

Committee: Budget Planning Committee
Date: Tuesday 4 June 2019
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Nicholas Mawer (Chairman)	Councillor Carmen Griffiths (Vice-Chairman)
Councillor Nathan Bignell	Councillor Phil Chapman
Councillor Conrad Copeland	Councillor David Hughes
Councillor Andrew McHugh	Councillor Barry Richards
Councillor Douglas Webb	Councillor Fraser Webster
Councillor Lucinda Wing	Councillor Sean Woodcock

AGENDA

1. **Apologies for Absence and Notification of Substitute Members**

2. **Declarations of Interest**

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.

3. **Urgent Business**

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

4. **Minutes** (Pages 1 - 4)

To confirm as a correct record the minutes of the meetings held on 19 March and 14 May 2019.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Monthly Performance, Risk and Finance Monitoring Report - March 2019
(Pages 5 - 60)

Report of the Executive Director Finance (interim) and the Assistant Director:
Performance and Transformation

Purpose of report

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

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report with this committee focussed on the finance section specifically

7. Initial Overview of Business and Budget Planning Process for 2020/21 onwards (Pages 61 - 68)

Report of Executive Director Finance (interim) and Assistant Director: Performance and Transformation

Purpose of report

This paper provides an overview of the way in which Cherwell District Councils Business and Budget Planning Process for 2020/21 will be undertaken this year including ensuring there is a strong and transparent link between our overall Council objectives and our resource planning.

Recommendations

The meeting is recommended:

- 1.1 To note the proposed approach for Business and Budget Planning for 2020/21.

8. Council Tax Reduction Scheme 2020-2021 (Pages 69 - 80)

Report of Executive Director Finance (interim)

Purpose of report

To provide members of Budget Planning Committee with an update on the current Council Tax Reduction Scheme and the changes to discounts, including the impact on collection rates.

To provide members with options to consider for a Council Tax Reduction Scheme for 2020-2021.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To consider a review of the current Council Tax Reduction Scheme and to receive a further report on financial modelling for a new banded scheme and other options.

9. 2019/20 Work Programme (Pages 81 - 84)

Report of Executive Director Finance (interim)

Purpose of report

This report sets out the draft work programme for 2019/20.

Recommendations

- 1.1 To review the work programme contained within this report.
- 1.2 Approve the work programme for 2019/20.

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01327 322043 / 01295 221550 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Emma Faulkner / Richard Woods, Democratic and Elections
emma.faulkner@cherwellandsouthnorthants.gov.uk, 01327 322043 /
richard.woods@cherwellandsouthnorthants.gov.uk, 01295 221550

Yvonne Rees
Chief Executive

Published on Friday 24 May 2019

Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 14 May 2019 at 7.38 pm

Present: Councillor Nicholas Mawer (Chairman)

Councillor Nathan Bignell
Councillor Phil Chapman
Councillor Conrad Copeland
Councillor David Hughes
Councillor Barry Richards
Councillor Douglas Webb
Councillor Fraser Webster
Councillor Lucinda Wing
Councillor Sean Woodcock

Apologies for absence: Councillor Carmen Griffiths
Councillor Andrew McHugh

Officers: Natasha Clark, Governance and Elections Manager

1 **Appointment of Chairman for the Municipal Year 2019/20**

Resolved

- (1) That Councillor Nicholas Mawer be appointed Chairman of the Budget Planning Committee for the Municipal Year 2019/20

2 **Appointment of Vice-Chairman for the Municipal Year 2019/20**

Resolved

- (1) That Councillor Carmen Griffiths be appointed Vice-Chairman of the Budget Planning Committee for the Municipal Year 2019/20.

The meeting ended at 7.39 pm

Chairman:

Date:

This page is intentionally left blank

Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 14 May 2019 at 7.38 pm

Present: Councillor Nicholas Mawer (Chairman)

Councillor Nathan Bignell
Councillor Phil Chapman
Councillor Conrad Copeland
Councillor David Hughes
Councillor Barry Richards
Councillor Douglas Webb
Councillor Fraser Webster
Councillor Lucinda Wing
Councillor Sean Woodcock

Apologies for absence: Councillor Carmen Griffiths
Councillor Andrew McHugh

Officers: Natasha Clark, Governance and Elections Manager

1 Appointment of Chairman for the Municipal Year 2019/20

Resolved

- (1) That Councillor Nicholas Mawer be appointed Chairman of the Budget Planning Committee for the Municipal Year 2019/20

2 Appointment of Vice-Chairman for the Municipal Year 2019/20

Resolved

- (1) That Councillor Carmen Griffiths be appointed Vice-Chairman of the Budget Planning Committee for the Municipal Year 2019/20.

The meeting ended at 7.39 pm

Chairman:

Date:

This page is intentionally left blank

Cherwell District Council
Budget Planning Committee

4 June 2019

**Monthly Performance, Risk and Finance
Monitoring Report – March 2019**

**Report of Executive Director: Finance (interim) and
Assistant Director: Performance and Transformation**

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report with this committee focussed on the finance section specifically

2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 2018-19 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 2018-19 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.5 The Report details section is split into three parts:
 - Performance Update
 - Leadership Risk Register Update

- Finance Update

2.6 There are four appendices to this report:

- Appendix 1 - 2018/19 Business Plan
- Appendix 2 – Monthly Performance Report
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Capital Programme
- Appendix 5 – Cherwell Annual Report 2018/19

3.0 Report Details

Performance Update

3.1 The Council’s performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2018-19 business plan set out three strategic priorities:

- Protected, Green and Clean;
- Thriving Communities and Wellbeing;
- District of Opportunity and Growth.

3.3 This report provides a summary of the Council’s performance in delivering against each strategic priority. To measure performance a ‘traffic light’ system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan	Delivering to target or ahead of it.

Priority: Protected, Green and Clean

3.4 The Council is committed to protecting the natural environment and ensuring the character of the district is preserved and enhanced. Our commitment included working to ensure the district has high standards of environmental cleanliness and greater waste and recycling services. Maintaining the district as a low crime area is another key part of this priority and the Council is committed to working in partnership to deliver against this objective.

3.5 Overview of our performance against this strategic priority:



Waste Collection services have run well throughout the year. The recycling rates are slightly behind where they were hoped to be. However, this is largely due to lower garden waste tonnages during the summer following fine weather and continual change in the make-up of the dry recycling waste (less paper present). Customer satisfaction is still high. Cost of collection has been higher largely due to world commodity prices being lower.



Online Bulky waste collections are proving to be popular, **92%** of customers were 'very satisfied' with the collection and a huge **99%** of customers 'would recommend the service to friends and family' during March 2019.

We will be promoting this online service further along with awareness of disposing waste sensibly over the next few months.



The Cherwell Community Wardens have focused on the public parks within the district, providing a visible presence in order to deter anti-social behaviour and help improve confidence in the parks as safe places. The Licensing Team maintains a focus on ensuring continue to assess and review the mandatory safeguarding awareness training for taxi licence applicants to ensure that it is training ahead of being issued with a licence.

Protecting the Built heritage is reporting as delivering to plan. All 60 conservation areas in the district now have an appraisal and management plan, the 4 following have been completed as part of this year's plan:- Stratton Audley, Somerton, Ardley, Balscote and Duns Tew.

Priority: Thriving Communities and Wellbeing

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

3.7 Overview of our performance against this strategic priority:

Health & Wellbeing across the district is encouraging residents to participate in active and healthy lifestyles – the focus continues, and progress is being made in both project work and capital plans to make this easier. The Diabetes programme



currently has 457 people signed up and the FAST Programme operating in Banbury has 172 families signed up.

Homeless prevention is reporting as delivering to plan with the review of the self-help materials which has started. We are consolidating the information on to the website and ensuring it is accessible and easy to use. Shelter have advised they will issue the Health Check report by the end of April. Across the Cherwell district the prevention and relief rates for homelessness have remained at around 30%. This means we are able to sustain housing or rehouse people before they progress to a full homelessness duty.

Homechoice (the housing register) is the main route to rehousing for homeless households and other households in housing need with 754 properties being let during this year.



Safeguarding the vulnerable is delivering to plan. We continue to take our responsibilities for Safeguarding very seriously and have excellent processes in place to assure the safeguarding Boards. In 2019 there will be a focus on training Domestic Abuse champions as well as Mental Health First Aiders. Community Safety Partnerships will continue to work on robust plans to reduce the impact of criminals on residents especially the more vulnerable, children and young people.

Priority: District of Opportunity and Growth

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

3.9 Overview of our performance against this strategic priority:

Our development at Gardeners Close in Bicester now has 24 completions with 2 more due in early April. We have also successfully completed the conversion of the two ground floor units for the family with the child with a life changing illness and they have now moved into their new home.

Delivery of the masterplans for the key Economic Centres has seen another successful Banbury Job Fair which attracted 26 employers and support agencies serving 175 visitors. The team received 100% satisfaction from respondents to the feedback survey.



development of

As part of the Cherwell Industrial Strategy analysis of the staff workshop outcomes and further research is happening to develop the strategy and awareness further. The Young Enterprise Area Final has seen the team supporting this showcase event demonstrating the young people's work readiness skills.

Delivery of the Local Plan - The public hearings for the Partial Review of the Local Plan took place in February 2019. Officers are now awaiting the Planning Inspector's initial observations including his advice on points of principle, whether further work is required by the Council and whether the Inspector will proceed to writing his full report. Prior to providing his observations, the Inspector is inviting comments from representors on information submitted by the Council during and following the hearings.

The dates for the Hearings into the Local Plan are the 2 weeks beginning June 10 2019. The Council awaiting the detailed timetable that will establish the topics and precise dates for discussion.

Summary of Performance

- 3.10 The Council reports on performance against 20 joint business plan measures and 12 key performance indicators on a monthly basis. Performance for this month is summarised in the table below. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Business Plan Measures and Key Performance Indicators (32)					
Status	Description	March	%	YTD	%
Green	On target	32	100%	31	97%
Amber	Slightly off target	0	0%	1	3%
Red	Off target	0	0%	0	0%

Highlights of the overall performance for the end of year 2018/2019 can be found on Appendix 5 (Cherwell Annual Report 2018/19).

3.11 **Spotlight on: Public Art / Arts Development**

The objectives of the Public arts and development elements of the Communities Team are around

- ✓ Promoting an Arts Development service to improve residents lived experience and sustain Community Engagement
- ✓ Public Art services to animate new developments and add to their distinctiveness through a place shaping approach.
- ✓ Improving the quality of the public realm



Kidlington Parish Council celebrated a unique episode in their local history through the commissioning of a new landmark artwork by Artist Tony Davies, using s106 money generated from 2 commercial developments in the village. 'Rosie the Elephant and Friends' commemorates the short-lived zoo that operated in

Kidlington in the 1930's and was created by Artist Tony Davies using mild steel and wire mesh.

The life-sized elephant is depicted being led by a monkey, with a crane riding its back. A fourth element to the sculpture was devised with involvement from local secondary students, who tried their hand at wire sculpture and generated ideas for a separate figure to interact with the main sculpture to create a visual narrative.

This Public Artwork was very successful in boosting local pride of place through the creation of a unique gateway feature and promoting a shared sense of identity among many residents. All former reference to the 'Sainsbury roundabout' at Kidlington in traffic reports and directions has now firmly been replaced by the much more colourfully named 'Rosie's Roundabout'.

Kingsmere Public Art - Suzanne O'Driscoll's artwork for Kingsmere is being used and enjoyed by the community. The large 'pavilion' marks a central meeting place in front of the Community Centre and the smaller 'Umbrella' is on the corner of the site. Both designs reference the flora and fauna such as the skylarks that children saw when walking across the previously undeveloped land to the new school.



Workshops at the school with the artist enabled the school children to understand how the work came to be made and they made their own maquettes of the work using paper cut out and models.

Arts Development Community Engagement – The objectives of Arts Development within the Communities Team are around:-

- ✓ Using arts & cultural activities to engage and strengthen communities and improve health & wellbeing across the district
- ✓ NOxCEP (North Oxfordshire Cultural Education Partnership) in place and schools engaged

North Oxfordshire Cultural Education Partnership (NOxCEP) - The Cultural Education Partnership is being managed by Communities –Arts with an overall theme of 'Wellbeing' through engagement in arts activity. The proposed programme has raised £20K from Arts Council for the Schools Connect activity linking 11 schools with arts organisations on order to enrich curriculums for staff and inspire pride and ambition amongst hundreds of young people. At present 4 primary in Bicester and 7 in Banbury (including North Oxon Academy and Wykham Park) are involved. Arts Awards Advisors, 26 dedicated staff and arts organisations in all, have been trained to deliver and guide children towards achieving this qualification moderated by Trinity College.

Projects are being devised that will take place this year to enable the schools to embed high quality arts activity into their school and maintain an Arts Mark status. A partnership programme with Oxford City has just raised a further £58K to develop the growth and governance of this programme.

Taking Part initiatives delivered across the district



This year 'Taking Part' continued to support a couple of key regular group sessions with match funding to enable their groups to continue to meet for weekly sessions – Dance for Parkinsons and Dance yourself Fit, both based in Banbury. Another previous recipient 'Singing for Wellbeing' has now established itself as self-sustaining. The Pop Up Craft Café, run by artist Tom Cross and in partnership with Sanctuary Housing, continued to run regular sessions in Penrose Close and East Street for older vulnerable residents at risk of social isolation. These session have gone from weekly to fortnightly in frequency, encouraging residents to continue to meet independently in between. Tom has also booked guest Artists from the Taking Part menu to help add more choice and variety to the sessions he has worked to establish.

Risk Update

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major		L04, L10, L12	L07, L11	L15	
	3 - Moderate			L01, L02, L05, L14	L03, L06, L08	L13
	2 - Minor					
	1 - Insignificant					

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

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	9 Low risk	↔	Reviewed, mitigating actions and comments updated.
L02 Statutory functions	9 Low risk	↔	Reviewed, no changes.
L03 Lack of management Capacity	12 Medium risk	↔	Reviewed, no changes.
L04 Local Plan	8 Low risk	↔	Reviewed, control assessment, mitigating actions and comments updated.
L05 Business Continuity	9 Low risk	↔	Reviewed, comments updated.
L06 Partnering	12 Medium risk	↔	Reviewed, no changes.
L07 Emergency Planning	12 Medium risk	↔	Reviewed comments updated.
L08 Health & Safety	12 Medium risk	↔	Reviewed, risk manager, mitigating actions and comments updated.
L09 Cyber Security	15 Medium risk	↔	Reviewed, Mitigating Actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Reviewed, no changes.
L11 Income generation through council owned companies	12 Medium risk	↔	Reviewed, comments updated.
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Reviewed, no changes.
L13 Local Government Reorganisation	15 Medium risk	↔	Reviewed, comments updated.
L14 Corporate Governance	9 Low risk	↔	Reviewed, no change.
L15 Oxfordshire Growth Deal	16 High risk	↔	Reviewed, no change.

The full Leadership Risk Register update can be found in Appendix 3. There are no score changes within March, all risks reviewed with updates in mitigating actions and or comments etc. There is a new Leadership risk, L15 Oxfordshire Growth Deal.

Finance Update

3.15 The revenue and capital outturn position for the Council for the year 2018/19 and the information contained within this report will form the basis upon which the Council will present its final statement of accounts at the end of May 2019 for review by our External auditors. The year 2018/19 has seen some significant movements across all budget areas although this reflects a number of issues where service provision has changed or structurally altered during the year as well as a number of one-off additional grant funds that Central Government have provided throughout the year and reflect in additional expenditure as well as additional income. The financial position has been managed and monitored throughout the year and reported on a monthly basis and any budget differences have been highlighted at the earliest possible opportunity.

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

3.16 Revenue Position

The Council's forecast financial position is set out in the table below. Overall, for the financial year 2018/19 Cherwell District Council had a surplus of £431k, a slight increase in the amount that was reported in the prior month's finance report. The overall position is underpinned by an overspend of £706k on our services. The surplus for the council arises due to additional business rate growth in year and other changes of income that equate to approximately £1.137m.

Directorate overspends totalled £1.412m in year which is an increase of £367k from the previous month's report although it should be noted that we had a number of in-year grants awarded during the last few months of the year where we increased our spend to reflect the increased income that we had received targeted at specific services and projects.

For more detail on the movements at a Directorate level and across all other budgets please see the table below. These detail the main reasons for the variances in 2018/19.

Revenue Monitoring (Brackets denotes an Underspend)	Budget £000	Outturn £000	2018/19 Variance	Prior Month Variances £000
Corporate Services	177	177	-	0
CORPORATE SERVICES TOTAL	177	177	-	-
Communities	1,693	1,778	85	20
Leisure & Sport	2,674	2,774	100	105
Housing	1,643	1,630	(13)	(72)
WELLBEING TOTAL	6,010	6,182	172	53
<i>Communities £85k consists of a one-off additional £25k relating to the 2018 restructure, £20k relating to The Mill professional fees and contribution for professional fees for development of Pye Gallery £22k, £8k Arts Development relating to grant overspend, Brighter Futures projects £10k.</i>				
<i>Leisure & Sport £100k consist of additional £60k for Assistant Director and Staff post; and budget</i>				

realignment cost of £40k for the Parkwood contract fees. The staffing budgets have been realigned for 2019/20

Housing (£13k) consists of savings within Strategic Housing Supplies and Services.

Planning Policy & Development	1,414	1,414	-	0
Economy & Regeneration	453	704	251	284
PLACE & GROWTH TOTAL	1,867	2,118	251	284

Economy and Regeneration £251k consists of Build! £103k budget realignment and additional £148k cost for the Executive Director post of Place and Growth and Interim Advisor on Growth Deal

Environmental Services	5,163	5,517	354	81
Environmental Health & Licensing	911	924	13	(26)
ENVIRONMENT TOTAL	6,074	6,441	367	55

Environmental Services £354k made up of £192k due to increase in the price charge per tonne (Gate Fees) for dry goods recycling and Bulking and handling charges. Officers are keeping the market under close review. There has been a reduction in recycling credits of £37k owing to lower recycling tonnages, additional income (mainly from the car parks) of (£55k), additional £59k staffing cost to cover sickness and maternity, £60k vehicle cost, £54k maintenance cost and £7k vet and boarding fees.

Environmental Health & Licensing £13k consist of (£8k) underspend across the service on professional & consultants fees, £21k under recovery of CCTV income.

Law & Governance	1,399	1,434	35	36
Finance & Procurement	649	843	194	275
Property Investment & Contract Management	(2,261)	(1,928)	333	306
FINANCE & GOVERNANCE TOTAL	(213)	349	562	617

Law and Governance £35k, consist of (£23k) members allowance budget realignment and £58k for the conducting of District Elections.

Finance & Procurement £194k, made up of £35k additional cost further to outsourcing the Corporate Fraud Team to Oxford City Council and National Fraud Initiative "NFI" work. £159k arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements during 2018/19.

Property Investment Contract Management £333k mainly due to the delay in the project completion date of Crown House that has been highlighted throughout 2018/19.

Customers & IT services	2,869	2,956	87	-
Strategic Marketing & Communications	334	358	24	34
HR, OD & Payroll	756	733	(23)	15

Performance & Transformation	(121)	(149)	(28)	(13)
CUSTOMERS & IT SERVICES TOTAL	3,838	3,898	60	36

Customers & IT Services £87k overspend largely due to income from CSN where the contract relates to 10 months instead of 12.

Strategic Marketing and Communications £24k overspend Assistant Directors post, pending opportunities for increased joint working with OCC in this area.

HR, OD and Payroll (£23k) underspend due to licence costs identified as relating to 19/20.

Performance and Transformation (£28K) made up of (£78k) savings due to budget realignment cost and a £50k under recovery in Land Charges income.

TOTAL DIRECTORATES	17,753	19,165	1,412	1,045
Revenue Monitoring	Budget £000	Outturn £000	2018/19 Variance	Prior Month Variances £000
Use of Reserves	6,135	6,366	231	90
Investment Costs	2,074	2,074	-	-
Investment Interest & Income	(2,936)	(3,860)	(924)	(592)
Pension Costs	338	315	(23)	(17)
Capital Charges	(4,002)	(3,992)	10	-
EXECUTIVE MATTERS TOTAL	1,608	902	(706)	(519)

Use of Reserves 231k for transfers to specific earmarked reserves

Interest on Investment (£924k) increase in interest income and reduction in interest payable for Treasury Management through management by the team as well as the impact of reprofiling capital expenditure during the year on our borrowing requirements.

Pension Costs (£23k) reduction in pension cost.

Capital Charges £10k Under recovery of Capital charges

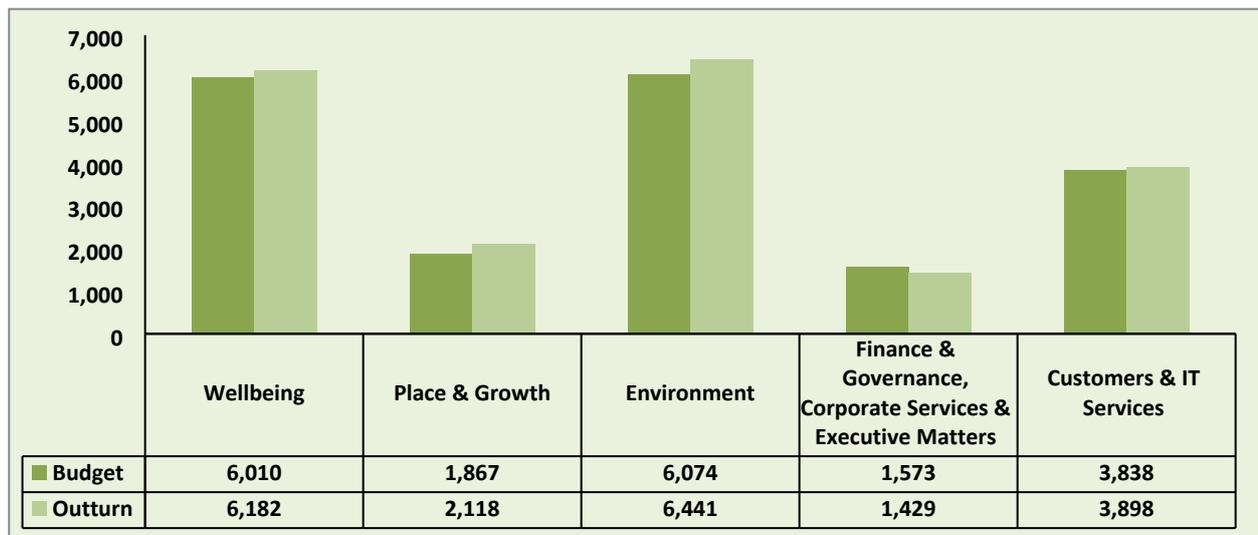
COST OF SERVICES	19,362	20,068	706	526
-------------------------	---------------	---------------	------------	------------

Funding	Budget £000	Forecast £000	2018/19 Variance	Prior Period Variances £000
<i>(Brackets denotes an Increase in Funding)</i>				
Business Rates Baseline	(3,673)	(3,673)	-	-
Revenue Support Grant	(637)	(637)	-	-
FORMULA GRANT EQUIVALENT	(4,310)	(4,310)	-	-
Transfer to Parish Councils for CTRS	349	349	-	-
New Homes Bonus	(4,009)	(3,995)	14	-
GRANTS AWARDED TOTAL	(3,660)	(3,646)	14	-
BUSINESS RATES GROWTH TOTAL	(4,829)	(5,980)	(1,151)	(900)

BUSINESS RATES GROWTH (£1151k) Increase is due to growth in new businesses in the Cherwell District and an increase in pooling income from growth in new businesses in the Oxfordshire Districts.

New Homes Bonus £14k under recovery of new homes bonus				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
COUNCIL TAX INCOME TOTAL	(6,564)	(6,564)	-	-
TOTAL INCOME	(19,363)	(20,500)	(1,137)	(900)
(Surplus)/Deficit			(431)	(374)

The graph below shows the overall variance by Directorate and compares the budget to the outturn position.



Additional Grant Income for 2018/19 and 2019/20

A number of one off grant awards has been made by central government departments during 2018/19 relating to both 2018/19 and 2019/20. The grants for 2019/20 were awarded after budget was approved in February 2019 so could not be included at that stage. The recommendations in this report ensure that the proper governance and permissions are in place to spend the money that has been received.

All grant conditions have been met in relation to these grants where they were awarded during 2018/19 and we will ensure that all 2019/20 grants are equally compliant.

Grant	Amount	Narrative
Artworks - grant received for cultural education programme 19/20	(18,000.00)	No conditions attached to the monies we received in 2018/19. However, we are due to receive further grant that MUST be spent in 2019/20
FS Food Standards Agency - unspent NIS (National Inspection Strategies) pathfinder grant	(6,000.00)	Confirmation received there are no timescales for repayment - Spend in 2019/20
FHSG Flexible Homelessness Support Grant- Reserve	(205,426.00)	Contact at MHCLG confirmed that there are no terms in the S31 Determination letter to spend in year the grant was allocated - Spend in 2019/20

New Burdens HRA (Homelessness Reduction Act)	(98,636.00)	Contact at MHCLG confirmed that there are no terms in the S31 Determination letter to spend in year the grant was allocated - Spend in 2019/20
Additional FHSG & New Burdens HRA	(73,533.00)	Contact at MHCLG confirmed that there are no terms in the S31 Determination letter to spend in year the grant was allocated - Spend in 2019/20
MHCLG - Pocket Park Plus Programme	(40,970.00)	Return date of March 2020 of evaluation of the spend - Spend in 2019/20
NHS England Healthy New Towns	(251,431.58)	Confirmation received that there are no terms to repay the unspent grant - Spend in 2019/20
new Burdens Funding for the Brownfield Register	(33,687.00)	Confirmation from MHCLG that this grant is not ringfenced - Spend in 2019/20
new Burdens Funding for the Custom Self Build Register	(30,000.00)	Confirmation from MHCLG that this grant is not ringfenced - Spend in 2019/20
EU Exit Grant	(17,484.00)	Spend in 2019/20
Letting & Rogue Landlords grant	(1,229.00)	Spent in 2018/19
National Clean Up	(25,874.00)	Spent in 2018/19
DFG (Disabled Facilities Grant)	(123,000.00)	Spent in 2018/19
DWP new Burdens	(16,384.00)	Spend in 2019/20

3.17 Capital Programme –

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

The original budget for 2018/19 totalled £113.7m but £68.5m was re-profiled into 2019/20 and beyond 2019/20. Overall, we have underspent in year by £541k. There are a number of projects where underspends have been identified as well as one project where an overspend has been identified. More detail can be found in the appendices included with this report.

Directorate	Budget £000	Outturn	Re- profiled into 2019/20 £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing	3,747	1,790	1,935	0	(166)	(11)
Place & Growth	15,233	4,847	10,510	0	124	0
Environment	1,830	755	754	0	(321)	(93)
Finance & Governance	91,884	12,356	54,825	24,667	(36)	(85)
Customers & IT Services	1,034	391	503	0	(140)	0
Total	113,728	20,138	68,527	24,667	(397)	(189)

Re-Profiled into 2019/20 and Beyond 2019/20:

Wellbeing £1,935k Comprises **£122k** Bicester Leisure Centre Extension following strategy presented to members and prioritisation these has been reprofile to 19/20; **£440k** budget for the Sunshine Centre project which is not expected in 2018/19, **£14k** budget to cover Biomass Heating Bicester Leisure centre which is currently under investigation to ascertain the validity of this work the investigation is not expected to complete in 2018/19, **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19; and **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018. Re-profiled into 2019/20. And a **£65k** work on the Cooper sports Facility Floodlight, will not be completed in 2018/19 due to access issue, hence re-profiled to 2019/20 and **£903k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20. Abris System upgrade **£19k** for second payment due in 2019/20 and Corporate Booking System **£60k** further works undertaken for provision of booking system JADU.

Football Development Plan **£20k** for completion of Leisure Strategy and **£183k** works for North Oxfordshire Academy works.

Place & Growth £10,510k comprises of **£1,160k** for East West Railways where 5 years of scheduled capital contributions to 2019/20 have not yet been requested. Re-profiled to 2019/20; and **£84k** spending linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year. **£989k** The Hill Community Centre, completion due in Autumn 2019, **£1,709k** Build 1b Creampots is complete and Admiral Holland has awarded construction to be completed in 2019/20 and Programme 1a and **£6,500k** relating to Build Programme Phase 2, **£68k** relating to North West Bicester Eco Centre.

Environment £754k made up of **£210k** budget for the replacement of parking equipment, Off road parking facilities and depot electric charging point, **£50k** planned changes to the "Public Conveniences", **£319k** deferred due to the useful life of some vehicles longer than estimated, **£15k** Work on the "Charging point for Depot electric vehicles & proposed Bay Marking" projects; will not be required in 2018/19, but next budget year, hence reprofiled to 2019/20 and **£15k** Work on the "Urban Centre Electricity Installations"; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20. Bin replacement schemes **£65k** lead times on ordering means this will be carried into 2019/20.

Finance & Governance £54,825k comprises **£1,391k** for work on; Academy Harmonisation, Condition Survey Works, Bradley Arcade Roof Repairs, Spiceball Riverbank Reinstatement, Banbury Health Centre Ventilation and cooling systems, Franklins House - Travelodge, Cherwell Community Fund, Housing IT Asset system, Orchard Way works, Retained Land, Thorpe Place and Thorpe Way Industrial Units, Horsefair Banbury, Thorpe Lane Tarmac and EPC Certification are all planned for completion in 2019/20, **£45,798k** work on CQ2 planned for next year along with **£7,636k**. Re-profiled into 2019/20. And an additional cost of **£24,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

Customers & IT Services comprises of **£503k** this comprises of new telephony system that will be implemented in 2019/20 **£112k**, CRM to be replaced in 2019/20 **£32k**, ongoing project **£216k** for Land and Property Harmonisation. IT Strategy review **£105k**, 5 year rolling programmes for HW/SW Replacement Programme and Uninterrupted Power Supply **£38k**.

Current Period Variances:

Wellbeing (£166k) budgets no longer required.

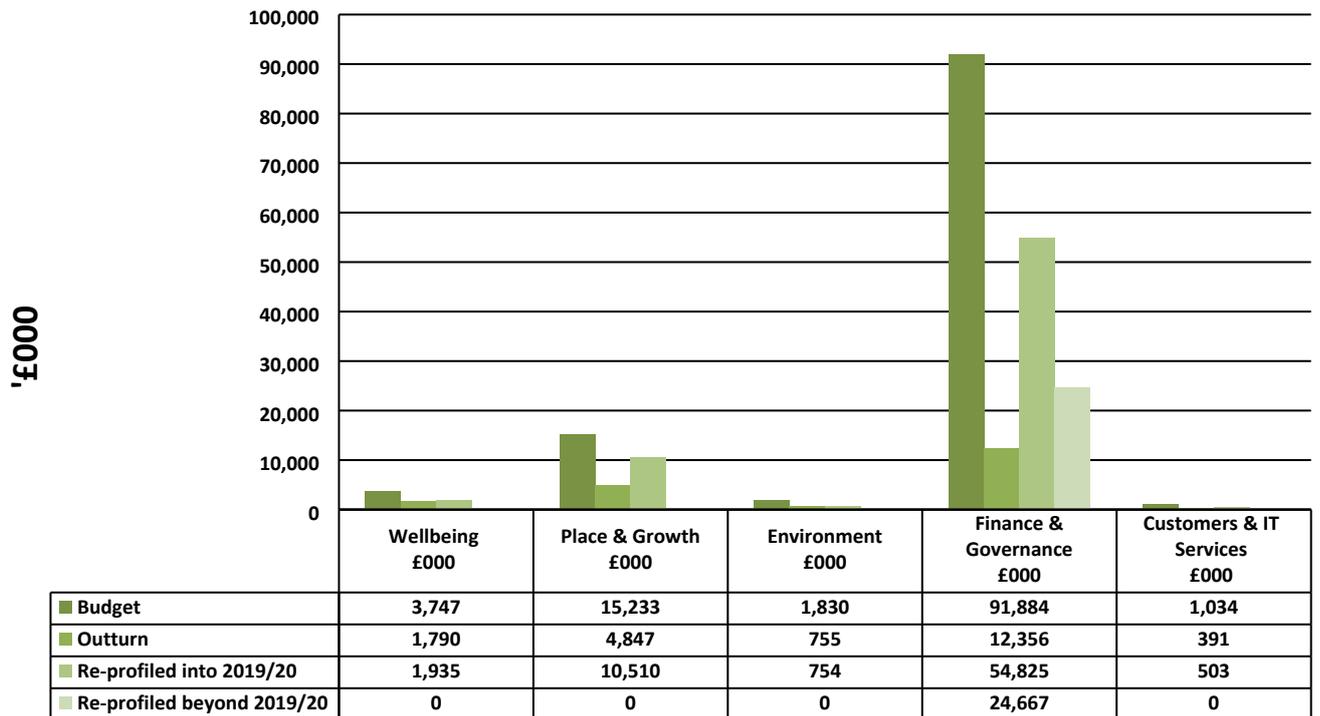
Place & Growth £124k relates to the settlement with a contractor on finalisation of one development

Environment (£321k), Budgets no longer required.

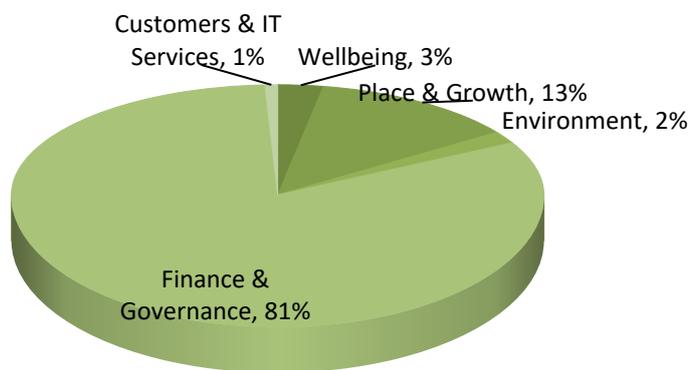
Finance & Governance (£36k) for budgets no longer required less additional legal fees on one project

Customer Service & IT (£140k) budgets no longer required.

Capital Spend v Budget



Allocated Budget



4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

7.1 The financial implications are detailed within section 3.15 through to 3.17 of this report.

Comments checked by:

Adele Taylor, Executive Director: Finance (Interim)

Adele.taylor@cherwellandsouthnorthants.gov.uk

0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Monitoring Officer: Law and Governance

Nick.Graham@cherwell-dc.gov.uk

Risk management

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

Comments checked by:

Louise Tustian, Team Leader: Insight Team

01295 221786

Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Ilott – Lead member for Finance and Governance

Document Information

Appendix No	Title
Appendix 1	2018/19 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital Programme
Appendix 5	Cherwell Annual Report 2018/19
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

Joint Business Plan 2018-19 : *“Two Councils, one organisation”*



“Protected, Green & Clean”

High quality Waste & Recycling services

High quality street cleansing

Reduce our carbon footprint & protect the natural environment

Protect the built heritage

Maintain district as a low crime area

Tackle environmental crime

Mitigate impact of HS2

“Great places to live, work, visit & invest”

Provide and support health and wellbeing

Promote inward investment & business growth

Deliver welfare reform agenda

Safeguard the vulnerable

“District of Opportunity & Growth”

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Deliver the Local Plans for CDC & SNC

Prevent homelessness

Provide support to voluntary sector

Deliver the Masterplans for key economic centres:
Bicester/Banbury/Kidlington/Brackley/Towcester/Silverstone

Increase tourism

Increase employment at strategic employment sites

Page 2
“Thriving Communities & Wellbeing”

Shared Organisational Plan

Operational Excellence
Rigorous Financial Management
Income optimisation
Commercial & Procurement excellence
Effective Governance
Alternative Delivery Vehicles

Public Value
24/7 access to services
Right first time, every time
Service at point of need
Efficient & effective services
Customer Service Excellence

Best Council to work for
Sustainable relationships with key partners
Culture of Innovation & Creativity
Effective People service
Employer of choice
Enabled through digitisation
Corporate Social responsibility

“Here to Serve”

Appendix 2 – Monthly Performance Report

March 2019

Includes:

- Joint Programme Measures
- Joint Key Performance Measures (KPIs)

Key to symbols

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan / Ahead of target	Delivering to target or ahead of it.

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.1 Maintain High Quality Waste & Recycling Services	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Generally, all has gone well - bulky waste on line booking has gone well. Some adjustments needed in the back office so there is the flexibility to deal with demand changes.	Garden waste is expected to grow during April and with Easter being late there is likely to be a surge in tonnage after the Easter weekend - but of course this depends on the weather conditions.	★	Waste Collection services have run well throughout the year. The recycling rates are slightly behind where they were hoped to be. However, this is largely due to lower garden waste tonnages during the summer following fine weather and continual change in the make up of the dry recycling waste (less paper present). Customer satisfaction is still high. Cost of collection has been higher largely due to world commodity prices being lower.	★
JBP1.1.2 Provide High Quality Street Cleansing Services	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	All gone well. Some last minute government funding to spend on high streets was announced late in March with little notice. However, a lot of activity took place including Spring cleans/ Community litter picks & a Neighbourhood blitz in Bicester town centre	Increasing the cleanliness of the High St areas in the five urban centres will be a priority with plans for some expensive activities such as gum removal likely to take place in late April or early May	★	Street Cleansing service has run well. In SNC the challenge has always been keeping the A43 clean and in CDC keeping the A34 clean. The nature of the two highways with many trucks parked overnight in laybys and the difficulty in accessing the verges without lane closures can make keeping both Highways clean quite challenging.	★
JBP1.1.3 Tackle Environmental Crime	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Steady progress. Many investigations progressing well. A strange series of green waste fly tips in SNC but after signage deployed they ceased.	Implementation of awareness of disposing of waste sensibly, promotion of the bulky waste services to take place in early 2019/20.	★	Still pressure on fly tipping. Nationally it has shown an increase - with some rise in CDC but largely unchanged in SNC. A lot of investigation work has taken place and case files have been built up.	★
JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	CDC - Meeting held with County Highways on the 8th March 2019. For both CDC and SNC all monitoring data for 2018 has now been received from the laboratory that analyse the diffusion tubes and Defra have also published their bias adjustments factors which need to be applied to the measured data. The 2018 data can now be included in the 2019 Annual Status Reports to be submitted to Defra by the end of June.	Work is progressing on the Annual Status Reports for both SNC and CDC. The reports will provide a review of the air quality monitoring undertaken in 2018 and also a review of the actions in the Air Quality Action Plans. The deadline for submission to Defra is the end of June 2019.	★	Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC. Actions in the Air Quality Action Plan for which the County have responsibility were discussed as well as other proposals/plans the County are considering that might help improve air quality in the district. The Air Quality Action Plan will be updated once written confirmation has been received from County Highways. The proposal to put out messages through Social Media about the actions individuals can take to reduce air pollution has been put on hold. Following discussions with OCC it was decided to align this with work they are doing during 'Walk to School Week' at the end of May.	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.5 Mitigate the Effects of HS2	Cllr C Clarke Cllr S Clarke	Carr, Jane Feehily, Paul Newton, Jim	Works to existing highway junctions - still to be completed.	Hs2 Project update meeting late April (tba).	★	Programme to deliver the Chipping Warden Relief Road may be affected by appointment of Administrators for appointed sub-contractor DAWNUS.	★
JBP1.1.6 Maintain the District as a Low Crime Area	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	<p>The CDC Community Wardens focused on the public parks, providing a visible presence in order to deter anti-social behavior and help improve confidence in the parks as safe places.</p> <p>The partnership tendering process for the CCTV maintenance contract concluded with the award of a new contract expected in April 2019.</p> <p>Mobile CCTV units were installed in their first locations in March 2019.</p>	<p>The Community Wardens in Cherwell will continue to focus on the public parks during the Easter school breaks. This includes working with the Police to prevent the use of the parks by off- road motorcyclists.</p> <p>The Licensing Team continue to ensure that all new applicants for taxi licenses at CDC and SNC undergo the mandatory safeguarding awareness training before being issued with a license.</p>	★	<p>The Community Safety teams in both councils continue to work with partners to identify and tackle community safety problems and trends in the districts. A new community Safety team Facebook page has been established and is now operational providing a means for the team to highlight local initiatives and safety messages. This will be promoted further during the next few months to increase follower numbers. The Community Wardens in Cherwell provide a local resource for work on ASB and town Centre crime and disorder matters.</p> <p>The Licensing Team maintains a focus on ensuring community safety as a key licensing outcome. The team continue to assess and review the mandatory safeguarding awareness training for taxi licence applicants to ensure that it is still fit for purpose. All new applicants for taxi licences are required to undertake the training ahead of being issued with a licence.</p> <p>The Cherwell Community Safety Partnership meet in March and agreed to review its strategy. A refreshed strategy will be presented to the Partnership in June 2019. A Rural Crime Plan was discussed at the South Northants Community Safety Partnership in March.</p>	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.7 Protect the Built Heritage	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	SNC: Committee agreed not to designate Shutlanger and Helmdon as conservation areas in March 2019. CDC: Conservation Area Appraisals complete in draft for Duns Tew and Balscote. Total number of Conservation Area appraisals for this year is 5 - Stratton Audley, Somerton, Ardley, Balscote and Duns Tew.	SNC: Research on the suitability (or not) for the possible designation of Preston Deanery, Wappenham, Sytresham, Horton and Whittlebury as conservation areas is underway. CDC: Review of conservation area appraisal programme to determine priorities moving forward now all conservation area appraisals have an appraisal and management plan.	★	SNC: All conservation area appraisals well received by Committee. Other villages to be considered are: Whittlebury, Syresham, Horton, Preston Deanery and Wappenham CDC: All 60 conservation areas in the district now have an appraisal and management plan.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.1 Provide & Support Health & Wellbeing	Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott	Carr, Jane Feehily, Paul Riley, Nicola Rowe, Rosie	Diabetes programme has 457 people signed up and the FAST Programme operating in Banbury has 172 families signed up. The Social prescribing scheme - Community connect is progressing as planned with several surgeries across the district signed up.	CDC social prescribing complete the sign up of GP surgeries to the scheme and begin monitoring the number of service users being signposted by community navigators. SNC complete the annual review of the health and wellbeing plan.	★	Encouraging residents to participate in active and healthy lifestyles - focus continues for both Councils and progress is being made in both project work and capital plans to make this easier. Individuals signed up to the FAST and Diabetes programme to receive information and offers to encourage them to participate in sports and activity together. At SNC the health and wellbeing forum received presentations from partners and a working group has met to decide which to take forward to application for the funding available from Northamptonshire public health by 24th April.	★
JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Carr, Jane Didcock, Liam Kane, Graeme Riley, Nicola	Works to the replacement of the Floodlights at Cooper Sports Facility to LED lighting will commence on Monday 8th April. The new LED lights will improve the lux levels to the playing area.	The scope of works for the refurbishment of Towcester Centre for Leisure are being drawn up. Discussions ongoing on how best to deliver the project. Works to commence on the refurbishment works to Spiceball Swimming Pool and ancillary facilities - scheduled to start in early May for a period of up to 3 months.	★	Both Cherwell District and South Northants Councils continue to invest in improvements of Leisure facilities to enable residents to lead healthy and active lifestyles.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.3 Provide support to the voluntary sector</p> <p align="center">Page 27</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>Spring Community link publication distributed to the Voluntary sector - March 2019. The first Grimsbury Network Brighter Futures partnership held on March 20. Play Bin handed over to Grimsbury Community centre. The Hill consultation with young people in preparation for new centre and photographic project continues to capture the build. Age Friendly Pop up consultation event - March 8.</p>	<p>Children Young People Play & Wellbeing partnership - April 2.</p>	<p>★</p>	<p>Spring Community link edition includes themes around funding opportunities for the voluntary sector with opportunities for Big Lottery one to one advice, free training opportunities which include recruitment and retention of volunteers, managing volunteers and researching and prioritising fundraisers and good news stories from local partners.</p> <p>Grimsbury Network is a partnership of key stakeholders who represent voluntary groups and organisations in Grimsbury a Brighter Futures ward. The networks aim is to work together on projects that address local issues. The 4 themes currently being focused on are, events to bring the community together, one newsletter for all groups, community safety in parks and litter.</p>	<p>★</p>
			<p>Community Café for Hanwell Fields launched in March 2019.</p> <p>Northamptonshire Cultural Education Partnership, to be launched on 30 March. Heseltine Gallery: Interviewing for freelance Project Manager 22 March to start 18-months p/t job after Easter 2019.</p>	<p>Brackley Play Day event - April 10.</p> <p>Water Meadows - Towcester Wild Day event - April 16.</p> <p>Graven Hill Connecting Community event - May 18th.</p> <p>Easter holiday Play: Full initiative - Addressing holiday hunger in Brighter Future awards.</p> <p>Grimsbury Network meeting - May 1 at Banbury Mosque.</p> <p>Banbury Volunteer Fair - June 7 Banbury Town Hall.</p>			

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.4 Enhance community resilience as part of emergency planning</p>	<p>Cllr A McHugh Cllr D Bambridge</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard</p>	<p>Focused on preparing for EU Exit and any arising issues. Engage with partners through the local resilience forums, understand the potential impacts of Brexit and to plan for these. Business Continuity audit report taken to the senior management teams for consideration.</p>	<p>Both Councils to finalise separate emergency plans. The current overarching emergency plan is a joint document. The key task for the month remains planning for, and responding to, any impacts arising from Brexit. SNC will be focusing on the planning for the new season of events at Silverstone. CDC will continue to develop its partnership arrangements with OCC with enhanced training being arranged for staff involved in any emergency plan activation. Thames Valley Local Resilience Forum is coordinating a business continuity review against an established model which Cherwell will be contributing to.</p>	<p>★</p>	<p>The new business continuity framework, which sets out how the councils manage business continuity, were approved along with an improvement plan addressing the outcomes of a recent audit.</p> <p>Business Continuity arrangements include service level business continuity plans based on impact assessments which identify the critical functions provided by teams and the minimum resources required for continuation of functions. Plans should ensure that critical services will continue to function in the event of a disruption, ensuring all services recover promptly.</p> <p>A number of arrangements are in place to ensure robust emergency plans, including relationships with key partners, including facilitating the Inter Agency Group which plans for events at Silverstone in 2019, engaging with Parish Councils together with Oxfordshire County Council. Attending and supporting regional and national exercises, conferences and training with key partners.</p> <p>This has included learning from those agencies involved in major terrorist and weather-related incidents in recent years including Manchester, Salisbury, Lancaster and London. Working with the local resilience forums to assess risks and plan for foreseeable events and circumstances which could adversely impact on our communities.</p> <p>A new partnership is in place with Oxfordshire County Council which involves them in providing expert advice and resource to oversee CDC's Emergency Plans.</p>	<p>★</p>

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.5 Prevent homelessness</p> <p align="center">Page 29</p>	<p>Cllr J Donaldson Cllr K Cooper</p>	<p>Carr, Jane Douglas, Gillian Kane, Graeme</p>	<p>The review of the self-help materials has started, we are consolidating the information into one page on the website and ensuring it is accessible and easy to use.</p>	<p>SNC: The Shelter Health Check report is due for completion later this month. An action plan will be drafted and implemented.</p>	<p>★</p>	<p>Open homelessness cases at Cherwell are at a level of 160.</p> <p>At Cherwell District Council prevention and relief rates for homelessness have remained at around 30%. This means we are able to sustain housing or rehouse people before they progress to a full homelessness duty. Homechoice (the housing register) is the main route to rehousing for homeless households and other households in housing need with 754 properties being let in the year to 31st March 2019.</p> <p>Approaches to the service have remained consistent with 542 throughout 2017 and 559 in 2018. The main prevention measure continues to be the Housing Register with 89 households rehoused during for the first 9 months of the Homelessness Reduction Act 2017 (April - December 2018). The private sector is also a useful source of alternative accommodation and we have a successful Deposit Bond Scheme in place. We currently have 26 households in privately rented accommodation as result of this scheme.</p>	<p>★</p>
			<p>Shelter have advised they will issue the Health Check report by the end of April.</p>	<p>LEAN team to be established to evaluate the end- to end homelessness journey to ensure efficient and effective work processes. The project scope will be defined to ensure clarity of purpose. The findings of the health check will inform the future state process.</p> <p>CDC: Cherwell commissioned a mystery shopping and case review exercise from Shelter. The learning points will be fed back in April 2019 and action taken to improve customer access and response.</p>			
<p>JBP2.1.6 Safeguard the vulnerable</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>All staff and Members reminded to complete their necessary training in line with the approved training plan. Refresher training for staff will shortly be due as it will be 2 years since training. Pass rates remain very high and over 80% of staff have all training completed.</p>	<p>The safeguarding policies will be reviewed to ensure that all the latest legislation is captured in the policy as well as learning from serious case reviews. Policy review to be complete by the end of June 2019.</p>	<p>★</p>	<p>Both Councils continue to take their responsibilities for Safeguarding very seriously and have excellent processes in place to assure safeguarding Boards in both Counties of that.</p> <p>In 2019 there will be a focus on training Domestic Abuse champions as well as Mental Health First Aiders.</p> <p>Community Safety Partnerships in both district areas continue to work on robust plans to reduce the impact of criminals on residents especially the more vulnerable, children and young people.</p>	<p>★</p>

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
Page 30	<p>JBP2.1.7 Deliver affordable housing and work with private sector landlords</p> <p>Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke</p>	<p>Carr, Jane Douglas, Gillian Kane, Graeme</p>	<p>Cherwell's March only figures =67 completions, comprising 53 affordable rent and 14 shared ownership made up as follows 53 x affordable rent. 24 x 1 bed flats, 22 x 2 bed houses, 7 x 3 bed houses, 14 x shared ownership, 11 x 2 bed houses, 3 x 3 bed houses.</p> <p>One Landlords Home Improvement Grant completed in March, making 8 for the year.</p>	<p>The completion figure is a little below that projected earlier in the year, due to several units slipping, these will now be completed in 2019-20, including 37 units at Graven Hill.</p> <p>However, the total of 510 units completed in year is still 28% above the SHMA target figure. The overall delivery of new affordable homes in 2018/19 was just below the annual target of 173. It is anticipated that the target of 173 new affordable homes will be met in 2019/20 with 30 new affordable homes due to be completed in April 2019.</p>	★	<p>CDC: The total number of new affordable homes completed in 208/19 was 171. This was 2 properties short of the annual target of 173. The delivery of 171 new affordable homes is the largest number of new affordable properties that has been delivered in 12 months over recent years.</p> <p>Total CHEEP (energy efficiency) grants, so the total for the year remains at 11.</p> <p>Cherwell delivered its affordable housing target for Growth Deal for 2018/19: 58 units of affordable housing through Build! and Waterloo Housing.</p> <p>SNC: We have completed work to raise the awareness of local private sector landlords of the new Houses in Multiple Occupation legislation. This has included running social media campaigns and contacting landlords to inform them of the new HMO licensing requirements.</p>	★
			<p>SNC: South Northants average time taken to assess new claims was 8.88 days against a local target of 15 days and a national average of 22 days.</p> <p>CDC: average time was 13.63 days against a target of 15 days. This is a big improvement on the figures for 17- 18 which were 24.8 days. Changes were assessed in an average time of 5.01 days against a target of 8 days for South Northants. Changes were assessed for Cherwell in 7.82 days against a target of 8 days.</p>	<p>The next milestone will be agreeing the terms of reference and the objectives for the Universal Credit project team.</p>	★	<p>Internal and external partners invited to attend a new Universal Credit working group with the aim of supporting residents, landlords and the councils through this huge change. The first meeting is due to be held in May 19.</p> <p>Performance on the average time taken to assess new claims and change events for Housing Benefit is excellent as at the end of 18-19.</p> <p>This is all delivering as planned.</p>	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center">JBP3.1.1 Deliver innovative and effective housing schemes</p>	<p>Cllr J Donaldson Cllr K Cooper</p>	<p>Carr, Jane Douglas, Gillian Kane, Graeme</p>	<p>We continue to work with a community led housing group to support development of a village site.</p>	<p>SNC: Housing team working with local health sector partners to establish a housing options outreach service in Northampton General Hospital. Health sector colleagues have secured funding for a post for 12 months.</p> <p>CDC: We are working with Graven Hill to find a registered provider to develop extra care housing at the site</p>	★	<p>SNC is one of a small group of housing organisations working with Mayday Trust to pilot a person centred, strength-based approach to housing and support services called Personal Transitions Service (PTS). The PTS service is offered to people with 'complex needs'.</p> <p>In 2018/19: 28 people have met with and/or worked with a housing coach since April 2018 20 people working with the Housing Options Service were referred to the PTS for accommodation and support from a housing coach In 2018-19, a total of 7 people have been accommodated by Mayday Trust, of these: 1 had sustained their accommodation for 12 months; 1 had sustained their accommodation for 6 months; 2 had a planned move into alternative (non-Mayday) accommodation.</p> <p>Work to establish a pilot for a housing options outreach service in Northampton General Hospital is progressing well. Health sector colleagues have secured sufficient money to fund a post for 12 months. There is support from other local housing authorities in the county to work with the pilot post once established. The aim of the pilot is to reduce the number of cases and time that people remain in hospital when they are ready to be discharged as a result of housing issues.</p> <p>CDC: A meeting has been arranged in early May between health, South Northamptonshire Council, Daventry District Council and Northampton Borough Council to agree final arrangements of how the pilot will operate. CDC is also working with Graven Hill and Growth Deal to organize a workshop to look at use of modular construction in the district and countywide.</p>	★
			<p>CDC: Contributed to Mill Arts Centre preparations for dance events in Banbury, to attract visitors in July 2019.</p> <p>SNC: The updated SNC Walking guides covering the District have been uploaded to the Council's website.</p>	<p>CDC: Finalise new Service Level Agreements with Visitor Information Centres.</p> <p>SNC: Awaiting decision following the submission of the Rural Development Programme for England funding bid for the Watermeadows Project.</p>	★	<p>CDC: Contract management of Banbury and Bicester Visitor Information Centres. Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell as a visitor destination.</p> <p>SNC: Completed submission of the funding bid for the Watermeadows full application to the Rural Development Programme for England. Distribution of tourism guides to local sites continues and requests for the guides have increased following the insertion of the Residents Guide in the Council Tax bill. Work is progressing in preparing a new SNC Country Pursuits Guide.</p>	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.3 Deliver the masterplans for the key economic centres</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim</p>	<p>CDC: Banbury Job Fair held 8th March at Banbury Town Hall. Banbury Driving Test Centre: Prepared for future relocation and retention of the service locally.</p>	<p>CDC: Cherwell Industrial Strategy: Preparation for consultation events in each of the three urban centres. Planning staff 'Ideas Exchange' event and a workshop for Members.</p>	<p>★</p>	<p>CDC: Banbury Job Fair attracted 26 employers and support agencies serving 175 visitors. 100% satisfaction from respondents to feedback survey. Cherwell Industrial Strategy: Analysis of background research and staff workshop outcomes. Consideration of potential funding pots and activities for town centre development. Young Enterprise Area Final: Supported this showcase event demonstrating the development of young people's work readiness skills. 9 teams entered, representing 8 schools from Banbury, Bicester and Kidlington. Winner and Runner up going forward to the County finals on May 2.</p> <p>SNC: Economic Growth Team were invited to attend the launch of Silverstone Park's new agile workspace WRaP. 15 letters of support for the Watermeadows funding bid received from local businesses. Continued support to pre-start and existing business with a variety service and visits/meetings.</p>	<p>★</p>
			<p>SNC: Job Club supported Screwfix with a recruitment event held at The Forum to promote vacancies at the new store which will be opening in Towcester in April 2019. Business Support given to 1 Business Start Up and 6 contacts made/follow ups with established businesses.</p>	<p>SNC: Working with Screwfix to promote the opening of their new store in Towcester. Working with the 'Paisley Pear' owners supporting their recruitment needs for the opening of a new pub in Brackley.</p>			
<p>JBP3.1.4 Increase employment at strategic employment sites, promote investments & business growth</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim</p>	<p>CDC: 15 detailed Business Enquiries from inward and indigenous investors: responded promptly to all. Liaison with the Department for International Trade in support of several significant local employers.</p>	<p>CDC: Business Enquiries: Respond promptly to all. Planning applications: Respond to key employment- related proposals. Investment website: Create website to promote commercial investment and job creation.</p>	<p>★</p>	<p>SNC: Working on the launch event of the 2019 SME Northamptonshire Business Awards. SNC have sponsored the 'South Northamptonshire Business of the Year' award. Launch of the awards will take place in April at The Forum.</p> <p>CDC: Oxfordshire Housing and Growth Deal: Continued work on Productivity work stream.</p> <p>Broadband: Availability of Superfast Broadband (greater than 24mbps) across Cherwell is 96.3%. Options to further enhance coverage are being considered.</p> <p>Significant investor announced: Andretti Formula E locating in Banbury.</p>	<p>★</p>
<p>SNC: Attended Sponne School's Business Brunch event and CV writing workshop event to provide support to 6th form students with CV and career advice. Attended Towcester Business Club to promote the Job Club/Job Match services to local businesses.</p>	<p>SNC: 5 SNC Job Club members were interviewed for Screwfix vacancies. Local businesses continue to use the job club as a way of promoting their vacancies, most recently Screwfix, Specsavers, Towcester Mill Brewery and Crosby Composites.</p>						

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.5 Delivery against Local Plans for CDC & SNC	Cllr C Clarke Cllr R Clarke	Bowe, Andrew Carr, Jane Darcy, Andy Feehily, Paul Newton, Jim Peckford, David	<p>SNC: The Council has successfully appointed a programme officer to work with the Council and Planning Inspectorate on the examination of the Plan. The Council has responded to preliminary matters raised by the Inspector.</p> <p>CDC: The public hearings for the Partial Review of the Local Plan proceeded as expected in February 2019.</p>	<p>SNC: The dates for the Hearings into the Local Plan are the 2 weeks beginning June 10 2019. The Council awaiting the detailed timetable that will establish the topics and precise dates for discussion.</p> <p>CDC: The next milestone for the Partial Review of the Local Plan will be the receipt of the Inspector's initial observations. The timescale for this is determined by the Inspector.</p>	★	<p>SNC: The Council is preparing background documents for inform the Examination scheduled to begin during the week commencing June 10 2019. Due to staff leaving the Council the number of planning officers remaining in the team will reduce from a base of 6 officers to 3 from May 13 2019</p> <p>CDC: The public hearings for the Partial Review of the Local Plan took place in February 2019. Officers are now awaiting the Planning Inspector's initial observations including his advice on points of principle, whether further work is required by the Council and whether the Inspector will proceed to writing his full report. Prior to providing his observations, the Inspector is inviting comments from representors on information submitted by the Council during and following the hearings.</p> <p>The dates for the Hearings into the Local Plan are the 2 weeks beginning June 10 2019. The Council awaiting the detailed timetable that will establish the topics and precise dates for discussion.</p>	★

Joint KPIs - Protected, Green and Clean

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	53.90%	51.80%	★	Recycling % is lower than 2017/18 due to reduced garden waste in the summer of 2018.	53.90%	55.36%	●

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	30.00	43.00	★	At the end of March 2019, the numbers of households in TA have remained low. Throughout the year the team have successfully prevented and relieved homelessness keeping the need for TA to a minimum as housing is sustained or households rehoused quickly. Joined up policies and procedures and partnership working are ensuring effective management of TA placements and the time any household spends in TA is minimized.	30.00	43.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	5.56	15.00	★	The average time taken to process new claims for the month of March 2019 is 5.56 days. This is an improvement on the month of February 2019 when it was 7.26 days. The year to date processing time for new claims is excellent at 13.63 days against the national average time of 22 days. The new way of working that has been introduced is continuing to show an ongoing improvement in our new claim processing days. Resources available to us to obtain information are used to help to speed up the time taken, and we continue to monitor new claims on a daily basis.	13.49	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	6.36	8.00	★	The end of year processing time for change in details is 7.82 which is excellent against our target of 8 days. The average processing time for changes for March 2019 was 6.36 days. We continue to review our work process' to ensure we deal with the changes received as quickly as possible with the resources available and the growing number of changes received.	7.92	8.00	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.5C Number of visits/usage of District Leisure Centres	CDC	Cllr G Reynolds	Didcock, Liam Kane, Graeme	165,768	134,053	★	Usage figures as an overall against March 2018 showed a significant increase from 148,413 to 165,768. Spiceball Leisure Centre and Bicester Leisure Centre both showed an increase of circa 2,000 users per month. Significant increase was also noted at Whiteland's Farm Sports Ground and Stratfield Brake with a cumulative increase on the previous year of 8,500 users. Increase were also seen at North Oxfordshire Academy, Woodgreen Leisure Centre and Cooper Sports Facility with only Kidlington Leisure Centre recording a small decrease.	1,728,0...	1,527,4...	★
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	2.16%	1.00%	★	We have achieved an in month collection of 2.16% however the cumulative collection rates for 2018/19 was 98.27%. We have therefore met our overall annual collection rate target too. Also, the amount of Council Tax we collected throughout 2018/19 increased by more than £2m due to the growth of the tax base. This is a fantastic achievement by the team.	98.83%	98.25%	★
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	3.20%	2.50%	★	We have achieved an in month collection of 3.2% however the cumulative collection rates for 2018/19 was 98.45%. This is a fantastic achievement as we have also been collecting the outstanding balance from 2017/18 and have reduced the arrears for 2017/18 by more than £5m.	99.62%	98.50%	★

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ JBP3.2.1C % Major planning applications processed within 13 weeks	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	67%	60%	★	9 Major Planning Applications were determined during March 2019. 6 were determined within the target period or agreed time frame. As such our target of determining more than 60% of Major Applications within the target timeframe has been met.	85%	60%	★
⊕ JBP3.2.4C % of non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	90%	70%	★	90 Non-Major planning applications were determined during March 2019 and 81 were determined within the target period or agreed timeframe. Therefore, the target of determining more than 70% of Non-Major Applications within the target timeframe has been met.	91%	70%	★
⊕ JBP3.2.2C % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Non-Major Planning Appeals were determined during 2019.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	3 Planning Enforcement Notices were issued during March 2019 and none were determined at Appeal.	0%	10%	★
JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0.00	10.00	★	No Major Planning Appeals were determined during March 2019.	2.08	10.00	★

Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 11/04/2019

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
OC Impact	5 - Catastrophic			L09		
	4 - Major		L04, L10, L12	L07, L11	L15	
	3 - Moderate			L01, L02, L05, L14	L03, L06, L08	L13
	2 - Minor					
	1 - Insignificant					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Oxfordshire Treasurers' Association's work streams Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully Fully Partially Partially Fully	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	3	9	↔	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Financial Systems project reviewed to meet business needs. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD1 to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. Finance support and engagement with programme management processes being implemented. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee. Financial support and capacity developed during 18/19 through development programme. Regular utilisation of advisors as appropriate. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders. Financial System Solution Project started to ensure future finance provision is fit for future. Review underway Integrated reporting being embedded and working well. Focus on future financial implications from Dec 2018 national consultation exercises. Being built into the finance and business planning approach for 2020/21. Regular training has been undertaken and a plan for 19/20 already drafted Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 08/04/19 - updated a number of mitigating actions to reflect current position as well as control assessment
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	Risk reviewed 11/04/19. No changes.
L03	Lack of Management Capacity - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	4	4	16	Use of interims / fixed term and project roles to support senior capacity as required. Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR / Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication Separate CDC and SNC Senior Leadership Teams in place to provide capacity required at each site.	Fully Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided. Resilience training programme for Assistant Directors in place.	Separate CDC and SNC Senior Leadership Teams now live with Executive support arrangements in place. Risk to be kept under review as management team transition to new working arrangements. Impact of separation and associated workload to be kept under review. Joint CEDR meetings to take place monthly. Separation Project Board to meet fortnightly. Regular comms being provided by the Chief Executives	Risk reviewed 11/04/19. No changes.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L 04	<p>Non-compliance - Failure to ensure sound local plans are submitted on time.</p> <p>Financial resilience - Failure to ensure sound local plans are submitted on time.</p>	Inappropriate development in inappropriate places	3	5	15	<p>The Council's Local Development Scheme (LDS) provides a programme for the preparation and submission of Local Plans. The LDS is periodically reviewed and presented to the Executive for consideration. The effectiveness of adopted Local Plan policies is reviewed through an Annual Monitoring Report which is also presented to the Executive. Local Plans and accompanying guidance are prepared in accordance with the LDS.</p>	Fully	Councillor Colin Clarke	Paul Feehily	David Peckford	2	4	8	↔	<p>Regular review meetings on progress and critical path review.</p> <p>A district wide Local Plan was completed and adopted in 2015. A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings were held during the weeks commencing 4 and 11 February 2019. We await the Inspector's findings.</p> <p>Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Authority Monitoring Report and updated Local Development Scheme were presented to the Executive in Dec 2018. The LDS incorporates the timetable for the new countywide Joint Statutory Spatial Plan - the Oxfordshire Plan 2050. It also provides for a district wide Local Plan review. The Oxfordshire authorities have collectively commenced work on the Oxfordshire Plan 2050.</p> <p>Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ends on 12 April.</p>	Risk reviewed, commentary updated 09/04/2019	
		Negative (or failure to optimise) economic, social, community and environmental gain				Resources are in place to support delivery including Barrister support when required for Local Plans.	Partially							Regular Lead Member briefings and political review			
		Negative impact on each council's ability to deliver its strategic objectives				For issues which are solely within the control of CDC policies, plans and resources are in place	Partially							Local Development Scheme updated as required			
		Without a local plan, a lack of community engagement on development locations				Local Development Scheme provides Executive oversight of plan-making programme to ensure local plans are made	Fully							Regular Lead Member briefings and political review			
		Without a local plan, negative impact in terms of ensuring coordination on cross boundary strategic issues				Maintenance of an up to date Statement of Community Involvement (SCI) to support policy making.	Fully							SCI updated as required (last updated 2016)			
						The Local Development Scheme provides for Executive oversight of plan-making programme to ensure local plans are made in good time. The Oxfordshire councils have agreed to produce a Joint Statutory Spatial Plan (JSSP) - the Oxfordshire Plan 2050	Fully							Local Development Scheme updated as required. Regular review meetings on progress and critical path review to ensure timely CDC contributions to the Oxfordshire Plan.			
L05	<p>Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations</p>	Inability to deliver critical services to customers/residents	4	4	16	<p>Business continuity strategy in place</p> <p>Services prioritised and recovery plans reflect the requirements of critical services</p> <p>ICT disaster recovery arrangements in place</p> <p>Incident management team identified in Business Continuity Strategy</p>	Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	<p>All individual service Impact Assessments and BC Plans have been updated.</p> <p>BC Improvement Plan agreed with CEDR</p> <p>ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss</p> <p>Corporate ownership and governance sits at senior officer level</p> <p>Business Continuity Statement of Intent and Framework agreed by CEDR</p>	<p>The plan to update all the service business continuity plans is progressing and is now at the stage that Assistant Directors are signing off their service level plans. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit was undertaken in December and January to quality assure our plans and the final report was taken to CEDR in March along with an improvement plan. The BC statement of intent and framework have been approved. OCC BC leads are holding 1 to 1 meetings with BCP authors to familiarise themselves with our arrangements and comment on the plans.</p>	Risk reviewed 05/04/19 - Comments updated.
		Financial loss				Business Continuity Plans tested	Partially							Progress report was provided to CEDR in March			
		Loss of important data															
		Inability to recover sufficiently to restore non-critical services before they become critical															
		Loss of reputation															
L06	<p>Partnering - Financial failure of a public sector partner organisation</p> <p>Failure to build the necessary partnership relationships to deliver our strategic plan.</p> <p>Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)</p>	<p>Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties.</p> <p>Poor service delivery</p> <p>Inability to deliver council's plans and outcomes for communities</p> <p>Legal challenge</p> <p>Financial loss</p> <p>Inability to partner in the future</p> <p>Reduced opportunity for inward investment in the future</p>	4	4	16	<p>Robust governance/contract management framework in place for key third party relationships</p> <p>Training and development of senior officers/members to fulfil their responsibilities with partner organisations</p> <p>Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents</p> <p>Regular review and sharing of partnership activity/engagement at senior officer meetings</p>	Partially	Councillor Barry Wood	Graeme Kane	Nicola Riley	4	3	12	↔	<p>Review existing arrangements/ contracts to ensure appropriate governance</p> <p>Standard agenda item at senior officer meetings</p> <p>Continue Institute of Directors training for Officers and Members</p> <p>Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services</p>	08/04/19 - Risk reviewed, no changes.	

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L07	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a responsible category one	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Active involvement in Brexit contingency planning being led by TV LRF Emergency plan being updated monthly to ensure contacts remain correct Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. Authority represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. Two separate Duty Manager 'on-call' systems were implemented for SNC and CDC in January 2019. Separate Emergency Plans are being created. OCC now providing expert advice and support. Emergency Planning update provided to Overview and Scrutiny March 19.	Risk reviewed - 08/04/19 - Comments updated.
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Partially Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	Joint Corporate H&S Policy was finalised in 2018 and communicated to all levels of managers and staff will now require review and separation reflecting the new structures. Both CDC and SNC have drafted separate corporate H&S Policies. These are in the process of being ratified. All Assistant Directors were asked to complete a H&S Checklist to provide a status of H&S Management in their service areas. These were initially meant to have been completed by 03/06/18. Given the changes ahead and the separation of the Corporate H&S Policy for both SNC and CDC this will need to be revisited by the AD's. Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct audits internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place January 2019 Internal Audit Schedule rolling 3 year programme has now been developed and is underway. Rolling 3 year audit schedule will require review. Still awaiting final sign off from the HR/Training Manager for training procurement and implementation. Final tweaks being made prior to launch of eLearning package A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required.	Risk reviewed 05/04/19 - Risk Manager, mitigating actions and comments updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L09	Cyber Security The council has insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Partially Fully Fully Fully Fully Partially Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. Complete the implementation of the intrusion prevention and detection system by the end of March 2019. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk reviewed - 30/03/19 - Mitigating Actions Updated.
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Partially Fully Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend groups focused on tackling child exploitation	Continued focus in this area with ongoing programme of training and awareness raising. The annual Section 11 submission has been made; it reflects the strong arrangements that in place at CDC.	08/04/19 - Risk reviewed, no changes.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning for the companies as an entity assessed Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Staff changes earlier in the financial year have meant that additional senior management oversight has been necessary. Knowledge and experience building take place with training and support as required. Further oversight processes for CEDR currently being developed including a dashboard of key information for each company. This will be ready for use for 19/20.	Risk reviewed 08/04/19 - comments updated to reflect this.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L12	Financial sustainability of third party suppliers	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Financial company insight being gained through use of monitoring tools and financial advice.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required.	Risk reviewed - 08/04/19 No changes.
L13	Separation - Separation from SNC impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Separate CDC and SNC Senior Leadership Teams in place from January 2019. Agreed programme of separation in place Joint CEDR Meetings to take place fortnightly with clear focus on separation. Programme Board and Project Team established to deliver separation. Strategic partnership opportunities with Oxfordshire County Council being explored with s113 agreement in place. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Partially Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. Collaboration Agreement to underpin joint working with SNC following the end of the s113 to be agreed. OCC - CDC section 113 agreement completed. Regular communications plan with cascade briefings from Assistant Directors planned quarterly. New monthly newsletter focussing on change to be issued.	Programme of separation on track. Decisions regarding the separation of all front-line services expected to be made by April 2019. Service delivery models in place for some services e.g Payroll where separation is not possible within current timetable.	Risk reviewed and comments updated 11/04/19
L14	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	08/04/19 - Reviewed, no change.
L15	Oxfordshire Growth Deal (contract with CDC) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal) Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery	Fully Partially Fully Fully	Councillor Barry Wood	Paul Feehily	Jonathan MacWilliam	4	4	16	↓	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	The CDC Growth Deal Programme Management approach will enable greater clarity and understanding of the barriers to delivery of those housing developments which are in our area and contribute to the 100,000 accelerated homes, (and for which we are responsible for delivering). Barriers to CDC delivery will be clarified through CDC work stream plans of work, comprising a work stream brief, RAID log and schedule for each work stream. Through this approach Cherwell will be able to enhance collaborative delivery of the GD with CDC focus on CDC "Gives and Get's" i.e. • The things that CDC is accountable for delivering and • The things delivered by others that CDC need to deliver CDC accountabilities DC's collaboration with Partners through the GD Programme Board to achieve 100% GD Contract Delivery	27/03/19 - Reviewed, no change. This is ready to be reviewed by BPM and Executive.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's							OUTTURN NARRATIVE
				BUDGET	budget adjustments	OUTTURN	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Stuart Parkhurst	Nicola Riley		Sunshine Centre	440		0	440		-	-	Works tendered ready to proceed, transfer of lease from OCC to CDC is in progress. Reprofile into 2019/20 of £440k when the works will take place. No further risk now due to tenders being received back and within budget.
Wellbeing - Communities				440	-	-	440	-	-	-	
Liam Didcock	Jane Carr	2012/13	Biomass Heating Bicester Leisure Centre	14		0	14		-	-	Further work is to be undertaken, budget required for 2019/20.
Liam Didcock	Jane Carr	2016/17	Whitelands Farm Sports ground	25	21	46	0		-	-	Final account still under review. Within budget to be funded from S106. There is to be further costs in 2019-20 which will be funded from S106
Liam Didcock	Jane Carr	2013/14	Solar Photovoltaics at Sports Centres	80		0	80		-	-	To cover solar PV component replacement re-profiled to 2019/20 as budget unspent in 2018/19
Liam Didcock	Jane Carr	2013/14	Football Development Plan in Banbury	20		0	20		-	-	This budget is required in 19/20 for completion of Leisure strategy and feasibility study.
Liam Didcock	Jane Carr	2014/15	North Oxfordshire Academy Astro turf	207		24	183		(0)	-	Due to potential works needed to be undertaken outside of school term, expansion to spectator area to be re-profiled to 19/20.
Liam Didcock	Jane Carr	2014/15	Stratfield Brake Repair Works	12		12			(0)	-	Budget no longer required
Liam Didcock	Jane Carr	2007/08	Sports Centre Modernisation Programme	36		0			(36)	16	This budget is no longer needed.
Liam Didcock	Jane Carr	2016/17	Bicester Leisure Centre Extension	122		0	122		-	-	Following strategy presented to members and prioritisation, reprofile into 19/20
Liam Didcock	Jane Carr	2016/17	Spiceball Leis Centre Bridge Resurfacing	30		0	30		-	-	Works to be determined post completion of the new bridge connection as part of the CQ2 project. Re-profiled to 2019/20
Liam Didcock	Jane Carr	2017/18	Corporate Booking System	60		0	60		-	-	Further work being undertaken to determine the provision of booking system for sport and leisure through JADU expenditure required for 2019/20.
Liam Didcock	Jane Carr	2015/16	Woodgreen - Condition Survey Works	2		0	0		(2)	(2)	Budget no longer required
Liam Didcock	Jane Carr	2017/18	Bicester Leisure Centre - Access Road Improvements.	33		20	0		(13)	(13)	Works completed
Liam Didcock	Jane Carr	2017/18	Cooper School Performance Hall - Roof, Floor & Seating	38		36	0		(2)	-	Works completed
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Replacement Floodlights	20		14	0		(6)	(6)	Works completed
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Sports Pavilion Improvements	6		5	0		(1)	(1)	Works completed
Liam Didcock	Jane Carr	2018/19	Cooper sports Facility Floodlights	65		0	65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20.
Wellbeing - Leisure and Sport				770	21	156	574	-	(61)	(6)	

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

Page 45

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's							OUTTURN NARRATIVE
				BUDGET	budget adjustments	OUTTURN	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Tim Mills	Gillian Douglas	Various as per budget	Empty Homes Work-in-Default Recoverable	100		0			(100)	-	Budget not required
Tim Mills	Gillian Douglas	Various as per budget	Disabled Facilities Grants	1,995	123	1,369	749		0	-	The DFG budget for 2018-19 is £2,118k made up of £983k slippage and £1,012k external funding from Better Care Fund and addition DFG of £123k direct from MHCLG in January 19 (The Council took a 'holiday' from its £375k annual top-up. A further CDC 'top-up holiday' is proposed for 2019-20 provided uncommitted funds from 2018-19 are slipped to 2019-20. Spend to-date £1,369k. Slippage into 2019-20 is £749k (NB. Spend for this budget invariably accelerates towards the end of the year.)
Tim Mills	Gillian Douglas	Various as per budget	Discretionary Grants Domestic Properties	339		185	154		(0)	-	Only £185k of the budget will be required this financial year and £154k re-profiled to 2019/20.
Stuart Parkhurst	Gillian Douglas	2017/18	Woodpiece Road Parking Options	70		65	0		(5)	(5)	Works completed. Budget no longer required
Joanne Barrett	Gillian Douglas	2018/19	Abritas Upgrade	33		14	19		-	-	second payment for the system expected in 19-20, slip £19k for this cost
			Wellbeing - Housing	2,537	123	1,633	921	-	(106)	(5)	
			Wellbeing Total	3,747	144	1,790	1,935	-	(166)	(11)	
Jane Norman	Robert Jolley	2013/14	Community Centre Refurbishments	84		0	84		-	-	Spending is directly linked to the delivery of "The Hill youth and community centre". Construction started at the end of November 2018 with completion due in Autumn 2019
Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	989		0	989		-	-	Construction started at end of Nov-18 with completion due in Autumn 2019.
Andrew Bowe	Robert Jolley	2015/16	East West Railways	1,160		0	1,160		-	-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20
Jane Norman	Robert Jolley		Build Programme Phase 1a	2,389		2,512	0		123	-	The overspend relates to the settlement with the contractor on the Gardeners Close and Spring Gardens developments.
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 1b	1,875		166	1,709		(0)	-	Creampot is complete and Admiral Holland has awarded construction contract to be completed 2019/20
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	6,500		0	6,500		-	-	Pending review of housing delivery.
Jenny Barker	Robert Jolley	2016/17	NW Bicester Eco Business Centre	2,236		2,168	68		0	-	Retention payment 2019/20

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's							OUTTURN NARRATIVE
				BUDGET	budget adjustments	OUTTURN	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Robert Jolley	Paul Feehily	2014/15	Graven Hill - Loans and Equity	600	(600)				0	-	Budget not required, spend straight to Loan account for Graven Hill
			Place & Growth - Economy & Regeneration	15,833	(600)	4,847	10,510	-	124	-	
			Place & Growth Total	15,833	(600)	4,847	10,510	-	124	-	
Ed Potter	Graeme Kane	2017/18	Car Park Refurbishments	467		96	192		(179)	-	Budget for the replacement of parking equipment re-profiled to 2019/20.
Ed Potter	Graeme Kane	2014/15	Energy Efficiency Projects	28		10	15		(3)	-	Charging points for Depot electric vehicles will require more time to add additional charging points defer to 2019/20.
Ed Potter	Graeme Kane	2012/13	Glass Bank Recycling Scheme	8		8			(0)	-	Now completed on Budget
Ed Potter	Graeme Kane	2015/16	Public Conveniences	50		0	50		-	-	Budget for the uplift of the Public Conveniences, re-profiled to 2019/20.
Ed Potter	Graeme Kane	2015/16	Off Road Parking Facilities	18		0	18		-	-	Proposals for Bay Marking being put forward however spend expected in 19/20.
Ed Potter	Graeme Kane	Annual	Vehicle Replacement Programme	879		498	319		(62)	-	£319k deferred due to the useful life of some vehicles longer than estimated.
Ed Potter	Graeme Kane	2016/17	Wheeled Bin Replacement Scheme	125		88	45		8	-	Goods and Services £45k will be received in 19/20 due to lead time on ordering
Ed Potter	Graeme Kane	2016/17	Urban Centre Electricity Installations	15		0	15		-	-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year.
Ed Potter	Graeme Kane	2011/12	Bicester Cattle Market Car Park Phase 2	90		0			(90)	(90)	Budget no longer required
Ed Potter	Graeme Kane	2018/19	Vehicle Lifting Equipment	30		27			(3)	(3)	This is now complete
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	20		12	20		12	-	Full review has been carried out, however, due to lead times receipt of this order will fall into 19/20
Ed Potter	Graeme Kane	2018/19	Banbury Market Improvements	20		16			(4)	-	Works completed
			Environment - Environment	1,750	-	755	674	-	(321)	(93)	
Natasha Barnes	Claire Taylor	2014/15	Customer Self-Service Portal CRM Solutn	80		0	80		-	-	Move into 2019/20 in line with Digital Customer Project
			Environment - Environment	80	-	-	80	-	-	-	
			Environment Total	1,830	-	755	754	-	(321)	(93)	
	Adele Taylor		Finance System Replacement	0	30	30			(0)	-	
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	119		62	57		0	-	The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19-20.
			Finance & Governance - Finance & Procurement	119	30	92	57	-	0	-	
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	77		71	2		(4)	(4)	Works completed. Final bill outstanding of £2K reprofile £2k into 19/20.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

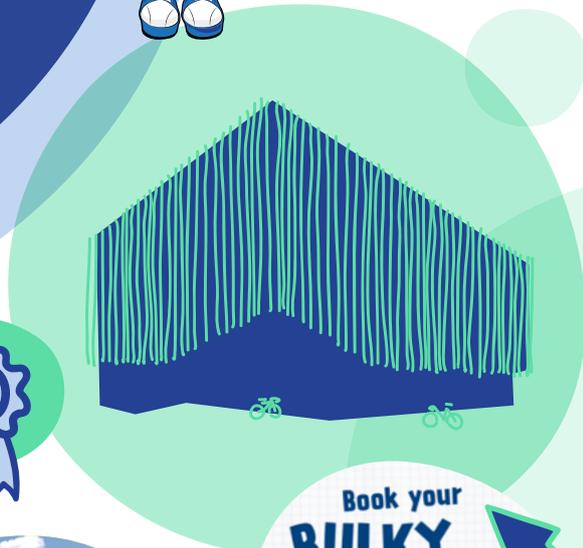
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's							OUTTURN NARRATIVE
				BUDGET	budget adjustments	OUTTURN	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	55		0	30		(25)	(25)	Works completed, awaiting final invoice. On target for spend of £30K reprofile into 19/20.
Stuart Parkhurst	Robert Fuzesi	2018/19	Orchard Way Shopping Arcade Front Serv	20		16	0		(4)	(4)	Works Completed
Stuart Parkhurst	Chris Hipkiss	2011/12	Bicester Town Centre Redevelopment	0		25	0		25	0	Defects works carried out in relation to Pioneer Square
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	125		26	0		(99)	(75)	Works Completed
Robert Fuzesi	Adele Taylor	2016/17	Spiceball Riverbank Reinstatement	50		0	50		-	-	On hold pending the completion of a new bridge as part of the CQ2 development. Reprofiled to 2019/20
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury - Antelope Garage	25		25	0		0	25	Works Completed
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270		17	253		0	-	In design stage, works progressing, re-profiling into 2019/20, budget reprofile of £253K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	64		64	0		0	(2)	Works Completed
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	72,000		1,535	45,798	24,667	0	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	7,636		0	7,636		0	-	Programme ongoing, reprofile £7,636 into 19/20
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	783		674	75		(34)	-	Retention Payment of c. £25K payable to the contractor in Aug 19, there will also be some professional fees payable so re-profile a total of £75K into 2019/20.
Stuart Parkhurst	Robert Fuzesi		Bicester - Pioneer Square	135		135	0		(0)	-	Work Completed
Liam Didcock	Nicola Riley	2018/19	Cherwell Community Fund	100		33	67		0	-	Carry over into 2019/20, funding received in 2018/19 projects committed yet top be completed.
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	50		0	50		0	-	Project on hold pending decision on Harmonisation Project
Stuart Parkhurst	Robert Fuzesi		Orchard Way - external decorations	95		0	95		0	-	Works in design stage, awaiting actual costs. Works will take place 19/20.
Stuart Parkhurst	Robert Fuzesi	2018/19	Retained Land	180		15	165		0	-	Contract awarded. Project has started April 19. Spend in 18/19 of £15K, re-profile remaining budget of £165K into 2019/20.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	175		13	162		0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19, reprofile remaining budget into 19/20
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	145		10	135		0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19, reprofile remaining budget into 19/20
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair Banbury	100		0	100		0	-	Issues with tender returns, causing delay on award. Re-profile full budget of £100K into 19/20.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's							OUTTURN NARRATIVE
				BUDGET	budget adjustments	OUTTURN	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	110		0	110		0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19, reprofile remaining budget into 19/20
Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	40		0	40		0	-	On site, 30 week programme. Project anticipated to be on target, works to be completed end of July 19, reprofile remaining budget into 19/20
Chris Hipkiss	Adele Taylor	2018/19	Tramway Industrial Estate, Banbury		9,500	9,603			103	-	Works completed, overspend due to legal fees not incorporated into the budget
			Finance & Governance - Property, Investment & Contract Management	82,235	9,500	12,264	54,768	24,667	(37)	(85)	
			Finance & Governance Total	82,354	9,530	12,356	54,825	24,667	(37)	(85)	
Tim Spiers	Claire Taylor		Microsoft Licensing Agreement	110		0	0		(110)	-	Budget not required
Rakesh Kumar	Claire Taylor	2014/15	Land & Property Harmonisation	83		34	49		0	-	Slip to 2019/2020 - Project ongoing. Planned to complete by end of 2019/20 - Replacement of Land and Property systems
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50		31	19		0	-	Slip to 2019/2020 - Project ongoing. Planned to complete by end of FY - Windows 10/Office 365 roll out and computer replacement
Tim Spiers	Claire Taylor	Annual	Business Systems Harmonisation Programme	69		38	0		(31)	-	Works Completed
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115		96	19		0	-	Outstanding work being managed in 2019/2020 - Migrate remaining services to data centre
Tim Spiers	Claire Taylor	2017/18	IT Strategy Review	139		34	105		0	-	Engagement ongoing planned to continue to December 2019
Tim Spiers	Claire Taylor	2014/15	Land and Property Harmonisation	167		0	167		-	-	Project ongoing. Planned to complete by end of 2019/20, replacement land and property systems
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	85		53	32		(0)	-	Project ongoing - Replace CRM system by end of year 2019/20
Hedd Vaughan-Evans	Claire Taylor		Unified Communications	125		13	112		0	-	P/O raised and invoice received April 2019. Will use entire budget. New Telephony system
			Customers Service Devt - Customers & IT Services	943	-	300	503	-	(140)	-	
Karen Edwards	Claire Taylor	2015/16	HR / Payroll System replacement	0	91	91			(0)	0	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
			Customers & Service Devt - HR, OD & Payroll	-	91	91	-	-	(0)	-	
			Customers & IT Services Total	943	91	391	503	0	(140)	0	
			Capital Total	104,707	9,165	20,138	68,527	24,667	(541)	(189)	

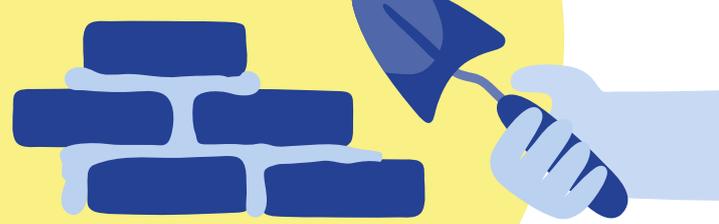
Annual Report 2018-2019



hub's



FAST
Families Active, Sporting Together



Foreword by Cllr Wood and Yvonne Rees

Welcome to Cherwell District Council's annual report, providing an overview of our performance and our key achievements in 2018 to 2019.

This past year has seen the council continue to deliver high quality services and invest in the district despite the continuing financial challenges we face.

Housing continues to be a priority for the council and we know this is a key issue for our local residents. This year we approved our new Housing Strategy shaping the housing delivery for the district with a particular emphasis on providing adapted living for elderly, disabled and vulnerable residents.

In 2018-2019, we saw 510 new affordable homes delivered, comprising 335 Affordable Rented units and 175 Shared Ownership units. The council's Build! team continued to play a key role in delivering housing in the district particularly through the development of 42 apartment development at Gardeners Close, Bicester offering first-time buyers the opportunity to own their own homes. We also delivered 22 specialist housing units for young homeless people, care leavers and persons with learning difficulties in the district.

One of our priorities is working to maintain a safe, green and clean district and I am pleased that our recycling rate remains high. This past year has seen the council deliver and support a number of 'green' initiatives including the arrival of electric vehicles at our depots, supporting the Oxfordshire Green Tech project and delivering the Perch Eco Business Centre in Bicester which became the first Passivehaus Plus certified development in the UK promoting the highest standards in energy efficiency.

Supporting our communities is another of our priorities and this past year has seen a significant number of projects and activities take place. A record number of children took part in our holiday hubs to keep active during the summer holiday and we launched our Activity Maps in December, helping residents find sports, arts, learning and socialising activities in their local area.

We have continued our strong tradition of investing in our town centres during this past year which saw the full construction of Castle Quay 2 begin in February. This exciting development will deliver a new leisure and restaurant offering as well as upgrades to the existing shopping centre. It will also act as a link between the neighbouring amenities of Spiceball Leisure Centre, The Mill and the existing Castle Quay shopping centre, improving connectivity within the town centre and ensuring a dynamic evening economy for residents and visitors alike.

While this report looks back on our achievements in the last year, we are already moving ahead to deliver our business plan for 2018-2019 and to improve our services so that we get the best outcomes for the residents and businesses of Cherwell.

The business plan can be found on our website www.cherwell.gov.uk. I hope you enjoy reading about our achievements.



Councillor Barry Wood
Leader of Cherwell District Council



Yvonne Rees
Chief Executive
Cherwell District Council

Our priorities: Protected, green and clean

Working to ensure the district has high standards of environmental cleanliness, great recycling and waste management, tackling crime and supporting energy efficiency.

Street cleanliness

Six Neighbourhood Blitzes were held during 2018-2019, helping our communities to keep areas clean, giving discounts on bulky waste collections, removing graffiti and providing recycling advice.



Waste collection

54% recycling rate in 2018-2019. We collected **60,508 tonnes of rubbish and recycling**, which is equivalent to 6,185 lorry loads. [Click here](#) to find out more.



Low carbon

Oxfordshire Green Tech project launched in partnership with Bioregional and Cambridge Cleantech bringing together businesses and organisations to support the growth of the low carbon sector in the district and the county.



Electric vehicles

Thorpe Lane waste and recycling depot goes green, welcoming **three electric vans** helping to cut carbon and costs, with lower tax and maintenance costs.



Online booking

New online booking system for bulky waste collection, reporting of missed bins and ordering of additional/new bins launched during 2018-2019 making it easier for residents to keep the district clean.



cherwell.gov.uk/bulkywaste



Our priorities: Protected, green and clean

Working to ensure the district has high standards of environmental cleanliness, great recycling and waste management, tackling crime and supporting energy efficiency.

Community safety

Working alongside Thames Valley Police we set up **Departure Zone trailers** in Banbury and Bicester to offer stay safe advice to residents during the festive party season.

#PARTYSAFEHOME SAFE



Small Repairs

Our small repairs service **assisted 331 households** including the **fitting of 122 key-safes** to ensure vulnerable residents could be safely discharged from hospital.



Eco development

Perch Eco Business Centre in Bicester became **the first Passivehaus Plus** certified development in the UK.

This innovative building, comprising of co-working space and serviced offices over three floors, has been sensitively designed to be distinctive, eco-friendly and sustainable and will accommodate up to 125 people. These high-quality workspaces have been created to attract individuals, start-ups and small businesses, generating new jobs for the local community.

perchcoworking.co.uk



Conservation

Five conservation area reviews were successfully completed in 2018-2019.



Britain in Bloom

Banbury and Bicester each won **Silver Gilt** in the Town Centre category of the **Thames and Chiltern in Bloom Awards**, one of 16 regional and national campaigns which make up Britain in Bloom with the RHS.



Our priorities: District of opportunity and growth

Supporting economic development, employment, conservation, regeneration and development of the district.



Housing Strategy

Cherwell District Council approved its **Housing Strategy for 2019-2020**, shaping the housing delivery for the district with particular emphasis on providing adapted living for elderly, disabled and vulnerable residents.



Local plan

Progress on key documents shaping the future of the district including **a public hearing** for the Partial Review which took place in February 2019.

Housing target

1,387 new homes were completed across the district, comfortably beating the adopted local plan target of 1,142.

Delivery was focussed on key Local Plan sites: 348 homes completed on large sites in Banbury, 196 at Kingsmere, Bicester and 103 at Heyford Park, Upper Heyford.



First time buyers

42 apartments at Gardeners Close in Bicester were built and released **by Build!** (an award winning initiative by Cherwell District Council to look at alternative ways to deliver affordable homes for local people). This development offers first-time buyers the opportunity to own their own homes.



“...there’s a real need for the work we are doing to provide more variety and accessibility in housing. I’d urge anyone who’s interested in buying their first home to look into our Build! properties and register for the government’s Help to Buy scheme.”

Cllr Lynn Pratt



Specialist housing

22 specialist housing units have been delivered via the cherwell Build! team for young homeless people, care leavers and persons with learning difficulties.



Our priorities: District of opportunity and growth

Supporting economic development, employment, conservation, regeneration and development of the district.



Funding awarded

£480k Garden Town funding awarded from the Ministry of Housing, Communities and Local Government to support on-going work in Bicester.



Shopping centre

Full construction of Castle Quay 2 began in February 2019. This exciting development will deliver a **new leisure and restaurant offering**. Acting as a link between neighbouring sites such as the Spiceball Leisure Centre and the existing Castle Quay shopping centre, **connectivity will be improved** within the town centre of Banbury alongside the creation of a dynamic evening economy.



Investment

New major investments in the district during 2018-2019 including companies such as TVS Supply Chain Solutions, Rink it, British Bakels and Teknos.



Job fairs

Three fairs took place during 2018-2019, with over **360 attendees and 26 local employers** exhibiting.



Events hosted

Once again, Banbury hosted Monte Carlo Historique Rallye with an impressive classic car display attracting huge crowds.



Unemployment

levels in Cherwell continued to be **lower than the regional and national average; 2.8%** against 4.2% nationally.



Our priorities: Thriving communities

Providing affordable housing, leisure and sports facilities and activities. Working with partners to improve access to health services. Providing arts, cultural and community services.



Community centre

The Hill, Banbury Youth and Community Centre redevelopment commenced in November 2018, by a registered member of the 'Considerate Constructors Scheme', emphasising the company's respect for the local community and environmental protection.



£215k



Funding secured

£40k in funding awarded by the Minister of Housing, Communities and Local Government to build new community facilities and play area for Deddington and Stratton Audley.

...



£136k Rough Sleeping Initiative funding awarded to Cherwell District Council to help rough sleepers and single homeless people.

...



£215k awarded by Sports England to fund the Families Active Sporting Together Programme (FAST), with over 154 families benefiting from it this year.



Help provided

731 households were prevented from becoming homeless during 2018-2019 through proactive case working.



Support initiative

The 'Roof Over My Head' initiative supported by Cherwell District Council was launched in October 2018, designed to **give people advice** on how to maximise their income, adapt to changes and access training and employment.



Affordable homes

510 new homes were delivered comprising 335 **Affordable Rented** units and 175 **Shared Ownership** in 2018-2019.



Families Active, Sporting Together



Public consultation

Consultation events were held in **Bretch Hill and Grimsbury**, attended by over 400 residents sharing aspirations and wishes for 2019.



Our priorities: Thriving communities

Providing affordable housing, leisure and sports facilities and activities. Working with partners to improve access to health services. Providing arts, cultural and community services.



Ageing residents



Age Friendly Banbury partnership developed and initiatives put in place to make Banbury a **'great place to grow old'**.



School holidays

3,882 attended **holiday hubs** that keep children active in the school holidays.

+ up 12% from 2017.



Outdoor gym

Two **outdoor gyms** were installed in Bicester. People can charge USB devices using their own efforts on the equipment at both sites. An innovative app is being tested which lets users track the energy they generate, and get motivational push notifications, on their smartphone.



Healthy habits

1,821 children took part in **lunchtime activation**

+ up 8% from 2017.



Social and active

18 **health walks** were organised, **10,476** people participated and 651 registered.

Activities online

North Oxfordshire **Activity Map** went live in December 2018. Residents can now look for arts, sports, learning and socialising activities in the map by entering their postcode on the [website](#).



Healthy eating

'Make and Try' cooking sessions were held between July and November 2018, teaching families to eat more healthy using store cupboard ingredients from the Food Bank and Tesco's Community Programme.



How we connect with you

Ensuring the council is run as efficiently as possible, consulting with local people, helping vulnerable people to access our services and providing council tax and housing benefits.

Regulatory Services



From the people who responded to our customer satisfaction survey:

90% were happy with the service provided

91% said the council could help them with their issue

Bulky Waste

cherwell.gov.uk/bulkywaste

98% would recommend the service to friends and family

96% were satisfied with the collection of items

93% were satisfied with booking process

Customer Service figures

In April 2018 - March 2019 we interacted with you through:

150,227 phone calls received

78,211 emails processed

20,007 face to face meetings

This totals:

248,445 interactions



What you say

Our annual satisfaction survey takes place every year. The information you provide is vital in helping to make sure our services keep in step with what you, our residents, want.

33%

agree that the council provides value for money

85%

are satisfied with food and waste collection service

79%

are satisfied with their local area as a place to live

62%

are satisfied with the street cleaning service

75%

are satisfied with our recycling centres

57%

are satisfied with the leisure facilities provided by the council

69%

are satisfied with the way parks and play areas are looked after

48%

are satisfied with the leisure activities provided by the council

86%

are satisfied with the waste collection (green bin)

How we spend your money



In 2018-2019 we spent £20,500,000 providing essential services to our residents. This includes the cost of salaries, goods and contracts, repairs and utilities. These costs are off-set by the money we receive from Government grants, our share of Business Rates and Council Tax. Below you can see in detail how these funds have been used.

Where did our budget come from?

£637,000 came from Government grant

£6,215,000 from Council Tax

£9,653,000 from Business Rates

£3,995,000 from New Homes Bonus

This adds up to:

£20,500,000 - our budget for 2018-2019

Where did we spend our budget?

Here is where we spent our 2018-2019 budget and what services each directorate covers.

£6,441,000 - Environment

Environmental services, environmental health and licensing

£6,182,000 - Wellbeing

Communities, housing, leisure and sport

£1,859,000 - Finance and Governance

Law, governance, finance, procurement, revenues, benefits, property investment and contract management

£2,118,000 - Place and growth

Economy, regeneration, planning policy and development

£3,900,000 - Customers & service development

Customer services, IT, human resources, payroll, performance, transformation, strategic marketing and communications



Performance in numbers: Summary

We use performance and project management reporting to ensure that we are focused on the delivery of our objectives, allowing us to recognise successes and areas for improvement in a quick and transparent way.

Below summarises the progress we have made delivering against the activities, tasks and projects outlined in our business plan under each of the three strategic priorities.

We use a **red – amber – green system**, where green refers to a target wholly met, amber to a target narrowly missed and red to a target missed by 10 per cent or more.



Get in touch

If you have any additional feedback, please contact us using any of the means below.

Find and email your ward councillor here:

www.cherwell.gov.uk/findmycouncillor

Call customer services:

01295 227001



Write:

Cherwell District Council
Customer Services
Bodicote House
Bodicote
Banbury
Oxfordshire
OX15 4AA

In summary...

A fantastic achievement for the end of 2018-2019 during which the overall performance across all of our strategic priorities was very positive. The above graphic illustrates that out of 32 measures we only had one measure which didn't quite meet the target at the end of the year. The remaining 31 measures all reached the stringent targets for 2018-2019.

This year has been challenging and throughout we have listened to 'you' our customers and continued to make improvements to services.

Your voice

Throughout the year we provide opportunities for our residents to have their say.

Whether it is through customer satisfaction surveys, consultations on budgets, new projects and services, talking to local business organisations or feedback via our website, we are keen to listen to what you like and what needs to be improved.

Participate in the live consultations and sign up to notifications of future consultations here:

www.cherwell.gov.uk/consultation
consultation@cherwell-dc.gov.uk

This page is intentionally left blank

Cherwell District Council

Budget Planning Committee

4 June 2019

<p>Initial Overview of Business and Budget Planning Process for 2020/21 onwards</p>
--

Report of Executive Director Finance (interim) and Assistant Director: Performance and Transformation

This report is public

Purpose of report

This paper provides an overview of the way in which Cherwell District Councils Business and Budget Planning Process for 2020/21 will be undertaken this year including ensuring there is a strong and transparent link between our overall Council objectives and our resource planning.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the proposed approach for Business and Budget Planning for 2020/21

2.0 Background and report details

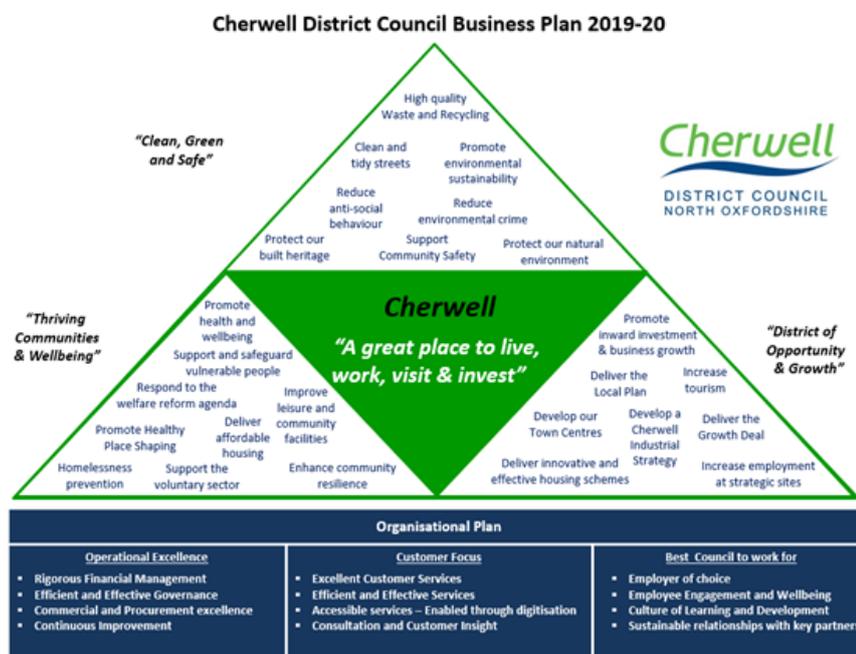
- 2.1 The Council produces an annual business plan that sets out the priorities of the organisation. The business plan informs the development of the annual budget and the operational Service Plans for the delivery of all Council services. The Service Plans will set out the activities that each service will undertake to deliver against the priorities set out in the Business Plan. Ultimately, these activities will be reflected in the individual objectives of employees providing a clear 'golden thread' through the organisation for the delivery of the Council's priorities.
- 2.2 The content of the 2019-20 Business Plan represents a "light touch" review, broadly retaining the themes and priorities of the Council from the previous year updated where appropriate to align with emerging issues and challenges across the district. New areas of focus for the plan this year include the Healthy Place Shaping agenda, the Industrial Strategy and the Oxfordshire Growth Deal.
- 2.3 The vision for the district remains 'A great place to live, work, visit and invest'.

2.4 The three strategic priorities are:

- Clean, Green and Safe;
- Thriving Communities and Wellbeing;
- District of Opportunity and Growth.

2.5 The Business Plan is underpinned and enabled through an Organisational Plan, illustrated as three pillars, representing the basis upon which we continue to develop our organisation:

- Operational Excellence;
- Customer Focus;
- Best Council to work for.



The Challenge

2.6 For 2020-21 the Council faces a significant budget deficit of approximately £3million in its revenue budget which must be addressed in order to set a balanced budget. The Council must also review its corporate priorities, which have remained fairly static over the past 10 years to enable the Council to prioritise and de-prioritise where necessary. This is the identified gap in our current MTFS agreed by full Council in February 2019 and is subject to change dependant on national funding changes due to be announced later in the year.

2.7 In 2019-20 we need to:

- Set out our vision, mission statement and values as an organisation – what is our identity as a stand-alone organisation?
- Review our priorities and ensure they are aligned to the priorities of our Members and Residents and are funded accordingly;
- Conduct a thorough analysis of our budgets to enable informed decisions to be taken regarding the 2020-21 budget;

- Identify savings, efficiencies and increase income where possible to meet the budget challenge.

Business Plan – Strengths, Challenges and Opportunities

- 2.8 The current business plan on a page has been well received by Members and staff across the organisation. It provides a simple, accessible and engaging format where the Council's priorities are clearly set out.
- 2.9 However, the current priorities have remained fairly static for the past 10 years and there is a need to undertake a thorough review of what our priorities should be. This exercise also provides an opportunity for Cherwell to establish its identity as a stand-alone organisation following the end of the joint working arrangements with South Northamptonshire through a clear vision, mission statement and a set of values.
- 2.10 There is at present a limited relationship between the Council's priorities and the budget. This process presents an opportunity to align resources to support the Council's priorities and would also support the difficult conversations required around de-prioritisation given the budget and capacity challenges the organisation faces.

Budget – Strengths, Challenges and Opportunities

- 2.11 The Council has faced significant budget pressures in recent years and has always delivered a balanced budget, supported by the growth agenda, commercial investments and savings delivered through joint working with South Northamptonshire and other innovations.
- 2.12 However, the estimated budget gap for 2020-21 is significant and must be met in the context of an organisation that is currently in transition with the ending of our joint arrangements with SNC and the opportunities that strategic alignment with OCC could bring.
- 2.13 We are also aware of the "triple-whammy" affect that will hit our funding. For 2020-21 onwards a review of business rate baselines, our share of national allocations of relative need and a national spending review are all due this year, although timelines from Central Government are yet to be confirmed. All three of these impacts could have an even more detrimental impact on our funding in the short, medium and long-term especially as we have benefitted from the growth of business rates in the District to support our ambitions.
- 2.14 It has been a number of years since the Council undertook a truly fundamental review of its budgets and this presents an opportunity for us to undertake a detailed review of our budgets, income, fees and charges as well as our expenditure with third parties, particularly subsidies and grants to other organisations. Understanding the link between our resources and the outcomes that can be achieved will be imperative for making decisions going forward about resource allocation and prioritisation.

Key Considerations informing the Business and Budget Planning Process

2.15 It is important to note that there are a number of existing programmes of work, policies and strategies and other considerations that will inform the business and budget planning process, including but not limited to:

- Oxfordshire Growth Deal;
- Local Development Plan;
- Housing Strategy;
- Cherwell Industrial Strategy;
- Residents' Satisfaction Survey Results;
- CDC/SNC Separation;
- CDC/OCC Partnership;
- Financial Settlement;
- Capacity and resource constraints;
- Local investment (commercial and other) decisions.

Proposed approach to Business Planning

2.16 While there is a need to carry out a thorough process relating to the business plan and priorities, it is recognised that this is resource intensive and the capacity of the organisation is stretched at present. Therefore, a pragmatic approach is proposed as follows:



2.17 These sessions would deliver:

- Draft Vision;
- Draft Mission Statement;
- Draft Key Priorities;
- Draft Key Deliverables;
- Budget Prioritisation Principles.

2.18 These would be used to shape the remainder of the budget planning activities set out in the next section and Appendix 1 and could be refined throughout the year, particularly when the 2019 Residents' Satisfaction Survey results are available or through the formal democratic process

Proposed approach to Budget Planning

2.19 The proposed approach to budget planning this year will be resource intensive for all service areas but is required in order to meet the financial challenge for 2020-21.

2.20 The approach will include:

- Refresh of the MTFS;
- Detailed review of service budgets – both in-year and future impacts;

- Detailed review of fees and charges and other income sources as well as management of our debt;
- Detailed review of external funding sources;
- Detailed review of subsidies, grants and third party expenditure;
- Options development, analysis and challenge process;
- More rigorous challenge and Member input.

Resources

2.21 This piece of work is essential to ensure the Council can continue to deliver on its priorities and to meet the needs of residents and businesses moving forward. It will be resource intensive and while the core project team will be drawn from the Finance and Performance teams, each service, Assistant Director and Director will be required to input into this process and make the required resources available.

3.0 Conclusion and Reasons for Recommendations

3.1 This is an essential piece of work for the Council to undertake and it will be resource intensive.

3.2 We need to do this properly to ensure:

- Meet the budget challenge for 2020-21;
- Ensure our priorities reflect those of our Members, residents and businesses;
- Ensure our priorities are resourced properly;
- Enable us to de-prioritise where appropriate;
- Ensure the Council can continue to deliver high quality services and meet the needs of residents, businesses and communities.

4.0 Alternative Options and Reasons for Rejection

4.1 The report is for noting so there are no alternative options required.

5.0 Implications

Financial and Resource Implications

5.1 There are no financial implications directly arising from this report.

Comments checked by:

Kelly Watson, Assistant Director Finance and Procurement
0300 003 0206, Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

There are no legal implications directly arising from this report

Comments checked by:

Richard Hawtin, Team Leader – Non-contentious,
Tel: 01295 221695, Email: richard.hawtin@cherwell-dc.gov.uk

Risk Implications

5.3 Ensuring that we address the areas of weakness that were highlighted in the review will reduce our exposure to risks in any future transactions.

Comments checked by:

Hedd Vaughn-Evans, Assistant Director: Performance and Transformation

0300 003 0111

hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

6.0 Decision Information

Key Decision

N/A

Wards Affected

All

Lead Councillor

Cllr Tony Ilot

Lead Member for Finance and Governance

Document Information

Appendix No	Title
1	Business and Budget Planning Review
Background Papers	
Report Author	Adele Taylor Interim Executive Director of Finance and Governance
Contact Information	0300 003 0103 Adele.taylor@cherwellandsouthnorthants.gov.uk

Headline

For 2020-21 the Council faces a significant budget deficit of approximately £3million in its revenue budget which must be addressed in order to set a balanced budget. The Council must also review its corporate priorities, which have remained fairly static over the past 10 years to enable the Council to prioritise and de-prioritise where necessary.

In 2019-20 need to:

- Set out our vision, mission statement and values as an organisation – what is our identify as a stand-alone organisation?
- Review our priorities and ensure they are aligned to the priorities of our Members and Residents and are funded accordingly;
- Conduct a thorough analysis of our budgets to enable informed decisions to be taken regarding the 2020-21 budget;
- Identify savings, efficiencies and increase income where possible to meet the budget challenge.

Key Project Milestones

In Quarter 1 we will:

- Agree the proposed approach and resources to deliver;
- Launch Satisfaction Survey 2019;
- Review existing priorities – corporate and residents;
- Review MTFS, service budgets, external funding sources, fees and charges etc.
- Hold workshops with Senior Management and Executive on the corporate priorities;

In Quarter 2 we will:

- Analyse initial satisfaction results;
- Produce options/proposals to meet the budget gap;
- Challenge options/proposals put forward – including formal challenge.

In Quarter 3 we will:

- Produce a draft business plan to discuss with Members – Executive, Scrutiny, Budget Planning Committee etc.
- Consult on the draft business plan and budget with the public;

In Quarter 4 we will:

- Make final amendments to budget and business plan;
- Secure approval of the 2020-21 business plan and budget from Members through the various committees required.

Performance management

To ensure delivery, we will:

- Run this as a project with resource identified from the start.
- Produce regular update reports for CEDR and Organisational Assurance Network;
- Engage with Members throughout the process, both informally and formally through Committee approval.

This page is intentionally left blank

Cherwell District Council

Budget Planning Committee

4 June 2019

Council Tax Reduction Scheme 2020-2021

Report of the Executive Director Finance (interim)

This report is public

Purpose of report

To provide members of Budget Planning Committee with an update on the current Council Tax Reduction Scheme and the changes to discounts, including the impact on collection rates.

To provide members with options to consider for a Council Tax Reduction Scheme for 2020-2021.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To consider a review of the current Council Tax Reduction Scheme and to receive a further report on financial modelling for a new banded scheme and other options.

2.0 Introduction

- 2.1 In December 2018 members approved a Council Tax Reduction Scheme (CTRS) for Cherwell District Council for the financial year 2019-2020. The scheme remained the same as in 2018-2019 and mirrors the previous Council Tax Benefit scheme.
- 2.2 The scheme for pensioners is set nationally and pensioners have not seen any change to the support they receive.
- 2.3 The Council Tax Reduction scheme is based on a fixed cash grant of approximately 90% of the previous Council Tax Benefit subsidy. This gives a funding shortfall for Cherwell of £742,430.
- 2.4 The funding shortfall is mostly offset by the changes to locally set Council Tax Discounts.

3.0 Report Details

Position so far

Council Tax Reduction Scheme

- 3.1 As the funding for CTRS is a fixed cash grant the cost of any increase in the level of demand will be borne by the Council. The Council Tax Reduction caseload has been monitored and there has been a decrease in the number of live cases from 6,607 in June 2018 to 6457 in May 2019. This may be because people claiming Universal Credit are less likely to make a separate claim for Council Tax Reduction. We are currently working with DWP and other stakeholders to establish if this is the case and if so what can be done to support customers who may not be receiving support that they are entitled to

Impact on Parish Councils

- 3.2 Members may recall that the regulations for calculating the Council Tax Base were amended to reflect the Council Tax Reduction Scheme and had the affect of reducing the tax base for the billing authority, major preceptors and the Police and Crime Commissioner for Thames Valley and local preceptors. This is because Council Tax Reduction is a discount rather than a benefit and therefore we do not collect the full amount of Council Tax from tax payers who qualify for Council Tax Reduction. The impact of the reduced tax base was mitigated in part by changes made to discounts and exemptions. As this will be the eighth year of a Council Tax Reduction Scheme parish councils should now have a clear understanding of the impact of CTRS on their parish tax base.

Impact of the changes to discounts and exemptions

- 3.3 Members will also recall that the Local Government Finance Act 2012 abolished certain exemptions with effect from 1st April 2013 and replaced them with discounts which can be determined locally.
- 3.4 Council determined that furnished chargeable dwellings that are not the sole or main residence of an individual (i.e. second homes) should no longer receive a discount. They had previously received a discount of 10%. If we continue to set the discount at zero it is estimated that this will result in additional income of £91,053 for the 2020-2021 financial year.
- 3.5 Council also determined that the discount in respect of unoccupied and substantially unfurnished properties should be reduced to 25% for a period of six months and thereafter to zero. As at May 2019 it is estimated that the additional income from this will be £353,186.
- 3.6 Council further exercised its discretion to determine that chargeable dwellings which are vacant and undergoing major repair work to render them habitable should be given a discount of 25% for a period of 12 months. This is expected to result in additional income of £14,974 for the financial year 2020-2021.
- 3.7 Prior to 1st April 2013 billing authorities could charge up to a maximum of 100% council tax on dwellings that have been empty for more than two years. From April 2013 local authorities were given powers to charge a premium of up to 50% of

the council tax payable. New legislation was introduced in April 2019 which allows for 100% Empty Homes Premium to be levied and this was agreed by members in December 2018. The projected income for 2020-2021 from charging an Empty Homes Premium is £308,835

Impact of Council Tax Reduction Scheme on collection rates

A Council Tax collection rate of 98.27%% was achieved for 2018-2019 which was an improvement on the collection rates for the financial year 2017-2018 of 97.87%. Collection rates for the first two months of the 2019-2020 are on target. In considering the Council Tax Reduction Scheme for 2020-2021 members should be mindful that any changes to the scheme that reduce entitlement to CTRS could have an adverse impact on collection rates and cost of collection.

Council Tax Reduction Scheme 2020-2021

- 3.8 Members will be aware that the national 10% reduction in government funding for Council Tax Reduction Schemes over the last six years has been offset in part by the additional income generated by changes to discounts and exemptions. The Government has not yet released indicative funding figures for 2020-2021. For the purposes of calculating the new Council Tax Reduction scheme for 2020-2021 an assumption has been made that funding will remain at the reduced rate

New landscape

- 3.10 Since the introduction of Council Tax Reduction Scheme for 2019-2020 a number of welfare reform changes have been applied to Housing Benefit. This means that the Housing Benefit administration is increasingly different from our local CTR scheme. This has the potential to cause confusion for both residents and officers as the award criteria become increasingly different and this will only increase as Housing Benefit is replaced by Universal Credit for working age customers. Members may feel that our current Council Tax Reduction scheme is now less 'fit for purpose'.
- 3.11 Universal Credit (UC) Full Service was rolled out in the Cherwell district from November 2017. There are currently 3,549 claimants in Cherwell on UC and this expected to increase by at least 80 people per week moving forward. As people move to UC the Housing Benefit caseload is expected to reduce. In Cherwell the Housing Benefit caseload has reduced from 8282 in November 2017 to 7388 in May 2019. Any future CTR scheme will need to cater for a mixed set of customer circumstances: those on HB and those on UC.
- 3.12 UC is based on real time information. This means that any change in income generates a change in circumstance for Council Tax Reduction claims through data files received from DWP. Around 16,500 change files were received for Cherwell in 2018-2019 (over 300 a week) which under the current CTR scheme all resulted in reassessment of CTR entitlement. This is increasing the workload for the Benefits team but, more importantly, residents are receiving multiple Council Tax demands which is not only very confusing but also does not allow people to budget effectively adding additional stress and worry to those already managing on a low income. Members may wish to consider a simplification of the current CTR scheme.
- 3.13 Any review of the CTR scheme will need to follow the following principles:
- Fair to all residents (so not just those currently entitled to CTR)

- Affordable and transparent to administer
- Protect our most vulnerable residents
- Continues to protect those of pensionable age
- Manage the impact of UC and access to CTR

Options

Option 1 –To introduce a banded income CTR scheme for those of working age.

A banded scheme will assess the maximum level of Council Tax Reduction based on the income of the household. Income will be grouped into bands and providing the income of the household remains within the same income band no change of CTR will be required. The income bands can be set at a local level.

To keep the scheme simple and to offer the maximum protection to the most vulnerable residents if a customer receives a passported benefit such as Income Support they could automatically receive maximum support.

Banded schemes have been adopted by a number of Councils nationwide and are designed to support the most vulnerable residents in the ever changing landscape of welfare reform.

A banded scheme will also reduce administration costs by removing the need to undertake multiple reassessments of CTR claims and the issue of revised bills when a minor change in income occurs.

Appendix A of this report shows an example of income bands used in such a scheme. Please note that the income bands are just for illustration purposes and can be set accordingly for Cherwell based on the modelling.

If members would like to consider this option detailed modelling will need to be undertaken and software will need to be purchased (at a cost of around £3,000).

Risks and Opportunities Option 1

	Risks	Opportunities
Customers		<ul style="list-style-type: none"> • Simpler scheme • Fewer changes to entitlement. • Reduction in number of letters issued • Fewer bills issued • Positive impact on budgeting for those on low income • May be easier to understand and therefore likely to support those entitled to apply
Council	<ul style="list-style-type: none"> • Would require financial modelling to determine bands and impacts 	<ul style="list-style-type: none"> • Those residents on passported benefits could be in most generous band so reducing administration

		costs <ul style="list-style-type: none"> • Protects most vulnerable customers • Software available • Reduced admin costs • Simple scheme • May improve collection rates.
--	--	---

Option 2 – No change to current local Council Tax Reduction scheme or Council Tax discounts and uprating the Council Tax Regulations in line with DWP annual uprating.

The ‘change nothing’ approach would mean retaining the current Council Tax Reduction Scheme. The only change required would be the minor changes to the Regulations

Risks and Opportunities Option 2

	Risks	Opportunities
Customers	<ul style="list-style-type: none"> • As HB admin and CTR scheme diverge it will become confusing for residents • Customers will continue to get multiple demands leading to confusion and budgeting issues. 	<ul style="list-style-type: none"> • Those currently on the scheme already understand and changes will need to be explained
Council	<ul style="list-style-type: none"> • Current 100% scheme may not always be affordable for district or major preceptors • Complex scheme to administer • Resource intensive 	

Option 3 – Revised Council Tax Reduction scheme with current Council Tax Discounts

This option could include reducing support for working age people and would mean that all working age claimants would have to pay a percentage of their Council Tax liability regardless of their circumstances. Percentages of 100%, 91.5%, 90%, 85% and 80% can be modelled. This is effectively similar to Option 2 but with differing levels of support for our residents

Risks and Opportunities Option 3

	Risks	Opportunities
Customers	<ul style="list-style-type: none"> • As HB admin and CTR scheme diverge it will become confusing for residents • Customers will continue to get multiple demands leading to confusion and budgeting issues. 	<ul style="list-style-type: none"> • No changes for those customers already used to the current scheme in terms of the way it is administered
Council	<ul style="list-style-type: none"> • Current scheme of 100% may not always be affordable for district or major preceptors • Complex scheme to administer • Resource intensive • Impact on vulnerable residents impacted by other welfare reforms • Impact on collection rates • May need to consider increased use of exceptional hardship scheme 	<ul style="list-style-type: none"> • Delivers savings as schemes with reduced support less expensive

Option 4 – To retain the current Council Tax Reduction scheme but to introduce a tolerance figure, whereby claims are not amended unless the change in income is over a set amount. No change to Council Tax Discounts

	Risks	Opportunities
Customers	<ul style="list-style-type: none"> As HB admin and CTR scheme diverge it will become confusing for officers and residents 	<ul style="list-style-type: none"> If a tolerance level was agreed fewer demands would be issued so less confusing budgeting easier for those on low incomes
Council	<ul style="list-style-type: none"> Current scheme may not always be affordable for district or major preceptors Complex scheme to administer Need to investigate as to whether software system would allow this option and full testing required 	<ul style="list-style-type: none"> Tolerance level would reduce administration costs Fewer demands would be issued May have positive impact on collection rates

Option 5 - Combination of the options shown above

4.0 Conclusion and Reasons for Recommendations

- 4.1 From April 2013 Council Tax Benefit was abolished and replaced with a local Council Tax Reduction Scheme.
- 4.2 Members are now required to consider the options for a scheme for 2020-2021. If members would like to consider a new banded scheme financial modeling will be undertaken and a further report will be received by members of Budget Planning Committee.

5.0 Consultation

There is a requirement to consult with the public, major preceptors and other parties who may have an interest in the Council Tax Reduction Scheme on any material changes to the scheme. It is considered that this does not include changes for annual uprating in accordance with Government Regulations.

If members would like to consider a new banded scheme then full consultation will need to be undertaken.

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: To not recommend any of the options for a scheme for 2020-2021 This would have financial implications for the Council and those residents affected by Welfare Reform.

7.0 Implications

Financial and Resource Implications

- 7.1 As outlined in the report

Comments checked by:
Kelly Watson Assistant Director Finance and Governance,
Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The Council is required to review its Council Tax Reduction Scheme on an annual basis and if it determines to make changes then it must consult on the revised scheme. Failure to do so will adversely affect the reputation of the Council and will have a financial implication for residents as well as exposing the Council to potential challenge for failing to comply with the legislative requirements of the Local Government Finance Act 1992.

Comments checked by:
Christopher Mace, Solicitor, 01327 322125
Christopher.mace@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Not applicable

Community Impact Threshold Met: Not applicable

Wards Affected

All

Links to Corporate Plan and Policy Framework

This links to the Council's priority of sound budgets and a customer focused Council

Lead Councillor

Councillor Tony Ilott Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix A	An example of income bands for a banded CTR scheme
Background Papers	
None	
Report Author	Belinda Green (Operations Director, CSN Resources)
Contact Information	Belinda Green: 01327 322182 Belinda.green@cherwellandsouthnorthants.gov.uk

This page is intentionally left blank

Appendix A – Example of a banding income scheme

Client group	Income band 1	award	Income band 2	award	Income band 3	award	Income band 4	award
Working age Passported disabled and carers	£0 and over	90%	N/A	N/A	N/A	N/A	N/A	N/A
Working age Passported with children	£0 and over	90%	N/A	N/A	N/A	N/A	N/A	N/A
Working age Passported	£0 and over	75%	N/A	N/A	N/A	N/A	N/A	N/A
Working age Non Passported disabled and carers	£0-£4.99	90%	£5-£14.99	89%	£15-£29.99	88%	£30-£49.99	87%
Working age Non Passported with children	£0-£4.99	90%	£5-£14.99	89%	£15-£29.99	88%	£30-£49.99	87%
Working age Non Passported	£0-£4.99	75%	£5-£14.99	73%	£15-£29.99	70%	£30-£49.99	65%

Page 79

Client group	Income band 5	award	Income band 6	award	Income band 7	award
Working age Passported disabled and carers	N/A	N/A	N/A	N/A	N/A	N/A
Working age Passported with children	N/A	N/A	N/A	N/A	N/A	N/A
Working age Passported	N/A	N/A	N/A	N/A	N/A	N/A
Working age Non Passported disabled and carers	£50-£74.99	86%	£75-£99.99	85%	£100 and over	0%
Working age Non Passported with children	£50-£74.99	86%	£75-£99.99	85%	£100 and over	0%
Working age Non Passported	£50-£74.99	45%	£75-£99.99	25%	£100 and over	0%

This page is intentionally left blank

Cherwell District Council
Budget Planning Committee

04 June 2019

2019/20 Work Programme

Report of the Executive Director Finance (interim)

This report is public

Purpose of report

This report sets out the draft work programme for 2019/20.

1.0 Recommendations

- 1.1 To review the work programme contained within this report.
- 1.2 Approve the work programme for 2019/20.

2.0 Introduction

- 2.1 At the start of each year it is good to review the whole work programme and set out the intended agenda for future meetings. This will assist with planning of work for the year.

3.0 Report Details

- 3.1 The table below sets out the items intended for discussion at the meetings of Budget and Financial Strategy Committee for the remainder of the municipal year.
- 3.2 During the year additional items may be brought to the committee as required.

Year	Date	Agenda Items
2019	4 June	<ul style="list-style-type: none"> • Outturn 2018/19 • Performance, Finance and Risk Monitoring • Medium Term Financial Strategy • CTRS
	23 July	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Medium Term Financial Strategy • S106 Monitoring
	24 September	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Medium Term Financial Strategy
	29 October	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Medium Term Financial Strategy • Budget 2019/20 • S106 Monitoring • CTRS
	10 December	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Medium Term Financial Strategy • Budget 2019/20
2020	28 January	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • Discretionary Rate Relief Policy • Medium Term Financial Strategy • Budget 2019/20 • Fees & Charges 2019/20
	10 March	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring • S106 Monitoring • Write Offs (<i>If Required</i>)

4.0 Conclusions and Reasons for Recommendations

4.1 A plan and work programme for the year will assist with committee preparation.

5.0 Consultation

5.1 The draft work programme has been prepared by the Deputy S151 Officer and Executive Director Finance in consultation with the Portfolio Holder for Finance and Governance and brought to committee for review.

6.0 Alternative Options and Reasons for Rejection

6.1 None.

7.0 Implications

Financial and Resource Implications

7.1 There are no financial implications arising directly from the production of this report.

Comments checked by:

Kelly Watson, Deputy S151 Officer, 0300 003 0206

kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 This report contains information to allow the Committee to plan its activities for the year.

Comments checked by:

Richard Hawtin, Team Leader – Non-contentious, Tel: 01295 221695, Email: richard.hawtin@cherwell-dc.gov.uk

Risk Management

7.3 There are no risk management implications arising directly from this report.

Comments checked by:

Hedd Vaughan-Evans, Assistant Director: Performance and Transformation, 0300 003 0111, hedd.vaughanevans@cherwell-dc.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Tony Illott, Portfolio Holder for Finance and Governance

Document Information

Appendix No	Title
None	
Report Author	Adele Taylor, Executive Director Finance
Contact Information	0300 003 0103 adele.taylor@cherwellandsouthnorthants.gov.uk

This page is intentionally left blank