

Cherwell District Council

Overview and Scrutiny Committee

3 September 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – June/Quarter 1 2019/20</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.
- 1.2 To note that the Performance, Risk and Finance Monitoring Report is considered by Executive on a monthly basis.
- 1.3 To review and comment on the performance update for quarter one (Appendix 2) and identify any areas for further consideration by the Executive.

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 two appendices to this report:

- Appendix 1 – 2019/20 Business Plan
- Appendix 2 - Monthly Performance Report

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 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 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	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.

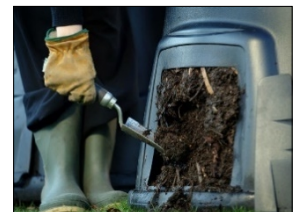
3.5 Overview of our performance against this strategic priority:

Bold new signs point the way to better air quality in Bicester – supporting our objective to protect our natural environment and promote environmental sustainability, and to coincide with the Clean Air Day 2019 on the 20th June, Cherwell District Council installed six new reflective signs at strategic points to the north and south of the London Road crossing instructing people to “please turn engine off whilst stationary”. The notices reiterate the red boarded signs already in place at either side of the crossing, which are legally enforceable. Daily patrols by Cherwell’s community safety team will take place at peak times to make sure motorists are following the instructions. Instead of reporting the offence, if a driver is spotted with their engine running, officers have been asked to engage with them to encourage them to change their habits in the future.



Air quality improving – As part of our commitment to protect the natural environment and promote environmental sustainability, the Council submitted its Annual Status Report to the Department for Environment, Food and Rural Affairs (DEFRA) in June. The results showed that the overall trend in Nitrogen Dioxide levels across the district was downwards.

Compost giveaways –The Environmental Services team hosted the annual, and very successful, Compost Giveaway events on June 1st in Banbury, June 7th in Kidlington, and June 13th in Bicester, giving out free compost, recycle-themed freebies and advice around the best practices for recycling.



“Party in the Park” safely – As part of the delivery of our objective to support community safety and reduce anti-social behaviour, delivering to plan, the Community Wardens supported the “Banbury and District Show” at Spiceball Park on 9th June and the “Party in the Park” event in Adderbury on June 15th, to ensure that our residents could enjoy the summer festivities in a safe environment.



Protecting the Built Heritage - Initial work has commenced on the preparation of heritage guidance notes. The Conservation team’s work plan for the year now includes two further conservation area reviews (Grimsbury in Banbury and Bloxham). Conservation area appraisals have been undertaken for Hethe, Horley, Somerton, Stratton Audley, Balscote and Duns Tew. Necessary consultations and signoffs are continuing.

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:

Healthy Place shaping workshop – Working towards our objective to Promote Healthy Place Making, which is delivering according to plan, with a county wide workshop organised for the Growth Board was attended by 76 delegates with national speakers from Town & Country

Planning Association and Homes England.

The workshop was very successful, and Cherwell has now decided to hold a similar workshop for its officers and members to further embed Healthy Place Shaping principles.



Visits to the District's Leisure Centres – Overall numbers of visits are slightly down, not unexpected due to closure of the swimming pools at Spiceball. However, we have seen increases across all other centres, particularly in Whitelands Farm Sports Ground. Swimming pools at Spiceball Leisure centre are expected to be re-opened in August 2019.



Supporting the vulnerable – In line with our objective to support and safeguard vulnerable people, the council continues to offer support to the most vulnerable residents in the district by timely assessment of claims for Housing Benefit, Council Tax Reduction and Discretionary Housing Payments (DHP). An additional £50k has been added to the DHP pot by the Council to support those on Universal Credit.

Housing – Delivery of affordable housing is reporting off target for this month, during June 71 completions were delivered against a target of 115, none of these units were delivered as part of the Oxfordshire Growth Deal. Completion of some affordable housing units on sites at NW Bicester and Banbury that were expected in June have been slightly delayed with completion now expected in July. Once these units are complete, this will bring delivery targets back on track for July.

Priority: District of Opportunity and Growth

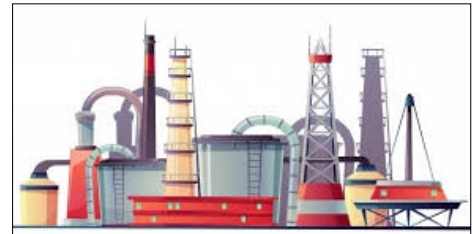
3.8 The Council is committed to developing the local economy, promoting inward investment and delivering sustainable growth. This priority also contributes towards making great places to live, work, visit and invest through economic development and working in partnership to deliver strategic transport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

3.9 Overview of our performance against this strategic priority:

Additional funding for Bicester Garden Town - After a competitive bid, £770,000 was awarded to Cherwell District Council by The Ministry of Housing, Communities and Local Government in the latest round of Garden Town Capacity Funding, towards the improvement and development of Bicester. More than £100,000 has been earmarked for the design of improvements to the town centre, including the Market Square, with funding also secured to explore better access to the countryside and the enhancement of green spaces. The grant will also be used to put on more cultural events in the town as well as to embed the principles of healthy place shaping through the continuation of the Healthy Bicester programme.

Innovative and Effective Housing Schemes - The Admiral Holland development is one week behind programme due to additional foundation work, as this one week delay has happened so early in the programme it is anticipated that the contractor, Edgar Taylor, will make up this time as construction progresses. Creampot Crescent, in Cropredy, will be put on the market on the 1st July 2019 for shared ownership, being second project completed by CDC for the Growth Deal.

Developing the Cherwell Industrial Strategy – 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. The team held staff workshops and a member workshop on the 19th June (30 Councillors attended, representing County, District, Town and Parish Councils), they are now planning the next rounds of engagement with small and large businesses before widening further to include other stakeholders. The outputs from the workshops held to date are being analysed and have been supported by innovative and insightful external research.



Green light for major employment site - Cherwell District Council's planning committee granted permission for two commercial buildings on a site adjoining the M40 at junction 11, east of the Banbury Gateway shopping centre. The site is allocated in the adopted Local Plan for employment purposes and the proposal is expected to deliver around 725 to 900 jobs. Conditions include the applicant providing £750,081 towards a highway improvement scheme to relieve congestion on Hennef Way and £100,000 to help improve bus services on the Daventry Road. The development has been granted permission for industrial use, storage and distribution at two buildings that will provide up to 33,110 square metres of floorspace. Permission was also granted for a new junction to the Daventry Road and for all internal roads and landscaping on the site.



Summary of Performance

- 3.10 The Council reports on performance against 21 business plan measures and 17 key performance indicators on a quarterly 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 (38)					
Status	Description	June	%	YTD	%
Green	On target	29	76%	29	76%
Amber	Slightly off target	5	13%	6	16%
Red	Off target	4	11%	3	8%

3.11 **Spotlight On: The Community Safety Team**

Cherwell's Community Safety Team consists of Community Wardens and a Community Safety Officer. Their role is to help, advise and support Cherwell residents and visitors, whilst working closely with partner agencies, to make Cherwell a great place to be. You'll normally see the team carrying out high visibility patrols in areas where people have raised concerns about safety or anti-social behaviour. Their presence reassures the public and helps prevent incidents so that everyone can enjoy their local environment.

Community Safety Accreditation Scheme

All team members have been authorised with a selection of powers previously only given to the Police. As a result, they all carry a Police issue radio and are in contact with the Police control room. The accreditation enables team members to:

- Confiscate cigarettes from persons aged under 16.
- Require cyclists to dismount if riding on the pavement.
- Seize alcohol if possessed by a person under 18.
- Obtain the name and address of persons acting in an anti-social manner.
- Photograph persons away from a Police Station.



All About YOUth Project



In 2018 the team developed an idea that would help reduce the risk that vulnerable children could be exploited. "All About YOUth" brings together partner agencies to reach out to ALL children and help guide and support them along the safest most beneficial path for a positive future. 2019 has seen the initiative start with the creation of a steering group to develop our new approach. A launch is planned for 2020. Initial funding for this initiative has been provided by the Cherwell Community Safety Partnership.

Partnership Working

A major factor in the team's effectiveness and success is the willingness and desire to work with all partners to ensure the safest District possible for people to live, work and visit. We do not tolerate any discrimination against any person for any reason.



Awareness of Surroundings

Always being alert to what is going on around us is a key factor in our pro-active working. For example, the team recently identified a man 'skip diving' for scrap metal. Checks on whether he had a waste carrier licence and, on his vehicle, led to the vehicle being seized by Police for not being insured. The driver was also warned that he would be prosecuted if he was found to be carrying waste again without a licence.



Community Engagement Events

The team organise and lead on many engagement events across the District, normally under the Community Safety Partnership banner. These events are usually focused on problems in specific locations or part of a preventative response to crime trends. They also support 'national' awareness weeks like National Licensing Week.



Safeguarding Children in Banbury

The team works very closely with schools, including supporting training days or safety events. The wardens carry out patrols around schools and talk with pupils about personal safety.



Public Spaces Protection Order (PSPO)

Currently Cherwell District Council has a PSPO covering Banbury town centre, including People's Park. The Order was introduced in 2016 to combat the growing problems of street drinking, begging and rough sleeping in the area. Enforcement of the PSPO falls to the Community Safety Team alongside their Police partners. Positive engagement by the team has seen a significant reduction in anti-social street drinking as well as begging. To help reduce rough sleeping a supportive approach is taken which sees the team work closely with our housing colleagues, providing help and advice to those in need of support – even allowing people to use our mobile phones to call the services they need to speak to.



Community Protection

The team also provide a reactive response to reports of anti-social behaviour. When investigating anti-social behaviour, the team will carry out house visits to provide reassurance and crime prevention advice. The team will often need help to gather evidence of the problem but once the problem is confirmed and the persons responsible have been identified they can issue community protection warnings and notices to make sure the behaviour stops.

Risk Update

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major		L10 & L12	L07 & L11		
	3 - Moderate			L01, L02, L04, L05, L14	L03, L08 & L15	L13
	2 - Minor					
	1 - Insignificant					

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

Leadership Risk	Score	DOT	Latest Update
L01 Financial Resilience	9 Low risk	↔	Risk Review completed 17/07 – Comments updated
L02 Statutory functions	9 Low risk	↔	Risk Review completed 17/07 – No changes.
L03 Lack of Organisational Capacity	12 Medium risk	↔	Risk Review completed 15/07 – Comments updated.
L04 CDC Local Plan	9 Low risk	↔	Risk Review completed 18/07 – Comments updated
L05 Business Continuity	9 Low risk	↔	Risk Review completed 09/07 – comments updated.
L06 Partnering	12 Medium risk		REMOVED
L07 Emergency Planning	12 Medium risk	↔	Risk Review completed 09/07 – No changes.
L08 Health & Safety	12 Medium risk	↔	Risk Review completed 03/07 – mitigating actions updated.
L09 Cyber Security	15 Medium risk	↔	Risk Review completed 10/07 – No changes.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Risk Review completed 17/07 – comments updated.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Review completed 17/07 – Comments updated.
L12 Financial sustainability of third-party suppliers including contractors and other partners	8 Low risk	↔	Risk Review completed 17/07 – No changes.

L13 Separation and Joint Working	15 Medium risk	↔	Risk Review completed 15/07 – comments updated.
L14 Corporate Governance	9 Low risk	↔	Risk Review completed 17/07 – No changes.
L15 Oxfordshire Growth Deal	12 Medium risk	↔	Risk Review completed 17/07 – comments updated.

There are no score changes for June, all risks reviewed with updates in mitigating actions and or comments etc.

3.15 Finance Update (Revenue and Capital)

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

3.16 Revenue Position

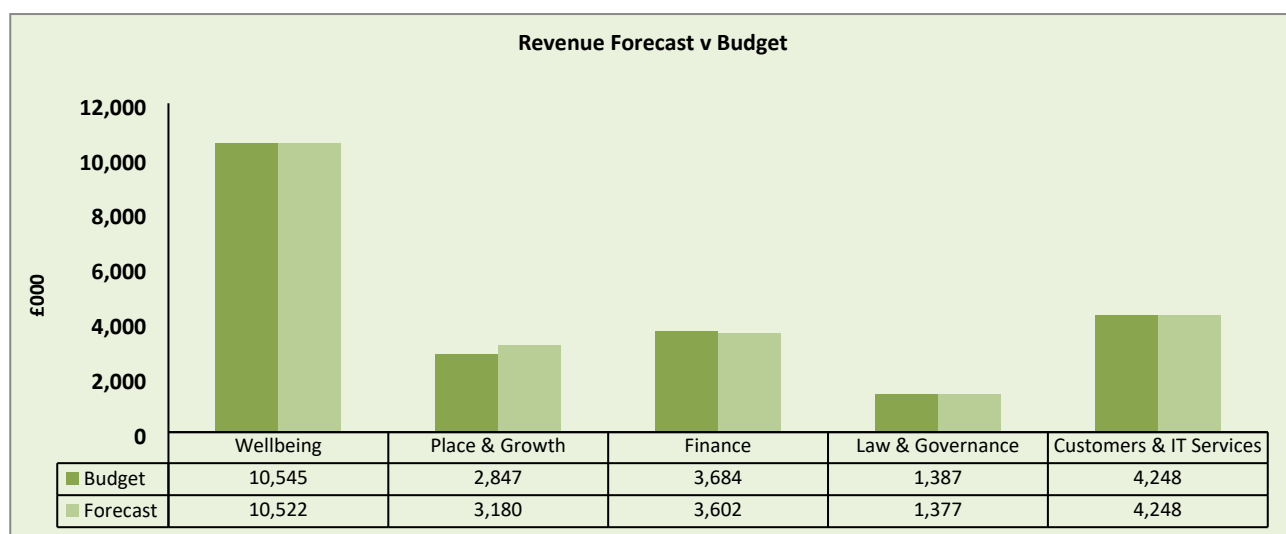
The Council's forecast financial position is set out in the table below. Overall, for the financial year 2019/20 Cherwell District Council has a projected an overspend of £218k which is a small reduction from last month. Currently all funding is shown on target as we are not expecting any significant variations to date and are not aware of any significant risks to our in-year funding at this stage of the financial year.

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

Revenue Monitoring (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Communities	1,682	1,682	-	0
Leisure & Sport	791	756	(35)	(35)
Housing	2,047	2,019	(28)	(28)
Environmental Services	4,972	5,062	90	53
Environmental Health & Licensing	1,053	1,003	(50)	0
WELLBEING TOTAL	10,545	10,522	(23)	(10)
<p>Leisure & Sport: (£35k) Underspend on salaries due to changes in service delivery. Housing: (£28k) Salary savings due to changes in service delivery. Environmental Services: £90k Gate fee increase to £8 per tonne amounting to £85k and £5k due to changes in service delivery and vacancies within Waste Collection and Street Cleansing. Environmental Health & Licensing: (£50k) due to changes in service delivery.</p>				
Planning Policy & Development	1,447	1,530	83	83
Economy & Regeneration	1,400	1,650	250	250
PLACE & GROWTH TOTAL	2,847	3,180	333	333
<p>Planning Policy & Development: £83k relating to agency costs.</p>				

Collection Fund	(176)	(176)	-	-
COUNCIL TAX INCOME TOTAL	(7,099)	(7,099)	-	-
TOTAL INCOME	(22,711)	(22,711)	-	-
Reserve management			0	
(Surplus)/Deficit			218	230

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



3.17 Capital Programme

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

The budget for 2019/20 is £93m. Overall, we are projecting an underspend in year by (£722k) which is a slight increase on the previous month further detail can be found in the table below:

Directorate	Budget £000	Forecast £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Environmental & Regulatory	5,270	4,572	30	(668)	(668)
Place & Growth	29,855	29,855	0	(0)	0
Customers & Service Development	831	832	0	1	0
Finance Services	56,673	56,619	0	(54)	(28)
Total	92,629	91,878	30	(722)	(696)
Current Period Variances:					

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

Finance Services: £54k relating to New E-tendering Portal for procurement no longer required (£30k), Tramway site small additional works required amounting to £15k and potential small underspends on the following projects Thorpe Place Industrial Units (£5k), Thorpe Way Industrial Units (£4k), Thorpe Lane Depot Tarmac/Drainage (£4k), Thorpe Way Roof Repairs (£2k) project complete, (£22k) Retained Land budget no longer required, (£2k) Condition works Survey works project complete.

Customers & Service Development: £1k Cooper Sports Facility flood lights project complete.

Re-profile beyond 2019/20:

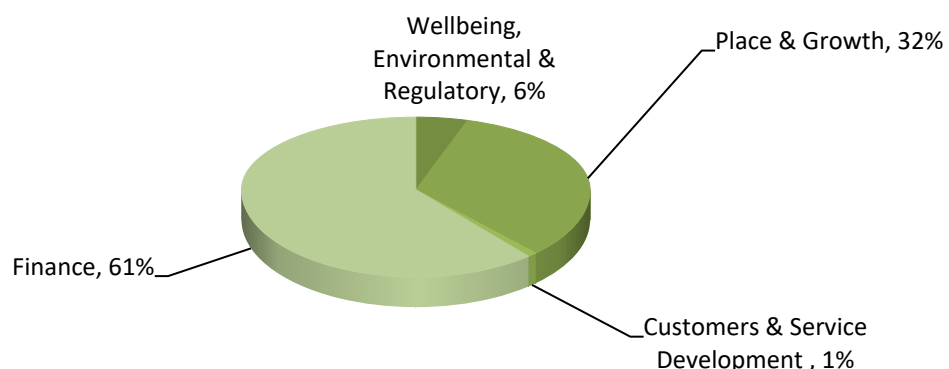
Wellbeing, Environmental & Regulatory Services:

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

Capital Forecast v Budget



Allocated Budget



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 The financial implications are detailed within section 3.15 of this report.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance (Interim)

Adele.taylor@cherwellandsouthnorthants.gov.uk

0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Monitoring Officer: Law and Governance

Nick.Graham@cherwell-dc.gov.uk

Risk management

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

Comments checked by:

Louise Tustian, Team Leader: Acting Performance and 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
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