

# **\*\*\*Annexe to Budget Planning Committee Report\*\*\***

## **Cherwell District Council**

### **Executive**

**2 November 2020**

## **Monthly Performance, Risk and Finance Monitoring Report**

### **Report of: Director of Finance, and Head of Insight and Corporate Programmes**

This report is public

### **Purpose of report**

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of September 2020.

## **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 during September 2020 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 2020-21 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 As part of monthly reporting the Insight Team provides the Senior Management Team with a corporate complaints report, complaints received during the month are monitor and analysed. The mandatory lessons learned data have been implemented for more than a year now and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to CEDR (Chief

Executive Direct Reports) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.

2.5 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.

2.6 The Report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.7 There are four appendices to this report:

- Appendix 1 - 2020/21 Business Plan
- Appendix 2 - Monthly Performance Report
- Appendix 3 - Leadership Risk Register
- Appendix 4 - Finance




### 3.0 Report Details

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 2020-21 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2020-21 business plan set out four strategic priorities:

- Housing that meets your needs.
- Leading in environmental sustainability.
- An enterprising economy with strong and vibrant local centres.
- Healthy, resilient and engaged communities.

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: Housing that meets your needs**

3.4 The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, deliver the local plan and supporting the most vulnerable people in the District.

### 3.5 **Overview of our performance against this strategic priority:**

**Number of Housing Standards interventions** is reporting Red for September and Amber for Year to Date (49 against a target of 55). Although the team's ability to carry out visits in response to service requests from tenants and other parties is increasing, the ability to carry out proactive and unannounced visits to properties is still significantly restricted by COVID-19 which is limiting the number of enforcement interventions they can deliver. The situation is expected to improve if COVID-19 restrictions ease.

**The number of residents placed into temporary accommodation** has reduced during September due to the work of the Housing Team to move on clients accommodated during the pandemic as quickly as possible. Since March lockdown, advice and accommodation has been provided to all rough sleepers; over 40 people placed have also been offered move-on accommodation. The team has given priority to homeless households, where appropriate, to secure settled accommodation via the Housing Register or Private Rented homes through the Cherwell Bond Scheme. Some people, 8 currently, are still reported as rough sleeping in Cherwell, the Outreach Team is working together with the Housing Options Team to verify individual circumstances, offering assessment and support to make suitable offers of accommodation.

**Maintain 5 Year Land Supply (Quarterly)** is reporting Red for September and Year to Date (4.40 against a target of 5). The 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.4 years). However, confirmed housing delivery in 2019/20 (1,159) was higher than our annualised plan requirement (1,142) and the Government has provided the Oxfordshire authorities with a 3-year flexibility while the Oxfordshire Plan is produced.

**Net Additional Housing Completions (Quarterly)** is reporting Red for September and Year to Date (190 against a target of 285). Provisional quarterly net housing completions (Q2) are 190 (figures are verified at the end of the Financial Year). Year to date figure (Q1 & Q2) is 408. Delivery is lower than required due to the national working & economic conditions Housing projections are being reviewed for the December Annual Monitoring Report.

**Homelessness prevention** – The COVID-19 emergency has changed working practices and presentations seen by the Housing Options Team. More single people have approached the council in crisis, which has required a shift in the way we respond to emergency situations rather than upstream work to prevent homelessness. 85 clients have been assisted



since the March lockdown started and the Government required local housing authorities to accommodate rough sleepers. Many clients have been helped to secure move-on accommodation and the number of single clients in emergency accommodation has now reduced to 8 placements. The team has continued to provide advice and prevent homelessness wherever possible and the number of households with children approaching the council remains low. The stay on evictions until 21st September has helped with this.

**Deliver Innovative and Effective Housing Schemes** is reporting Amber for September and Year to Date. All 'Hope Close' completions were achieved in September. The handover of 14 units at Admiral Holland were achieved on 24th September, also, 7 rented houses were let by the end of September. The 'Bullmarsh Close' scheme started on site 28th September.

### **Priority: Leading in environmental sustainability**

3.6 The Council is committed to deliver on our commitment to be carbon neutral by 2030, to promote the Green Economy and increase recycling across the district. This priority includes the protection of our natural environment and our built heritage, working in partnership to improve air quality in the district and the reduction of environmental crime.

3.7 **Overview of our performance against this strategic priority:**



During September residents of north Oxfordshire, who are keen to keep their neighbourhood neat and tidy, were offered help to get involved in the **Keep Britain Tidy Great British September Clean** initiative. The event ran from 11<sup>th</sup> to 27<sup>th</sup> September and Cherwell District Council offered gloves, hi-viz jackets, litter pickers and rubbish

sacks to local people who wanted to be involved. Also, the council picked up the rubbish collected.

**Reduction of fuel consumption used by fleet** is reporting Red for September and Amber for Year to Date (39,878 against a target of 32,627). Tonnages collected are 13% higher than last year, with more vehicles being used. Extra rounds are being done due to the growth in the district, there are more commercial and bulky waste customers than last year meaning, more income for the Council, but also more fuel usage.

**Reduce Environmental Crime** - Interviews under caution are able to restart now at Bodicote House; a risk assessment has been put in place for this to be possible and the interview room is COVID-19 compliant.

**Protect the Built Heritage** is reporting Amber for September and Year to Date. The Team continues to Work on Conservation Area Appraisals (Bloxham and Grimsbury). A number of officer reports on completed Conservation Area Appraisals require finalisation. Heritage advice continues to be provided to inform Development Management decision making.

**The percentage of Waste Recycled & Composted** during September was 58.13% (against a target of 56%). During the first six months of the year 1,971 tonnes of Recycling and 1,699 tonnes of Residual waste were collected. This is a 13.4% increase in waste and recycling collected. In a normal year we would expect to collect less than 1% extra in 12 months.



**Priority: An enterprising economy with strong and vibrant local centres**

3.8 The Council is committed to support business retention and growth, developing skills and generating enterprise; also, securing infrastructure to support growth in the district and securing investment in our town centres. This priority also contributes towards making communities thrive and businesses grow promoting the district as a visitor destination, committing to work with businesses to ensure compliance and promote best practice.

3.9 **Overview of our performance against this strategic priority:**

**% of Council Tax collected, increase Council Tax Base** – Is reporting Green for September and Amber for Year to Date. The team have achieved a cumulative collection rate of 55.14% against a target of 57.00%. The shortfall equates to approximately £2m, which is lower than last month's shortfall, this is due to the commencement of reminder notices. The team has been issuing smaller batches of reminders, in accordance with guidance from the Magistrates Court; whilst the numbers issued are vastly reduced the reminders increased our in month collection by £300k. Summonses for these reminders will be issued in October.



**% of Business Rates collected, increasing NNDR Base** - Is reporting Green for September and Amber for Year to Date. We have achieved a collection rate of 56.44% as at end of September against a target of 58.50%. Whilst the collection rates are still slightly short of our cumulative target, the shortfall reduced from £2.4m last month to just under £1m this month. We issued summonses during September with court on early October. We will continue to monitor accounts with large overdue balances and will proactively chase debtors via email and telephone calls as well as issuing formal reminder notices, final notices and summonses to prompt payment.

Work continues to support the **Development Our Town Centres**, a review has been made on the impact of COVID-19 on the district's urban centres. Also, a study on Bicester Footfall has been undertaken to monitor the town centre vitality, and work continues with the Bicester Town Centre Task Force to develop projects which will help mitigate the impact of the pandemic.



The team continues to **Support Business Enterprise, Retention, Growth and to Promote Inward Investment**, providing support for the implementation of the COVID-19 Government grant schemes (Small Business Grant Fund; Retail, Hospitality and Leisure Grant Fund; and Discretionary Grant Fund) to local businesses, working in close liaison with colleagues at local authorities in

Oxfordshire, with OxLEP and Government departments to ensure support to businesses during the COVID-19 pandemic.

### **Priority: Healthy, resilient and engaged communities**

3.10 The Council is committed to enable all residents to lead an active life, improving and developing the quality of local sports and leisure facilities, promoting health and wellbeing in our communities. Also, supporting community and cultural development; working with our partners to address the causes of health inequalities and deprivation, and to reduce crime and anti-social behaviour.

#### 3.11 **Overview of our performance against this strategic priority:**

As part of our efforts to **Improve Leisure & Communities Facilities**, works had commenced in relation to the feasibility studies for Leisure provision within the District linked to our Active Communities Strategy. Consultation has commenced with some stakeholders and two workshops were held in September with the consultants supporting on the project and Council Officers.

Following the success of **StreetTag in Cherwell**, funding has been secured to launch it across Oxfordshire and to promote a competition between schools to promote active travel to school. Street Tag is a family friendly initiative that rewards families and individuals for their physical activities such as walking, running, cycling,



among a host of other fitness activities. Street Tag brings people together to participate in outdoor physical activities, by turning streets into a giant virtual playground, and increasing their outdoor experiences. Extra points are offered to families by signing up with their FAST (Families Active Sporting Together) card number.

The 'Community Hubs Emergency Relief Grant' was launched with a budget of £70k, By the end of September £15k of funding has been awarded.

During September **the Community Safety team continued to deliver core community safety work in the district**, including contributing with the Police led "Operation Stronghold week", seeking to disrupt organised crime, Cherwell officers supported this week through late night operations around the NightTime Economy. Also, Community Safety and Licensing teams' members carried out evening visits to licensed premises to monitor compliance with COVID-19 control measures and guidance.



## Summary of Performance

- 3.12 The Council reports monthly on performance against 41 Business Plan Measures, with 22 Programme Measures and 19 Key Performance Indicators. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

### Programme Measures and Key Performance Indicators (41)

| Status | Description         | September | %   | DoT | YTD |
|--------|---------------------|-----------|-----|-----|-----|
| Green  | On target           | 34        | 83% | ↑   | 27  |
| Amber  | Slightly off target | 2         | 5%  | ↓   | 8   |
| Red    | Off target          | 4         | 10% | ↑   | 5   |
|        | No data             | 1         | 2%  | NA  | 1   |

Please note that the KPI measure “High risk food businesses inspected” will no longer be relevant this year due to the Food Standards Agency changing the national food law enforcement programme as a consequence of COVID-19. Food safety will be assured through alternative, targeted measures.

### Risk Update

- 3.13 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.
- 3.14 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, L07, L11 & L12            | L01, L17, L19 |                     |
|        | 3 - Moderate      |             | L16          | L02, L05, L14, L15, L18, & L21 | L08 & L20     |                     |
|        | 2 - Minor         |             |              |                                | L10           |                     |
|        | 1 - Insignificant |             |              |                                |               |                     |

3.15 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.

| <b>Leadership Risk</b>   | <b>Score</b>   | <b>Direction</b> | <b>Latest Update</b>   |
|--|----------------|------------------|--|
| <b>L01</b> Financial Resilience  | 16 High risk   | ↔                | Risk reviewed 07/10 – Comments updated                               |
| <b>L02</b> Statutory functions   | 9 Low risk     | ↔                | Risk Reviewed 07/10 – No changes                                     |
| <b>L04</b> CDC Local Plan  | 12 Medium risk | ↔                | Risk Reviewed 07/10 – Comments updated                               |
| <b>L05</b> Business Continuity   | 9 Low risk     | ↔                | Risk Reviewed 08/10 – Comments updated                               |
| <b>L07</b> Emergency Planning  | 12 Medium risk | ↔                | Risk Reviewed 08/10 – Comments updated                               |
| <b>L08</b> Health & Safety   | 12 Medium risk | ↔                | Risk Reviewed 08/10 – No changes                                     |
| <b>L09</b> Cyber Security  | 15 Medium risk | ↔                | Risk Reviewed 08/10 – Mitigating actions updated                     |
| <b>L10</b> Safeguarding the Vulnerable   | 8 Low risk     | ↔                | Risk Reviewed 08/10 – No changes                                     |
| <b>L11</b> Sustainability of Council owned companies and delivery of planned financial and other objectives. | 12 Medium risk | ↔                | Risk Reviewed 05/10 – Comments updated                               |
| <b>L12</b> Financial sustainability of third-party suppliers including contractors and other partners        | 12 Medium risk | ↔                | Risk Reviewed 01/10 – No changes                                     |
| <b>L14</b> Corporate Governance  | 9 Low risk     | ↔                | Risk Reviewed 08/10 – Comments updated                               |
| <b>L15</b> Oxfordshire Growth Deal   | 9 Low risk     | ↑                | Risk Reviewed 05/10 – Score, mitigating actions and comments updated |
| <b>L16</b> Joint Working   | 6 Low risk     | ↔                | Risk Reviewed 06/10 – No changes                                     |
| <b>L17</b> Separation  | 16 High risk   | ↔                | Risk Reviewed 06/10 – No changes.                                    |
| <b>L18</b> Workforce Strategy  | 9 Low risk     | ↔                | Risk Reviewed 06/10 – Comments updated                               |
| <b>L19</b> Covid19 Community and Customers   | 16 High risk   | ↔                | Risk Reviewed 08/10 – Mitigating actions updated.                    |
| <b>L20</b> Covid19 Business Continuity   | 12 Medium risk | ↔                | Risk Reviewed 06/10 – No changes                                     |
| <b>L21</b> Post Covid19 Recovery   | 9 Low Risk     | ↔                | Risk Reviewed 06/10 – No changes.                                    |



During September the leadership risk had one score change L15 Oxfordshire Growth Deal (see Appendix 3 for details)

## **Finance Update**

3.16 The Council's forecast financial position up to the end of September shows a forecast underspend of £0.3m. This is made up of a £3.4m overspend related to Covid-19 costs (para 3.19), offset by a £3.7m underspend on business as usual costs (para 3.17).

3.17 Before taking into account funding held for Covid costs, the directorate revised budgets have forecast a net overspend of £0.8m. This is mainly driven by a £1.2m forecast overspend in Leisure. There is £1.2m budget available within the Executive Matters Budget to offset costs when they are incurred. Taking this into account, there is an overall underspend of £0.4m across the services.

3.18 The following assumptions have been made in assessing the costs of Covid-19 to the Council:

- Phased reopening of businesses from June to August
- All businesses able to reopen from September
- Full economic recovery does not happen before the end of financial year
- Contract support to some service providers will continue until the end of October in line with Government guidance.

3.19 Applying these assumptions gives a forecast cost of Covid-19 of £6.5m for 2020/21. This is a combination of additional costs and loss of income arising from the impact of the Covid-19 pandemic on Council services. This is partially met by Covid-19 support grant funding of £1.8m and an estimated grant of £1.3m to partially meet income losses. This reduces the in-year Covid-19 pressure to £3.4m.

3.20 For more detail on the movements across all budgets please see Table 1 showing the main reasons for the variances in 2020/21.

3.21 CDC has identified options for how it will meet any funding shortfall that may remain for 2020/21 which were considered by the Executive on 20<sup>th</sup> August and approved by the Council on 7<sup>th</sup> September.

3.22 There are further risks to the forecasts for service delivery such as the possibility of a second period of lockdown, either nationally or locally, to respond to a second peak in Covid-19 cases. This scenario is difficult to model as this would impact different services to different degrees with some services forecasting higher costs in the recovery phase than the response phase.

## 3.23 Report Details

Table 1: Forecast Revenue Outturn

| Revenue Monitoring          | Revised Budget £m | BAU £m        | Covid £m     | Total Forecast Outturn £m | Variance to Budget £m | Prior Month Forecast £m | Forecast movement £m |
|-----------------------------|-------------------|---------------|--------------|---------------------------|-----------------------|-------------------------|----------------------|
| Communities                 | 7.937             | 6.666         | 1.319        | 7.985                     | 0.048                 | 7.954                   | 0.031                |
| Place and Growth            | 3.906             | 3.288         | 0.630        | 3.918                     | 0.012                 | 3.937                   | -0.019               |
| Customers and Org. Dev.     | 3.808             | 3.610         | 0.126        | 3.736                     | -0.072                | 3.730                   | 0.007                |
| Adults and Housing Services | 3.025             | 2.529         | 0.354        | 2.883                     | -0.142                | 2.962                   | -0.079               |
| Public Health and Wellbeing | 2.911             | 2.422         | 1.721        | 4.143                     | 1.232                 | 4.319                   | -0.177               |
| Comm. Dev. Assets and Inv.  | 4.131             | 1.478         | 2.358        | 3.836                     | -0.295                | 4.054                   | -0.218               |
| <b>Total Directorates</b>   | <b>25.718</b>     | <b>19.993</b> | <b>6.508</b> | <b>26.501</b>             | <b>0.783</b>          | <b>26.955</b>           | <b>-0.455</b>        |
| Executive Matters           | 3.061             | 1.885         | 0.000        | 1.885                     | -1.176                | 1.845                   | 0.040                |

|                        |        |        |       |        |        |        |        |
|------------------------|--------|--------|-------|--------|--------|--------|--------|
| Total Cost of Services | 28.779 | 21.878 | 6.508 | 28.386 | -0.394 | 28.800 | -0.415 |
|------------------------|--------|--------|-------|--------|--------|--------|--------|

|              |         |         |        |         |       |         |        |
|--------------|---------|---------|--------|---------|-------|---------|--------|
| Total Income | -28.779 | -25.604 | -3.054 | -28.658 | 0.121 | -28.600 | -0.058 |
|--------------|---------|---------|--------|---------|-------|---------|--------|

|                   |       |        |       |        |        |       |        |
|-------------------|-------|--------|-------|--------|--------|-------|--------|
| (Surplus)/Deficit | 0.000 | -3.727 | 3.454 | -0.273 | -0.273 | 0.200 | -0.473 |
|-------------------|-------|--------|-------|--------|--------|-------|--------|

**Please note:**

1. This assumes the Government will compensate partially for losses of sales, fees and charges income for the full year.
2. Some numbers may not agree to paragraphs 3.16 and 3.19 due to rounding.

## Communities

Communities predicts an overspend of £0.048m against a revised budget of £7.937m (0.6%).

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|   |   |
|---|---|
| Environmental Services                    | The £0.039m overspend is mainly due to pressures in employment costs due to sickness and the requirement of agency staff cover and salary review (£0.266m). Offsetting this is £0.138m reduction in transport and contractor costs relating to gate and transfer fees not being as high as expected and a reduction in tonnage of waste recycling/disposal costs. In addition, car park, vehicle repairs and street scene income is expected to be £0.114m higher. There is an expected increase in premises costs of £0.025m |
| Variation £0.039m overspend               |   |
| Variance to last month's forecast £0.009m |   |

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|   |  |
|---|--|
| Regulatory Services                       | Regulatory services are reporting a small overspend this month to the revised budget. Some forecast increase in supplies and services costs have been mostly offset by a new vacant post which will not be recruited to in 2020/21 |
| Variation £0.009m overspend               |  |
| Variance to last month's forecast £0.022m |  |

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## Place and Growth

Place and Growth predict an overspend of £0.012m against a revised budget of £3.906m (0.3%).

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|  |  |
|--|--|
| Planning & Development                     | The forecast £0.018m underspend against the revised budget is an improvement of £0.035m from the August forecast. This improvement relates to additional salary savings from not filling vacant posts and an improvement in Building Reg fee income. |
| Variation -£0.018m underspend              |  |
| Variance to last month's forecast -£0.035m |  |

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|          |  |
|----------|--|
| Growth & | As of September, Build are currently forecasting |
|----------|--|

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|  |  |
|--|--|
| Economy  | £0.030m overspend on consultancy fees relating to the Build review taking place. All other departments within this service area are on budget. |
| Variation<br>£0.030m<br>overspend                  |  |
| Variance to<br>last month's<br>forecast<br>£0.016m |  |

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## **Customers and Organisational Development**

Customers & Organisational Development predict an underspend of £0.072m against a revised budget of £3.808m (-1.9%).

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|  |   |
|--|---|
| Customers &<br>Organisational<br>Dev.              | On target with the exception of Land Charges which is showing a £0.072m underspend as income appears to be recovering faster than expected. |
| Variation<br>-£0.072m<br>underspend                |   |
| Variance to last<br>month's<br>forecast<br>£0.007m |   |

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## **Adults and Housing Services**

Adults and Housing Services predict an underspend of £-0.142m against a revised budget of £3.025m, (-4.7%).

|  |   |
|--|---|
| Housing & Social Care                        | September's underspend of £0.142m is due to the receipt of a £0.120m grant which partially offsets the previously reported £0.150m allocated by the council to help with move-on for rough sleepers accommodated during the pandemic. There is also a £0.030m saving on consultancy budget relating to the Growth Deal. |
| Variation<br>-£0.142m<br>underspend          |   |
| Variance to last month's forecast<br>-£0.79m |   |

### **Public Health & Wellbeing**

Public Health & Wellbeing predict an overspend of £1.232m against a budget of £2.911m (42.3%).

|   |  |
|---|--|
| Wellbeing                                     | The forecast overspend of £1.2m is a direct result of Covid-19. The main cost is the contractual relief payments made to support the survival of the leisure operator during the pandemic. Budget to cover this cost is held in Executive matters and will be transferred when costs are realised. |
| Variation<br>£1.230m<br>overspend             |  |
| Variance to last month's forecast<br>-£0.172m |  |
| Healthy Place Shaping                         | Healthy Place Shaping are on budget  |
| Variation<br>£0.002m<br>overspend             |  |
| Variance to last month's forecast<br>-£0.005m |  |

### **Commercial Development, Assets and Investments**

Comm. Dev. Assets and Invests. predicts an underspend of £0.295m against a revised budget of £4.131m (-7.1%).

|   |   |
|---|---|
| Property                                      | £0.170m underspend against the revised budget relates to Castle Quay Shopping Centre and the new Waterside Development. Since the revised budget was looked at in June the year end forecast position for CQ has improved. Also included are the apparent savings on the running costs of the Council Offices (including the Stables) as a result of lower occupancy as well as savings of approximately £0.175m relating to a reduction in utilities, security and repairs & maintenance. Finally, there are forecast savings of £0.035m attributed to salaries due to a vacancy, £0.054m of General Equipment and £4k on refreshments |
| Variation<br>-£0.439m<br>underspend           |   |
| Variance to last month's forecast<br>-£0.386m |   |
|   | £261k of budget for 'cost of dilapidations work if cannot recharge to outgoing tenants' is proposed to be transferred to reserves at year end to offset anticipated pressures in 2021/22  |
| Finance and Procurement                       | The forecast outturn for Finance and Procurement has improved by £0.011 since August. There is an overall forecast overspend against the revised budget of £0.104m. Finance's £0.056m overspend is primarily due to the requirement of agency staff required for completion of the accounts. Revs & Bens are now forecasting on budget. Procurement: £0.047m overspend relates to consultant costs.   |
| Variation<br>£0.104m<br>overspend             |   |
| Variance to last month's forecast<br>£0.081m  |   |
| Law and Governance                            | £0.040m overspend is due to use of agency staff covering vacant posts   |
| Variation<br>£0.040m<br>overspend             |   |
| Variance to last month's forecast<br>£0.040m  |   |

## **Executive Matters**



Executive Matters predicts an underspend of £1.176m against the budget of £3.061m (-38.4%).

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Interest Costs

There is now an overall positive variance of £0.013m on interest payable/receivable against the revised budget.

Corporate

£1.163m budget is being held to cover Leisure Management and will be drawn upon when required to meet the costs surrounding Covid-19

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### 3.24 Capital

There is a forecast in-year underspend of £25.321m, of which £22.043m is anticipated to be reprofiled in future years. There is an overall forecast reduction in the total cost of schemes of £3.278m. A review of the capital programme will be undertaken as part of the budget process to consider what schemes the Council will progress in the future.

| Directorate                   | Budget<br>£000 | Outturn<br>£000 | Re-<br>profiled<br>beyond<br>2020/21<br>£000 | Current<br>Period<br>Variances<br>£000 | Prior<br>Period<br>Variances<br>£000 |
|-------------------------------|----------------|-----------------|--|--|--------------------------------------|
| Adult Housing Total           | 2,177          | 1,258           | 490  | (429)                                  | (429)                                |
| Comm Dev Assets total         | 62,665         | 49,962          | 12,111                                       | (592)                                  | (336)                                |
| Communities Total             | 1,864          | 1,201           | 662  | (1)                                    | (1)                                  |
| Customers, Org Dev total      | 696            | 703             | 0  | 7                                      | 7                                    |
| Finance Total                 | 3,559          | 3,559           | -  | -                                      | 0                                    |
| Place and Growth Total        | 34,344         | 23,657          | 8,440  | (2,247)                                | (102)                                |
| Public Health Wellbeing Total | 717            | 361             | 340  | (16)                                   | (16)                                 |
| <b>Total</b>                  | <b>106,022</b> | <b>80,701</b>   | <b>22,043</b>                                | <b>(3,278)</b>                         | <b>(877)</b>                         |

**Please note:**

1. This table now reflects the current structure and prior period figures have been adjusted accordingly

### 3.25 Current Period Variances

## **Adult Housing:**

Housing: are forecasting (£0.429m) underspend due to significantly reduced activity with regards to Disabled Facilities Grant (£0.375m), (£0.004m) for the Arbritas upgrade and Discretionary grants works (£0.050m) as a result of COVID.

## **Comm Dev Assets:**

Property: are forecasting (£0.592m) underspend. The largest savings are against the refurbishment of Banbury Health Centre (£0.153m) due to ongoing discussions with the tenant regarding the extension of the lease which may affect the scope of the project. And also, the refurbishment of the Mill (£0.250m) as similarly there are ongoing discussions around the purchase of this property. General savings of (£0.189m) across the remaining capital schemes.

## **Communities:**

Environmental Services: are forecasting (£0.001m) underspend

## **Customers & Org Development:**

Human Resources: are forecasting £0.007m overspend for the HR/Payroll system

## **Place and Growth:**

Build Phase 1 is reporting unbudgeted spend of £0.109m. Build Phase 1b is forecasting to spend £1.361m in this financial year and reprofiling the remaining budget into 2021/22 to complete the programme. Build Phase 2 programme is forecasting to spend £0.674m in this financial year. However, as a result of certain schemes no longer progressing (Trades & Labour Club, Nizewell Head, Park Road and Wykham lane) a saving of £2.126m is now being forecast. The majority of the spend against the remaining programme will be reprofiled in to 2021/22. The agreed capital programme does overlap financial years. The Hill Community centre has a £0.229m underspend that is currently being investigated.

## **Public Health & Wellbeing:**

Wellbeing are forecasting a small saving of £0.016m, (£0.008m) against Physical Activities programme and (£0.008m) against the Sunshine Centre programme for extension to the front of the site as the projects have reached completion.

**Re-profile beyond 2020/21**

## **Adult Housing**

£0.490m Disabled Facilities Grant capital - Covid significantly reduced activity in the first 6 months of the year but activity has begun to increase. As a result, not all of the Better Care Fund will be spent in this financial year and will be reprofiled into 2021/22

## **Comm Dev Assets**

Castle Quay Shopping Centre (£2.771m) and Castle Quay Waterside (£9.240m). These are ongoing schemes that straddle several financial years

## **Communities**

£0.100m Thorpe Lane Depot Capacity Enhancement - anticipating slippage in to 2021/22 as a result of awaiting approval of other capital schemes.

£0.055m Bicester Country Park - Covid delayed the purchasing and progression of the country park, remaining spend to be reprofiled into 2021/22.

£0.275m Vehicle replacement Programme - currently under review, further investigation needed into larger electric vehicles before committing to diesel equivalents. Remaining spend to be reprofiled into 2021/22.

£0.045m Car Park Refurbishments - Covid significantly delayed progression on the installation of pay on exit barriers. Remaining spend will take place in 2021/22.

£0.012m On Street Recycling Bins - purchases are expected in 20/21 but delivery and installation is anticipated in early 2021/22.

£0.125m Car Park Action Plan - there are no costs anticipated in this financial year but spend is anticipated in 2021/22.

£0.050m Depot Fuel System Renewal - commitments are expected in 2020/21 but installation is anticipated in early 2021/22.

## **Place & Growth:**

£0.672m Phase 1b Bicester Library is in the early stages of development. Planning permission is being considered at Planning Committee on 5th November. Actual site work is due to commence in January 2021 with likely completion by the end of 2021. Admiral Holland works formally completed end of September 2020 but CDC will have to budget for retention payments due in September 2021 of £0.065m.

£7.768m Phase 2. We are still working on the land assembly for Bretch Hill and are about to submit a pre-application to planning. Leys Close is also under discussion with the planners as they have issues relating to parking.

## **Public Health Wellbeing:**

£0.183m North Oxfordshire Academy Astroturf capital scheme - currently under discussion with United learning Trust regarding the outstanding planning application and their contribution.

£0.043m Energy Efficiency schemes at leisure centres - there are no costs anticipated in this financial year but spend is anticipated in 2021/22 on Energy Efficiency schemes.

£0.084m Bicester Leisure Centre extension capital scheme - spend to date on a feasibility study but no other spend anticipated this year. Remaining spend will take place in 2021/22.

£0.030m Spiceball Leisure Centre bridge resurfacing capital scheme - No spend is expected this financial year but will take place in 2021/22 on completion of Castle Quay Waterside and reinstatement of the bridge.

## **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 for the first quarter of this financial year 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 2020-21 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**

7.1 Financial implications are detailed within section 3.16 to 3.25 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance, 07393 001218, Lorna.Baxter@cherwell-dc.gov.uk

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:  
Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer,  
[Sukdave.Ghuman@cherwell-dc.gov.uk](mailto:Sukdave.Ghuman@cherwell-dc.gov.uk)

- 7.3 This report contains a full update with regards to the Council's risk position at the end of September 2020. 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** (Executive reports only; state N/A if not Executive report)

Financial Threshold Met: No

Community Impact Threshold Met: No

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

All

### Lead Councillor

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

### Document Information

#### Appendix number and title

Appendix 1 2020/21 Business Plan  
Appendix 2 Monthly Performance Report  
Appendix 3 Leadership Risk Register  
Appendix 4 Capital Budget Monitoring

### Background papers

None

### Report Author and contact details

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