

# **Cherwell District Council**

## **Accounts, Audit and Risk Committee**

**18 March 2020**

<p><b>Monthly Performance, Risk and Finance Monitoring Report – December 2019</b></p>
-------------------------------------------------------------------------------------------

### **Report of Acting Assistant Director: Performance and Transformation and Interim Assistant Director: Finance**

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 review the Leadership Risk Register and identify any issues for further consideration.

#### **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 - 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:

#### **Supporting Community Safety during the party season.**

The community safety team continued to work with partners to prevent crime and reduce antisocial behavior; during December the team prioritised attending seasonal events to promote safe nights out in advance of Christmas. They also undertook late night town centre patrols with the Police and engaged with town centre visitors at our Departure Zone events. The Cherwell Community Safety Partnership met in December with a focus on the review of the partnership priorities and plans.



**Protect the Built Heritage** is reporting Amber for December and Year to date. The Conservation team continue to work closely with Development Management on cases of heritage interest. The Conservation Area Appraisal programme is ongoing. Nine Conservation Area Appraisals are in progress, six have been subjected to public consultation and one is presently being consulted on (Ardley); a further two are being drafted. A number of heritage guidance notes are also being prepared. The Team intend to complete as many as possible by the end of March while maintaining its service to Development Management.

**% Waste Recycled & Composted** is reporting Amber for December and Green for Year to Date, delivering 51% against a target of 56%. The monthly target for this measure is a static 56%, due to the growth across the district we were unable to provide accurate forecasted targets. Recycling rate up by 1.28% compared to this time last year. If this continues it will give a recycling rate at the end of the year of 55.6%.

#### 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:

**Delivering affordable homes** - A total of 41 new affordable homes were completed in December 2019, against a target of 10. Comprised by 25 affordable homes for rent (1 x one bed maisonette, three one bedroom flats, 12 two-bed flats, two two-beds houses, five three-bed houses and two four-bed houses), and 16 shared ownership homes (six two-bed houses and 10 three-bed houses). Delivering ahead of the 337 Year to Date target with 339 homes delivered so far, this financial year.



**Age Friendly Banbury** - Two Age Friendly Banbury pop up engagement and consultation events were held at Banbury and Woodgreen libraries to get the opinions and thoughts of Banbury residents around the proposed Age Friendly pledge that will be adopted by the initiative, to get groups, businesses and organisations to sign to in Banbury moving forward, making Banbury a great place to grow old.

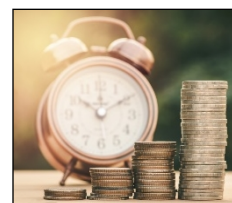


up

**Homes improved through enforcement action** - Following a review of properties improved as a result of our new targeted work on Minimum Energy Efficiency Standards, the housing team was able to record 11 homes improved this month, making a total of 80 for the year to date against a year to date target of 81. Enforcement action remains a priority and the team continues working hard to achieve their target for the Financial Year.

**Average time taken to process Housing Benefit New Claims** – The revenues and benefits team continues to develop and build on the changes in procedures and work flow management introduced in November 2019. Performance on new claims has stabilised well and is performing ahead of the 15 days target at 9 days, compared to the national average of 20 days.

**Average time taken to process Housing Benefit change events** – The team has recorded a performance of 2.33 days against a target of 8 days in average to process change events. Ensuring that changes are processed quickly and accurately is vital to the team in order to ensure that overpayments are minimised, and additional benefit is awarded as soon as possible to avoid any financial hardship for customers.



**% of Business Rates collected, increasing NNDR Base** - Is reporting Amber for December and Year to Date. Whilst in month collection slightly dropped in December this was mainly due to the payments team closing for the Christmas period thus making chasing outstanding balances more difficult. However, there are plans in place to commence proactive debt chasing at the beginning of January to boost collection rates.

**% of Council Tax collected, increase Council Tax Base** - Is reporting Amber for December and Green for Year to Date. The amount of Council Tax collected has increased by more than £2.3m since April 2019 bringing the total amount, the team needs to collect to nearly £105m, this 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. The amount collected in December decreased slightly due to the enforcement agents not proactively chasing debts over the Christmas period, however this arrangement has now stopped, and full recovery has commenced again. The team is reviewing all debts at liability order 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.

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:

**Young Enterprise Trade Fair** - On Saturday 7th December, the stalls at the Young Enterprise trade Fair at Banbury market were run by companies made up of pupils from local schools including Cooper School, Bicester Technology Studio, Bloxham, and Tudor Hall. They were judged on the day by a team of dignitaries and mystery shoppers. The pupils had the opportunity to build their sales and marketing skills at the annual event, before they make the move into further or higher education, or the world of work.



**Maintain 5 Year Land Supply** - Is reporting Amber for December and Year to Date. The new 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.6 years). However, housing delivery in 2018/19 was high (1489 homes) and the Government has provided the Oxfordshire authorities with a 3 year flexibility while the Oxfordshire Plan is produced.

**Net Additional Housing Completions** - Is reporting Red for December and Green for Year to Date, delivering 204 homes against a target of 286. Quarterly housing completions are provisional and verified at the end of the year. Although 204 homes is not as high as the Quarter 1 or Quarter 2 returns (373 & 293), a reasonably good level of housing delivery has continued across the district in quarter 3. The 'red' performance status indicates that provisional delivery is below the indicative quarterly target of 286. However, a quarter 4 return of 272 would enable the local plan annual requirement (1142) to be met; this number is achievable given the results from previous quarters, always taking into consideration market conditions.

**Supporting Banbury BID** – The Council continues to support Banbury BID (Business Improvement District) in the delivery of its Year Two business plan. During December, a new business centre - Guardian House - was opened in central Banbury, not only bringing a new business to an empty building but providing a new space for small businesses to have the opportunity to establish themselves and thrive in the Town Centre.



**Deliver the Local Plan** - Is reporting Amber for December and Year to Date. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he recommended the deletion of a proposed strategic housing allocation (land south east of Woodstock) and requested additional work for the redistribution 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 ended on 20 December. Officers are processing the representations received and will report to members on the modifications and the outcome of the consultation in the first quarter of 2020.

## 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.

<b>Business Plan Measures and Key Performance Indicators (38)</b>					
Status	Description	December	%	YTD	%
Green	On target	31	81.5%	33	87%
Amber	Slightly off target	6	16%	5	13%
Red	Off target	1	2.5%	0	-

## Risk Update

- 3.11 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.
- 3.12 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

<b>Risk Scorecard – Residual Risks</b>						
		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					

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

Leadership Risk	Score	Direction	Latest Update
<b>L01</b> Financial Resilience	12 Medium risk	↔	Risk reviewed 07/01 – No changes.
<b>L02</b> Statutory functions	9 Low risk	↔	Risk Reviewed 10/01 – No changes.
<b>L04</b> CDC Local Plan	12 Medium risk	↔	Risk Reviewed 07/01 – Risk reviewed, controls, control assessment, mitigating actions and comments updated.
<b>L05</b> Business Continuity	9 Low risk	↔	Risk Reviewed 07/01 – Comments updated.
<b>L07</b> Emergency Planning	12 Medium risk	↔	Risk Reviewed 07/01 – Comments updated.
<b>L08</b> Health & Safety	12 Medium risk	↔	Risk Reviewed 07/01 – Mitigating actions and commentary updated.
<b>L09</b> Cyber Security	15 Medium risk	↔	Risk Reviewed 31/12 – Mitigating actions updated.
<b>L10</b> Safeguarding the Vulnerable	12 Medium risk	↔	Risk Reviewed 09/01 – Comments updated.
<b>L11</b> Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 07/01 – Comments updated

<b>L12</b> Financial sustainability of third-party suppliers including contractors and other partners	8 Low risk	↔	Risk Reviewed 02/01 – No changes
<b>L14</b> Corporate Governance	9 Low risk	↔	Risk Reviewed 10/01 – No changes
<b>L15</b> Oxfordshire Growth Deal	12 Medium risk	↔	Risk Reviewed 03/01 – No changes.
<b>L16</b> Joint Working – New Risk	6 Low risk	↔	Risk Reviewed 30/12 – Comments updated.
<b>L17</b> Separation – New Risk	4 low risk	↔	Risk Reviewed 30/12 – Comments updated.
<b>L18</b> Workforce Strategy	12 Medium risk	↔	Risk Reviewed 02/01 – No changes.

During December the leadership risk didn't have any score changes. Closed risks have been removed from the above table.

### 3.14 Finance Update (Revenue and Capital)

### 3.15 Revenue Position

The Council's forecast financial position up to the end of September, 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 small underspend across the directorates of £16k, which has improved from a small overspend of £48k at the end of August. 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 favourable interest rates earlier in the year which has generated a one-off underspend of £1.4m, resulting in an overall underspend of £1.42m for the Council. 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	1,689	1,664	(25)	(20)
Leisure & Sport	791	841	50	30
Housing	2,047	1,927	(120)	(140)
Environmental Services	4,648	5,214	566	553
Environmental Health & Licensing	1,364	1,204	(160)	(160)
<b>WELLBEING TOTAL</b>	<b>10,539</b>	<b>10,850</b>	<b>311</b>	<b>263</b>

**Communities: (£25k) underspend.** The overspend 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: £50k 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: (£120k) 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 as a subsequent result of administering Disabled Facilities grants and Discretionary grants.

**Environmental Services: £566k overspend. £352k Agency Staff, Overtime & SNC Recharge costs (Admin & Waste & Recycling), £37k reduction in recycling credit and materials income, £25k Bulking & Haulage charge tonnage increase, £75k Gate Fees Increase, £44k increase in business waste tonnage but reduction in anticipated income, (£90k) Additional income for street scene repairs, S106 & Grants for Country Park, £25k Increase in Management Fees & Reduction in Car Park Income, £37k Increase in National Domestic Rates & Business Improvement District charges, £56k increase in contractor costs - Oxfordshire Waste & Recycling Partnership Contribution, Waste Analysis by Oxfordshire County Council, Montagu Evans & other small overspends and £5k reduction in income**

**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.

Planning & Development	1,313	1,648	335	210
Economy & Regeneration	1,892	1,862	(30)	(20)
Build! Programme	(345)	(285)	60	50
<b>PLACE &amp; GROWTH TOTAL</b>	<b>2,860</b>	<b>3,225</b>	<b>365</b>	<b>240</b>

**Planning & Development: £335k - Overspend in Building Control staffing relating to agency costs plus a slight deficit in income than budgeted. Development Management overspend of £430k due to under recovery of Planning fee income and higher than anticipated legal fees due to 2 planning appeals. Some may be potentially offset by Local Plan savings if secured at year end.**

**Economy & Regeneration: (£30k) underspend** mainly as a result of long-term vacancies within the Economic Growth team

**Build! Programme: £60k overspend.** The overspend mainly lies within the Affordable Rents sector due to expenditure not budgeted. The budget 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 and lower than anticipated service charge income as Gardeners Close has only been occupied part of the year.

Finance	3,143	3,184	41	(61)
Property	(950)	(1,125)	(175)	(175)
<b>Finance Total</b>	<b>2,193</b>	<b>2,059</b>	<b>(134)</b>	<b>(236)</b>

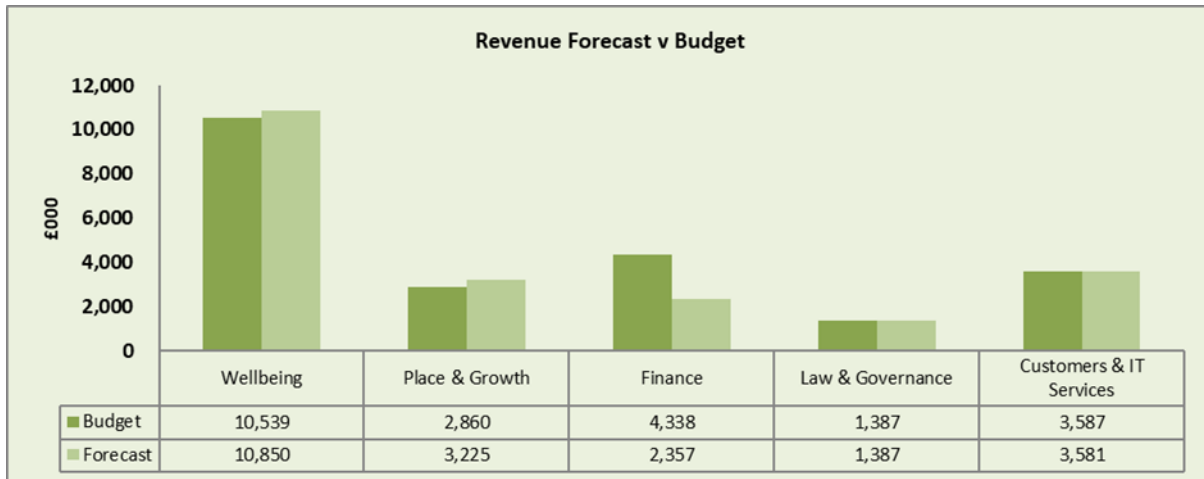
**Finance (£61) K : £141k overspend** due to external audit fee, recruitment costs and contractor fees, **(£100k) underspend in Revs & Bens** due to Universal Credit Introduction  
**Property: (£175k) underspend** on a variety of functions, such as security, maintenance and vacancies. Variance to previous month due to unforeseen repairs (diesel kits & emergency lighting)





<b>TOTAL INCOME</b>	<b>(22,711)</b>	<b>(22,711)</b>	<b>-</b>	<b>-</b>
<b>Reserve management</b>			<b>0</b>	
<b>(Surplus)/Deficit</b>			<b>(1,311)</b>	<b>(1,286)</b>

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



### 3.16 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 (£144k), 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	3,771	1,291	(171)	(141)
Place & Growth	30,155	17,043	13,477	365	4
Customers & Service Development	869	871	0	2	34
Finance Services	56,673	26,796	29,825	(52)	(54)
<b>Total</b>	<b>92,929</b>	<b>48,480</b>	<b>44,593</b>	<b>144</b>	<b>(157)</b>

#### **Current Period Variances:**

**Wellbeing, Environmental & Regulatory Services: (£171k)** Budgets no longer required for Sunshine Centre (£22k) and Biomass Heating Bicester Leisure Centre (£14k). Forecast saving of (£135k) Discretionary Grants Domestic Properties.

**Finance Services: (£52k)** relating to: New E-tendering Portal for procurement no longer required (£30k), Tramway site small additional works required amounting to £15k, (£27k) Retained Land budget no longer required, (£2k) Condition works Survey works project complete. Franklins House Travelodge (£25k). £3k over on BYHP Separation. £16k 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:**

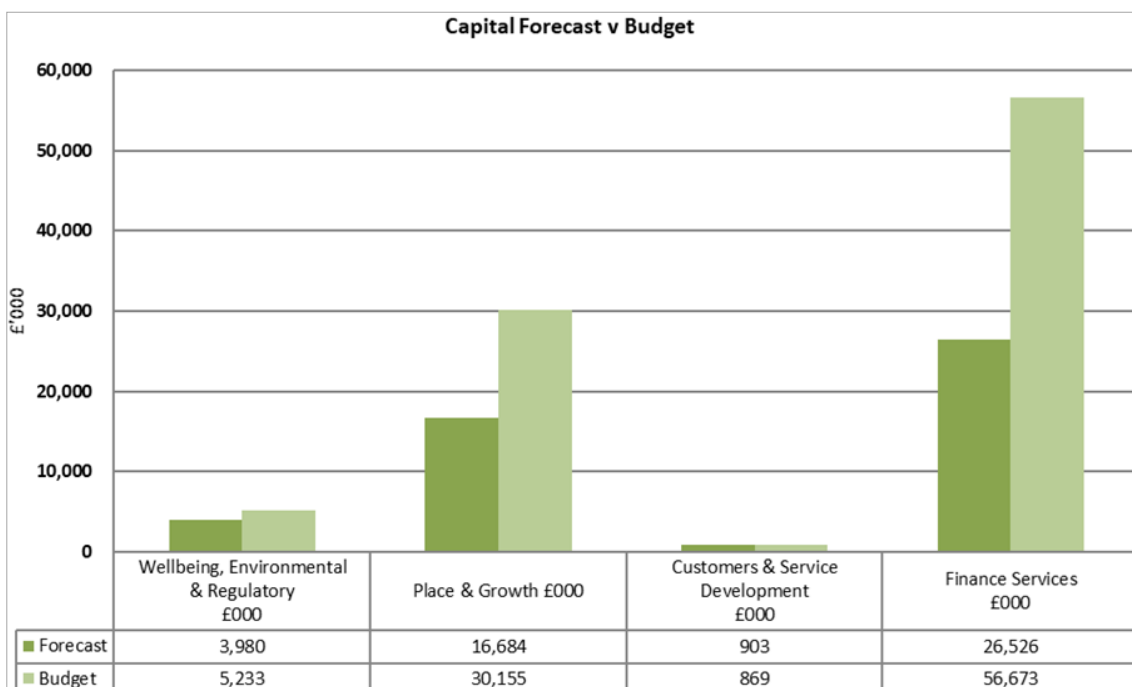
- £30k** Spiceball Leisure Centre Bridge Resurfacing is part of the CQ2 project and will roll into 20/21.
- £122k** Bicester Leisure Centre extension, due to prioritisation this will roll into 20/21.
- £183k** North Oxfordshire Academy Astroturf due to ongoing discussion with ULT and their contribution 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

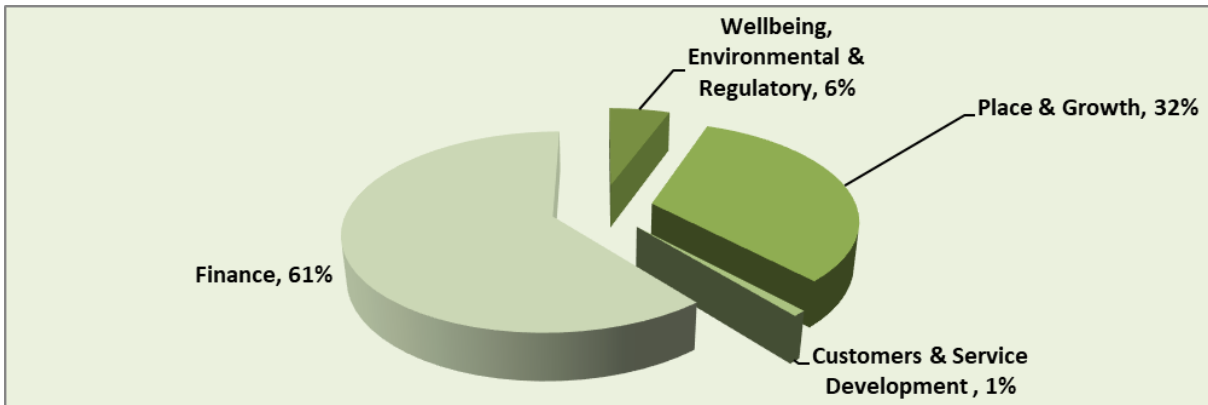
**Place & Growth:**

- £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:**

- £25,798k** for CQ2
- £153k** Banbury Health Centre, project currently paused as lease discussions with tenants.
- £3,300k** for CQ1 ongoing.
- £100k** for CDC feasibility, nothing forecast in current year.
- £250k** for The Mill
- £79k** for Bodicote House Fire Compliance Works
- £105k** Works on compliance surveys.
- £30k** reprofiling for asbestos surveys
- £10k** Corporate Fire risk Assessment





## 4.0 Conclusion and Reasons for Recommendations

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

## 5.0 Consultation

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

## 6.0 Alternative Options and Reasons for Rejection

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

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

## 7.0 Implications

### Financial and Resource Implications

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

Comments checked by:

Adele Taylor, Executive Director Finance (Interim)  
[Adele.taylor@cherwellandsouthnorthants.gov.uk](mailto:Adele.taylor@cherwellandsouthnorthants.gov.uk)  
0300 003 0103

## Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Monitoring Officer: Law and Governance

[Nick.Graham@cherwell-dc.gov.uk](mailto:Nick.Graham@cherwell-dc.gov.uk)

## Risk management

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

Comments checked by:

Celia Prado-Teeling, Performance Team Leader

01295 221556

[celia.prado-teeling@cherwell-dc.gov.uk](mailto:celia.prado-teeling@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 Appendix 2	2019/20 Business Plan Leadership Risk Register
Background Papers	
None	
Report Author	Louise Tustian – Head of Insight and Corporate Programmes
Contact Information	Tel: 01295 221786 <a href="mailto:Louise.tustian@cherwell-dc.gov.uk">Louise.tustian@cherwell-dc.gov.uk</a>

