

Cherwell District Council

Executive

3 June 2019

Monthly Performance, Risk and Finance Monitoring Report – April 2019

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

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To note and approve the additional income and expenditure budgets in relation to grant funding received for "Garden Town Funding" following a successful bid of £770,000 from Ministry of Housing, Communities and Local Government (MHCLG).

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

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:



Waste and recycling - the team is ahead of target at the start of the financial year, with garden waste collection particularly strong. Collection rates improved from 53.9% of waste composted and recycled in March to 56.86% in April.

‘All about Youth’ initiative agreed - At the last Community Safety Partnership meeting a new initiative, titled “All about Youth” was agreed. This initiative will draw together a range of existing initiatives aimed at enhancing the safety of young people in the district and enable gaps in provision to be identified. A new partnership board to oversee this initiative will now be established.

Licensing - The Licensing Team contributes to making the District a safe place through ensuring licensed premises and persons uphold appropriate standards. Ensuring, with especial dedication, that all taxi drivers have completed safeguarding training.



Priority: Thriving Communities and Wellbeing

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

3.7 Overview of our performance against this strategic priority:

Social Prescribing Scheme up and running – The ‘Community Connect’ social prescribing scheme has now received 16 referrals from the four GP practices that have signed up to the programme: Bicester Health Centre, Key Medical (Kidlington), Grimsbury Health Centre, Hightown Surgery (Banbury). The team is working hard to engage with more practices in the short term.



Supporting the Voluntary Sector – During the Easter holiday 2019 the council delivered the Play:Full initiative, working with 14 voluntary organisations to offer food at their activities in Brighter Future Wards to address holiday hunger.



Homelessness Prevention - The Shelter Health Check report has been received and we have met with Shelter to discuss the findings, capture what we do well and create a plan to continually improve the service.

Supporting people to live independently - A total of 47 people was helped to live independently through use of Disabled Facilities Grants (DFG) and other grants or loans during April 2019/20, overachieving the target of 45 people.

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:

Gardeners Close nearly sold out - At Gardeners Close, from the 38 units for shared ownership delivered only 5 units remain for available for sale.



Women's Cycle Tour Comes to Oxfordshire - Oxfordshire will host a stage of the OVO Energy Women's Cycle Tour for the next 3 years; this year's 3rd stage of the tour will take place in the south and west of the county, starting in Henley on Thames and finishing at Blenheim Palace. The exact route for next year has yet to be confirmed, however, it's safe to say it will take in many of the key areas within Cherwell district for our residents to enjoy.



Promote the district as a tourist destination – The council has engaged with businesses in support of Mill Arts centre dance event, to attract visitors in July 2019

Bid submitted for Future High Street Fund - In April the Bicester team submitted the Expression of Interest for the Future High Street Fund, working closely with partners and other services in the council.

Summary of Performance

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

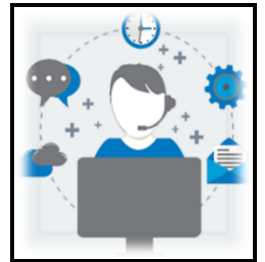
Business Plan Measures and Key Performance Indicators (36)					
Status	Description	April	%	YTD	%
Green	On target	33	92%	33	92%
Amber	Slightly off target	1	2.5%	1	2.5%
Red	Off target	2	5.5%	2	5.5%

3.11 Spotlight on: IT Business Service

The IT Business service is one of the council's core corporate services and performs a key role in enabling service transformation throughout the council.

In 2016 Cherwell District and South Northants council initiated a transformation programme for the IT service. Key objectives of the programme were:

- Providing secure, resilient, simple infrastructure
- Enabling future-proofed and flexible arrangements
- Focussing on service delivery
- Adapting quickly and running the IT Service at a lower cost base



The IT transformation programme was completed in March 2019 and has delivered the following projects:

- IT Staff re-structure and re-organisation.
- ITIL deployment for IT Service.
- Active Directory Migration.
- Exchange Online implementation.
- GCSX Migration and closedown.
- Network refresh.
- New off-site data centre and applications migrated.
- Disaster recovery and business continuity.
- Decommissioning of onsite server rooms.
- Implemented unified communications solution.
- Business tools harmonisation.
- Business systems harmonisation.



The following benefits have been achieved as a result of the IT transformation programme:

- £730k saving per annum (£500k target).
- Modern IT service which is aligned to industry best practice such as ITIL
- Increased resilience of infrastructure estate.
- Increasing application of modern technology solutions (off-site data centre, cloud services).
- Stronger leadership and ownership within the service.
- Cyber Essentials Plus accreditation.
- Enabling channel shift (e.g. Bartek delivery of online waste services).
- Increased reliability, through simple solutions.
- Enabling agile working e.g. Office 365.
- Overall reduction in ongoing infrastructure costs.



The IT Transformation has been a success for Cherwell and South Northants councils. The critical success factors have been:

- Establishment of effective governance at all levels.
- Maintained connection and cohesion between business areas, IT Service and programme.
- Business involvement at all times, with strong consistent internal leadership.
- Ongoing engagement across the IT Service.
- External committed partner with good culture fit.
- Effective, flexible use of external resource with blended team.
- Provision of funding throughout based on robust business case.
- Sustained commitment and proactive issue management.
- Programme delivery principles applied throughout but fine-tuned to needs of CDC/SNC.

The IT transformation has completed, however, there is still work to do. The IT service have established a culture of continuous improvement, identifying opportunities to refine and improve services. Key projects planned for 2019/2020 include:

- Working in partnership with Oxfordshire County Council.
- Supporting the transition of South Northants Council into a unitary authority.
- Finance system replacement (Cherwell District only).
- Planning system replacement (Cherwell District only).
- Environmental Health and Licencing system procurement/replacement (Cherwell District only).
- HR/Payroll system replacement.
- Revenues and Benefits document management system replacement.



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

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

Leadership Risk	Score	Direction*	Latest Update
L01 Financial Resilience	9 Low risk	↔	Full review completed.
L02 Statutory functions	9 Low risk	↔	Full review completed. Risk owner updated.
L03 Lack of Organisational Capacity (was Lack of management Capacity)	12 Medium risk	↔	Full review completed. Risk changed to organisational capacity
L04 CDC Local Plan (was Local Plan)	8 Low risk	↔	Full review completed. Risk changed to CDC Local Plan.
L05 Business Continuity	9 Low risk	↔	Full review completed.
L06 Partnering	12 Medium risk		REMOVED
L07 Emergency Planning	12 Medium risk	↔	Full review completed.
L08 Health & Safety	12 Medium risk	↔	Full review completed.
L09 Cyber Security	15 Medium risk	↔	Full review completed.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Full review completed.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives. (was Income generation through council owned companies)	12 Medium risk	↔	Full review completed. Risk changed to Sustainability of Council owned companies and delivery of planned financial and other objectives.
L12 Financial sustainability of third-party suppliers including contractors and other partners (was Financial sustainability of third-party suppliers)	8 Low risk	↔	Full review completed. Risk changed to Financial sustainability of third-party suppliers including contractors and other partners.
L13 Separation and Joint Working (was Local Government Reorganisation)	15 Medium risk	↔	Full review completed. Risk changed to Separation and Joint Working.
L14 Corporate Governance	9 Low risk	↔	Full review completed.
L15 Oxfordshire Growth Deal	12 Medium risk	↓	Full review completed. Residual score reduced to 12 from 15.

The full Leadership Risk Register update can be found in Appendix 3. There is one score change for April, please note **L15** Oxfordshire Growth Deal.

Finance Update (Revenue and Capital)

- 3.15 As this is the first month of the financial year and we are finalising the outturn position of our overall revenue and capital budgets for 2018/19 that may have an impact in 2019/20 there is no detailed finance monitoring report this month. Finance and service teams have met to identify any initial risks, issues or opportunities to understand the impact of these including anything that has arisen since the 2019/20 budget was set in February 2019. This will ascertain the focus for financial management discussions at this early stage. Detailed monitoring will be produced in May.
- 3.16 During 2018/19 we improved our governance arrangements and rigour around our capital projects and there was a significant movement of capital budgets from 2018/19 into 2019/20 and beyond to better reflect the project timescales of our programme. This was reported on throughout the financial year. These projects are overseen by our Capital working group who meet monthly to assess project progress and financial impact, and this will be reported during 2019/20.

- 3.17 During the financial year we sometimes also receive additional funding from Central Government departments for specific purposes and we have to report on any additional income and therefore additional expenditure requirements. We may bid for this money or it may be awarded for particularly government initiatives. In our outturn report for 2018/19 we highlighted a number of such awards.
- 3.18 We have been successful in a bid to MHCLG for additional funding through our Bicester Delivery Team for £770,000 for work relating to Bicester Garden Town. This money has been paid to us in 2019/20 and we need to deliver specific projects in relation to this. We will create additional income and expenditure budgets to reflect the spend and delivery that is required to meet these objectives. The table below gives some more information about these projects:

Activity	Cost	Description
Staff resource	£150k	Funding to support the Bicester Team to deliver the Garden Town, including additional communication support.
Policy work to develop the Vision for Bicester	£110k	Funding to support work to develop a revised vision for Bicester that can feed into future policy work.
Design for quality and healthy	£170k	Support for securing high quality design and healthy place shaping
Improvement of highway design and connectivity	£120k	Funding to support design work on the central corridor, connectivity for walking and cycling and feasibility of rail connectivity to Graven Hill
Market Square design for environmental improvement	£100k	Funding for design work to improve Market Square to support the town center
Green infrastructure and access to the countryside	£60k	Funding to support the strategy and approach to green infrastructure in the town and access to the countryside
Support to enhance the cultural offer in the town	£20k	To include promotion of the town's heritage, support for arts and the community
Garden Town legacy strategy	£40k	Following the approach of the first Garden Cities funding to explore the creation of funding to support the legacy of the Garden Town
Total	£770k	

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)

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Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Director: Law and Governance

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Risk management

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

Comments checked by:

Louise Tustian, Team Leader: Insight Team

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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 Appendix 2 Appendix 3	2019/20 Business Plan Monthly Performance Report Leadership Risk Register
Background Papers	
None	
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