position so far

Council Tax Reduction Scheme

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

Impact on Parish Councils

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

Impact of the changes to discounts and exemptions

- 3.3 Members will also recall that the Local Government Finance Act 2012 abolished certain exemptions with effect from 1st April 2013 and replaced them with discounts which can be determined locally.

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

Impact of Council Tax Reduction Scheme on collection rates

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

Council Tax Reduction Scheme 2020-2021

- 3.8 Members will be aware that the national 10% reduction in government funding for Council Tax Reduction Schemes over the last six years has been offset in part by the additional income generated by changes to discounts and exemptions.
The Government has not yet released indicative funding figures for 2020-2021. For the purposes of calculating the new Council Tax Reduction scheme for 2020-2021 an assumption has been made that funding will remain at the reduced rate.
- 3.9 In September 2019 members of Budget Planning Committee and Executive received a report providing an update on the current Council Tax Reduction Scheme (CTRS) and Council Tax discounts including the impact on collection rates. The report also provided members with the financial modelling for options for a new CTRS for the financial year 2020-2021 including a presentation which is shown at Appendix A of this report.

Members approved (for consultation purposes only) the option of a new income banded scheme. The consultation began on 3rd September 2019 and ran until 5th October 2019.

Consultation Process.

- 3.10 Members agreed a detailed consultation process on the option of a new income banded scheme. The consultation documents outlined the background to the consultation, details of the banded scheme and other options that have been considered. The consultation included the following process:
- Detailed website information and an online survey
 - Social media promotion including Facebook and Twitter
 - Displays and customer drop-in sessions were arranged at Bodicote House (3rd September 2019 and 1st October 2019), Kiddlington (30th September 2019) and Bicester (24th September 2019).
 - Targeted consultation took place with 3,000 households selected at random (including residents who are in receipt of Council tax Reduction and households who are not). This was in the form of a letter sent on 3rd September 2019.
 - Proactive outgoing calls were made by members of the Revenues and Benefits team.
 - Consultation has also taken place with Oxfordshire County Council as a major preceptor.

Consultation results.

- 3.11 The consultation was launched on Tuesday 3rd September 2019 and concluded on Friday 5th October 2019. Colleagues in the Performance and Insight team have analysed the results and have prepared a report to summarise the outcomes. A copy of the full report is attached at Appendix B of this report. A total of 111 responses were received and the main outcomes are as follows:
- The majority of the respondents (61%) are aged between 35 and 64
 - Just over 12% of the respondents have some sort of disability that limits their day to day activities.
 - 30 of the respondents (30%) are either in receipt of Council Tax Reduction or someone in their household is.
 - 89% of the people who took part in the consultation had read the background information on CTRS. 8% had not read the background information and the remaining respondents elected for didn't know.
 - 109 people responded to the question "do you think the Council should replace the existing scheme to help to reduce Council Tax bills and to help with budgeting". Of the 109 respondents 83% (91) agree that the Council should replace the existing scheme, 8% (9) did not agree with this proposal and 11 people didn't know. The majority of the additional comments made on this proposal were quite positive.
 - 73% of the respondents (78 people) agree that the Council should introduce an income banded scheme. 20% do not agree with the idea of an income banded scheme and 12 people did not respond or did not know.

- The consultation asked if respondents agree or disagree with the proposed income bands. 43% (45) agree with the proposed bands, 17% (18 respondents) disagree with the income bands proposed and a further 45 people did not know or didn't respond
- Just over a fifth of people feel that the Council should retain the current CTRS scheme and 59% do not feel that the current scheme should be.

Options

Option 1 –A new banded income CTR scheme for those of working age.

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

The main principles of the scheme are as follows:

- If the applicant or partner is in receipt of one of the main passported benefits (Income Support, Job Seeker's Allowance Income Based and Income Related Employment and Support Allowance or receiving War Widows or War Disablement Pensions they will automatically be placed in the highest band of the scheme and will receive 100% support.
- Working age households will receive a discount, depending on their level of income and the band that they fall into.
- Under this scheme, as part of our ongoing commitment to support disabled people, we will continue to disregard Disability Living Allowance, Personal Independence Payments, War Disablement Benefits and will also continue to disregard Child Benefit and child maintenance.
- A banded scheme will be simpler for residents to understand and any future changes to the value of awards can be achieved by simply adjusting the banding thresholds. The proposed model has a re-distribution effect from households in higher Council Tax bands to those in lower Council Tax bands.
- Although the proposed scheme only offers a very small reduction in costs it is likely to result in administrative savings.

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

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

The 'change nothing' approach would mean retaining the current Council Tax Reduction Scheme. The only change required would be the minor changes to the Regulations. This option would continue the move further away from the Housing Benefit and Universal Credit legislation which as outlined earlier in this report is both confusing for residents and more costly for the Council

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

This option could include reducing support for working age people and would mean that all working age claimants would have to pay a percentage of their Council Tax liability regardless of their circumstances. Percentages of 100%, 91.5%, 90%, 85% and 80% can be modelled. This is effectively similar to Option 2 but with differing levels of support for our residents. As with Option 2 this would mean that the CTR scheme is increasingly different to the Housing Benefit legislation and this will only increase as Universal Credit replaces Housing Benefit. This leads to confusion for residents who will receive multiple bills and is administratively more of a burden for the Council.

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

This option would also mean that the CTR scheme is increasingly different to the existing Housing Benefit and Universal Credit legislation and although fewer changes would be actioned it would be confusing for residents and the administrative burden would remain.

Financial Summary of options 2- 4

	100%	91.5%	90%	85%	80%
	£	£	£	£	£000
Overall funding loss	742,430	742,430	742,430	742,430	742,430
Second homes income	-91,053	-91,053	-91,053	-91,053	-91,053
Empty homes income with discount of 25% for 6 months	--353,186	--353,186	-353,186	-353,186	-353,186
Uninhabitable homes discount of 25% for 12 months	-14,974	-14,974	-14,974	-14,974	-14,974
Long term empty premium at 100%	-308,835	-308,385	-308,835	-308,835-	-308,835
Reduction in expenditure based on % liability	0	-413,785	-486,378	-727,420	-966,068
Total funding gap (+) /additional income (-)	-25,618	413,785	-511,996	--753,038	-991,686
Funding gap (+) /additional income (-)for CDC based on 7%	-1,793	-30,758	-35,840	-52,713	-69,418

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

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

4.0 Conclusion and Reasons for Recommendations

- 4.1 From April 2013 Council Tax Benefit was abolished and replaced with a local Council Tax Reduction Scheme.
- 4.2 Members are asked to consider the results of the consultation and to make a recommendation to Executive as to a scheme for the financial year 2020-2021.

5.0 Consultation

There is a requirement to consult with the public, major preceptors and other parties who may have an interest in the Council Tax Reduction Scheme on any material changes to the scheme.

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

6.0 Alternative Options and Reasons for Rejection

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

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

7.0 Implications

Financial and Resource Implications

- 7.1 The financial consequences, which are laid out in the report, are broadly cost neutral, in line with approach discussed and agreed at the previous committee.

Comments checked by: Dominic Oakeshott, Assistant Director – Finance (interim). 0300 003 0110, dominic.oakeshott@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Council is required to review its Council Tax Reduction Scheme on an annual basis and if it determines to make changes then it must consult on the revised scheme. Failure to do so will adversely affect the reputation of the Council and will have a financial implication for residents as well as exposing

the Council to potential challenge for failing to comply with the legislative requirements of the Local Government Finance Act 1992.

Comments checked by:
Christopher Mace, Solicitor, 01295 221808
Christopher.mace@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: **Not applicable**

Community Impact Threshold Met: **Not applicable**

Wards Affected

All

Links to Corporate Plan and Policy Framework

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

Lead Councillor

Councillor Tony Ilott Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix A	<i>Presentation on modelling for a banded scheme – presented to Committee in July 2019</i>
Appendix B	<i>Report on the results of consultation</i>
Background Papers	
None	
Report Author	Belinda Green (Operations Director, CSN Resources)
Contact Information	Belinda Green: 01327 322182 Belinda.green@cherwellandsouthnorthants.gov.uk

Revising Council Tax Reduction Scheme (CTRS)

2020-2021

Presentation given to Budget Planning
Committee, July 2019



Current scheme

- Current scheme is based on the default scheme which is derived from the previous Council Tax Benefit scheme
- Based on a means tested assessment
- Maximum award for working age is 100%
- Scheme must be agreed each year.
- Those of pension age continue to be protected.



Why review the scheme?

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- Landscape has changed hugely since the introduction of CTRS in 2013
- Reduction in Administration grant – around 37% by 2019
- Welfare reform changes – Housing Benefit scheme increasingly different from our CTR scheme
- Universal Credit – rolled out in CDC from November 2017
- Universal Credit is creating many changes to CTR leading to multiple demands and confusion



Any new scheme must:

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- Continue to protect those of pensionable age and also our more vulnerable residents
- Remain affordable within reducing resources
- Be practical to administer
- Not generate multiple Council Tax bills
- Provide opportunity for better collection levels by reducing the rebilling of Council Tax for UC customers.

Income Banded Scheme

Main principles

- Those of pensionable age will continue to receive maximum help based on their circumstances.
- Any applicant who receives a 'passport' benefit will automatically be placed in the most generous band. This will include those on War Widows/War Disablement Pensions.
- For other working age applicants an assessment will be carried out using income and capital of household compared to a needs allowance as now.
- Look at any excess income figure and CTR will be awarded based band that the excess figure falls into
- Ongoing commitment to support those who are disabled.

Income Bands

Working Age on passported benefits

Group	Excess Income	CTR award
Working age passported claims		Up to 100%
Pension claims		Up to 100%

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Income Bands Working Age Disabled

Excess Income	CTR award based on CT liability
£0 - £4.99	100%
£5 - £14.99	95%
£15.00 - £29.99	87%
£30.00 - £49.99	80%
£50.00 - £74.99	65%
£75.00 - £99.00	42%
£100 - £124.99	25%
£125 upwards	0%

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Income Bands Working Age with children

Excess Income	CTR award based on CT liability
£0 - £4.99	100%
£5 - £14.99	93%
£15.00 - £29.99	83%
£30.00 - £49.99	78%
£50.00 - £74.99	59%
£75.00 - £99.00	32%
£100 - £124.99	25%
£125 upwards	0%

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Income Bands Working Age other

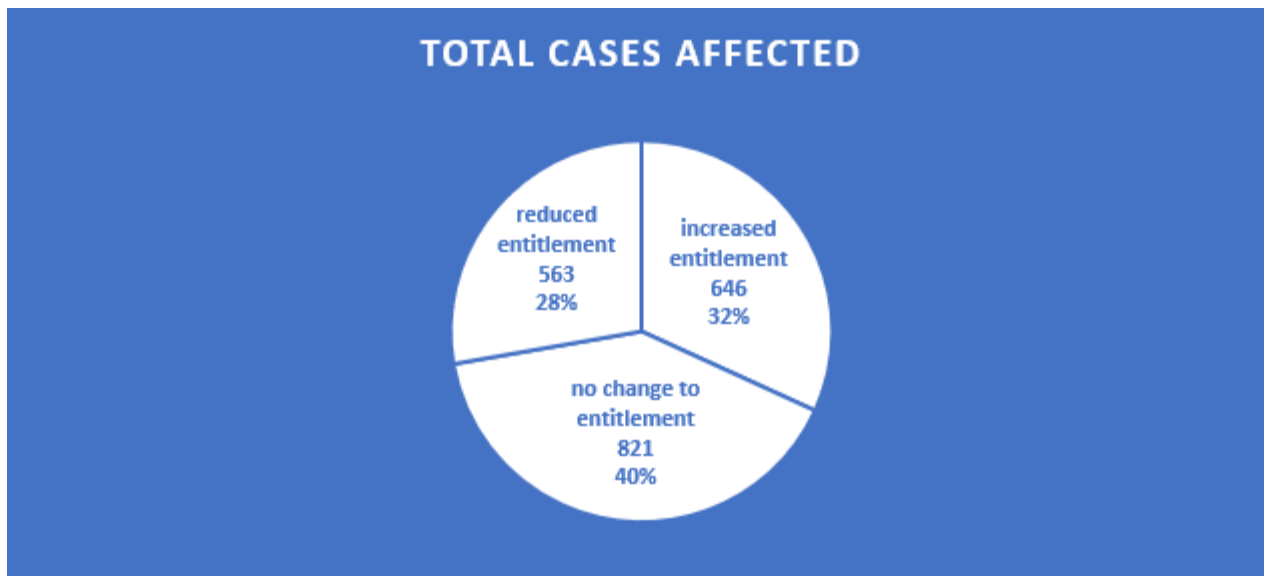
Excess Income	CTR award based on CT liability
£0 - £4.99	96%
£5 - £14.99	85%
£15.00 - £29.99	73%
£30.00 - £49.99	66%
£50.00 - £74.99	42%
£75.00 - £99.00	28%
£100 - £124.99	18%
£125 upwards	0%

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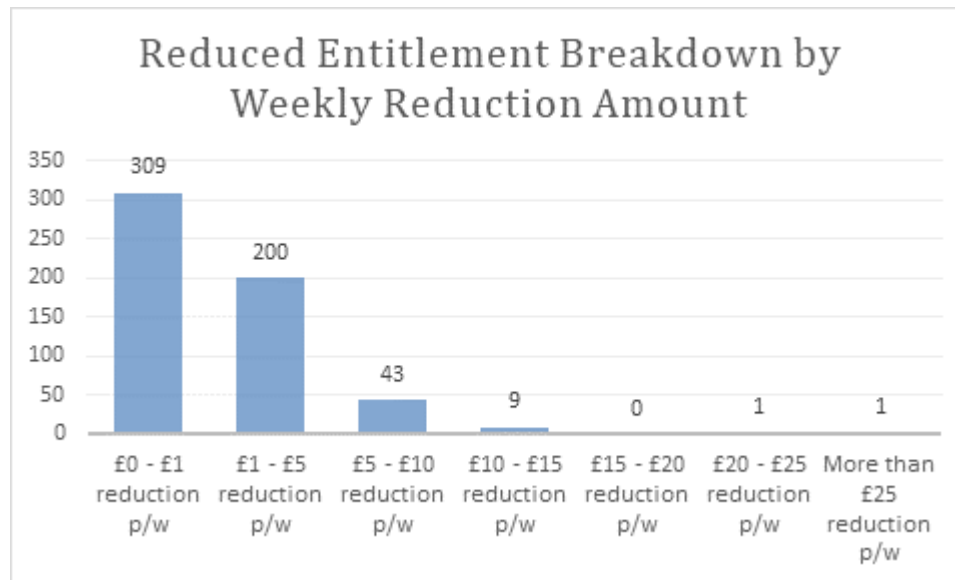
Summary of impact

- There are currently 2,619 CTR from those of pension age at a total cost of £2.8m. This will remain unchanged by the banded scheme proposal (normal caseload changes will happen)
- There are currently 1,724 residents on CTR based on passported benefits at a total cost of £2.1m. This will remain unchanged by the banded scheme (allowing for normal caseload changes)
- There are currently 2,071 other working age residents on CTR at a cost of just over £2,068,423.
- Under the banded scheme this expenditure will reduce very slightly with a saving of 0.06%

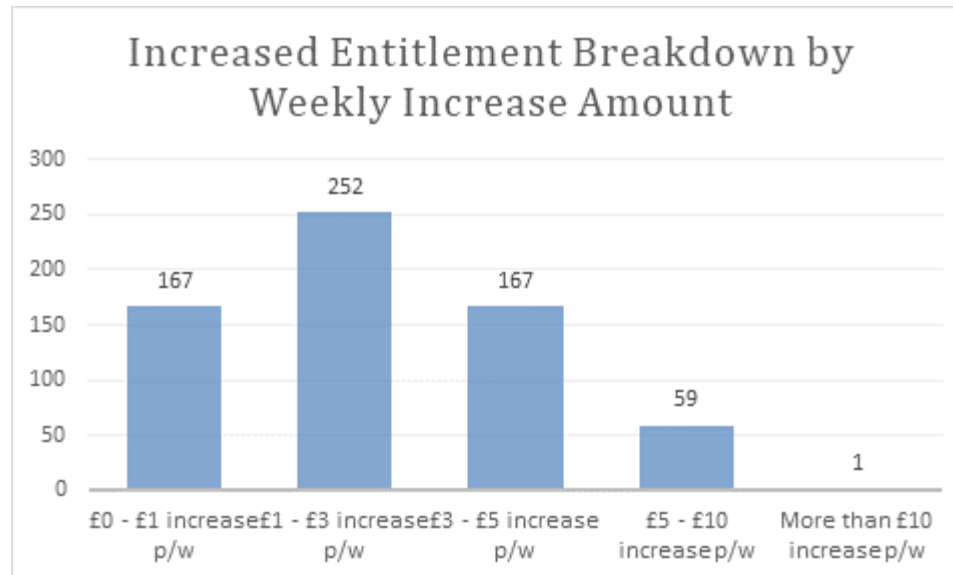
Summary of impact (Based on data as at June 2019)



Breakdown of reductions in entitlement



Breakdown of increases in entitlement



Summary of impact (weekly figures as at June 19)

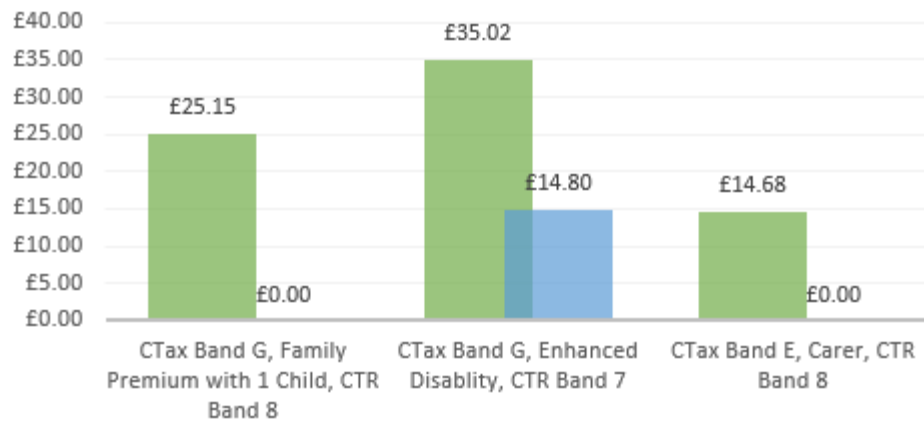


MOST AFFECTED INCREASED ENTITLEMENT



Summary of impact (weekly figures as at June 2019)

MOST AFFECTED DECREASED ENTITLEMENT



Other banded schemes

- Income banded schemes have been introduced in a number of Local Authorities across the country.
- Barnet Council introduced a banded scheme in 2019-2020 having had the default scheme since 2013. The main objectives for Barnet included creating savings, reducing work created by UC, creating a simpler scheme for residents. This is the first year of the scheme so no clear impacts as yet.
- South Gloucestershire Council also have a banded scheme. They have 5 income bands starting at £0.00 to £120.00. All working age applicants have to pay at least 20% even if they are on passported benefits. Collection rates for CT 98.2% for last two years.
- Luton have a banded scheme and the driver was financial savings and ensuing that support was provided to the most vulnerable residents. Collection rates were 97% in 17-18 and 97.2% in 18-19.

Case Study 1

Miss A lives in Adderbury with her partner and 2 children. She lives in a Band B property and her Council Tax liability is £27.37 per week.

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- The household has income of earnings of £397.32, Child Benefit (fully disregarded) and Child Tax Credit of £27.56. Total £424.88.
- With a needs allowance of £333.00 she has excess income of £91.88.
- Based on the current Council Tax Reduction Scheme Miss A has Council Tax Reduction award of £8.99 per week.
- Under the banded scheme she will be in band **£75.00 - £99.00**
32% (of £27.37) and entitled to £8.75

Case Study 2

Mrs C lives in Banbury in a band A property with a Council Tax liability of £18.42 per week. She has income of Universal Credit of £160 per week including housing costs of £87.38. She also receives Disability Living Allowance and higher rate DLA Mobility both of which are fully disregarded.

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Under the current CTR scheme she receives 100% support at £18.42

Under the banded scheme she has no excess income and she would also receive 100% support at £18.42

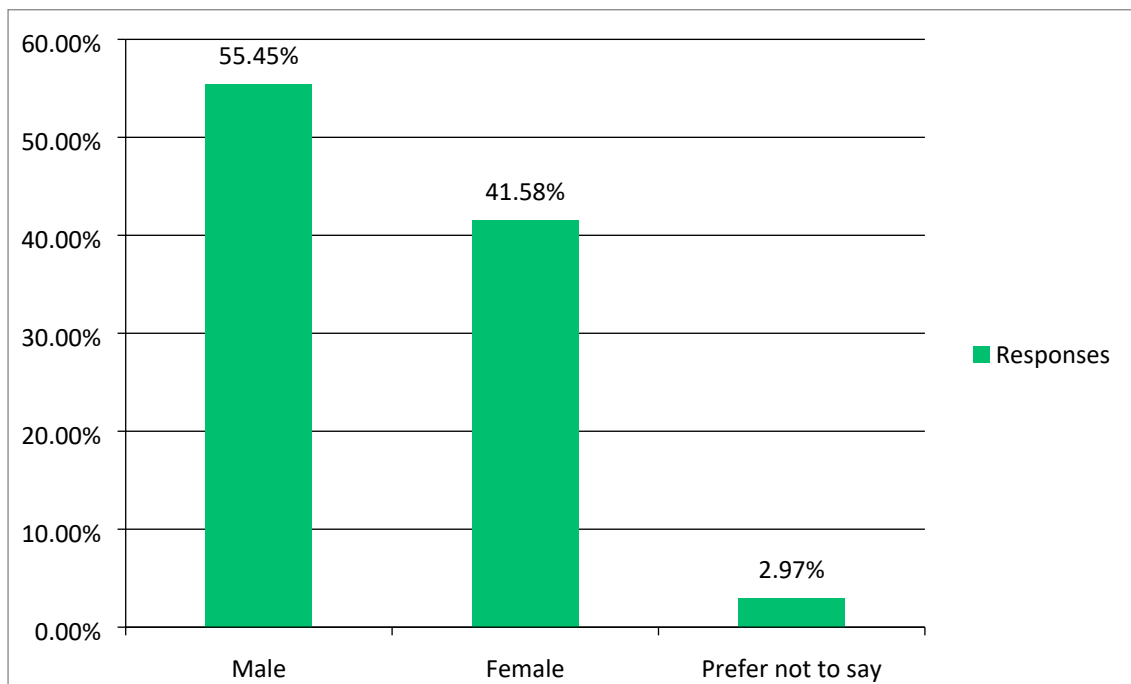
Council Tax Reduction Scheme (CTRS) 2020-21 – Public Consultation

October 2019

Overview

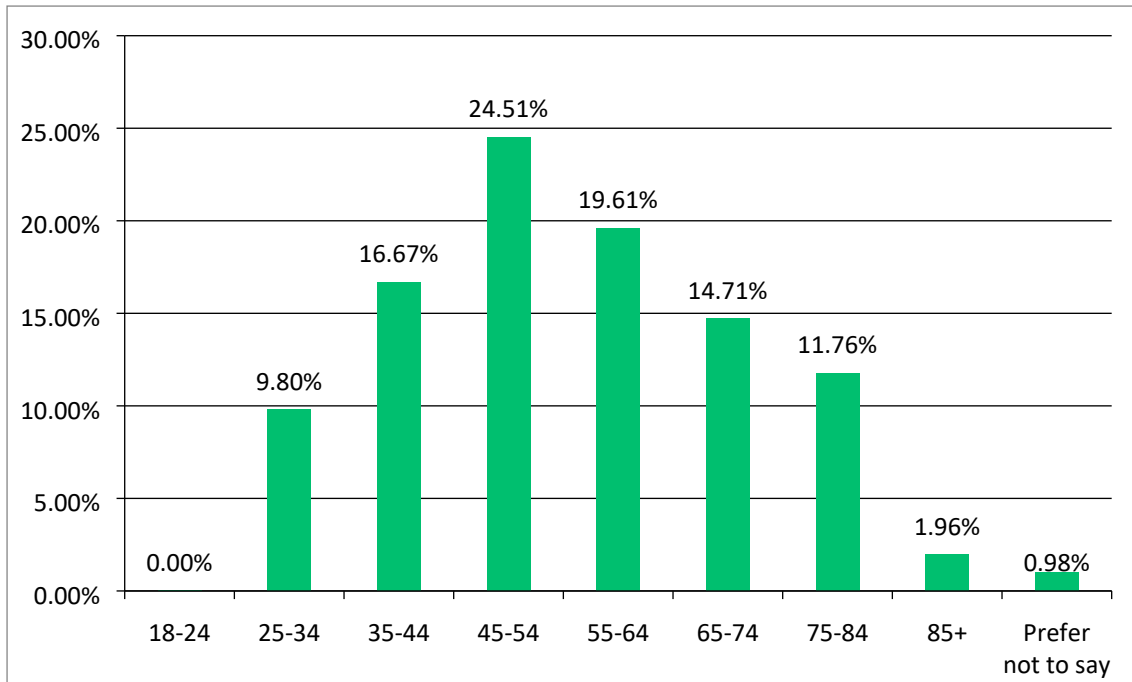
The consultation was launched on Tuesday 3rd September 2019 and concluded at midnight on Friday, 5th October.

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

Results**Gender breakdown**

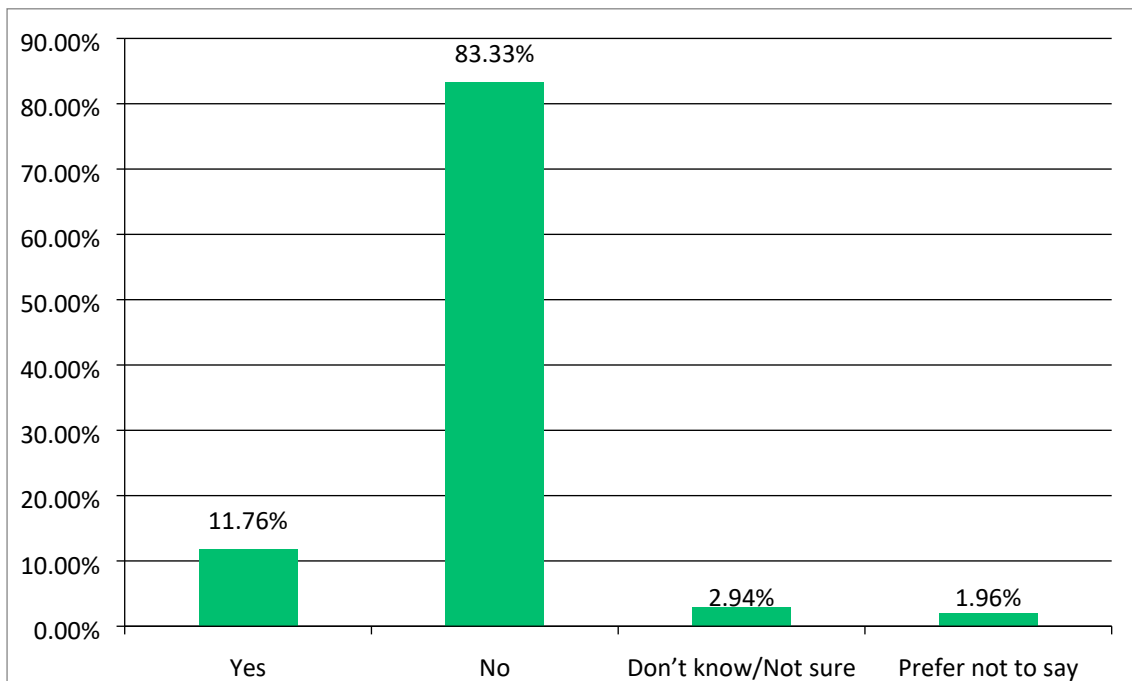
- More than half of respondents (55%) were male and 42% were female (3% did not want to say)
- 10 respondents did not give an answer

Age breakdown



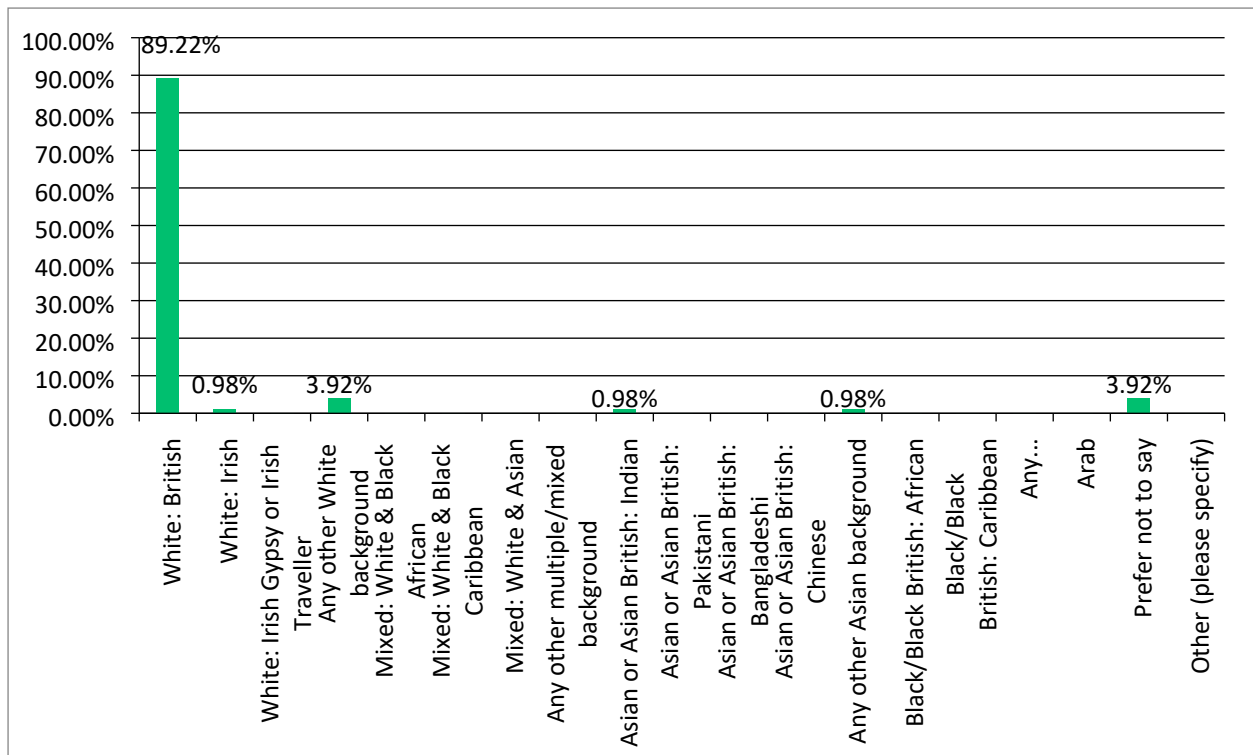
- Majority of respondents were aged between 35 and 64 (61%)

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



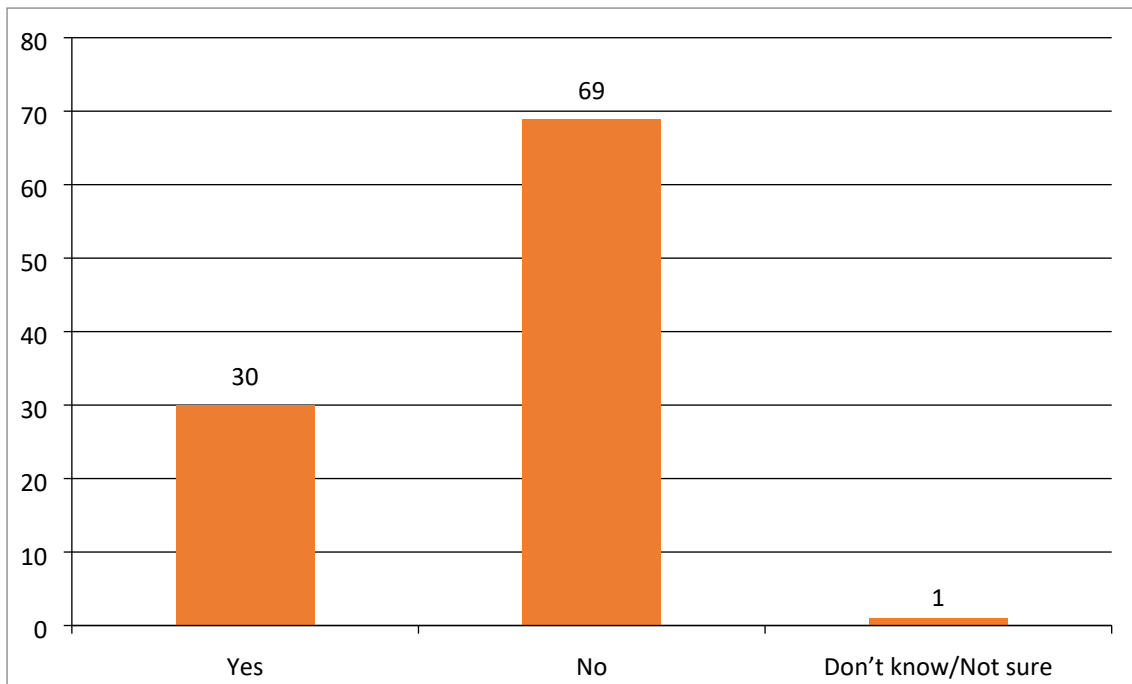
- Just over 1 in 10 of respondents (12%) had some form of disability that limited their day-to-day activities or stated that they had a disability which has lasted (or is expected to last) at least 12 months.

Ethnicity



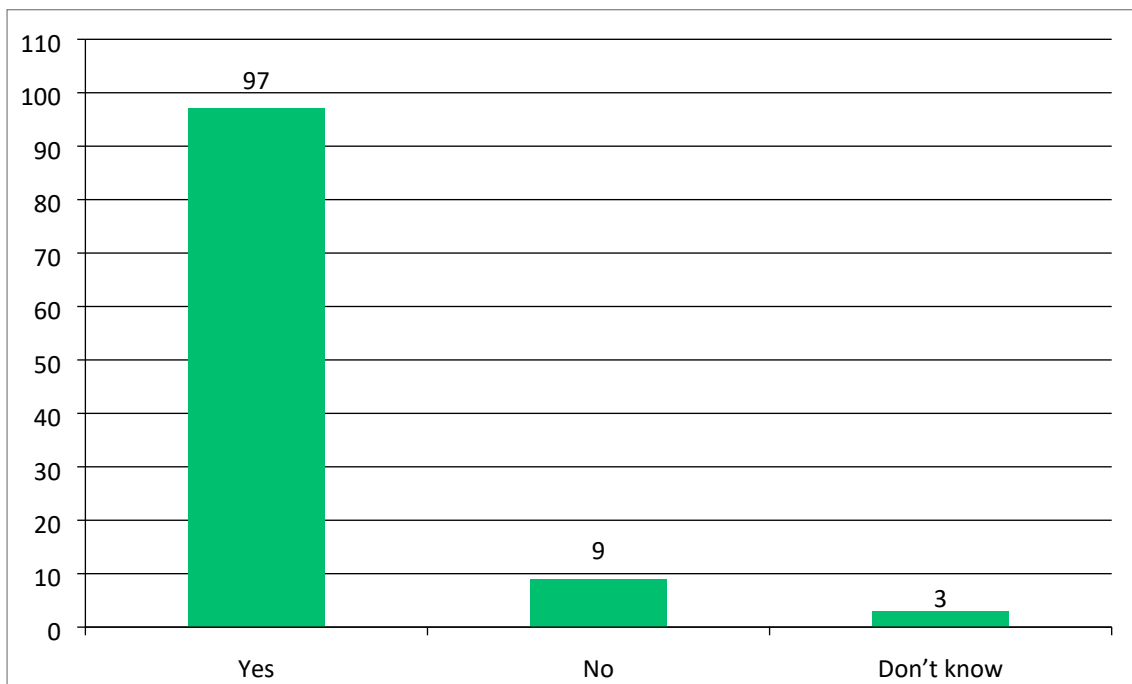
- Vast majority of respondents classified themselves as White: British.
- Other respondents were from the following groups: White:Irish, any other white background, Asian or Asian British:Indian, any other Asian background and 4% preferred not to say.

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



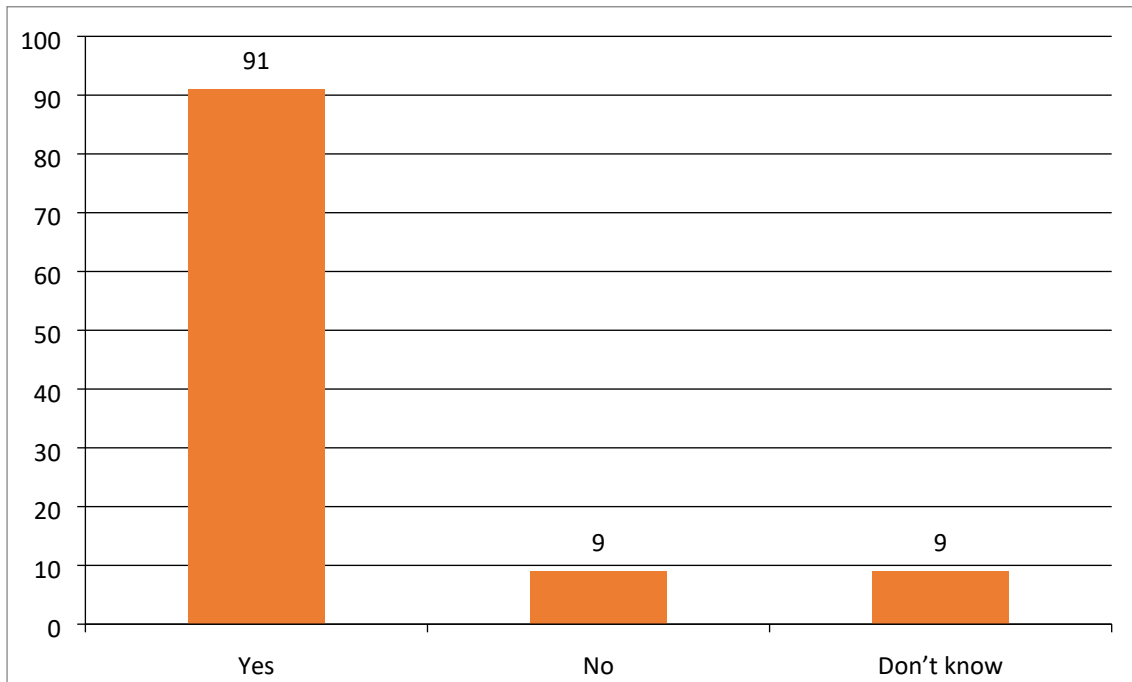
- 30% of those who responded (30) are either in receipt of Council Tax Reduction or someone in their household is.
- 69% were not in receipt of a Council Tax Reduction themselves or didn't have anyone in their household who was.

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



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

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

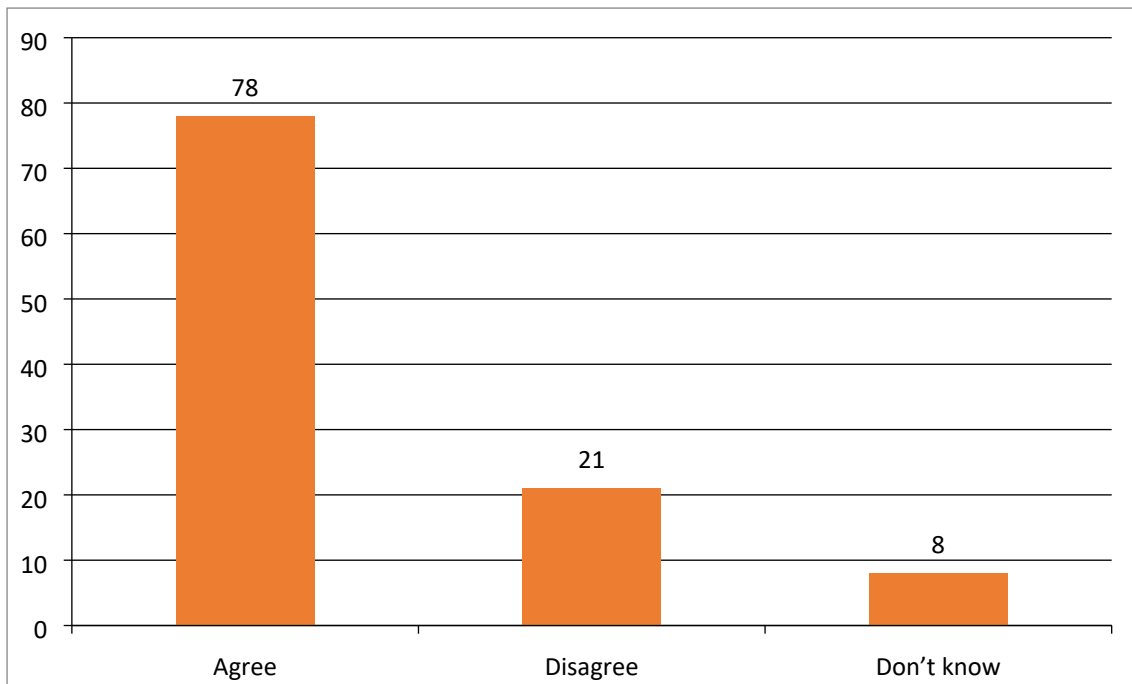


- 109 people responded to this question (2 didn't complete it).
- 83% of people (91) agree that the council should replace the existing scheme to help reduce the number of Council Tax bills and to help with budgeting.
- 8% of respondents (9) don't agree with this proposal
- 11 people didn't know or didn't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

Other comments:

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

Should the Council introduce income bands?

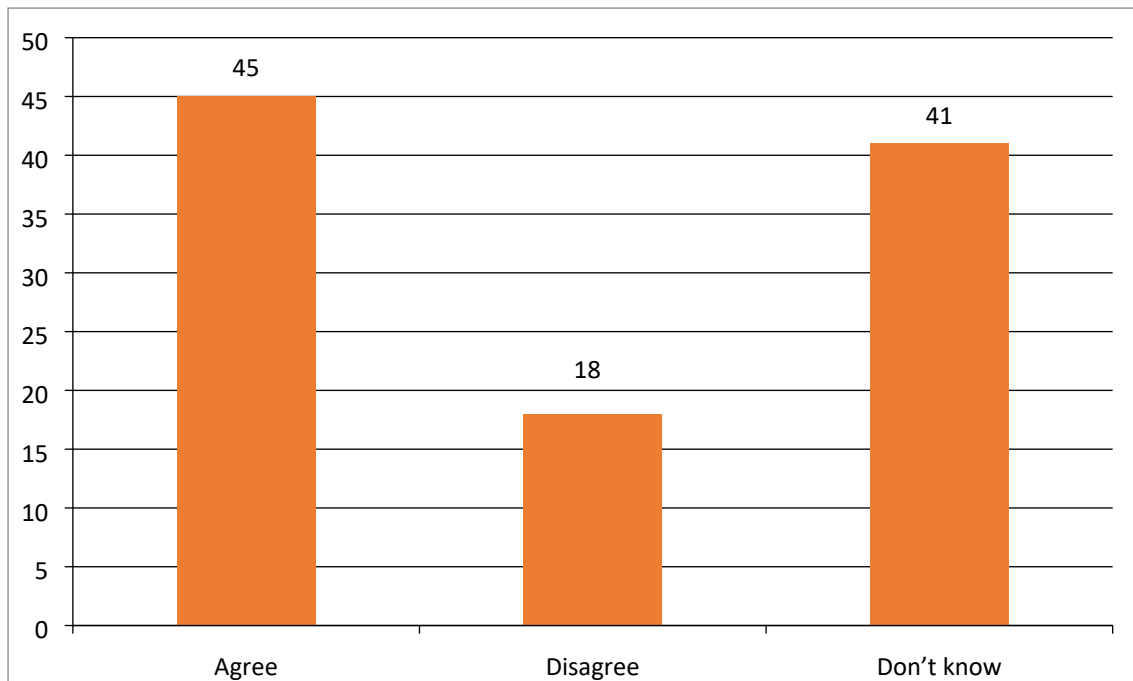


- 73% of respondents (78) agree that the council should introduce income bands.
- 20% of respondents (21) disagreed with the introduction of income bands
- 12 people didn't respond or didn't know in response to this question

Other comments:

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

Do you agree or disagree with the proposed income bands?

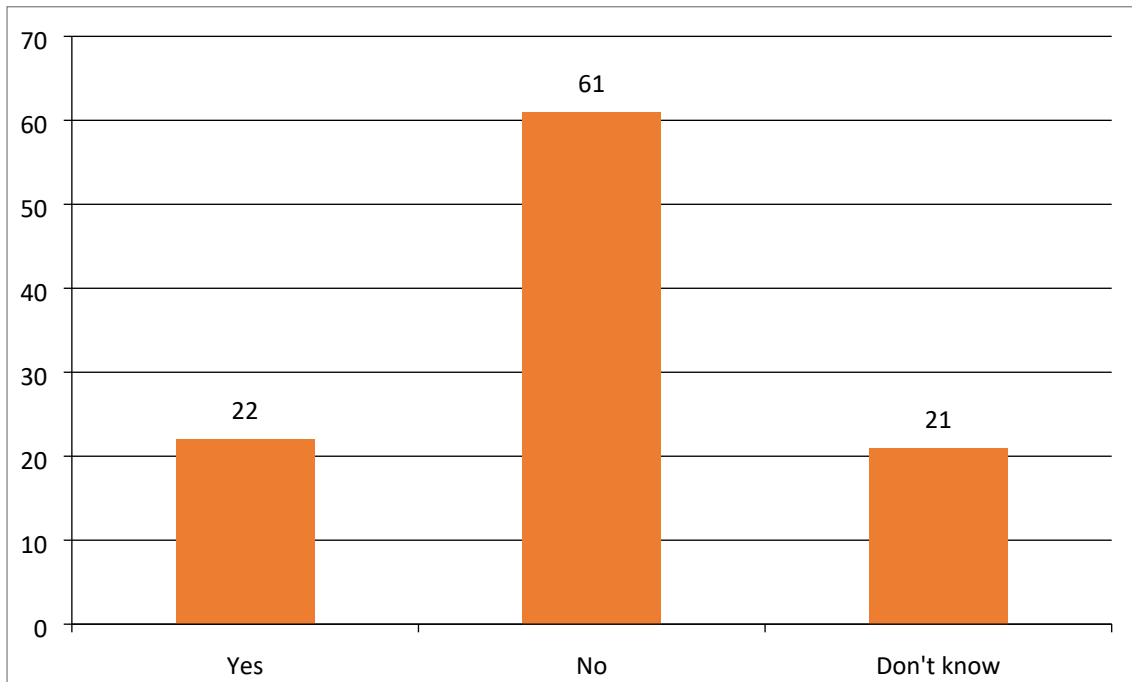


- 43% of respondents (45) agree with the proposed income bands
- 17% of respondents (18) disagree with the proposed income bands
- 41 people didn't know and 4 didn't respond to this question

Additional comments:

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

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



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

Other comments:

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

Summary/Conclusion:

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