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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Budget Planning Committee
Date: Tuesday 28 January 2020
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

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

AGENDA

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

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

3. Minutes (Pages 1 - 6)

To confirm as a correct record the minutes of the meeting held on 6 January 2020.

4. Chairman's Announcements

To receive communications from the Chairman.

5. Local Discretionary Business Rate Relief Scheme for 2020-2021 (Pages 7 - 14)

Report of Executive Director: Finance (Interim)

Purpose of report

To provide members of Budget Planning Committee with details of the proposed Local Discretionary Relief Scheme before consideration by Executive.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report.
- 1.2 To recommend to Executive the adoption of the Local Discretionary Business Rates Relief Scheme for 2020-2021

6. Monthly Performance, Risk and Finance Monitoring Report - November 2019 (Pages 15 - 60)

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

Purpose of report

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

Recommendations

The meeting is recommended:

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

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

To review the Committee Work Plan.

8. Urgent Business

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

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

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Monday 20 January 2020

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Agenda Item 3

Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 6 January 2020 at 6.30 pm

- Present: Councillor Nicholas Mawer (Chairman)
Councillor Carmen Griffiths (Vice-Chairman)
Councillor Nathan Bignell
Councillor Phil Chapman
Councillor David Hughes
Councillor Andrew McHugh
Councillor Barry Richards
Councillor Douglas Webb
Councillor Fraser Webster
Councillor Sean Woodcock
- Substitute Members: Councillor Hugo Brown (In place of Councillor Lucinda Wing)
- Also Present: Councillor Barry Wood - Leader of the Council
Councillor George Reynolds - Deputy Leader of the Council, and Lead Member for Leisure and Sport
Councillor Colin Clarke - Lead Member for Planning
Councillor Ian Corkin - Lead Member for Customers and Transformation
Councillor John Donaldson - Lead Member for Housing
Councillor Tony Ilott - Lead Member for Financial Management and Governance
Councillor Richard Mould - Lead Member for Performance
Councillor Mike Kerford-Byrnes
Councillor Hannah Banfield
Councillor Andrew Beere
Councillor John Broad
Councillor Shaida Hussain
Councillor Ian Middleton
- Apologies for absence: Councillor Conrad Copeland
Councillor Lucinda Wing
- Officers: Adele Taylor, Corporate Director: Finance (Interim) & Section 151 Officer
Dominic Oakeshott, Assistant Director (Interim) - Finance
Joanne Kaye, Strategic Business Partner
Yvonne Rees, Chief Executive
Simon Furlong, Corporate Director - Communities
Nick Graham, Director of Law and Governance / Monitoring Officer
Graeme Kane, Chief Operating Officer
Claire Taylor, Corporate Director Customers and Organisational Development
Emma Faulkner, Democratic and Elections Officer

33 **Declarations of Interest**

6. Budget Setting for 2020/21 and the Medium Term Financial Strategy 2020/24.

Councillor Nicholas Mawer, Declaration, in any capital bids related to Audio Visual equipment, due to working for a manufacturer of Audio Visual system components.

34 **Minutes**

The Minutes of the meeting of the Committee held on 29 October 2019 were confirmed as a correct record and signed by the Chairman.

35 **Chairman's Announcements**

There were no Chairman's announcements.

36 **Urgent Business**

There were no items of urgent business.

37 **Budget Setting for 2020/21 and the Medium Term Financial Strategy 2020/24**

The Committee considered a report and presentation from the Executive Director: Finance (Interim) that gave details of the budget setting process for 2020/21, and the Medium Term Financial Strategy (MTFS) 2020/24.

The presentation gave details of the current assumptions around funding based on national headlines, corporate budgets and the medium term financial picture.

The report detailed various Growth, Savings and Spend to Save bids, as well as capital bids that were being proposed for the 2020-2021 financial year. Revenue implications of the Capital bids were also included.

The Executive Director: Finance (Interim) reminded the Committee that a balanced budget was required for the 2020-2021 financial year only, however work was already underway relating to future financial years to help reduce the impact of expected changes to funding.

The Chief Executive and Corporate Directors were in attendance at the meeting, in order to give more details and answer questions from the Committee regarding the Growth, Savings, Spend to Save and Capital bids.

With regard to GRW011 and GRW045, the creation of a Finance and HR Apprentice post, the Committee requested that consideration be given to recruiting apprentices across the Council, not just in Finance and HR.

In response to queries regarding CAP031, Car Parking Action Plan Delivery, the Chief Operating Officer confirmed that details relating to electric vehicle charging points had been included in the plan.

In connection with GRW033, Kidlington masterplan delivery project, the Committee requested that following the successful installation of Changing Place accessible toilets in Banbury and Bicester, consideration be given to providing this facility in Kidlington.

The Committee requested clarification on the 'miscellaneous' title for SAV028. The Executive Director: Finance (Interim) explained that over 100 properties within the Council's property portfolio had had their budgets reviewed, and the subsequent savings had been grouped together under the miscellaneous heading.

With regard to SAV025, increasing car parking charges, the Chief Operating Officer advised the Committee that inflation had risen since 2011, resulting in an increase in the cost of providing Council car parks. Parking charges had however not increased over the same period of time.

In response to a question from the Chairman, the Executive Director: Finance (Interim) confirmed that income from car parking could not be used to subsidise all other areas of a budget, it was only possible for Councils to recover the costs of providing the car parking service and environmental improvements.

The Chief Operating Officer advised the Committee that various options had been considered during the recent Scrutiny review on car parking, and all relevant details had been included in the end of review report submitted to Executive in September 2019.

At the request of the Committee, the Chief Operating Officer agreed to circulate more information relating to the proposed increases in car parking charges.

The Chief Executive reminded the Committee that they could request the removal of any proposals from the budget setting process, however alternative proposals would need to be made in order to replace anything that was removed.

In response to questions regarding GRW006, responding to Climate Emergency, the Chief Operating Officer advised the Committee that a report in response to the Council Motion adopted in July 2019 had been considered at the Executive meeting that had taken place earlier that evening. Details of the upcoming Member workshop on Climate Change were being finalised and would be circulated to Members in due course.

With regards to CAP006, Community Centre works, the Executive Director: Finance (Interim) agreed to circulate information to the Committee regarding which community centres would be having new roofs.

The Committee requested that consideration be given to the provision of solar panels on the replacement roofs of the community centres.

The Executive Director: Finance (Interim) advised the Committee that public consultation on the budget proposals would be undertaken over the coming four weeks, and during that time the Accounts, Audit and Risk Committee would be considering the affordability aspect of the budget setting at its meeting later in January.

Final budget proposals would be presented to Full Council on 24 February 2020, in order to meet statutory deadlines for the issuing of Council Tax bills.

In response to questions from the Committee, the Executive Director: Finance (Interim) advised that the currently projected figures for the reduction in funding from 2021/2022 were estimates based on the consultations that had been underway. Until more details emerged, they remained estimates. However, planning for a possible reduction needed to start now, and a number of options were under consideration.

The Committee thanked the Executive Director: Finance (Interim) for the comprehensive presentation.

It was proposed by Councillor Nicholas Mawer and seconded by Councillor Douglas Webb that the report and presentation of the Executive Director: Finance (Interim) be noted, and that Executive be advised that the Budget Planning Committee support the budget proposals detailed in the report and presentation, subject to the following:

- i. Consideration being given to the provision of a Changing Space toilet in Kidlington
- ii. The provision of solar panels on the replacement roofs of Council owned community centres
- iii. Consideration being given to the recruitment of apprentices across the Council

Resolved

- (1) That the report and presentation of the Executive Director: Finance (Interim) be noted
- (2) That Executive be advised that Budget Planning Committee support the budget proposals detailed in the report and presentation, subject to the following:
 - i. Consideration being given to the provision of a Changing Space toilet in Kidlington
 - ii. The provision of solar panels on the replacement roofs of Council owned community centres

- iii. Consideration being given to the recruitment of apprentices across the Council

38 **Review of Committee Work Plan**

The Executive Director: Finance (Interim) advised the Committee that there were no changes to the indicative work programme previously published with the agenda for the October 2019 meeting.

Resolved

- (1) That the verbal update be noted.

The meeting ended at 9.54 pm

Chairman:

Date:

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Cherwell District Council

Budget Planning Committee

28 January 2020

<p>Local Discretionary Business Rate Relief Scheme for 2020-2021</p>

Report of Executive Director: Finance (Interim)

This report is public

Purpose of report

To provide members of Budget Planning Committee with details of the proposed Local Discretionary Relief Scheme before consideration by Executive.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report.
- 1.2 To recommend to Executive the adoption of the Local Discretionary Business Rates Relief Scheme for 2020-2021

2.0 Introduction

- 2.1 In the Spring Budget 2017 the Chancellor announced £300m funding for local councils to help businesses facing an increase in their business rates following the 2017 Revaluation. Any unspent funding will be returned to central government. The total funding for Cherwell District Council for the financial year 2020-2021 is £21,000 a reduction from £147,000 in 2019-20, £358,000 in 2018-19 and £736,000 in 2017-2018.
- 2.2 The Government expects billing authorities to use their discretionary powers under section 47 of the Local Government Finance Act to deliver the scheme. Billing authorities will be compensated through a Section 31 grant for the cost to the authority of granting the relief, up to a maximum amount based on the authority's allocation of the £300m fund.
- 2.3 Each authority is required to devise its own Discretionary Relief Scheme.

3.0 Report Details

- 3.1 The assistance Cherwell District Council can offer under the scheme is limited by the £21,000 funding provided. Based on a minimum award of £50.00 relief will be awarded to 177 businesses.
- 3.2 A copy of the proposed Local Discretionary Business Rate Relief Policy for 2020-2021 is shown at Appendix A of this report. The draft policy for 2020-2021 remains unchanged to again maximise the use of funding and to support local businesses.
- 3.3 The attached policy outlines the proposed qualifying criteria and exclusions.
- 3.4 European “State Aid” rules apply to any business rates relief granted.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members are asked to note the contents of the report and to recommend to Executive the adoption of the policy for 2020-2021.

5.0 Consultation

- 5.1 It is a requirement of the Local Discretionary Relief Scheme that we consult with major preceptors on the proposed scheme and we also intend to consult with the local business community.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Members could choose not to recommend the proposed schemes to Executive, but since expenditure will be reimbursed the Government expects billing authorities to grant relief to all qualifying ratepayers

7.0 Implications

Financial and Resource Implications

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

Comments checked by:
Dominic Oakeshott Assistant Director Finance
Dominic.oakeshott@cherwell-DC.gov.uk

Legal Implications

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

Comments checked by:

Christopher Mace, Solicitor, 01295 221808

christopher.mace@cherwell-DC.gov.uk

8.0 Decision Information

Key Decision: No

Financial Threshold Met: Not applicable

Community Impact Threshold Met: Not applicable

Wards Affected

All

Links to Corporate Plan and Policy Framework

Corporate Priorities: Sound budgets and customer focused council.

Lead Councillor

Councillor Tony Ilott, Lead Member for Financial Management.

Document Information

Appendix No	Title
A	Local Discretionary Business Rate Relief Scheme for 2020-2021
Background Papers	
None	
Report Author	Belinda Green Operations Director, CSN Resources and Jacey Scott Joint Revenue and Recovery Team Leader
Contact Information	Jacey Scott 01327 322162 jacey.scott@csnresources.co.uk

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Local Discretionary Business Rate Relief Scheme for 2020-20210

1. Introduction

The Local Discretionary Business Rate Relief Scheme applies for the period 1 April 2020 to 31 March 2021. Under the scheme relief will only be provided where a qualifying ratepayer's bill has increased due to the 2017 Revaluation.

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

2020-21	
£21,000	

2. Qualifying Criteria

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

2.6 A minimum award has been introduced so that the relief awarded is for eligible properties where the amount of relief is £50.00 or more.

3. Exclusions

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

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

3.2 Unoccupied properties

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

4. State Aid

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

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

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

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

- Exemptions and other reliefs
- Transitional arrangements

6. Application Process

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

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

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

7. Appeals

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

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

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Cherwell District Council

Budget Planning Committee

28 January 2020

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

Supporting Community Safety during the holiday season. The community safety team continues to work with partners to prevent crime and reduce anti-social behavior. At this time of the year the team prioritise attending seasonal events such as the Banbury Christmas light switch on and fireworks display. The community wardens are also working in partnership with the Police and licensing team to promote safe nights out in advance of Christmas.



Protect the Built Heritage is reporting Amber for November and Year to date. A Conservation Area Appraisal for Ardley is currently being consulted upon and a public exhibition is being held on 3 December. Draft conservation area appraisals are being prepared for Bloxham and Grimsbury (in Banbury) with the intention of public consultation in the new year. The acting Planning Policy, Conservation and Design Manager is working closely with the Conservation and Design Team to finalise other conservation area appraisals that have been the subject of consultation, but which require Lead Member approval.

% Waste Recycled & Composted is reporting Amber for November and Green for Year to Date, delivering 54% against a target of 56%. We are reporting amber for November however, we have collected 1.2% more than the same period last year.

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:

Working together to promote health and wellbeing. A joint masterclass between Cherwell District and Oxfordshire County Councils was held on 29 November, with the attendance of 80 colleagues. At the workshop they identified opportunities to work closely in partnership with each other to address the health and wellbeing challenges in our communities.



Homes improved through enforcement action. Is reporting Red for November and Amber for Year to Date. The team improved 7 homes (against a monthly target of 9) by means of enforcement action in November, reaching a total of 68 homes improved by enforcement action in the year to date, or an average of 8.5 homes per

month. Three improvement notices and one prohibition order have been revoked (i.e. concluded) in the year to date. The team remains confident that the annual target will be achieved.

Homelessness Prevention. Going into the Winter season the Housing Team have worked in partnership with the other Oxfordshire Districts to ensure we have robust procedures and provisions in place to help our most vulnerable residents in severe weather. Additional beds will be opened if the weather is below zero in Oxford City for one night. Also, the team have secured funding from the Government's Cold Weather Fund to provide 5 additional rooms from December to the end of March in Cherwell.

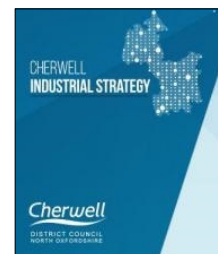


Priority: District of Opportunity and Growth

- 3.8 The Council is committed to developing the local economy, promoting inward investment and delivering sustainable growth. This priority also contributes towards making great places to live, work, visit and invest through economic development and working in partnership to deliver strategic transport infrastructure projects.
- 3.9 Overview of our performance against this strategic priority:

Major planning appeal decisions allowed is reporting Red for November and Green for Year to Date. One Major Planning Application Appeal was allowed by the Planning Inspectorate during November 2019 and four Major Planning Applications were determined during this month.

Cherwell Industrial Strategy. A workshop for representatives of urban and rural communities was delivered on November 12th at Upper Heyford, as part of the continuous engagement with all the different stakeholders in the district, to get their views, ambitions and vision for the future of the district as part of the design and planning of the Local Industrial Strategy. Attendees shared ideas on the vision and priorities for CIS how projects within the CIS could contribute to the future creation of sustainable, vibrant places in which to live and work.



Deliver the Local Plan is reporting Amber for November 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. Consultation has commenced and will end on 20 December. Officers will report to members on the modifications and the outcome of consultation in the new year.

New houses delivered across the district. During the last quarter 293 new houses were delivered against a target of 286, a good level of housing delivery has continued across the district during this Financial year, including at Kingsmere (Bicester) and Longford Park (Banbury).



Summary of Performance

- 3.10 The Council reports on performance against 21 business plan measures monthly and 17 key performance indicators on a quarterly 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 (38)					
Status	Description	November	%	YTD	%
Green	On target	33	87%	33	87%
Amber	Slightly off target	3	8%	5	13%
Red	Off target	2	5%	0	-

3.11 Spotlight on: Healthy Place Shaping

Healthy Place Shaping is a collaborative approach which aims to create sustainable, well designed, thriving communities where healthy behaviours are the norm and which provide a sense of belonging, identity and community.

Healthy place-shaping requires action in three areas:

1. Shaping the built environment, green spaces and infrastructure at a local level to improve health and wellbeing.
2. Working with local people and local community organisations, businesses and schools to engage them in developing places, facilities and services through 'community activation'.
3. Re-shaping health, wellbeing and care services, and the infrastructure which supports them, to achieve health benefits, including health services, social care, leisure and recreation services, and community centres.

Cherwell District Council is in the vanguard of implementing this place-based approach having developed and tested it through the Healthy New Town programme in Bicester. Developing healthy, resilient communities is one of the Council's core strategic priorities and in 2019 its members strongly supported the scaling of the healthy place shaping approach across the District. So, as well as sustaining activity in Bicester, this summer we extended our focus to Kidlington, working closely with local stakeholders to co-design a programme of activity that will enable people to become more active, healthier and happier. This community was chosen as a priority because of the opportunity to embed healthy place shaping principles at a very early point in terms of future housing growth.

As a result of feedback from over 200 people who we met at Kidlington Gala Day in July as well as insight gained from CDC officers at an internal workshop, we have built up a picture of the key health and wellbeing challenges facing the residents of Kidlington and its surrounding villages and communities. In October we held an external stakeholder event at Exeter Hall in Kidlington to agree the name, objectives and key initial areas of work for a healthy place shaping programme in Kidlington. Sixty-nine people attended the workshop and their engagement enabled us to agree the scope of the programme, to prioritise the health and



Kidlington workshop

wellbeing challenges that it should address and to co-design the delivery plan. The resulting “K5 Better Together” programme has been extended beyond Kidlington to include surrounding villages (Thrupp, Begbroke, Yarnton and Islip). Its priorities are:

- To encourage Healthy Living (being active and eating well)
- To promote Mental Wellbeing and tackle loneliness (feeling well supported by friends, family and neighbours)
- To increase Community Cohesion (feeling a sense of belonging)

Following approval of the delivery plan, the healthy place shaping team will start delivering a programme of activity early in the New Year in Kidlington and surrounding villages. In 2020 we also look forward to engaging local stakeholders in Banbury to co-design a programme that will enable people who live and work in the town to live healthier, happier lives.

At the same time, delivery of the Healthy Bicester programme continues apace; the healthy place shaping team has delivered the following activities during 2019.

Initiatives to develop a built environment that promotes health and wellbeing.

Bicester’s three Health Routes and the outdoor gym equipment are now digitized with the Activate app so that residents who choose to download the app can record activity and will also receive messages encouraging them to go for a walk or jog. At a Young Entrepreneur event attended by 240 students from Bicester’s three secondary schools, students were issued with a marketing challenge to promote use of the green gym; their 60 second ‘elevator pitches’ have provided useful insight into what might attract young people to use the equipment. Another outdoor gym funded by A2Dominion has been opened at Elmsbrook and is linked to the Activate app.

Cycling has also been promoted through providing Dr Bike sessions on the last Saturday of every month. Members of the public can bring their bikes to Bicester Green’s cycle mechanic who will undertake checks and minor repairs free of charge. The initiative aims to continue to raise the profile of cycling in the town whilst giving the public an opportunity to get their bikes back into action.

A range of projects have been undertaken with people of all ages, including an Age Friendly Creative Pop Up event with Bicester Library which was so successful that a regular programme of activities is being planned; a sixth form volunteers fair which enabled 32 students to volunteer for local community groups; and the launch of The Thrive at Work Wellbeing Award and Accreditation Scheme which enables employers to be recognized and allow them to promote themselves as employers that are committed to employee health and wellbeing.

In addition, several workshops have been held to better understand the health and wellbeing challenges of young people in Bicester and to identify the opportunities for people with learning difficulties to get active. Training has been provided for primary school teachers to learn about how best to deliver the curriculum outdoors. Such outdoor learning is important in promoting mental wellbeing and physical activity. The training has been taken up by seven schools and its impact for teachers and children will be evaluated and reported in 2020.

Promoting Prevention

Regular Facebook posts have seen the Healthy Bicester Facebook page reach more than 2,000 followers, with around 70 people joining each month. The page offers lots of helpful

tips for how to better look after your own health and wellbeing. Local GPs have given talks to secondary school students about how to access NHS services, and are busy referring to CDC's Go Active Get Healthy for Diabetes scheme to encourage people with diabetes to be more active and to the local social prescribing service Community Connect, to reduce loneliness.

Finally, we have had the opportunity to share our learning about healthy place shaping, providing information for NHS England's national guidance *Putting Health into Place* and giving presentations at 24 events. It's been a busy year and 2020 looks like it will be even busier!

Risk Update

- 3.12 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 3.13 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major		L12	L01, L04, L07, L10 & L11		
	3 - Moderate		L16 & L18	L02, L05, & L14	L08 & L15	
	2 - Minor		L17			
	1 - Insignificant					

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

Leadership Risk	Score	DoT	Latest Update
L01 Financial Resilience	12 Med risk	↔	Risk reviewed 09/12 – No changes.
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 09/12 – No changes.
L03 Lack of Organisational Capacity	12 Med risk		Risk closed.
L04 CDC Local Plan	12 Med risk	↑	Risk Reviewed 09/12 – Risk reviewed, scores adjusted, mitigating actions and commentary updated.
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 06/12 – Mitigating actions and comments updated.
L06 Partnering	12 Med risk		REMOVED
L07 Emergency Planning	12 Med risk	↔	Risk Reviewed 06/12 – No changes.
L08 Health & Safety	12 Med risk	↔	Risk Reviewed 11/12 – No changes.
L09 Cyber Security	15 Med risk	↔	Risk Reviewed 05/12 – Mitigating actions updated.
L10 Safeguarding the Vulnerable	12 Med risk	↔	Risk Reviewed 03/12 – Comments updated.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Med risk	↔	Risk Reviewed 09/12 – No changes

L12 Financial sustainability of third-party suppliers including contractors and other partners	8 Low risk	↔	Risk Reviewed 09/12 – No changes
L13 Separation and Joint Working	15 Med risk		Risk closed.
L14 Corporate Governance	9 Low risk	↔	Risk Reviewed 09/12 – No changes
L15 Oxfordshire Growth Deal	12 Med risk	↔	Risk Reviewed 06/12 – Comments updated.
L16 Joint Working – New Risk	6 Low risk	↔	Risk Reviewed 11/12 – No changes
L17 Separation – New Risk	4 low risk	↔	Risk Reviewed 11/12 – No changes
L18 Workforce Strategy	12 Med risk	↔	Risk Reviewed 11/12 – Comments updated.

One score increase from 9 to 12 (green to amber) **L04 CDC Local Plan** changed for this month.

3.15 Finance Update (Revenue and Capital)

3.16 Revenue Position

The Council's forecast financial position up to the end of November, is set out in the table below following a review across the Council's service areas. Overall, for the financial year 2019/20 Cherwell District Council is projecting a overspend of £267k across the directorates, which has increased from (£58k) at the end of October. The directorates continue to manage their under and overspends looking to produce a balanced position by the year end. The Council continues to benefit from beneficial interest rates earlier in the year which is generated a one-off underspend of £1.46m, which is a small increase from last month, resulting in an overall underspend of £1.3m for the Council.

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

Revenue Monitoring	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
<i>(Brackets denotes an Underspend)</i>				
Communities	1,685	1,665	(20)	(5)
Leisure & Sport	791	821	30	15
Housing	2,047	1,907	(140)	(150)
Environmental Services	4,648	5,201	553	495
Environmental Health & Licensing	1,364	1,204	(160)	(130)
WELLBEING TOTAL	10,535	10,798	263	225

Communities: (£20k) underspend. The underspend is made up of small savings across the department, of which £10k relates to the Health bus, which is being provided in a more cost-effective way in the future.

Sport & Leisure: £30k overspend. The overspend is attributable to the FAST programme where insufficient expenditure budget was built in for this financial year. This has been corrected for 20/21. There has been savings across the department to mitigate this however due to an unexpected fault with the biomass heater, we are expecting to incur repair costs and receive less RHI income (renewable heat incentive) as a consequence.

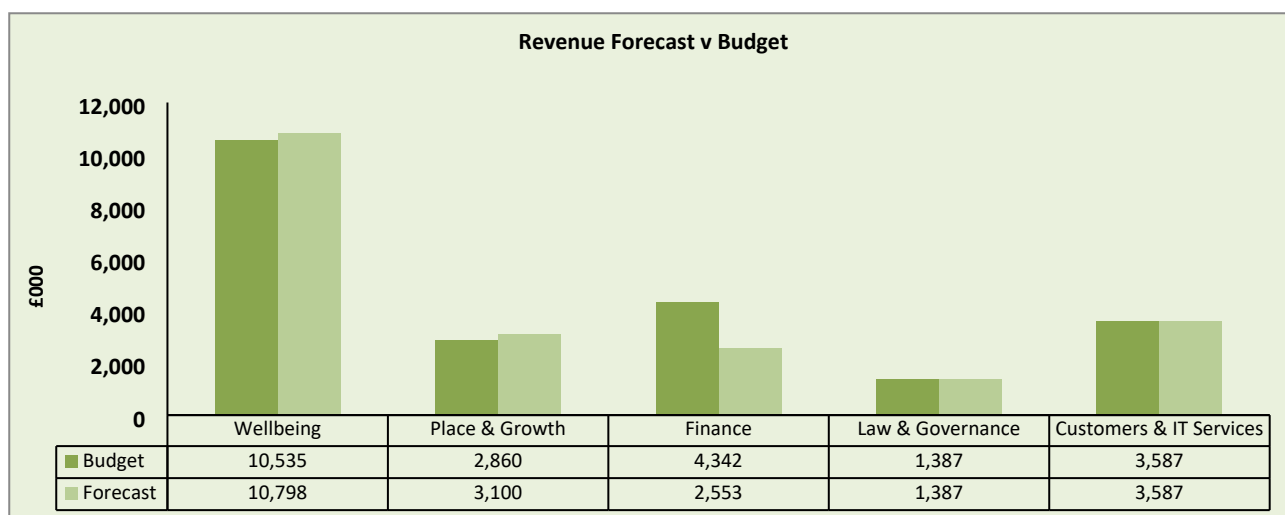
Housing: (£140k) underspend. The underspend is a combination of salary savings due to long term vacancies and savings against the Cherwell Bond Scheme due to a low level of claims made. Also contributing to the overall underspend is higher than anticipated fee income relating to Disabled Facilities grants and Discretionary grants.

<p>Environmental Services: £553k overspend. £366k Agency Staff, Overtime & SNC Recharge costs (Admin & Waste & Recycling), £35k reduction in credit and materials income, £23k Bulking & Haulage charge tonnage increase, £75k Gate Fees Increase, £44k increase in business waste tonnage but reduction in anticipated income, (£72k) Additional income for street scene repairs, S106 & Grants for Country Park, £25k Increase in Management Fees & Reduction in Car Park Income, £34k Increase in NDR & BID charges, £19k increase in contractor costs - OWRP Contribution & Montagu Evans, £4k other small overspends in supplies and transport costs</p>				
<p>Environmental Health & Licensing: (£160k) underspend. The underspend relates to salary savings due to changes in service delivery and vacancies. Plus, higher than anticipated discretionary income has been generated.</p>				
Planning & Development	1,313	1,523	210	170
Economy & Regeneration	1,892	1,872	(20)	(12)
Build! Programme	(345)	(295)	50	30
PLACE & GROWTH TOTAL	2,860	3,100	240	188
<p>Planning & Development: £210k overspend - Overspend in Building Control staffing relating to agency costs plus a slight deficit in income than budgeted. Development Management overspend of £300k due to under recovery of Planning fee income. Some may be potentially offset by Local Plan savings if secured at year end.</p>				
<p>Build! Programme: £50k overspend. The overspend mainly lies within the Affordable Rents sector due to expenditure not budgeted. This has been corrected for 20/21. Also, within Shared Ownership there is an under recovery of income due to a delay in the opening of Hope Close.</p>				
Finance	3,143	3,082	(61)	2
Property	(950)	(1,125)	(175)	(206)
Finance Total	2,193	1,957	(236)	(204)
<p>Finance (£41k) overspend : £34k overspend due to external audit fee, (£95k) underspend in Revs & Bens due to Universal Credit Introduction</p>				
<p>Property: (£175k) underspend on a variety of functions, such as security, maintenance and vacancies. Variance to previous month due to unforeseen repairs (diesel kits & emergency lighting)</p>				
<p>Note: additional income for Tramway and Castle Quay ringfenced directly to reserves due to uncertainty at this stage.</p>				
<p> </p>				
Law & Governance	1,387	1,387	-	-
Law & Governance Total	1,387	1,387	0	0
<p>Law & Governance: - Overspend in District Elections but reserve can be drawn upon to cover this.</p>				
Customers & IT services	1,903	1,903	-	0
Strategic Marketing & Communications	391	391	-	0
HR, OD & Payroll	730	730	-	0
Performance & Transformation	457	457	-	0
Corporate Services	106	106	-	0
CUSTOMERS & IT SERVICES TOTAL	3,587	3,587	0	0

TOTAL DIRECTORATES	20,562	20,829	267	209
Interest Costs	2,705	2,019	(686)	(661)
Interest Receivable	(563)	(716)	(153)	(139)
Interest from Graven Hill	(2,593)	(3,307)	(714)	(664)
Pension Costs	237	237	-	-
Appropriations For Transfer To Reserves	4,402	4,402	-	-
Appropriations For Transfer From Reserve	(3,539)	(3,539)	-	-
Capital Charges	1,500	1,500	-	-
EXECUTIVE MATTERS TOTAL	2,149	596	(1,553)	(1,464)
Interest costs lower than expected balance b/f, slippage on capital programme, and lower rates than budgeted.				
Treasury Management - active management resulted in beneficial interest rates and slower levels of borrowing significantly improving forecasted position. <i>Interest Receivable: (£153k) due to new loan given to Crown House.</i>				
COST OF SERVICES	22,711	21,425	(1,286)	(1,255)

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			(1,286)	(1,255)

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



3.17 Capital Programme

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

The budget for 2019/20 is £93m. Overall, we are projecting an underspend in year of (£163k), further detail can be found within the capital programme schedule.

Directorate	Budget £000	Forecast £000	Re-profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Environmental & Regulatory	5,233	3,980	1,112	(141)	(141)
Place & Growth	30,155	16,684	13,475	4	0
Customers & Service Development	869	903	0	34	98
Finance Services	56,673	26,526	30,087	(60)	(60)
Total	92,929	48,092	44,674	(163)	(21)

Current Period Variances:

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

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

Customers & Service Development: £34k relating to: HR/Payroll System. This is £57K over but is being offset by (£27K) u/s in IT. However, the IT u/s will be needed for Phase 2 next year.

Re-profile beyond 2019/20:

Wellbeing, Environmental & Regulatory Services:

£30k Spiceball Leisure Centre Bridge Resurfacing is part of the CQ2 project and will roll into 20/21.
£122k Bicester Leisure Centre extension, due to prioritisation this will roll into 20/21.
£183k North Oxfordshire Academy Astroturf due to ongoing discussion with ULT and their contribution around the project, the scheme will be rolled into 20/21
£12k Physical Activities and Inequalities Insight feasibility study to commence in Q4
£542k disables facilities Grants - will roll forward what is not used as is better care fund money and can't be used for anything else.
£50k of unspent Discretionary Grant budget to be rolled into 20/21 to retain the level of budget at the agreed £200k.
£43k Solar Photovoltaic scheme to be rolled into 20/21 to set up a Climate emergency fund.
£42k Car park refurbishment to roll into 20/21.
£60k works to the Corporate Booking system to be slipped into 20/21

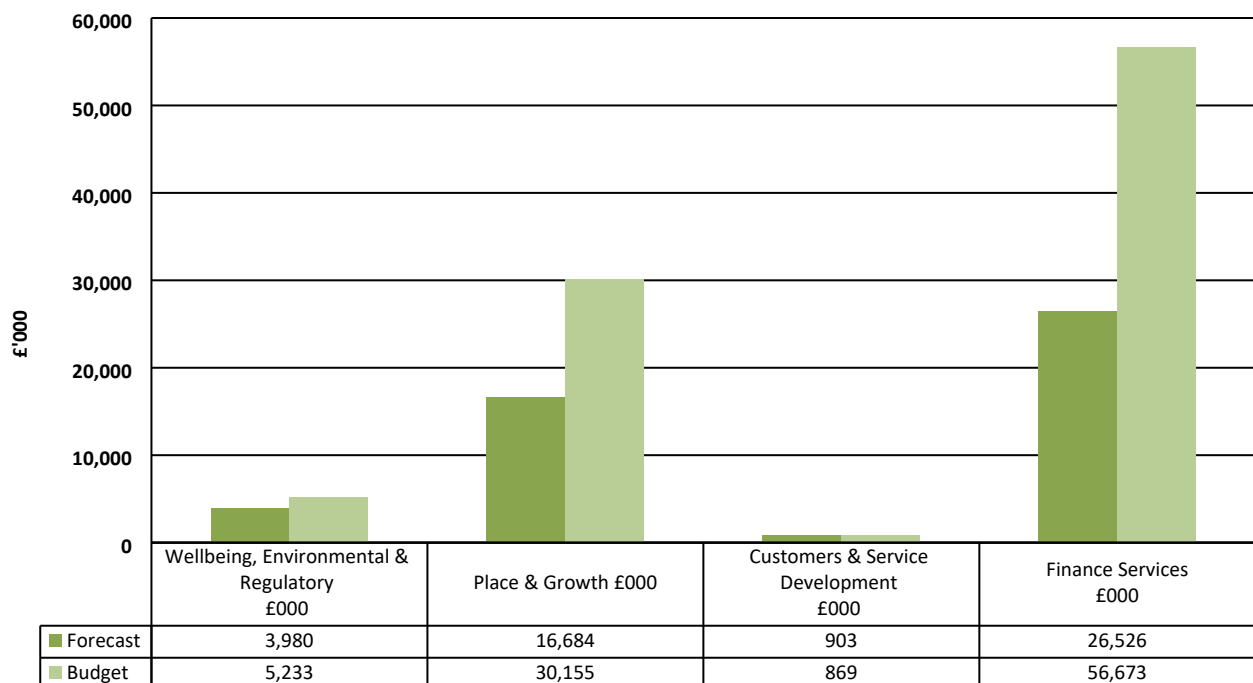
Place & Growth:

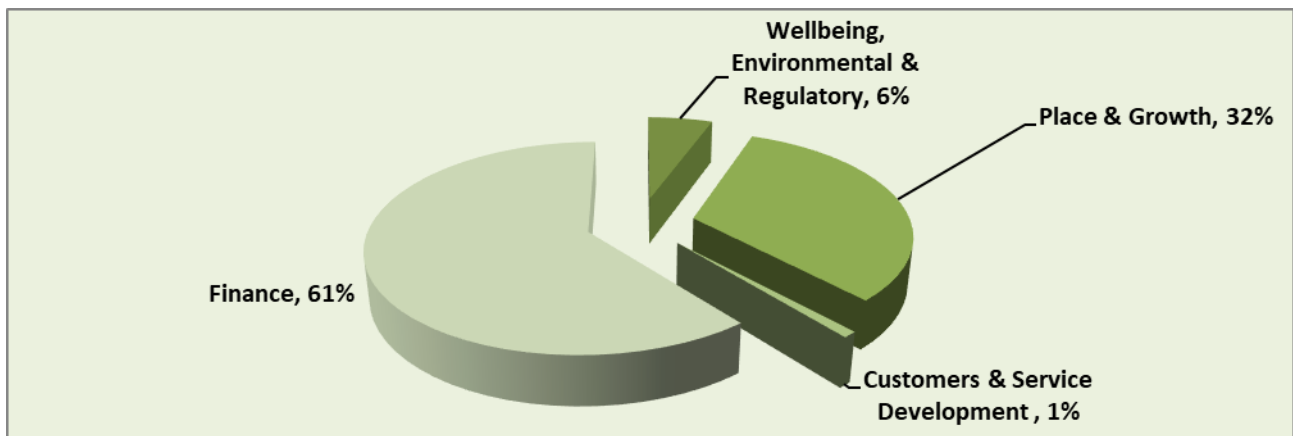
£1,250k Phase 1b Bicester Library plans are currently on hold.
£10,775k Phase 2 majority of works to commence in 20/21.
£1,450k East Western Railway work balance of capital to be rolled into 20/21

Finance Services:

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

Capital Forecast v Budget





4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2019-20 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

7.1 Financial implications are detailed within section 3.15 to 3.18 of this report.

Comments checked by:

Adele Taylor, Executive Director Finance (Interim)

Adele.taylor@cherwellandsouthnorthants.gov.uk

0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Chris Mace, Solicitor, 01295 221808

christopher.mace@cherwell-dc.gov.uk

Risk management

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

Comments checked by:

Louise Tustian, Acting Performance & Communications Manager

01295 221786

Louise.tustian@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Illott – Lead member for Finance and Governance

Document Information

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

Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan

Operational Excellence

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

Customer Focus

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

Best Council to work for

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

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Appendix 2 – Monthly Performance Report

November 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	Neighbourhood blitz in Langford Village successfully delivered	Successful delivery of Christmas collections with the only changes being due to collections falling on Christmas Day & New Year's Day	★	Neighbourhood blitz in Langford Village - many recycling information packs delivered and bins re-stickered with recycling information	★
CDC1.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Graeme Kane	Neighbourhood blitz event successfully completed in late November	Christmas cover in place for the service with Street Cleansing operations in place throughout the festive period.	★	Street Cleansing service performing well on dealing with leaf fall across the district	★
CDC1.1.3 Reduce Environmental Crime	Cllr D Sames	Graeme Kane Richard Webb	Assessments of fly tipping hot spots continue. Multi-agency rural crime awareness events were supported by the Environmental Enforcement team.	Investigations and Clean-ups of fly tips will continue through the month along with actions to ensure the removal of abandoned vehicles. Targeted work to reduce fly tipping at known hot spot areas will be undertaken.	★	Multi-agency rural crime awareness events were undertaken in October. Cherwell teams supported these events along with the Police and trading standards. The annual review of the Police and Local Authority protocol for responding to unauthorized encampments was held. The protocol is considered to be working well and supporting all parties to manage unauthorized encampments.	★
CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Graeme Kane Richard Webb	Discussions are continuing with the County Council Public Health Team on which options will be progressed for further joint working around air quality issues.	To continue to assess the air quality impacts of all new development proposals through the planning process. The outcome of the recent bids to the Department of Environment, Food and Rural Affairs is awaited.	★	Air quality monitoring continued at 42 locations across the district. In October bids were submitted to the Department of Environment, Food and Rural Affairs for air quality improvement works. The outcome of these bids has not yet been received.	★
CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Graeme Kane Richard Webb	The Executive agreed to renew the Public Spaces Protection Order for Banbury Town Centre with the removal on the restriction on rough sleeping. Rural crime awareness events took place and were supported by the Police and trading standards. The community wardens attended fireworks events in Banbury to support the events.	The Cherwell Community Safety Partnership will be meeting in early December. The Partnership's plan is being reviewed ready for 2020/21. The Public Spaces Protection Order renewal will be completed through publishing the revised order and updating all the town centre signs.	★	The community safety team continues to work with partners to prevent crime and reduce antisocial behavior. At this time of the year the team prioritise attending seasonal events such as the Banbury Christmas light switch on and fireworks display. The community wardens are also working with the Police and licensing team to promote safe nights out in advance of Christmas.	★

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/ Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.6 Protect the Built Heritage	Cllr C Clarke	David Peckford Simon Furlong	The public exhibition for the Ardley Conservation Area appraisal is being held on 3 December.	The next milestone is completing reports for the sign-off of Conservation Area Appraisals produced over the past year.	●	A Conservation Area Appraisal for Ardley is currently being consulted upon and a public exhibition is being held on 3 December. Draft conservation area appraisals are being prepared for Bloxham and Grimsbury (in Banbury) with the intention of public consultation in the new year. The acting Planning Policy, Conservation and Design Manager is working closely with the Conservation and Design Team to finalise other conservation area appraisals that have been the subject of consultation, but which require Lead Member approval. The team is also working on Heritage Guidance notes while continuing to provide advice on built heritage matters for the consideration of planning applications. There is a significant amount of work to meet service objectives by the end of March (amber rating).	●

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	Satisfactory review of half year report from Community First Oxfordshire for providing community infrastructure services. Reviewed targets and reporting format for Community Connect social prescribing.	Develop action plan to attain Defence Employer Recognition Scheme Silver award for Cherwell DC. Assess and co- ordinate responses to British Telecom phone box removal proposals.	★	Defence Employer Recognition Scheme encourages employers to support defence communities and inspire others to do the same. British Telecom proposes removal of 13 phone boxes around the district. CDC is a statutory consultee and must sub-consult affected communities.	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Graeme Kane Nicola Riley	Completion of Spa replacement at Bicester Leisure Centre.	Height restriction barriers to be supplied and installed to Whitelands Farm Sports Ground week commencing 16th December.	★	Works during November have included the reopening of the new Spa at Bicester Leisure Centre and the installation of a new Sauna at Spiceball Leisure Centre. Planned works in December include the supply and installation of a new Height Restriction Barrier at Whitelands Farm Sports Ground.	★
Page 34	Cllr A McHugh	Graeme Kane Nicola Riley	Parish Liaison meeting held on 13 November# Cherwell Lottery 'Good Cause' partners increased to 72. Annualised income remains stable at £30,000			Cherwell Volunteer Awards – The evening celebrated volunteering in the district inviting 80 volunteers to celebrate their achievements. Categories include, Young volunteer of the year, voluntary organization of the year, volunteer of the year, good neighbor and lifetime achievement.	
			Winter Warmer Connecting Communities event delivered on 4th November - Upper Heyford	Quarterly edition of Community Links newsletter prepared. Age Friendly Banbury pop up consultation event - 12th December	★	Winter Warmer Connecting Communities event – Community Development, Community Safety & Wellbeing partners working together to take information out into the community to prepare residents for winter.	
CDC2.1.3 Support the Voluntary Sector			Winter Warmer Connecting Communities event delivered on 5th November - Horton View.	Winter Wishes Brighter Futures consultation event - 18th December		Winter Wishes consultation event – to engage with residents in our Brighter Future wards to capture their wishes and aspirations for 2020. The event provides fun activities for all ages to engage residents and allow us to consult with them in an informal way, developing an action plan for the whole community and stake holders to work towards in the new year with positive outcomes.	★
			Cherwell Volunteer Awards evening delivered on 12th November Cherwell	Cherwell Young People, Play & Wellbeing partnership - 9th January		Cherwell Seniors Forum – 45 senior groups and organisations attended to hear from keynote speakers under the themes of Social Prescribing, community safety, the Mill arts & cultural offer and OCVA (Oxfordshire Community & Voluntary Action) supporting groups with funding for the future. A new senior's consultation was launched at the event for the whole district to look at priorities our residents have in regard to activity, advice and support needed to lead an independent life.	
			Seniors Forum delivered on 28th November Cherwell Seniors consultation launched in the District.				

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD	
CDC2.1.4 Enhanced Community Resilience	Cllr A McHugh	Graeme Kane Richard Webb	The improvements identified from the test of the district emergency control room have all been completed. Community resilience information was provided at community events including in Kidlington and Caversfield. A multi-agency response was provided to the flooding alerts in Cherwell and to monitor river levels during the recent high rainfall.	We are progressing with the annual review and refresh of service level business continuity plans. This should be complete by the end of December. Flood risk maps are being reviewed to ensure any further high rainfall will not disrupt election plans. Cherwell staff who have volunteered to assist in the event of an incident are being added to the county council's volunteers programme to ensure they have regular training and support.	★	We have met with the county council and agreed that we will adopt a shared approach to recruiting and supporting volunteers who may assist in our response to any emergency incidents that arise. This will ensure our volunteers have support and training. A single volunteers list is now being created. The heavy rain in November resulted in some localized flooding. Along with our partners we responded to flooding alerts in Wendlebury, Adderbury & Bloxham. Community Resilience Information was provided on a stall at the Kidlington Christmas lights turn-on. Sanctuary Housing have agreed to provide In Case of Emergency bottles and Priority Service Register leaflets to all their residents. These assist in ensuring we identify people in our communities that may need additional help in the event of an emergency incident.	★	
Page 35	CDC2.1.5 Homelessness Prevention	Cllr J Donaldson	Gillian Douglas Graeme Kane	The annual Rough Sleeper estimate was carried out in November in Cherwell and across Oxfordshire district council. The 2018 figure was 11 rough sleepers. The figure for this year will be reported along with figures for the county early in the New Year when all information has been checked and verified.	We have secured funding from the Government's Cold Weather Fund to provide 5 additional rooms from December to the end of March in Cherwell. We also have access to severe weather accommodation in Oxford so that no one should have to sleep out in the district in freezing or severe weather conditions. Three units of accommodation are now in place under our Housing First initiative. A tender has been put out to secure complex needs beds in Cherwell to make sure we can meet the needs of more single people locally. We are also re-commissioning the Outreach Services in Cherwell to ensure effective interventions are in place going forward to support single people affected by street homelessness.	★	Going into the Winter period the Housing Team have worked in partnership with the other Oxfordshire Districts to ensure we have robust procedures and provision in place to help our most vulnerable clients in severe weather. Additional beds will be opened if the weather is below zero in Oxford City for 1 night.	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.6 Support and Safeguard Vulnerable People</p> <p align="center">Page 36</p>	Cllr A McHugh	Graeme Kane Nicola Riley	<p>Performance on the time taken to assess both new claims and change events for Housing Benefit continues to be very good and better than target so continuing to offer support to some of our most vulnerable customers.</p>	<p>Overview and scrutiny committee will receive the annual safeguarding self-assessment. approval will enable submission to Oxfordshire Safeguarding boards.</p>	★	<p>Partnership working has strengthened with Oxfordshire County Council to support the recruitment of a Safeguarding officer for Cherwell District Council with a formal link to the adult social care safeguarding team to deepen resilience and professional oversight. This continues to be on track and the team are always seeking further service improvements including automation of claims.</p>	★
			<p>We continue to award Discretionary Housing payments to help those people who have a short fall in their rent and so helping to protect their tenancies. Members of Executive have also agreed a new income banded scheme for Council Tax Reduction which will be simpler for residents.</p>	<p>Safeguarding Officer interviews planned for 18th December A report on the new Council Tax Reduction Scheme is due to be received by Council on 16th December and if approved will be effective from 1st April 2020.</p>			
<p>CDC2.1.7 Respond to the Welfare Reform Agenda</p>	Cllr P Rawlinson Cllr T Ilott	Adele Taylor Belinda Green Gillian Douglas	<p>Members of the Universal Credit project team attended the Homelessness Network Meeting on 25th November 2019 and facilitated some workshops on identifying the impacts from UC on residents, landlords and partner agencies. This information will be used to help to inform the UC action plan.</p>	<p>A training/overview of Council Tax Reduction will be offered to the DWP UC Work Coaches at their team meeting on 18th December with the aim of promoting take-up of Council Tax Reduction for customers on Universal Credit.</p> <p>The next project team meeting will be held in January 2020.</p>	★	<p>This remains fully on track with an active project team to support the work required.</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.8 Promote Healthy Place Making</p> <p>Page 37</p>	Cllr A McHugh	Graeme Kane Rosie Rowe	Event held with Bicester businesses to recruit them on to a pilot accreditation scheme to promote workforce wellbeing - three businesses confirmed.				
			Draft delivery plan for healthy place shaping in Kidlington and surrounding villages produced for consultation within CDC and with the 5 local parish councils Local GP presented to the Cooper School on how students can access NHS services - the presentation was well received.	Secure feedback on plan for healthy place shaping in Kidlington and surrounding villages from CDC and 5 Parish Councils.		CDC has signed up to undertake the Thrive at Work accreditation scheme - showing its commitment to promoting wellbeing at work.	
			Presentations given to two national conferences (the Kings Fund and Homes UK) on the learnings from Bicester Healthy New Town.	Progress bid for Active Environment funding from Sport England.	★	The OCC/CDC masterclass identified opportunities for colleagues to work more closely in partnership with each other to address the health and wellbeing challenges in our communities.	★
			Co-hosted a visit from the Environment Agency looking at improving access to green spaces for mental wellbeing	Finalise scope for procurement of consultant support for evaluation of healthy place shaping.			
			Joint OCC/CDC masterclass on healthy place shaping held on 29 November - attended by 80 staff.	Organise inception meeting for start of Health Impact Assessment of Oxfordshire Plan 2050			

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 5 sales progressing	Completion of 5 Hope Close sales end of February 2020	★	Hope Close- all 2bedroom houses now reserved and progressing with purchase. Relaunch of site to promote 3-bedroom houses in January 2020.	★
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Robert Jolley Simon Furlong	Prepared Cherwell content for Experience Oxfordshire Visitor Guide 2020.	Promote the "Rallye Monte- Carlo Historique" rally which is due to be coming to Banbury in January 2020.	★	Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell as a visitor destination; business support provided to Tooley's Boatyard and Banbury Museum.	★
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Robert Jolley Simon Furlong	Place workshop held on November 12th at Upper Heyford: 56 delegates attended.	Large Business workshop to be held in Banbury on 23rd January 2020: invitations sent to 71 senior representatives at key Cherwell businesses.	★	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. Attendees at the 12 November workshop represented urban and rural communities in Cherwell. They shared ideas on the vision and priorities for CIS how projects within the CIS could contribute to the future creation of sustainable, vibrant places in which to live and work. CIS links to the OxLEP Local Industrial Strategy which is a key and underpinning component of the Oxfordshire Housing and Growth Deal. It will provide the local interpretation of the higher-level document as well as demonstrate how Cherwell commits to the Productivity workstream within the Growth Deal.	★
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Robert Jolley Simon Furlong	Cherwell Business Awards 2020 successfully launched on 5 Nov 2019. Business support provided to inward investors and indigenous enterprises (daily core service).	Promote the Cherwell Business Awards 2020 to encourage nominations to be made from amongst local businesses by Dec 2019. Continue to provide timely 'Welcome support' for new business investors whilst enhancing services to provide information, advice and guidance to enable growth. Provide assistance to businesses on continuity matters.	★	Practical support provided to assist businesses with their operational and strategic decisions that will benefit Cherwell residents through job creation. For example, in November, an industry leading engine test facility was opened at Prodrive following the support of CDC and partners. Advice and information were also provided 'in-house' to aid the consideration of key employment related planning applications and externally to support enterprises seeking sites. Arrangements continue to host advice services to support residents setting up their own businesses. Whilst we have 97.2% superfast broadband coverage of premises across the District (greater than 24mbps), we recognise that for 3% (mostly households and businesses in rural areas) intervention is still required. We are working with Oxfordshire County Council and partners to deliver 100% coverage and to raise that standard to full fibre to enable 5G mobile technology.	★

CDC Programme Measures - District of Opportunity & Growth

	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Robert Jolley Simon Furlong	Participated in the annual Banbury Chamber of Commerce conference on 21 Nov 2019.	Facilitate the annual Young Enterprise Trade Fair at Banbury Market to be held on 7 Dec 2019.	★	Support provided to Castle Quay Waterfront, identifying potential tenants and partners, linking to key employers on the edge of town to assist them in engaging with the public – particularly with young people considering their career paths and with adults seeking work. We continue to support Banbury BID (Business Improvement District) in the delivery of its Year Two business plan. Following the Bicester Town Centre workshop, a task group of volunteers is producing a plan for the town centre, to be reported to stakeholders early in 2020. Progress with increasing employment at strategic sites is recorded under 'Inward investment and business growth' measure (CDC 3.1.4).	★
CDC3.1.6 Deliver the Local Plan	David Peckford Simon Furlong	Partial Review of the Local Plan: The Planning Policy Team commenced consultation on proposed 'Main Modifications' to the Partial Review in November. Oxfordshire Plan 2050: a further workshop with Heads of Planning and advisers has taken place to further inform the development of options for future consultation.	Partial Review of the Local Plan: consultation on proposed 'Main Modifications' to the Partial Review will end on 20 December. Representations will then be considered, and a report presented to Members on the outcome in the new year. Oxfordshire Plan 2050: the central Plan team will continue evidence gathering and the consideration of issues and options supported by the CDC Planning Policy team. The next formal milestone is the publication of an Options Paper in Spring 2020.	●	The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he has recommended the deletion of a proposed strategic housing allocation (land to the south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by associated evidence. On 29 October the Inspector advised that he was happy for the Council to formally publish the information and progress the modifications to consultation. Consultation has commenced and will end on 20 December. Officers will report to members on the modifications and the outcome of consultation in the new year. Council officers continue to assist the central Oxfordshire Plan team with its evidence gathering and consideration of issues and options as required.	●
CDC3.1.7 Deliver the Growth Deal	Robert Jolley Simon Furlong	The emphasis currently is focused upon working with OCC to review the Capital Infrastructure Programme by identifying potential schemes within the district that can be accelerated. External commissioning of the programme review will follow early in the new year.	Confirmation from the Infrastructure work stream as to any additional schemes that can be included in the current year or Year 3. The Affordable Housing work stream will be confirming Year 2 final plan in December 2019. Year 3 plan will be due end of January 2020.	★	Work is progressing throughout the four work streams. There continues to be, in particular, positive engagement with OCC colleagues on the Infrastructure work stream. A new Homes for Infrastructure work stream lead is being sought following the current lead officer leaving the authority early next year.	★

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	54%	56%	●	Recycling % up 1.2% in comparison with last year.	57%	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	30.00	35.00	★	Numbers in TA remain well within the target figure. Of the 220+ cases open to the Housing Options Team every effort is made to start working as early as possible to prevent clients reaching crisis situations. There has been an increase in demand for temporary accommodation in November, but this has been managed by ensuring that those who do have to be placed are supported to move on as quickly as possible to suitable offers of settled accommodation.	30.00	35.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Gillian Douglas Graeme Kane	62.00	45.00	★	We provided assistance to a total of 62 households in November; 18 by means of disabled adaptations grants (larger jobs) and 44 through smaller works.	408.00	360.00	★
CDC2.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Graeme Kane	7.00	9.00	▲	We improved 7 homes by means of enforcement action in November. This makes a total of 68 homes improved by enforcement action in the year to date, or an average of 8.5 homes per month. 3 improvement notices and one prohibition order have been revoked (i.e. concluded) in the year to date. We remain confident that the annual target will be achieved.	69.00	72.00	●
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Graeme Kane	40.00	30.00	★	Number of affordable homes completed in November: 40 Comprising: 24 Affordable Rent: 4 x 1 bed flat; 1 x 2 bed bungalow; 10 x 2 bed house; 9 x 3 bed house 16 Shared Ownership: 4 x 2 bed house; 12 x 3 bed house There were no Growth Deal units completed this month.	298.00	327.00	●
CDC2.2.05 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	10.19	15.00	★	The team continue to work hard to ensure that new claims are paid on time to ensure some of our most vulnerable residents receive their Housing Benefit and Council Tax Reduction in a timely way. Performance for November is better than our local target of 15 days and excellent when compared to the national average of 20 days.	12.28	15.00	★
CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	3.21	8.00	★	The team have made a huge improvements in prioritising change events in order to meet targets but also to ensure claimants receive the right benefit at the right time. Performance for November is excellent at 3.21 days against a target of 8 days.	6.38	8.00	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.07 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Graeme Kane Nicola Riley	143,779	136,792	★	<p>Overall usage across all of the Leisure Centres/Facilities was down by circa 8,000 users against the same period last year. A large proportion of this (circa 6,000) was at Spiceball Lesure Centre, however with the closure of the pedestrian bridge and the demand on car parking this is not necessarily a surprise. Usage in November 2018 was fairly strong at Spiceball compared to 2017.</p> <p>Kidlington Leisure Centre demonstrated a reasonable increase of circa 1,500 users during this period against November 18.</p> <p>Bicester Leisure Centre showed a decrease of circa 1,000 users against the same period last year.</p> <p>Woodgreen Leisure Centre, NOA, Cooper and Stratfield Brake were all fairly consistent with marginal increase/decrease though Cooper showed a reasonable uplift of circa 1000 users. Whitelands showed a 3,000 decrease however this to be monitored for trends based on how information is captured</p>	1,105,439	1,091,516	★
CDC2.2.08 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	9%	0%	★	<p>The amount of Council Tax we collect has increased by nearly £2m since April 2019 which is mainly down to new builds as well as a review on exemptions and student discounts to ensure customers are still entitled to the reduction they are claiming. This has resulted in some back billing of balances which has increased the amount we need to collect however they all have instalments in the future. The amount of money we are due to collect in February and March 2020 has also increased by a further £226k so whilst we are still proactively chasing debt by recovery documents and following up with outbound calls during the day and evening for overdue arrangements.</p> <p>We are reviewing all debts currently at liability order stage to reduce outstanding Council Tax debt as well as starting a Council Tax Reduction uptake campaign to proactively contact customers on universal credit who are entitled to a reduction on their Council Tax bill that they haven't yet claimed. Whilst collection rates are slightly behind where they have been in previous years this is down to more customers requesting to pay their Council Tax over 12 months. We will continue to monitor this with a view to setting revised targets for 2020/21.</p>	75%	68%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.09 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Belinda Green Claire Taylor	9.1%	9.0%	★	<p>We collected an additional £620k in November compared to the previous month following on from our proactive recovery. The amount of Business Rates we collect has also increased by £175k since October 2019. We have seen new growth within the district which has created balances with instalments from 1 December 2019 through to 1 March 2019. We have reviewed every case with the enforcement agent to ensure we are using the best method of collection and are currently reviewing all cases with a court order to ensure payments are being received.</p> <p>Cherwell has experienced an increase in the number of 12 monthly payers therefore the targets for 2020/21 will also be reviewed.</p>	75.5%	77.0%	●

CDC KPIs - District of Opportunity & Growth

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<input type="checkbox"/> CDC3.2.1 % Major Planning applications processed within 13 weeks	Cllr C Clarke	David Peckford Simon Furlong	75%	60%	★	4 Major Planning Applications were determined during November 2019, and 3 were determined within their target timeframe.	85%	60%	★
<input type="checkbox"/> CDC3.2.2 % Non Major planning appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	1%	10%	★	1 Non-Major Planning Application Appeal was allowed by the Planning Inspectorate during November 2019 and 115 Non-Major Planning Applications were determined during this month. The target is to have a total % of Planning Appeals allowed, amounting to less than 10% of the total number of Non-Major Planning Applications determined within that month. In November 2019 we achieved a total of less than 1%.	1%	10%	★
<input type="checkbox"/> CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	0%	10%	★	No Planning Enforcement Appeals were allowed by the Planning Inspectorate during November 2019.	0%	10%	★
<input type="checkbox"/> CDC3.2.4 % of Non Major applications processed within 8 weeks	Cllr C Clarke	David Peckford Simon Furlong	81%	70%	★	115 Non-Major Planning Applications were determined during November 2019 and 93 were determined within their target period. Therefore, we have achieved a total 80.87%.	85%	70%	★
<input type="checkbox"/> CDC3.2.5 Maintain 5 Year Land Supply	Cllr C Clarke	David Peckford Simon Furlong	5.20	5.00	★	The 2018 Annual Monitoring Report was endorsed by the Executive on 3 Dec. It demonstrates that the district has a 5.0 land supply for 2018-2023 and 5.2 for the period 2019-2024. The housing projections include an estimated total of 1238 new homes (net) for 2018/19. Confirmed housing completions for 18/19 were 1489 - the highest since 1996 (when modern records begin).	5.20	5.00	★
<input type="checkbox"/> CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	25%	10%	▲	1 Major Planning Application Appeal was allowed by the Planning Inspectorate during November 2019 and 4 Major Planning Applications were determined during this month. The target is to have a total % of Planning Appeals allowed, amounting to less than 10% of the total number of Major Planning Applications determined within that month. In November 2019 we achieved a total of 25%.	6%	10%	★
<input type="checkbox"/> CDC3.2.7 Net Additional Housing Completions (Quarterly)	Cllr C Clarke	David Peckford Simon Furlong	293	286	★	Quarterly housing completions are provisional and verified at the end of the year. Although 293 homes is not as high as the Quarter 1 return (373), a good level of housing delivery has continued across the district including at Kingsmere (Bicester) and Longford Park (Banbury).	333	286	★

Appendix 3 – Leadership Risk Register as at 20/12/2019

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
Impact 45	5 - Catastrophic			L09		
	4 - Major		L12	L01, L04, L07, L10 & L11		
	3 - Moderate		L16 & L18	L02, L05, & L14	L08 & L15	
	2 - Minor		L17			
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	4	3	12	↑	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising.	Risk reviewed - 09/12/19 - No changes.
		Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources	Fully								Investment strategy approach agreed and operating and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.	Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments.	
		Increased volatility and inability to manage and respond to changes in funding levels				Highly professional, competent, qualified staff	Fully								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.	Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.	
		Reduced financial returns (or losses) on investments/assets				Good networks established locally, regionally and nationally	Partially								Asset Management Strategy being reviewed and refreshed.	Review underway	
		Inability to deliver financial efficiencies				National guidance interpreting legislation available and used regularly	Fully								Review of BUILD1 to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway.	Review in hand.	
		Inability to deliver commercial objectives (increased income)				Members aware and are briefed regularly	Fully								Finance support and engagement with programme management processes continuing.	Finance business partners involved with reflection locally on outcomes.	
		Poor customer service and satisfaction				Participate in Oxfordshire Treasurers' Association's work streams	Fully								Further integration and development of Performance, Finance and Risk reporting	Integrated reporting has been embedded	
		Increased complexity in governance arrangements				Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully								Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.	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.	
		Lack of officer capacity to meet service demand				Treasury management and capital strategies in place	Fully								Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.	Regular training will be undertaken.	
		Lack of financial awareness and understanding throughout the council				Investment strategies in place	Fully								New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates	Budget setting for 2020/21 underway, first checkpoint in 13/09/19 for the return of submissions by managers.	
						Regular financial and performance monitoring in place	Fully								Regular utilisation of advisors as appropriate.	Review of borrowing approach being considered alongside our financial advisors	
						Independent third party advisers in place	Fully								Internal Audits being undertaken for core financial activity and capital as well as service activity	Regular reporting of progress on internal audits considered by the committee	
						Regular bulletins and advice received from advisers	Fully								Assessment of national picture via Pixel and LG Futures has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.	Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. Budget setting being developed in conjunction with members to alleviate the challenges with budget proposals.	
						Property portfolio income monitored through financial management arrangements on a regular basis	Partially										
						Asset Management Strategy in place and embedded.	Partially										
						Transformation Programme in place to deliver efficiencies and increased income in the future	Fully										
		L02 -				Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge								3	4	
Loss of opportunity to influence national policy / legislation	Clear accountability for responding to consultations with defined process to ensure Member engagement		Fully	Review Directorate/Service risk registers													
Financial penalties	National guidance interpreting legislation available and used regularly		Fully	Ensure Committee forward plans are reviewed regularly by senior officers	Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.												
Reduced service to customers	Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed		Partially	Ensure Internal Audit plan focusses on key leadership risks													
	Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place		Partially	Develop stakeholder map, with Director responsibility allocated for managing key relationships													
	Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit		Partially	Standardise agendas for Director / PFH 1:1s													
	Internal Audit Plan risk based to provide necessary assurances		Partially	New NPPF published 05/03/18 will guide revised approach to planning policy and development management.													
	Strong networks established locally, regionally and nationally to ensure influence on policy issues	Fully	Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR														
	Senior Members aware and briefed regularly in 1:1s by Directors	Partially															

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L04 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth 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	4	4	16	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	Simon Furlong	David Peckford	3	4	12	↑	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 (AMR delayed until January due to General Election)	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. Development of a timetable and high level project plan for the review of the Local Plan is currently being developed to present to CEDR and Executive	Risk reviewed 10/12/19 - Risk reviewed, scores adjusted, mitigating actions and commentary updated.
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 BC assurance framework under development	A cross-council programme to update all business continuity plans commenced in September to ensure all plans are up to date following separation of the councils. This update process is due for completion by the end of December. The Business Continuity Steering Group are developing an incident response plan and an assurance framework. The Business Continuity pages on the Intranet have been updated to provide more resources and information to assist in the development of robust BC plans.	Risk Reviewed 06/12/19 - Mitigating actions and comments updated
L07 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained Authority represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. An 'on-call' system ensures there is a senior manager available to lead a response to an incident 24/7. Cherwell now has a stand-alone plan following separation from SNC. The council also has a pool of trained loggists to assist in recording actions and decisions. OCC are providing expert advice and support. Active involvement in the LRF Brexit planning arrangements is on-going.	Risk Reviewed 06/12/19 - Risk reviewed, no changes.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
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	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System	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.	The Executive Leadership Team (ELT) receives a quarterly report from the Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place January 2019	Risk reviewed 11/12/19 - Risk reviewed - no changes.
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Partially								Following the ratification of the new Corporate Health, Safety and Wellbeing Policy all Assistant Directors have been asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. So far 9 departments have responded.	Corporate Health and Safety Team to ensure all departments to respond to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council.	
		Financial loss due to compensation claims				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.	Partially								The Internal Audit programme underwent a review in May 2019 due to change in the resources available following separation to carry out the existing 3 year program. A new 2 year schedule has been developed to replace the existing schedule. The health and safety internal inspection cover all elements of our overall H&S management system to ensure compliance with our standards.	The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 12 audits have been carried out across the Council.	
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Partially										
		Increased sickness absence				Proactive monitoring of Health & Safety performance management externally	Partially										
		Increased agency costs				Effective induction and training regime in place for all staff	Fully										
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially										
						Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially										
						Corporate body & Member overview of Health & Safety performance via appropriate committee	Fully										
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially										

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Replace with Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019 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. Implemented an 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 05/12/19 - Mitigating actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Partially Fully Fully Fully Partially Fully Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	3	4	12	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Continue to attend groups focused on tackling child exploitation	Recruitment of a new safeguarding Officer will begin in November. This post will be included in the adult safeguarding team at OCC to ensure robust policy and procedures are in place for Cherwell and to improve the link into social care. Cherwell teams will continue to escalate their own referrals and sending notification to Safeguarding inbox to maintain a corporate record. the new HR payroll system will in time hold training records. There will be a push to ensure sufficient staff are trained to the correct standard in the New Year	Risk Reviewed 03/12/19 - Commentary updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR Resilience and support being developed across business to support and enhance knowledge around council companies Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place.	Knowledge and experience building take place with training and support as required. Company dashboard now being reviewed by CEDR to understand the impact of what is happening at company level on the council. Review of company governance being undertaken to ensure that we are adhering to best practice Will support future year governance and financial management	Risk reviewed - 09/12/19 - 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 place to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Wayne Welsby	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice. Work is currently underway to incorporate CDC supplier financial risk reporting together with the tools in place for OCC.	Risk reviewed - 09/12/19 - Risk reviewed no changes.
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 - 09/12/19 - Risk reviewed, no changes.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2019/20																	
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	Progress is being made across all workstreams evidenced by more detailed monthly reports to the CDC Programme Board. The improving maturity of the Programme is resulting in more sophisticated engagement at all levels including through specific member roles. The current focus of work is on what additional schemes can be included in the infrastructure programme.	Risk reviewed 06/12/19 - Commentary updated
L16 -	Joint Working That the challenges and risks associated with joint working outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities. Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. Robust programme and project management methodologies in place.	Fully Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	Regular reporting on joint working proposals to the senior management team.	Consultation with staff on a new joint Strategy, Communications and Insight service with OCC has now finished. The new service is expected to be in place by March 2020.	Risk reviewed - 11/12/19 - commentary updated.
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities	3	3	9	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Robust programme and project management frameworks in place.	Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	2	4	↔	Regular reporting on joint working proposals to the senior management team.	All services apart from Customer Services have now separated or been moved into a service delivery arrangement.	Risk reviewed - 11/12/19 - No changes.
L18 -	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place	Partially effective Fully Fully	Councillor Ian Corkin	Claire Taylor	Karen Edwards	2	3	6	↔	Development of relevant workforce plans . Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data.	Training on workforce planning for the HR team planned to start in Jan/Feb 2020.	Risk reviewed 11/12/19 - 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 and main hearings in February 2019. On 13 July 2019, the Council received the Inspector's Post-Hearing Advice Note setting out his preliminary conclusions. In principle, the Inspector is satisfied that the Plan's housing requirement and strategy are appropriate and that there are exceptional circumstances for alterations to the Green Belt. However, he has concerns about proposed development next to Woodstock and suggested that the Council prepare Main Modifications to address this. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by evidence. On 29 October the Inspector advised

Oxfordshire Plan 2050

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

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

Local Plan Review

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

Banbury Canalside SPD

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

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

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 BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Nicola Riley	Sunshine Centre	440		440	419		(21)	(21)	Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k. Works instructed and contracts signed. Transfer of lease from OCC to CDC in progress. On site from 20/4/19. 25 week programme with completion expected by Nov 19. funding (See KC email 17/12/18)
Community Total			440	-	440	419	-	(21)	(21)	
Liam Didcock	Graeme Kane	Biomass Heating Bicester Leisure Centre	14		14	0		(14)	(14)	Budget no longer required
Tom Darlington	Graeme Kane	Whitelands Farm Sports ground	0		0	0		-	-	Final account still under review. Overspend to be funded from S106. There is to be further costs in 2019-20 which will be funded from S106
Liam Didcock	Graeme Kane	Solar Photovoltaics at Sports Centres	43		43	0	43	0	(80)	This budget may be recycled for 'Climate Emergency Fund' and will need to be reprofiled to 20/21
Tom Gubbins	Graeme Kane	Physical Activity and Inequalities Insight	20		20	8	12	-	-	We forecast to spend £20k on Leisure strategy and feasibility work as allocated to commence in Q4 and roll into 20/21
Liam Didcock	Graeme Kane	North Oxfordshire Academy Astro turf	183		183	0	183	-	-	Due to the ongoing discussions with the ULT and their contribution around the project this is likely be early 2021 at best but more likely be rolled into 2021/2022.
Liam Didcock	Graeme Kane	Bicester Leisure Centre Extension	122		122	0	122	-	-	Following strategy presented to members and prioritisation. Work due to commence in 2020 slipped a year
Liam Didcock	Graeme Kane	Spiceball Leis Centre Bridge Resurfacing	30		30	0	30	-	-	Works to be determined post completion of the new bridge connection, as part of the CQ2 project. Will roll into 20/21
Rebecca Dyson	Graeme Kane	Corporate Booking System	60		60	0	60	-	-	Work being undertaken to determine the provision of booking system for sport and leisure through JADU.. Delay partly due to CDC/SNC split. Not expecting full budget to be spent as being developed 'in house' but final costs not yet determined.
Liam Didcock	Graeme Kane	Cooper School Performance Hall - Roof, Floor & Seating	0		0	0		-	-	capital scheme completed in 18-19
Kevin Lerner	Graeme Kane	Community Capital Grants	167		167	166	1	-	-	This is the Cherwell Community Capital Grant. The £67 commitment will be spent during 19/20. £1k to be rolled forward in to 20/21
Liam Didcock	Graeme Kane	Cooper sports Facility Floodlights	65		65	64		(1)	(1)	Project complete
Liam Didcock	Graeme Kane	Fencing Works/Associated Storage	50		50	48		(2)	-	Project complete
Leisure & Sport Total			754	-	754	286	451	(17)	(95)	

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		Empty Homes Work-in-Default Recoverable	0		0				-	
Tim Mills	Gillian Douglas	Disabled Facilities Grants	749	1,093	1,842	1,300	542	-	-	expect to spend £1.3m but will need to roll forward whatever is not spent because this is Better Care Fund money and cannot be used for other purposes. . On that basis we shall not need DFG capital from the Council for 2020-21
Tim Mills	Gillian Douglas	Discretionary Grants Domestic Properties	304		304	150	50	(104)	(104)	spend this year is rather uncertain and depends heavily on the number of Landlords Home Improvement Grants we can deliver. We shall not spend more than £150k but it may prove to be nearer £120k. The £104k difference is not required this year and does not need to be rolled forward. The 5-year funding agreement for Discretionary Grants is £150k pa until 2023-24. I propose that we should roll forward any underspend against our projected £200k spend.
	Gillian Douglas	Abritas Upgrade	52		52	52		-	-	Upgrade of Abritas taking place so full spend is expected.
Housing Total			1,105	1,093	2,198	1,502	592	(104)	(104)	
Ed Potter	Graeme Kane	Car Park Refurbishments	192		192	150	42	-	-	£42k to be slipped in to 20/21
Ed Potter	Graeme Kane	Energy Efficiency Projects	15		15	15		-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Glass Bank Recycling Scheme	0		0	0		-	7	Spend should be against 40028, journal required
Ed Potter	Graeme Kane	Public Conveniences	250		250	250	0	-	-	£50k to be passed to castle quay 2 - confirmation expected in period 10 once refurbishment at claremont completed
Ed Potter	Graeme Kane	Off Road Parking	18		18	0	18	-	-	£18k to be slipped in to 20/21
Ed Potter	Graeme Kane	Vehicle Replacement Programme	1,179		1,179	1,179		-	21	Anticipated full spend in 19/20 - confirmation expected in period 10
Ed Potter	Graeme Kane	Wheeled Bin Replacement Scheme	45		45	45		-	-	Fully committed 19/20
Ed Potter	Graeme Kane	Urban City Electricity Installations	15		15	15		-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Vehicle Lifting Equipment	20		20	19		(1)	-	Fully committed 19/20
Ed Potter	Graeme Kane	Container Bin Replacement	20		20	20		-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Commercial Waste Containers	12		12	8	4	-	-	£4k to be slipped in to 19/20
Ed Potter	Graeme Kane	On Street Recycling Bins	25		25	20	5	-	-	£5k to be slipped in to 19/20
Ed Potter	Graeme Kane	Thorpe Lane Depot Capacity Enhancement	50		50	52		2	2	Slight Overspend in 19/20
Environment - Environment			1,841	-	1,841	1,773	69	1	30	
Wellbeing, Environmental & Regulatory Total			4,140	1,093	5,233	3,980	1,112	(141)	(190)	

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			£000's							Re-profiling and variances to be updated
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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	0	1,450	-	-	Ongoing investigation - see AB email 5/12/19
Robert Jolley	Paul Feehily	Graven Hill - Loans and Equity	13,000		13,000	13,000		-	-	This drawn based on the funding requirements of Graven Hill but should be drawn in full by the year end.
Jenny Barker	Robert Jolley	NW Bicester Eco Business Centre	68		68	68		-	-	Anticipated full spend in 19/20 - emailed JB
Jane Norman	Robert Jolley	Cher Com Led Prog The Hill Com Centre	110	989	1,099	1,099		-	-	Project is on target for completion in 2019/20 and is on budget.
Jane Norman	Robert Jolley	Orchard Lodge (Phase 1)	0		0	(2)		(2)		Remaining schemes in this phase are or will complete in this financial year.
Jane Norman	Robert Jolley	Old Place Yard (Phase 1)	0		0	17		17		
Jane Norman	Robert Jolley	Coach House Mews (Phase 1)	0		0	(355)		(355)		
Jane Norman	Robert Jolley	Banbury Ambulance Station (Phase 1)	0		0	14		14		
Jane Norman	Robert Jolley	Fairway Methodist Church (Phase 1)	0		0	326		326		
Jane Norman	Robert Jolley	Juniper Court/Drapers (Phase 1)	0		0	0		0		
Jane Norman	Robert Jolley	Spring Gardens (Phase 1)	0		0	(1)		(1)		
Jane Norman	Robert Jolley	Newton Close (Phase 1)	0		0	0		0		
Jane Norman	Robert Jolley	Admiral Holland Redevelopment Project (phase 1b)	2,380		2,380	2,086	294	-	6	
Jane Norman	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	201		201	207		6	7	
Jane Norman	Robert Jolley	Bicester Library (phase 1b)	973		973	17	956	-	8	
Jane Norman	Robert Jolley	Build Programme (Phase 2)	672		672	0	672	(0)	-	The programme is being reviewed, more will be known by Q3
Jane Norman	Robert Jolley	Bretch Hill Reservoir (Thames Water Site) (F	6964		6,964	20	6,944	0	-	
Jane Norman	Robert Jolley	Trades & Labour Club (Phase 2)	1542		1,542	0	1,542	(0)	-	
Jane Norman	Robert Jolley	Angus Close (Phase 2)	344		344	0	344	(0)	-	
Jane Norman	Robert Jolley	Nizewell Head (Phase 2)	198		198	10	188	(0)	-	
Jane Norman	Robert Jolley	Leys Close (Phase 2)	276		276	24	252	(0)	-	
Jane Norman	Robert Jolley	Bullmarsh Close (Phase 2)	354		354	64	290	(0)	-	
Jane Norman	Robert Jolley	Buchanan Road/Woodpiece Road (Phase 2)	163		163	0	163	0	-	
Jane Norman	Robert Jolley	Park Road (Phase 2)	196		196	0	196	(0)	-	
Jane Norman	Robert Jolley	Wykham Lane (Phase 2)	189		189	5	184	0	-	
		Place & Growth - Economy & Regeneration	30,155	0	30,155	16,684	13,475	4	21	
		Place & Growth Total	30,155	-	30,155	16,684	13,475	4	21	
Natasha Barnes	Claire Taylor	Customer Self-Service Portal CRM Solution	0		0	0		-	-	
Tim Spiers	Claire Taylor	EXKI PROD copy fwd planning IT hardware	0		0	0		-	13	Move to 40071 (included in forecast)
Rakesh Kumar	Claire Taylor	Land & Property Harmonisation	249		249	288		39	(105)	Entec, extra resourcs (PM) and 2 new systems needed

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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 BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Tim Spiers	Claire Taylor	5 Year Rolling HW / SW Replacement Prog	69		69	57		(12)	-	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	0		(40)	(16)	Rolling budget supporting joint teams. Forecasted 25K under budget to offset other overspends
		Website Redevelopment	0			1				
Tim Spiers	Claire Taylor	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	19		19	13		(6)	-	Migrate remaining services to data centre (19K includes 5K journal for IDOX)
Tim Spiers	Claire Taylor	IT Strategy Review	105		105	92		(13)	42	117 in actuals = 108 for Q1 plus 12K for extra July Entec invoice less a 3K credit from SNC for Q2. Plus 9,800 for Q2. Have removed commitment figure on this spreadsheet as all ENTEC invoices up to end of Dec accounted for elsewhere (in forecasts) to avoid double accounting. For October works the charges are 1200-408(SNC) = 1K. Estimated charges for Nov and Dec works = 1K x 2. From Oct onwards this should be in revenue so 13K will be moved over. Credit of 35K is for SNC income for Entec Q1. Adjustment is removing 14K actuals for Nov as all these costs accounted for elsewhere
Tim Spiers	Claire Taylor	Digital Portal	0		0	0		-	42	4K is old PO (now cancelled).39K to be journalled to 40170
Tim Spiers	Claire Taylor	Land & Property Harmonisation	0		0	0		-	-	Planned to complete by end of FY, replacement land and property systems
Tim Spiers	Claire Taylor	Customer Excellence & Digital Transfer	112		112	85		(27)	-	Replace CRM system by end of year. Actuals includes Q2 recharge in from SNC for Entec, 14K for Entec for Q2 and 38K journalled over from 40149. ENTEC October works the charges are £5,425-£2,170 = £3,255. Estimated charges for Nov and Dec costs = 3K x 2. 25K extra costs are per PN and slip 14. Credit of 16K is for charge to SNC for 40% of the 39K journalled over from 40149. Extra 25K now needed and built in accordingly
Hedd Vaughan-Evans	Claire Taylor	Unified Communications	112		112	131		19	25	50% now invoiced to SNC

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Hedd Vaughan-Evans	Claire Taylor	WIFI Replacement	38		38	53		16	-	ENTEC: For Q2 the charges to this cost centre are £7000-£2800 (SNC) in actuals. For October works the charges are £2,800 less £1,120 = £1,680. Estimated charges for Nov and Dec works = 2K x 2 = 4K. Remaining 39K in commitments added by RA as can see cost for WIFI network solution in Civica (after report was run) and 25K for professional services. Have assumed these will be charged to SNC at 40%
Information Technology Total			744	-	744	720	-	(25)	1	overspend need for Phase 2 next year as per f
Karen Edwards	Claire Taylor	HR / Payroll System replacement	125		125	182		57	-	As is plus 15K for Entec (change man) for July - Sept plus 15K est for Jan - March. Looking to cover this overspend elsewhere
		Elections Polling Booth and Count Tables	0		0			-	-	
HR, OD and Payroll Total			125	-	125	182	-	57	-	
Customers & Service Development Total			869	0	869	902	0	33	1	
Dominic Oakeshot	Adele Taylor	Financial System Upgrade	0		0	0	0	-	-	
		Antelope garage	0							
Belinda Green	Adele Taylor	Academy Harmonisation	144		144	144	0	-	-	Costs from ENTEC = 4K. The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19/20. £57k reprofiled from 18/19
Dominic Oakeshot	Adele Taylor	New E-Tenderings Portal for Procurement	30		30	0	0	(30)	(30)	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.
Dominic Oakeshot	Adele Taylor	Finance Replacement System	210		210	210	0	-	-	Q2 costs = £10,363. Oct costs = £3,800. Assume £3,800 for Nov, Dec, Jan. 26K to come into actuals for ENTEC
Finance Total			384	-	384	354	-	(30)	(30)	
Stuart Parkhurst	Robert Fuzesi	Condition Survey Works	2		2	0	0	(2)	(2)	Works completed

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Stuart Parkhurst	Robert Fuzesi	Bradley Arcade Roof Repairs	30		30	30	0	-	-	Works partially completed, further investigation required to complete works scope to be created. On target for spend of £30K
		Bicester Town Centre Redevelopment	0		0		0	-	-	
Stuart Parkhurst	Robert Fuzesi	Community Buildings - Remedial Works	0		0	0	0	-	-	Works completed, PO to be closed
Chris Hipkiss	Robert Fuzesi	Spiceball Riverbank Reinstatement	50		50	50	0	-	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	253		253	100	153	-	-	In design stage, works progressing. Discussions between CDC and tenant regarding extension of the lease. The result of which may affect scope of the project. Project currently paused until resolved.
Stuart Parkhurst	Robert Fuzesi	Thorpe Way Industrial estate - Roof & Roof Lights	0		0	(2)	0	(2)	(2)	Works complete and project signed off.
Chris Hipkiss	Adele Taylor	Castle Quay 2	45,798		45,798	20,000	25,798	-	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Chris Hipkiss	Adele Taylor	Castle Quay 1	7,636		7,636	4,000	3,636	-	-	Programme ongoing, forecast spend in 19/20 of £4m. Reprofile remaining budget beyond 19/20
Shelagh Larard	Robert Fuzesi	Franklins House - Travelodge	75		75	50	0	(25)	(25)	Retention payment c£25k payable to the contractor in Aug 19. There will also be some professional fees payable. Expect £50k spend in 19/20 (see SL email 13/5/19 & 06/8/19))
Robert Fuzesi	Adele Taylor	Housing & IT Asset System joint CDC/SNC	50		50	50	0	-	-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
Stuart Parkhurst	Robert Fuzesi	Orchard Way - external decorations	95		95	95	0	-	-	Tender received, to be ordered August 19. On target for full spend in 19/20
Stuart Parkhurst	Robert Fuzesi	Retained Land	165		165	138	0	(27)	(22)	Works complete pending final account
Stuart Parkhurst	Robert Fuzesi	Thorpe Place Industrial Units	162		162	162	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Robert Fuzesi	Thorpe Way Industrial Units	135		135	133	0	(2)	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Robert Fuzesi	Horsefair, Banbury	100		100	100	0	-	-	Project under review. Previously tendered over budget. Review at Q4

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Stuart Parkhurst	Robert Fuzesi	Thorpe Lane Depot - Tarmac / drainage	110		110	110	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Robert Fuzesi	EPC certification & compliance works	40		40	40	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19.
Chris Hipkiss	Adele Taylor	Tramway Industrial Estate, Banbury	0		0	15	0	15	15	Site survey works not budgeted for in 19/20
	Nicola Riley	The Mill	250		250	0	250	-	-	Robert to provide forecast spend for 19/20 and reprofile for 20/21. A recent condition survey of the property outlined necessary remedial works and approach that would need to be undertaken to bring the building back into good repair.
Stuart Parkhurst	Robert Fuzesi	Banbury Museum Upgrade of AHU	110		110	110	0	-	-	Order being raised for investigation stage which will lead to full design. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Bodicote House Fire Compliance Works	154		154	154	0	-	-	Order raised for design. Review in October
Stuart Parkhurst	Robert Fuzesi	The Fairway Garage Demolition	52		52	62	0	10	-	Full spend anticipated in 19/20. Review Q3 Forecasting potential overspend of £10k - balances out with savings elsewhere in property - budget review once tenders returned
Stuart Parkhurst	Robert Fuzesi	BYHP Separation of Building to two units	17		17	20	0	3	2	Order raised for design. Full spend anticipated in 19/20 (slightly over)
Stuart Parkhurst	Robert Fuzesi	Compliance Works with Energy Performanc	169		169	169	0	-	-	Phase one on site, 15 week programme. Project anticipated to be on target, £130k spend for works to be completed end of Aug 19. Design works for Phase two works to commence in September. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	Ferriston Roof Covering	142		142	142	0	-	-	Works being tendered anticipated start date of September. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Pioneer Square Fire Panel	20		20	20	0	-	-	Order raised for design. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Corporate Asbestos Surveys	150		150	150	0	-	60	
Stuart Parkhurst	Robert Fuzesi	Corporate Fire Risk Assessments	60		60	60	0	-	-	Works are being assessed with the consultant.
Stuart Parkhurst	Robert Fuzesi	Corporate Water Hygiene Legionella Asses	35		35	35	0	-	-	Once full scope identified, works will proceed.
Stuart Parkhurst	Robert Fuzesi	Corporate Reinstatement Cost Assessments	59		59	59	0	-	-	Potential to reprofile part works in to 20/21
Stuart Parkhurst	Robert Fuzesi	Works From Compliance Surveys	195		195	45	150	-	-	
Stuart Parkhurst	Robert Fuzesi	Thorpe Place 18_19	75		75	75	0	-	-	works tendered July. Costs, more than anticipated - altering specification to make efficiencies and then retendered. Forecast start date of December for a 4 week project. Full spend anticipated in 19/20
Robert Fuzesi	Adele Taylor	CDC Feasibility of utilisation of proper	100		100	0	100	-	-	Reprofiled.

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		Property Total	56,289	-	56,289	26,172	30,087	(30)	26	
		Finance Services Total	56,673	-	56,673	26,526	30,087	(60)	(4)	
		Capital Total	91,836	1,093	92,929	48,092	44,674	(165)	(172)	164.90777 - Under Spend

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

Date	Agenda Items
28 January	Performance, Finance and Risk Monitoring Report - November 2020 Local Discretionary Business Rate Relief Scheme for 2020-2021 Work Programme Update
10 March	Performance, Finance and Risk Monitoring Report - Q3 - January 2020 Medium Term Financial Strategy - BPC planning Work Programme Update
Early May 2020	Appointment of Chair and Vice Chair
June 2020	Performance, Finance and Risk Monitoring Report - Q4 - March 2020 Medium Term Financial Strategy - 2021/25 Planning Work Programme Update
July 2020	Performance, Finance and Risk Monitoring Report - Q1 - May 2020 Medium Term Financial Strategy and Budget Setting - 2021/25 Update Work Programme Update

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