

# **Cherwell District Council**

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

**21 June 2021**

### **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 positions as at the end of March 2021. The Committee will focus on the risk elements of the report.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To note the risk aspects of the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To note the revised Risk and Opportunities Management Strategy 2021-22

#### **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 March 2021 and reflects on the past 12 months (annual review – Appendix 5) in delivering 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 monitored 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 (appendix 1).

2.6 The report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.7 There are two appendixes to this report:

- Appendix 1 - Leadership Risk Register
- Appendix 2 - Risk and Opportunities Management Strategy 2021-22



### 3.0 Report Details


3.1 The Council’s performance management framework sets out key actions, projects and programmes of work that contribute to deliver the 2020-21 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2020-21 business plan sets 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. The 2020/21 annual review is a reflection of the last 12months and highlights some of the successes achieved during a year of challenge and through a pandemic. This annual review spans all the services supporting the delivery of the priorities.

Colour	Symbol	Tolerances for Business Plan Measures	Tolerances for Key Performance Measures (KPIs)
<b>Red</b>		Significantly behind schedule	Worse than target by more than 10%.
<b>Amber</b>		Slightly behind schedule	Worse than target by up to 10%.

<b>Green</b>		Delivering to plan / Ahead of target	Delivering to target or ahead of it.
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**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 Homeless Households living in Temporary Accommodation** is reporting Green for March and Amber for year end, with numbers of homeless people being placed in temporary accommodation increasing to 31. Of those, 14 single clients have been accommodated as result of COVID-19. Further plans are to accommodate people out of the hotel placements and concerns increase as Courts and eviction proceedings are to resume which

may see numbers of families seeking emergency placement also increasing. Overall, 145 individuals have been accommodated by CDC as a result of the COVID-19 emergency. Of those, 56 moved from hotels to supported housing, 32 moved into permanent accommodation and 14 remain in hotels, however, 9 of those have an identified move-on plan.

**Number of Housing Standards interventions** is reporting Green for March and Amber for year end, with 78 interventions recorded against a target of 55 in March and 676 interventions against 660 for the year. Of those were 118 enforcement notices, 457 service requests and 101 proactive interventions. Regardless, the ability to carry out responsive or proactive visits to rented properties has been restricted and the ability to implement formal enforcement has been reduced due to COVID-19.

**Average time taken to process Housing Benefit New Claims** is reporting Green for March and year end, which was excellent on a 10 days average mark against a target of 15 days for March and 13 days out of target of 15 days for the year. COVID-19 presented a challenge as we registered a sharp increase on the number of new claims, but our team has delivered outstandingly delivering below the national average of 20 days.

**Deliver Innovative and Effective Housing Schemes** is reporting Amber for March and Green for Year end. Two shared ownerships, at Admiral Holland, have been completed. Sales have been going well, at Admiral Holland, as well as the development of three bungalows, at Bullmarsh Close, which is due and on target for May.

**Number of people helped to live independently through use of DFG & other grants/loans** is reporting Amber for March and Amber for Year end. 43 Households have been provided with help. Of those, 17 with major adaptations, 26 with smaller works done to the property. Despite the team efforts under COVID-19 rules, it is still a challenge to perform because measures remain in place for the security of staff and contractors and to safeguard elderly and vulnerable people which restricts access to client's homes to undertake surveys and works.



**Delivering the Local Plan** is reporting Amber for March and Year end. With the continued preparatory Plan on its way to the next stage for the District wide Local Plan Review and providing input for the Oxfordshire Plan process, the timetable of the latter is being reviewed to assess delays. An application of the Statutory Review for the adoption of the Local Plan Partial Review, which is a legal challenge, has been logged with the Planning Court and served to Council Court hearings are expected in June.

**Number of people helped to live independently through use of DFG & other grants/loans** is reporting Amber for March and Year end with 43 households supported. Of the households helped, 17 were by major adaptations and 26 by smaller works done to the property. There is still restricted access to homes experienced by our team and contractors as a result of measures in place due to COVID-19. Both surveys and works needing undertaking are affected by this, especially with the compliance to protect our elderly and most vulnerable clients.

**Maintain 5 Year Land Supply** is reporting Amber for March and Red for Year end. We registered a 4.7-year average, out of the targeted 5, in the Annual Monitoring Report. Slightly under the target, however, there is a predicted 1,172 completions which account for 13 more housing completions than last year and 30 more than the Local Plan requirement for Cherwell, which is due to be confirmed later. The monitoring period, for the five-year supply for Oxford's needs, commenced on 1st April 2021.

**Homes improved through enforcement action** is reporting Red for March and Year end. Only 3 out of our target of 9 homes have been improved by means of enforcement action with 2 requiring work-in-default (where the Council organises work at the expense of notice of recipients who have failed to act), which are underway. COVID-19 limitations to inspect and investigate premises contributed on reducing the ability of contractors to undertake works and staff ability to inspect and investigate premises.

**Number of affordable homes delivered including CDC and Growth Deal targets** is reporting Red for March and Amber for Year end. 11 affordable homes have been completed against a target of 25, for March. 9 by affordable rent and 2 by shared ownership tenure, none delivered via Growth Deal funding. Some completions have been delayed because of knock-on effects caused by site closures as a result of earlier lockdown measures. Also, some developers have shifted build schedules to focus on market properties whilst market sales are going well.

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

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

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

**Delivering high Quality Waste & Collection Service to all Properties** is reporting Green for March and Year end. We have managed collection of an additional 7,000 tons of waste, during this pandemic and preparations for development of separate food waste collections from this Autumn is well under way.



**Ensure Clean & Tidy Streets** is reporting Green for March and Year end. All areas have been covered, despite occurrences of staff self-isolating. All staff are now back at work and able to assist with distribution of litter-picking equipment, this way persons wishing to litter-pick in their local areas, including the collection of waste and recyclable materials, can do so.

**Protect Our Natural Environment and Promote Environmental Sustainability** is reporting Green for March and Year end. The application for an air quality grant (from the Department for Environment Food and Rural Affairs) was successful, and we have received £17,300 to purchase monitors and promotional material which have been used on projects that increase awareness and encourage changes to improve air quality, along with monitors that will be acquired for schools, doctors' surgeries and hospitals.

**Protect the Built Heritage** is reporting Amber for March and Year end. Conservation advice continues to be provided to inform Development Management decision making. Conservation Area Appraisals require finalisation as higher caseloads are being experienced

**Waste Recycled & Composted** is reporting Amber for March and Year end. With the tonnage increased by 0.5% (a good achievement in difficult times), 7,067 additional tons of waste have been collected (10 times the annual increase) which equals 10 more bins collected per household in Cherwell. 677 additional journeys have been completed and still residents received uninterrupted service throughout.



**Reduction of fuel consumption used by fleet** is reporting Red for March and Amber for Year end. We have consumed slightly more fuel used than this time last year. Although our recycling numbers have increased, and 7,067 additional tons of waste has been collected with 677 additional journeys.

## **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:**

**Support Business Enterprise, Retention, Growth and Promote Inward Investment** is reporting Green for March and Year end. Support has been maintained by updated webpages, directly with enterprises and collaborations. The



focus was COVID-19 and EU transition. Collaboration with Oxford County Council and partners continued enabling enhancement of digital infrastructure throughout the district. 98% of premises, in the district, can access Superfast Broadband services.

**Deliver the Growth Deal** is reporting Green for March and Year end. We are still engaged and active participants in the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell, which is reviewed on a monthly basis, covering the four workstreams of affordable housing. In this 5-year programme Cherwell enters year four and has plans to progress through the Council's officer decision-making process.

**Develop Our Town Centres** is reporting Green for March and Year end. Works are under way to deliver on progress of key elements of delivering outlined plans to town centres vitality and ensure continued safety on high streets within the district. Our team continues to review the impact of COVID-19 in our urban centres and will work closely with officer groups and partners to ensure that high streets reopen safely, once restrictions are lifted.



**% of Council Tax collected, increase Council Tax Base** is reporting Green for March and Amber for Year end. Collection, for March, on the mark of 3% against 1% target, and running slightly behind in the annual figure at 97.46% against 97.75%, accounts for a shortfall of £1.88m. This is due to the huge impact COVID-19 restrictions have had on collection rates despite the team efforts issuing reminder notices, final notices, summonses and obtaining liability orders through the Magistrates Court, and outbound calls. Also, summonses given to those Council taxpayers who had not paid their reminder notices and the reduced number of reminders and final notices restricted to the number of cases that could be heard at the Magistrates Court. A local officer Programme Board has been established for Cherwell, which reviews monthly the four workstreams of affordable housing.

**% of Business Rates collected, increasing NNDR Base** is reporting Green for March and Amber for Year end. With a 3.31% above the target for March, of 2.5%, and just behind annual target at 97.61%, of 98.5% target. Shortfall equates to approximately £408K. Still, despite the limitations caused by COVID-19 restrictions, all outstanding balances have been chased by telephoning debtors, with conversations discussing possible entitlements to reduction in rates payable. Businesses that still had debts outstanding were issued with summons, if the reminder or final notice remained unpaid.

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

3.10 The Council is committed to enabling all residents to lead an active life, improving and developing the quality of local sports and leisure facilities and 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:**

**Support Community Safety and Reduce Anti-Social Behaviour** is reporting Green for March and Amber for Year end. Commitments to reduce crime and anti-social behaviour include; patrols around schools and parks, responding to claims of bullying raised by parents, concerns of drug dealings, off-road motorbikes and anti-social behaviour in general. Seizure of an illegal scrap metal collector van was featured by the Banbury Guardian and social media communications, with crime prevention advice and information sharing, which was read by over 25,000 people, although cycling initiatives are still pending due to discussions with Oxford County Council. The focus now is to oversee the distribution of an additional £50,000 in winter support grant.

**Support the Voluntary Sector** is reporting Green for March and Amber for Year end. Several events have been successfully supported to mention Cherwell Food Network, North Banbury Network partnership, Age Friendly Banbury partnership, with Community Link March publication distributed to voluntary organisations and two new older people's information & activity sheets produced. Activities and partnerships that bring together key stakeholders and voluntary organisations, to work on initiatives together with us and support people specially during lockdown restrictions.

**Enhanced Community Resilience** is reporting Green for March and Amber for Year end. With continued work with our partners in response to the pandemic, offering support to people who needed to isolate or shield. Also, supporting the vaccination programme by visiting the addresses of people that had not responded to invitations to book a vaccination.

**Number of visits / usages of District Leisure Centre** is reporting Red for March and Year end. The usage figures are considerably down for the same period of last year. This was expected as the Centres were still open in March, but remained closed due to the Government restrictions at some period in March, however, outdoor 'organised' sport was allowed to return and some utilisation figures for Stratfield Brake, Whitelands, North Oxfordshire Academy and Cooper School have been registered. In addition, the Outdoor Pool at Woodgreen Leisure Centre was able to re-open for the same period.



## 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.

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

Status	Description	March	%	DoT	YTD	YTD %
Green	On target	30	73%	↑	28	68%
Amber	Slightly off target	6	14%	↔	9	22%
Red	Off target	4	10%	↓	3	7%
	No data	1	3%	NA	1	3%

Please note that the KPI measure “High risk food businesses inspected” ceased reporting 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, L21 & L22	L01, L17, L19 & L20	
	3 - Moderate		L16	L02, L05, L14, L15 & L18	L08	
	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.

Leadership Risk	Score	Direction	Latest Update
<b>L01</b> Financial Resilience	16 High risk	↔	Risk reviewed 15/04 – Mitigations and comments updated
<b>L02</b> Statutory functions	9 Low risk	↔	Risk Reviewed 15/04 – Comments updated
<b>L04</b> CDC Local Plan	12 Medium risk	↔	Risk Reviewed 09/04 – Risk owner and comments updated
<b>L05</b> Business Continuity	9 Low risk	↔	Risk Reviewed 12/04 – No changes
<b>L07</b> Emergency Planning	12 Medium risk	↔	Risk Reviewed 12/04 - Controls assessment and comments amended.
<b>L08</b> Health & Safety	12 Medium risk	↔	Risk Reviewed 07/04 – Risk manager, mitigating actions and comments updated



<b>L09</b> Cyber Security	15 Medium risk	↔	Risk Reviewed 13/04 - No changes
<b>L10</b> Safeguarding the Vulnerable	8 Low risk	↔	Risk Reviewed 12/04 – Mitigating actions updated
<b>L11</b> Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 15/04 - Potential Impact updated
<b>L12</b> Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 15/04 – No changes
<b>L14</b> Corporate Governance	9 Low risk	↔	Risk reviewed 15/04 – Comments updated
<b>L15</b> Oxfordshire Growth Deal	9 Low risk	↔	Risk Reviewed 14/04 - Comments updated
<b>L16</b> Joint Working	6 Low risk	↔	Risk Reviewed 15/04 – No changes
<b>L17</b> Separation	16 High risk	↔	Risk Reviewed 15/04 – No changes
<b>L18</b> Workforce Strategy	9 Low risk	↔	Risk reviewed 10/03 – No changes
<b>L19</b> Covid19 Community and Customers	16 High risk	↔	Risk reviewed 08/03 - Comments updated
<b>L20</b> Covid19 Business Continuity	16 High risk	↔	Risk reviewed 15/04 – No changes
<b>L21</b> Post Covid19 Recovery	12 Medium risk	↔	Risk reviewed 15/04 – No changes
<b>L22</b> Elections May 2021	12 Medium risk	↔	Risk reviewed 15/04 – Mitigating actions and comments updated

During March the leadership risk had no score changes.

## Finance Update

3.16 The Council's financial position for 2020/21 at the end of March shows a £0.087m underspend. This is made up of a £3.744m overspend related to Covid-19 costs (para 3.19), which is offset by a £3.831m underspend on business as usual costs.

3.17 The Council has incurred costs and lost income during 2002/21 in relation to Covid-19 across all areas of the Council. In particular costs and lost income have been incurred in the following areas:

- Car parking income
- Planning Application fee income
- Support for leisure services

3.18 The overall cost of Covid-19 was £7.423m for 2020/21. This is partially met by Covid-19 support grant funding of £2.045m in 2020/21 and an estimated income of £1.634m from the Sales, Fees and Charges Income Guarantee scheme towards income losses. This reduces the net in-year Covid-19 financial pressure to £3.744m.

3.19 On 7 September 2020, Council approved a revised 2020/21 budget to help it meet the expected funding shortfall for the 2020/21 financial year after government funding is taken into consideration.

3.20 The proposed transfer of funding to reserves to be used 2021/2022 has been included in appendix 6 to this report. The Executive is recommended to approve these transfers in line with the descriptions provided.

### 3.21 Report Details

Table 1: Forecast Revenue Outturn

<b>Revenue Monitoring</b>	<b>Revised Budget £m</b>	<b>BAU £m</b>	<b>Covid £m</b>	<b>Total Outturn £m</b>	<b>Variance to Budget £m</b>	<b>Prior Month Forecast £m</b>	<b>Change in Forecast £m</b>
Environment and Place	6.435	6.733	-0.825	5.908	-0.527	6.961	-1.053
Customers and Org. Dev. And Resources	6.520	5.643	0.446	6.089	-0.431	6.786	-0.697
Adults and Housing Services	1.577	1.181	0.215	1.396	-0.181	1.397	-0.001
Public Health and Wellbeing	3.453	2.014	1.679	3.693	0.240	4.123	-0.430
Comm. Dev. Assets and Inv.	-1.479	-4.013	2.743	-1.270	0.209	-1.270	0.000
<b>Total Directorates</b>	<b>16.506</b>	<b>11.558</b>	<b>4.258</b>	<b>15.816</b>	<b>-0.690</b>	<b>17.879</b>	<b>-2.063</b>
Executive Matters	9.098	9.565	-0.514	9.051	-0.047	7.732	1.319
<b>Total Cost of Services</b>	<b>25.604</b>	<b>21.123</b>	<b>3.744</b>	<b>24.867</b>	<b>-0.737</b>	<b>25.611</b>	<b>-0.744</b>

<b>Total Income</b>	<b>-25.604</b>	<b>-24.954</b>	<b>0.000</b>	<b>-24.954</b>	<b>0.650</b>	<b>-25.604</b>	<b>0.650</b>
<b>(Surplus)/Deficit</b>	<b>0.000</b>	<b>-3.831</b>	<b>3.744</b>	<b>-0.087</b>	<b>-0.087</b>	<b>0.000</b>	<b>-0.094</b>

Note:

1. Prior month forecast adjusted to take account of use of reserves to make forecast figures comparable
2. The numbers contained in this report are subject to change with the finalisation of the accounts
3. There was a £21.551m underspend on income due to grants being received before they needed to be spent. This has been transferred to reserves.

## Environment and Place

Environment and Place have an underspend of (£0.527m) against a revised budget of £6.435m (8.2%).

Environment and Waste	There is a (£0.001m) underspend reported this year. The main pressures have been in employment costs due to significant sickness and the requirement of agency staff cover £0.439m. Offsetting this is a (£0.139m) reduction in transport/contractor costs for gate & transfer fees and a reduction in commercial waste costs. Premises costs were higher than expected by £0.031m and there was a (£0.013m) saving on supplies and services. On the revised budget (£0.319m) more income than expected was received from car parks, refuse bin contributions and a review of S106 commuted sums.
Variation (£0.001m) underspend	
Variance to last month's forecast (£0.338m)	The S106 income is the main reason for the movement from the February forecast.
Planning & Development	Planning have reported an underspend of (£0.372m). (£0.400m) of this variation is reduced expenditure on Consultancy of which (£0.180m) had previously been forecast to be carry forward and
Variation (£0.372m) underspend	A legal case resulted in (£0.048m) reduction in spend due to the final costs being less than expected. Staff cost savings of (£0.092m) were offset by an overspend of £0.157m on Agency costs across the service. Building Regulations fee income was (£0.031m) higher than expected whilst planning application fee income was £0.169m less than budgeted. There were further savings of (£0.067m) on professional fees and (£0.060m) other savings across the service.
Variance to last month's forecast (£0.531m)	

The (£0.531m) change from the February forecast is made up of (£0.317m) underspend on Planning Policy Consultants due to removal of the carry forward request. (£0.095m) saving in legal fees while (£0.075m) more income was received than forecast and (£0.044m) other savings were achieved across the service.

Growth & Economy	Growth & Economy is reporting an underspend of (£0.154m). This is made up of the following overspends: £0.035m due to the cessation of the Transport Strategy joint working agreement with South Northamptonshire. £0.100m overspend in Build! made up the Sanctuary rent collection service, consultancy/professional fees and lower than expected recharge of officer time to the capital programme. Offsetting these there were underspends of (£0.013m) income from support provided to develop the Park & Charge project, (£0.100m) on the Kidlington masterplan programme (delays due to Covid-19), (£0.044m) saving in consultancy costs and (£0.132m) saving on Senior Management Team joint working costs.
Variation (£0.154m) underspend	
Variance to last month's forecast (£0.184m)	

The (£0.184m) movement to the February forecast is reduced expenditure on a growth deal post and the Kidlington masterplan that was forecast to carry forward to 2021/22 offset in part by a recharge to revenue for officer time on a capital project and higher than expected rent and repair costs

Growth and Economy's have Covid-19 grant income of (£3.065m) which includes funding received from the Government to pay out to businesses in the local community. This income that is yet to be spent has been recognised here but is included in Executive Matters as a transfer to reserves at year end to be released against spend in 2021/22

## **Customers and Organisational Development**

Customers & Organisational Development have an underspend of (£0.431m) against a revised budget of £6.520m (6.6%).

HR/IT/Comms/Cultural Services	The underspend in Customer Services (£0.207m) is mostly due to Land Charges as income recovered faster than expected.
Variation (£0.407m)	Comms are showing an underspend of (£0.140m).

<p>underspend</p> <p>Variance to last month's forecast (£0.267m)</p>	<p>This underspend and movement from last month is mainly due to carry forward request of £0.136m from consultants and professional fees savings being built into the forecast that are no longer assumed. HR now show an underspend of (£0.072m) across Occupational Health, Computer Software and Training due to a carry forward previously being assumed.</p> <p>IT offset part of the above underspends with a £0.012m overspend.</p>
<p>Finance</p> <p>Variation (£0.024m) underspend</p> <p>Variance to last month's forecast (£0.430m)</p>	<p>Finance are reporting on target with an overspend of £0.002m. Finance staffing and agency costs linked to developing capacity for the closure of accounts and additional work linked to the national lockdown have been offset by additional income from new burdens funding.</p> <p>Revenues and Benefits have an underspend of (£0.026m). Within this, there was an overspend of £0.022m in Council Tax driven mostly from unbudgeted costs on contractor revenue payments and Computer Software licensing offset in part by additional income received. Rent Allowances achieved a (£0.041m) underspend made up of additional income from Department of Work and Pensions and New Burdens funding (£0.253m) was offset in part by additional contractor payments £0.098m, Housing Benefit Rent allowance £0.107m and £0.007m other overspends. There were (£0.007m) other minor underspends across the service.</p> <p>The main movements from last month are mostly from (£0.320m) additional income from new burdens funding, court costs and overpayments recovered being higher than expected. In addition, the new finance system savings of (£0.043m) and (£0.067m) cost savings across the service</p>

## **Adults and Housing Services**

Adults and Housing Services have an underspend of (£0.181m) against a revised budget of £1.577m, (11.5%).

Housing & Social Care	The reported underspend of (£0.181m) is mainly due to (£0.120m) additional income for the Next Steps Accommodation Programme, following a successful Government grant application for this amount, (£0.031m) saving on Consultants fees, (£0.010m) saving as a result of a new contract for the Debt and Money advice service, (£0.010m) income from fines and HMO licences and a (£0.010m) saving against a storage contract.
Variation (£0.181m) underspend	
Variance to last month's forecast (£0.001m)	

## **Public Health & Wellbeing**

Public Health & Wellbeing show an overspend of £0.240m against a budget of £3.453m 7.0%

Wellbeing	The forecast overspend of £0.296m is a result of the impact of Covid-19 on leisure. The main cost is the contractual relief payments made to support the leisure operator during the pandemic and a loss of income from holiday hubs and hiring of sports facilities.
Variation £0.296m overspend	
Variance to last month's forecast (£0.374m)	The movement of (£0.374m) from February is mainly due to the budget previously being held in Executive matters being transferred to offset actual costs incurred with the leisure operator.

Healthy Place Shaping	The underspend of (£0.056m) relates to staff cost savings from joint working.
Variation (£0.056m) underspend	
Variance to last month's forecast (£0.056m)	

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

Comm. Dev. Assets and Invests. have an overspend of £0.209m against a revised budget of - £1.479m 14.1%.

<p>Property</p> <p>Variation £0.480m overspend</p> <p>Variance to last month's forecast £0.240m</p>	<p>Property is forecasting a £0.480m overspend. The impact of Covid-19 has seen the Council's commercial properties lose rental income and incur additional costs from empty properties which has resulted in a £0.650m overspend. Conversely, as a result of the pandemic, savings of (£0.170m) have arisen due to reduced occupancy of Council premises and remote working.</p> <p>The £0.240m movement this month is mostly due to an increase in estimated Castle Quay lost income and void costs.</p>
<p>Procurement</p> <p>Variation (£0.048m) underspend</p> <p>Variance to last month's forecast (£0.138m)</p>	<p>The underspend (£0.048) is due to shared salary cost being less than expected offset in part by an overspend on agency costs</p> <p>The (£0.138m) movement from last month is due to the shared salary cost previously forecast not being as expected</p>
<p>Law and Governance</p> <p>Variation £0.012m overspend</p> <p>Variance to last month's forecast (£0.006m)</p>	<p>£0.012m overspend is due to use of agency staff partly offset by underspends in elections</p>
<p>Growth and Commercial</p> <p>Variation (£0.036m) underspend</p> <p>Variance to last month's forecast (£0.017m)</p>	<p>The underspend is mostly due to a vacant post not being filled.</p>
<p>Regulatory Services</p> <p>Variation</p>	<p>The reported outturn is an underspend of (£0.199m); resulting from (£0.040m) underspend on staff costs (£0.020m) higher than forecast income and cost recovery for discretionary</p>

(£0.199m) underspend	services, (£0.050m) saving on professional/consultant's fees, Licensing income exceeding revised budget by (£0.060m) and other (£0.029m) savings across the service.
Variance to last month's forecast (£0.079m)	The movement from last month is due to salary savings

## **Executive Matters**

Executive Matters has an underspend of (£0.047m) against the budget of £9.098m (0.5%).

Covid Grant Funding	Funding received as Covid-19 Grants is (£0.504m) higher than anticipated when the revised budget was set which is an increase of (£0.030m) from last month.
Interest	There is an adverse variance of £0.207m due to a delay in drawing down £4m loan funds and S106 interest costs.  This is a £0.107m movement from the forecast in February.
Bad Debt	A year end adjustment to the Bad Debt provision has been made at £0.095m which wasn't reflected in the February forecast.
MRP	There is underspend of (£0.541m) in respect of the amount required to be set aside for the Minimum Revenue Provision which is more than anticipated in February by (£0.123m)
Reserves	The council has used £0.784m less reserves than budgeted. This was previously forecast with a £0.000m variance to budget.  The budget included (£0.230m) for Canalside which wasn't drawn upon in 2020/21, also included was a budget for Growth Deal for (£1.217m) of which only £0.742m was transferred leaving a variance of £0.475m. The remaining variance of £0.079m is made up over the other reserves that were planned to used.
Pension Costs	Pension costs are £0.016m higher than budgeted and then shown in last month's forecast.



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## Corporate

Corporate costs are showing a (£0.105m) underspend, this is due to (£0.065m) budgeted spend being held here for Wellbeing support that was not required, (£0.041m) funding from S106 being recognised and other minor variances.

The movement from last month of £0.360m is mostly budget being held here for Wellbeing to meet costs being transferred to the service

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## **Income**

Council income has an overspend of £0.650m against the budget of -£25.604m (2.5%).

2020/21 has been a particularly challenging year for businesses. However, they have received significant levels of support from the Government. Many businesses classified as “non-essential” qualified for up to 100% reductions in their business rates liability. Growth in the businesses was also not as high as expected when the budget was set. These reductions in liability and reductions in business growth mean that associated S31 Grant income is at £0.394m lower to that originally assumed.

Due to the reduction in growth of businesses, the benefits from the Council’s business rates pool are also £0.256k lower than anticipated.

## **3.23 Capital**

Capital expenditure in 2020/21 was £56.773m. This gives rise to an in-year underspend of £38.732m, of which £27.645m is requested to be reprofiled in future years. There is an overall forecast reduction in the total programme of £11.087m.

**Table 2: Forecast Capital Outturn**

<b>Directorate</b>	<b>Budget £000</b>	<b>Outturn £000</b>	<b>Re- profiled beyond 2020/21 £000</b>	<b>Variance to Budget £000</b>	<b>Prior Month Variance £000</b>
Housing	3,782	2,684	719	(379)	(379)
Comm Dev Assets & Investments	62,745	40,191	21,822	(731)	(812)
Customers, Org Dev & Resources	1,755	1,138	541	(76)	(109)
Environment and Place	26,350	12,395	4,172	(9,783)	(9,637)
Public Health & Wellbeing	873	365	390	(118)	(93)

<b>Total</b>	<b>95,505</b>	<b>56,773</b>	<b>27,645</b>	<b>(11,087)</b>	<b>(11,030)</b>
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### 3.24 Outturn Variances

#### Housing:

Housing report a (£0.379m) underspend due to reduced activity in delivering Disabled Facilities Grant works during the Covid-19 pandemic (£0.375m), plus a small projected underspend (£0.004m) against the Civica Arbritas upgrade project.

#### Commercial Development, Assets & Investments:

Property is reporting a final outturn of (£0.731m) underspend across the various projects, some as a result of the Covid-19 pandemic and others as a result of more effective working. One of the largest savings is the refurbishment of Banbury Health Centre (£0.153m). Due to ongoing discussions with the tenant regarding the extension of the lease, the scope of the project has been amended and as a result the full budget allocation is not required. (£0.090m) saving has also been achieved on works relating to the roofing of Ferriston parade due to efficient delivery of the project. A (£0.070m) saving on the Banbury Museum Air Handling Unit upgrade has also been achieved because original plans suggested replacement of the plant but on further investigation, this was not necessary, and refurbishment was carried out. Corporate Asbestos Surveys Works have a (£0.050m) saving to expected costs this year and a further (£0.078m) savings have been made with the Compliance Works with Energy Performance, Pioneer Square Fire Panel and Corporate Water Hygiene projects. There have also been (£0.290m) across the remaining capital schemes.

#### Customers Organisational Development & Resources:

There is a £0.001m overspend on the HR/Payroll system with no more costs expected.

ICT are forecasting a (£0.059m) underspend. (£0.050m) for Legacy iworld system migration but £0.050m has been reprofiled to 2021/22 with a view to repurposing it for a new project for members subject to approval. (£0.010m) no longer required for Bodicote House meeting room Audio Visual and £0.001m overspend across the other capital projects in this area.

Finance: The Academy Harmonisation project was underspent by (£0.016m)

#### Environment and Place:

Growth and Economy Build Phase 1 is reporting unbudgeted spend of £0.103m. Build Phase 1b is forecasting an overspend of £0.236m after reprofiling the remaining budget into 2021/22 to complete the programme. Build Phase 2 as a result of certain schemes no longer progressing or being pipelined has generated an underspend of (£9.891m). The Hill Community centre project is now complete with an underspend of (£0.229m).

Environmental Services: are forecasting (£0.002m) underspend as a result of energy efficiency projects which were committed in late 2019/20.

#### Public Health & Wellbeing:

Wellbeing are showing a saving of (£0.118m). This is made up of (£0.020m) North Oxford Academy Facilities Upgrade, (£0.008m) against the Sunshine Centre programme for the extension to the front of the site, (£0.015m) underspend against the Corporate Booking System, (£0.025m) against Community Grants, (£0.007m) against the Story Book Map insight work and finally (0.043m) on Solar Photovoltaics at Sport Centres which has been completely delivered and finalised.

### **3.25 Re-profile beyond 2020/21**

#### **Housing:**

**£0.656m** Disabled Facilities Grant capital – Covid-19 significantly reduced activity due to the various lockdowns throughout the year. As a result, not all of the Better Care Fund will be spent in this financial year and will be reprofiled into 2021/22

**£0.063m** Discretionary grants - Significantly reduced activity due to the lockdowns throughout the year delaying the progressing of reactive landlord grants.

#### **Commercial Development, Assets & Investments:**

**£0.050m** Spiceball Riverbank Reinstatement - works are now part of Castle Quay 2 which will take place in 2021/22

**£0.100m** Banbury Health Centre refurbishment - project has been delayed due to issues with the lease agreement with the tenant.

**£20.712m** Castle Quay - delayed works due to Covid-19

**£0.055m** Horsefair, Banbury - delayed works on paving outside Horsefair, Banbury Cross due to Covid-19

**£0.035m** Banbury Museum Air Handling Unit - supply issues are being encountered which are causing delays

**£0.141m** Bodicote House Fire Compliance Works - on hold due to project viability

**£0.160m** Corporate Asbestos Survey - Works progressing and will carry on into 2021/22. Anticipated spend of £0.160m in total releasing a (£0.050m) saving

**£0.080m** Corporate Fire Risk Assessment - works are progressing but will carry over in to 2021/22. Full spend expected.

**£0.147m** Works from Compliance Surveys - Works progressing but will carry on into 2021/22. Full spend anticipated.

**£0.100m** CDC Feasibility of Utilisation of Proper Space - Project on hold

**£0.130m** Community Centre works on phase 1 has slight delays and will carry over into 2021/22

#### **Environment and Place:**

##### **Environmental Services**

**£0.174m** Thorpe Lane Depot Capacity Enhancement - slippage in to 2021/22 as a result of proposed separate garden and food waste rollout.

**£0.080m** Bicester Country Park – Covid-19 delayed the purchasing and progression of the country park also resulting in community planting unable to take place until later in 2021, all spend to be slipped in to 2021/22.

**£0.422m** 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.

**£0.079m** Car Park Refurbishments – Covid-19 significantly delayed progression on the installation of pay on exit barriers. Remaining spend will take place in 2021/22.

**£0.022m** On Street Recycling Bins - purchases are expected in 20/21 but delivery and installation are 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.

**£0.018m** Off Road Parking – Covid-19 delayed the progression of the car park refurbishments. All spend will take place in 2021/22.

**£0.012m** Street Scene Fencing Street Furniture - Issues with an expiring lease and delays due to Covid-19 have resulted in all spend to be slipped in to 2021/22.

**£0.015m** Urban Centre Electricity Installations - Issues with contractor delayed commitments, all spend to be slipped in to 2021/22.

**£0.050m** Depot Fuel System Renewal – Covid-19 delayed the progression of this project, all spend to be slipped in to 2021/22.

### **Growth and Economy**

**£1.713m** East West Rail 2 - comprises the introduction of direct passenger and freight services between Oxford/Aylesbury and Milton Keynes/Bedford by reconstructing and upgrading the railway between Bicester-Bletchley-Bedford and Aylesbury-Claydon Junction routes, approval for which was originally agreed in October 2013 of a contribution of £4.35m towards the scheme. It was agreed that this could be paid over a 15 year period.

**£0.952m Build Phase 1b** - Bicester Library is in the early stages of development with actual site work commencing early 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 £0.061m along with £0.006m retention payment owing for Creampot Crescent

**£0.350m** Creampot Crescent Repurchase contingency - this budget is for the purpose of repurchasing the property if the owner can no longer afford the property.

**£0.160m** BUILD! Essential Repairs & Improvement (Town Centre Affordable Rent roof repairs) - Loss adjustor negotiations still ongoing but the repairs are expected to be covered by warranty. However, reprofiling of budget in case this is not the case.

### **Public Health & Wellbeing:**

**£0.012m** Physical Activity & Inequalities Insight - evaluation funding for Active Reach project paused due to Covid-19 national restrictions

**£0.183m** North Oxfordshire Academy AstroTurf capital scheme. Currently under discussion regarding the outstanding planning application and third party contribution.

**£0.045m** Corporate online booking system delay

**£0.084m** Bicester Leisure Centre extension - spend to date on feasibility studies. Remaining funds needed for professional fees to progress recommendations resulting from the feasibility studies. Remaining spend will take place in 2021/22.

**£0.030m** Spiceball Leisure Centre bridge resurfacing - No spend in 2020/21 but will take place in 2021/22 on completion of Castle Quay Waterside and reinstatement of the bridge.

**£0.015m** Community Capital grants - Reprofile of £0.015m required to meet commitments in 2021/22

**£0.009m** Community Centre Refurbishment - Reprofile of £0.009m required to meet commitments in 2021/22 for external lighting project

**£0.012m** Sunshine Centre - Reprofile of £0.012m required to meet commitments in 2021/22

### **Customers, Org Dev & Resources:**

**£0.335m** Finance - work on the new finance system will continue into 2021/22

**£0.025m** Human Resources - Further implementation of Itrent

**£0.050m** IT 5 Year rolling hardware/software replacement program

**£0.030m** IT Customer Excellence & Digital Transfer – phase 2

**£0.004m** IT CDC & OCC Technology Alignment

**£0.050m** IT Legacy Iworld System Migration – to be repurposed for new project on members IT

**£0.020m** IT Procurement of Joint Performance system

**£0.027m** IT Land & Property Harmonisation

## Annex

### COVID Funding

#### Specific Funding

Date	Dept.	Grant Name	Schemes	Funding
				£
March	MHCLG	Business Grants	Main scheme & discretionary scheme - Forecast	27,655,250
March	MHCLG	Hardship Fund	To provide £150 reduction to Council Tax bills for those in receipt of Council Tax Support.	818,000
March		Emergency Response for Rough Sleeper		8,250
July	DEFRA	Emergency Assistance Grant for Food and Essential Supplies	Allocation from OCC	116,326
September		Next Steps Accommodation Programme		120,400
September - March	DHSC	Test & Trace Isolation Payments	Main scheme	245,000
			Discretionary Scheme	171,500
October	MHCLG	Compliance & Enforcement Fund	£60m national fund of which £30m allocated to district & unitary authorities to spend on C-19 compliance & enforcement activity	65,251
November	MHCLG	Business Support (Additional Restrictions Grant)	£20 per head of population for discretionary business grant scheme – funding for 2020/21 and 2021/22 - including one-off payments	4,347,029

November	MHCLG	Local Restrictions Support Grant (Closed) Addendum - Lockdown 2	Mandatory business grants scheme distributed to business premises forced to close due to lockdown restrictions <ul style="list-style-type: none"> <li>• rateable value £15k or under, grants to be £1,334 per four weeks;</li> <li>• rateable value between £15k-£51k grants to be £2,000 per four weeks;</li> <li>• rateable value £51k or over grants to be £3,000 per four weeks.</li> </ul>	2,664,504
	BEIS	Local Restrictions Support Grant (Closed) Addendum - Lockdown 3 to 31/03/21	As above	8,183,834
December	MHCLG	New Burdens Grant	Business Rate	11,700
			Council Tax	11,788
December	MHCLG	New Burdens Grant 2	To support making grant payments	58,500
	BEIS	Christmas Support Payment	Wet Led Pubs including off-setting payment	89,600
	BEIS	Local Restrictions (Open)	Discretionary Grant for period 2-18 December 2020 + 20 December - 4 Jan	481,280
	BEIS	Local Restrictions (Closed)	Mandatory business grants scheme for period 2-18 December 2020 + 20Dec - 4 Jan distributed to business premises forced to close Tiers 2 - 4 <ul style="list-style-type: none"> <li>• rateable value £15k or under, grants to be £667 per 2 weeks;</li> <li>• rateable value between £15k-£51k grants to be £1,000 per 2 weeks;</li> <li>• rateable value £51k or over grants to be £1,500 per 2 weeks.</li> </ul>	1,001,012

	BEIS	Closed Business Lockdown - Mandatory Lockdown 3	Funding received TBC One off grants awarded to be RV below £15k: £4,000 RV £15k - £51k: £6,000 RV above £51k: £9,000	7,992,000
	OCC	Winter Support	From Oxfordshire County Council	59,004
	OCC	COMF (Control Outbreak Management Fund)	To fund ongoing public health and outbreak management costs	912,000
<b>TOTAL</b>				<b>55,012,228</b>

## General Funding

Description	£
Tranche 1**	67,257
Tranche 2	1,499,041
Tranche 3	229,391
Tranche 4	316,992
	Total 2,112,681
Forecast Sales, Fees & Charges compensation	1,633,125
<b>Total General Grant Funding</b>	<b>3,745,806</b>

\*\* Note: Tranche 1 was received in 2019/20 and so is shown as a use of reserves in 2020/21.

## 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**

### **Financial and Resource 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](mailto: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)

### **Risk Management Implications**

- 7.3 This report contains a full update with regards to the Council's risk position at the end of March 2021. 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 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 Leadership Risk Register

Appendix 2 Risk and Opportunities Management Strategy 2021-22

### **Background papers**

None

### **Report Author and contact details**

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