

# Cherwell District Council

## Overview and Scrutiny Committee

19 February 2019

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| <p><b>Monthly Performance, Risk and Finance<br/>Monitoring Report – December 2018</b></p> |
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### Report of Assistant Director: Performance and Transformation

This report is public

#### Purpose of report

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

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To note that the Performance, Risk and Finance Monitoring Report is considered by Executive on a monthly basis.
- 1.3 To review and comment on the performance update for December (Appendix 2) and identify any areas for further consideration by the Executive.

#### 2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 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

### 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 3) 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:

- **Council Fleet turns a greener leaf** The Thorpe Lane waste and recycling depot in Banbury is welcoming the latest generation of electric vehicles. Cutting both carbon and costs, the zero-emission vans are largely charged by solar panels at the depot, meaning their use involves only minimal carbon dioxide (Co2) emissions. With lower maintenance and tax costs, the vehicles are expected to pay for themselves in less than five years.

The three electric vans will save around 6.5 tonnes of Co2 per year and emit no particulates or nitrogen dioxides. Unlike previous generations of electric vehicles, the new vans have a range of up to 187 miles. Simultaneously, the council is seeking improvements to its traditional vehicles by using telematics which feedback on how efficiently their operator is driving to cut fuel usage.

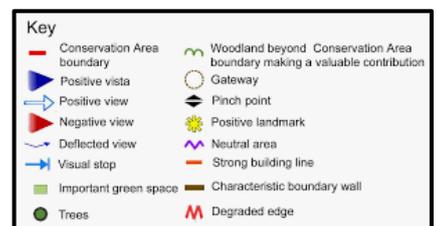


It is expected that the three electric vehicles added to the fleet this week will be successfully trialled over the coming months, allowing for the acquisition of more battery-powered vehicles in the near future.

- **Air Quality monitoring locations have moved.** The location of the diffusion tubes is reviewed in December each year. Across CDC two diffusion tubes have been relocated; one in Bicester from the Causeway to the A41 Oxford Road at the junction with Haydock Road, and the second in Bloxham from the High Street to the A361/Barford Road junction. The tubes have been moved from locations where the nitrogen dioxide levels have been consistently low and below the objective level to areas of potential concern.
- **Cabbies spot checked for compliance** People travelling by taxi in the run-up to Christmas were advised that we would be spot-checking drivers for compliance. Cherwell District Council licensing officers and Thames Valley Police traffic officers stopped 38 cars in Banbury and Bicester on the nights of Friday, 7 and Saturday, 8 December. They were pleased to find that 85 per cent of drivers were properly following the conditions of their licences. However, three drivers had their licences suspended. The suspensions were for: a non-roadworthy tyre, incorrect display of a licence plate and a missing roof light.

The operation was run as part of the Departure Zone campaign, which focusses on keeping members of the public safe on festive nights out, and in support of the National Police Chiefs' Council Christmas and New Year Drink Drive Campaign.

- **Protecting the Built Heritage** is slightly behind schedule due to the Ardley conservation review being delayed until the end of Quarter four. Research and reporting is complete for Stratton Audley and Somerton.



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:

- **Way to wellbeing mapped out on website** - Discovering new activities in north Oxfordshire just got easier, thanks to the council's new Wellbeing Activity Map.



Gardening, yoga and youth theatre are among the affordable activities featured on the online map, which has been developed by Cherwell District



Council's community services team. People can search for activities near where they live by entering their postcode on the website. Lots of the activities are free of charge and none cost more than £5 per session.

They include opportunities for sports, arts, learning and socialising. The diverse range of groups on the map includes: Banbury Star Cyclists' Club, Bicester Green

Gym, Cropredy Judo Club, Kidlington Community Singers and Langford Community Orchard.

Tristan, who helps run Cherwell Community Theatre, said: "Cherwell District Council's wellbeing map is a fantastic resource for families. At Cherwell Theatre Company in Banbury we always accept new members aged 11-plus and no experience is necessary, with no need to audition. "Our activities encourage creativity and teamwork and are accessible to all. Drama is such a wonderful activity for feeling good and CDC's wellbeing map helps us highlight this vital service for young people in our locality."



- **Safeguarding Section 11 self-assessment** has been completed and submitted. A training session aimed at Councillors has been coordinated in February 2019 to provide general safeguarding awareness.
- **Community Safety partnerships** have been working closely together reviewing actions and priorities. During this period of year Burglary increases partly due to the earlier dark nights. In line with the national trend Cherwell has seen an increase in this crime at the end of the calendar year. We are working with partners including the police to explore how we can work more closely to address and raise awareness of this, both at the current time and in future years.



Cherwell has seen an increase in general reported crime in line with the national trend. We will be doing some

work to look at the reasons for this at a local level. Particular increases of note in both Council areas are public disorder offences, violent crime and burglary of residential and commercial. However it is important to note that the local increases in these areas reflect similar national trends. At a local level both Community Safety Partnerships are reviewing their priorities and action plans to reflect reported crime issues and concerns.

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:

- **Gardner’s Close** - During December the first 3 new owners moved into Gardeners Close in Bicester with another 12 due to complete in January. As anticipated sales have slowed down during this month but we do expect them to pick up after New Year.
- **The Hill Youth and Community Centre** Hill Edgar Taylor started the excavation work on the foundations ready to start filling with concrete during the first week in January 2019. We expect the steel frame to be delivered in January with completion early February. Our work with the community in December included attending the Winter Wishes event to talk about the plans and also, through our weekly Project Management Group meetings, working together with our colleagues from the communications and communities teams to link key stages of the construction process with publicity events and community involvement. The weekly updates to members, CEDR and The Hill Stakeholders Reference Group have continued and are well received.

Summary of Performance

3.10 The Council reports on performance against 20 joint business plan measures and 13 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.

| <b>Business Plan Measures and Key Performance Indicators (33)</b> |                     |                 |          |            |          |
|---|---------------------|-----------------|----------|------------|----------|
| <b>Status</b>   | <b>Description</b>  | <b>December</b> | <b>%</b> | <b>YTD</b> | <b>%</b> |
| Green   | On target           | 29              | 88%      | 28         | 85%      |
| Amber   | Slightly off target | 2               | 6%       | 5          | 15%      |
| Red   | Off target          | 2               | 6%       | 0          | 0%       |

3.11 **Spotlight On: Property, Investment and Contract Management**

## Facilities Management Team - Success Stories 2018/19

The Facilities Management (FM) Team manages a significant proportion of the properties which Cherwell District Council own. The primary focus for the team in 2018 has been to ensure that our 'Statutory' and 'Good Practice' compliance obligations, which we have as a 'Responsible' landlord and/or Building Operator, were fully met in both a timely and a cost effective manner. This was achieved through good management of our contactors and associated budgets, combined with a robust and appropriate repairs & maintenance regime, which, in turn, produced tangible savings against the annual budget provision for these works and services.



Facilities Managers across both Councils have been implementing measures to improve the security of our key buildings and associated assets, examples of this include, at CDC, tighter access and controls in and around the Reception Area of Bodicote House.

The FM team were asked to take on the interim management of CDC's ECO Business Centre, a vibrant new co-working structure in North West Bicester built to achieve the Passivhaus Plus energy efficiency standard, following its completion in September 2018 until the building is formally occupied by an Operator early in 2019. This we have done, giving us the chance to test its operational capabilities, address any apparent snags/defects and prepare it for handover to the Operator in January/February 2019.

Given that Facilities Management is a fundamental function for the safe and effective running of a building, the Team has played a crucial role in both Council's preparations for 'Business Continuity' it has representation on the Business Continuity Steering Group which has been set up to take an overview of all the departmental Business Continuity Plans across both Councils giving appropriate guidance where required, ensuring that there is cohesion and consistency.

The Team is keen, in conjunction with other teams within the wider PICM department, to procure a suitable property management system which will enable property data, maintenance records, works orders and financial data to be held in one, easily accessible location.

## Health and Safety Update 2018 - The Myth, Key Successes and OUR Future Journey!

What a remarkable year, full of our great accomplishments over the last 12 months, not only for CDC but also for SNC through our shared relationship and joint Councils ambition, strong determination in looking after the Safety and Wellbeing of our employees, contractors and members of the public whom we serve on a daily basis. It's been a remarkable and rewarding year for us all in the Health and Safety team and our community.

### What Myth?

Health and Safety is sometimes blamed for preventing or being used as an excuse for preventing activities or works that are vital for the services that we deliver or for supporting the Health, Safety and Wellbeing of employees and residents within our community. OUR moto is, KEEP IT SIMPLE, BALANCED, AND PROPORTIONATE!

Health and Safety should be seen as a supporting mechanism and not a hindrance. Next time someone blames Health and Safety for stopping work or an activity, when delivering our key services or creates an hindrance, come and ask the specialists who will find the solution and work with you in delivering all our goals.

### **Key Successes**

- ✓ Launched a brand new intranet page that promotes safety across the Councils
- ✓ Implemented Safety and Workplace hazard identification inspections across key sites
- ✓ Worked with stakeholders in delivering a new H&S Policy and framework that promotes safety and wellbeing with key deliverables and accountability at all levels
- ✓ Full review of Health and Safety training requirements that will support future training needs
- ✓ Improved reporting culture and improved accident and near miss investigation process
- ✓ Dedicated points of contacts for each department supporting each team
- ✓ Implementation of a brand new and exciting management system (HSG65) Stripping out the burdensome previous system and saved the Councils money.
- ✓ Creation of a new audit framework for ensuring the Council is delivering safety, quality, and value for money across all directorates.
- ✓ Improved Manual Handling training within our high risk areas, such as Environmental Services, using a model created by an Olympian Athlete!

**And so, much more we could go on!**

### **Special Projects Management – Good News**

The overview of the Special Projects Manager is to deliver capital projects so that the Councils properties are maintained, so that returns i.e. rent is maximised. Often this means working closely and in cooperation with the departments Senior Valuer and Estates Officer's ensuring that capital works are directed to those properties with the greatest potential for investment.



### **Pioneer Square Bicester – Separation of Retail Business Unit into Two**

Unit 4 Pioneer Square Bicester is a large retail unit located in Bicester Town Centre. Due to the large size of the unit has not attracted any local retailers to occupy the unit which has remained empty for a number of years.

For the retail unit to become more attractive to smaller retail businesses the Property Team have secured capital funding to divide the unit into two retail spaces.

The Property Team has worked with a number of retailers and has now successfully let both retail units, securing income for the council for a number of years.

The works will significantly enhance the capital value of the council's assets, its let ability and improving the facilities for the local community.



### **Property, Investment and Contract Management 2018 overview**

2018 got off to a terrific start with completion of CDC's acquisition of the Castle Quay Shopping Centre which with over 80 stores dominates retailing in Banbury and affords the Council a unique opportunity to shape the future vitality of the town centre. The acquisition came with planning consent for 80,000 sq.ft leisure and retail led development adjoining the centre which the Council have progressed through the course of the year in the capacity of landlord developer. In the last few months construction has started on site and we are in active discussions with several tenants for the remaining units who will join those who have already signed on the dotted line.

Since buying Castle Quay the Council have made two additional acquisitions both of which will generate income for CDC and in the longer term prove strategically important in delivering the Council's long-term objective of regenerating Banbury town centre. They are the Antelope Garage which is opposite the Morrison superstore and the Tramway Industrial Estate. The first of these was bought as a vacant petrol filling station which the Council has refurbished and subsequently let to three tenants. The second, which exchanged in the last days of 2018, is a ten-unit industrial estate of 81,000 sq.ft which is fully let and prominently positioned in the Canalside regeneration area, close to the railway station.

These initiatives have not distracted the team from looking after the Council's operational portfolio and its pre-Castle Quay investment assets. At one point in early / mid 2018 the historic investment portfolio was 100% let which is an unusual and enviable situation for any substantial investor to find themselves. Achieving this and maintaining close to full occupancy is a relentless task and during the year the team have welcomed ten new tenants to the estate from sectors as diverse as Hotels, Health and Wellbeing, Serviced Offices, Vehicle Maintenance and Organic Food. We have also agreed terms with a similar number of existing tenants to renew their leases and have numerous live discussions ongoing with other occupiers keen to remain in Council owned property.

In tandem with this Property Investment and Contract Management also conducts rent reviews, lease restructuring and during 2018 our management portfolio expanded to include a redundant library, disused swimming pool and a dovecote. Whilst maintaining this level of activity we have also been fortunate in being able to assist other departments within the Council in taking on newly developed assets such as the Kingsmere Community Centre and the market leading Eco Business

Centre in Bicester, the first commercial building in the UK to achieve the internationally recognised Passivhaus Plus accreditation.

And looking to next year? Well, there will doubtless be more of the same, and we're already aware that CDC will be acquiring a new arts venue, extending a community centre and investing substantially in maintaining and enhancing properties across the Council's portfolio.

## 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  |             |               |                    |                         |                     |
|                                 | 4 - Major         |             | L04, L10, L12 |                    |                         |                     |
|                                 | 3 - Moderate      |             |               | L01, L02, L05, L14 | L03, L06, L07, L08, L11 | L09, 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  |
|--|----------------|-----------|--|
| <b>L01</b> Financial Resilience                              | 9 Low risk     | ↔         | Reviewed, Mitigating actions and comments updated.           |
| <b>L02</b> Statutory functions                               | 9 Low risk     | ↔         | Reviewed, comments updated.                                  |
| <b>L03</b> Lack of management Capacity                       | 12 Medium risk | ↔         | Reviewed, comments updated.                                  |
| <b>L04</b> Local Plan  | 8 Low risk     | ↔         | Full review, all areas updated.                              |
| <b>L05</b> Business Continuity                               | 9 Low risk     | ↔         | Reviewed, control assessment and mitigating actions updated. |
| <b>L06</b> Partnering  | 12 Medium risk | ↔         | Reviewed, questions raised.                                  |
| <b>L07</b> Emergency Planning                                | 12 Medium risk | ↔         | Reviewed, mitigating actions & comments updated.             |
| <b>L08</b> Health & Safety                                   | 12 Medium risk | ↔         | Reviewed, no changes.  |
| <b>L09</b> Cyber Security                                    | 15 Medium risk | ↔         | Reviewed, control Assessment and Mitigating Actions updated. |
| <b>L10</b> Safeguarding the Vulnerable                       | 8 Low risk     | ↔         | Reviewed, questions raised.                                  |
| <b>L11</b> Income generation through council owned companies | 12 Medium risk | ↔         | Reviewed, mitigating actions and comments updated.           |
| <b>L12</b> Financial sustainability of third                 | 8 Low risk     | ↔         | Reviewed, no changes.  |

|  |                |   |                                 |
|--|----------------|---|---------------------------------|
| party third party suppliers                |                |   |                                 |
| <b>L13</b> Local Government Reorganisation | 15 Medium risk | ↔ | Full review, all areas updated. |
| <b>L14</b> Corporate Governance            | 9 Low risk     | ↔ | Reviewed, no change.            |

## Finance Update

3.15 We are continuing to develop the way we report and the ease of access and understanding of information we provide to ensure Members, and the public, are fully aware of the financial position of the Council.

In previous years financial reporting has been on a quarterly basis. This frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting is providing budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

The finance team has aligned itself with the business areas to provide better support and consistency and continuity of advice moving forward across both revenue and capital budget areas in addition to monitoring any over funding levels.

The risk based monitoring undertaken to date has highlighted areas of risk at this stage. The variances to date are set out below. All services are reviewing their forecasts to identify savings and efficiencies which may mitigate some of the risks being identified. Further risks to this position will be highlighted and detailed in future reports.

### 3.16 Revenue Position

The Council's forecast financial position is set out in the table below.

| Revenue Monitoring<br>(Brackets denotes an Underspend)   | Budget<br>£000 | Forecast<br>£000 | Current<br>Month<br>Variances<br>£000 | Prior Month<br>Variances<br>£000 |
|--|----------------|------------------|---------------------------------------|----------------------------------|
| Corporate Services   | 258            | 272              | 14                                    | 14                               |
| <b>CORPORATE SERVICES TOTAL</b>  | <b>258</b>     | <b>272</b>       | <b>14</b>                             | <b>14</b>                        |
| <i>Corporate Services £14k Additional Supplies and Service Cost.</i>   |                |                  |                                       |                                  |
| Communities  | 2,647          | 2,679            | 32                                    | 46                               |
| Leisure & Sport  | 2,674          | 2,760            | 86                                    | 84                               |
| Housing  | 1,676          | 1,580            | (96)                                  | (92)                             |
| <b>WELLBEING TOTAL</b>   | <b>6,997</b>   | <b>7,019</b>     | <b>22</b>                             | <b>38</b>                        |
| <i>Communities £32k consist of additional £21k for Executive Director post; and £11k additional Employee cost.</i> |                |                  |                                       |                                  |

**Leisure & Sport £86k** consist of additional **£30k** for Assistant Director post; and budget realignment cost of **£56k** for the Parkwood contract fees.

**Housing (£96k)**, income of (**£4k**) due to new legislation on Houses with Multiple Occupancy "HMO", underspends on supplies and services has resulted in additional savings of (**£92K**).

|                                 |              |              |            |            |
|---------------------------------|--------------|--------------|------------|------------|
| Planning Policy & Development   | 1,414        | 1,738        | 324        | 324        |
| Economy & Regeneration          | 555          | 555          | -          | -          |
| <b>PLACE &amp; GROWTH TOTAL</b> | <b>1,969</b> | <b>2,293</b> | <b>324</b> | <b>324</b> |

**Planning Policy & Development £324k** comprises **£170k** under recovery of planning income due to the volatility in the number of expected planning applications; however, there is an earmarked reserve to assist with managing this risk, additional **£79k** cost for the Executive Director post of Place and Growth, and **£75k** on Building Control due to continued reliance on agency staff caused by shortage of skilled personnel to fill the vacant roles. Currently under review for potential savings.

|                                  |              |              |           |           |
|----------------------------------|--------------|--------------|-----------|-----------|
| Environmental Services           | 5,163        | 5,219        | 56        | 48        |
| Environmental Health & Licensing | (49)         | (49)         | -         | -         |
| <b>ENVIRONMENT TOTAL</b>         | <b>5,114</b> | <b>5,170</b> | <b>56</b> | <b>48</b> |

**Environmental Services £56k** made up of **£147k** due to increase in the price charge per tonne (Gate Fees) for dry goods recycling. Officers are keeping the market under close review. There has also been an additional income (mainly from the car parks) of (**£125k**) and additional staffing cost of **£34k**.

|   |           |            |            |            |
|---|-----------|------------|------------|------------|
| Law & Governance                          | 1,424     | 1,445      | 21         | 71         |
| Finance & Procurement                     | 1,715     | 1,935      | 220        | 220        |
| Property Investment & Contract Management | (3,041)   | (2,738)    | 303        | 303        |
| <b>FINANCE &amp; GOVERNANCE TOTAL</b>     | <b>98</b> | <b>642</b> | <b>544</b> | <b>594</b> |

**Law and Governance £21k** to allow for the additional cost further to outsourcing the Corporate Fraud Team to OCC. Local Land Charges £50k now reduced to £25k and reported in Customer & IT Services: Performance & Transformation.

**Finance & Procurement £220k** forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.

**Property Investment Contract Management £303k** mainly due to the delay in the project completion date of Crown House, hence the expected income from Crown House Property Investment Contract Management will be lower by **£289k** in 2018/19 and **£14k** NDR Budget realignment cost.

|                                      |       |       |    |    |
|--------------------------------------|-------|-------|----|----|
| Customers & IT services              | 2,713 | 2,713 | -  | -  |
| Strategic Marketing & Communications | 334   | 370   | 36 | 36 |

|  |              |              |           |            |
|--|--------------|--------------|-----------|------------|
| HR, OD & Payroll                         | 756          | 786          | 30        | 30         |
| Performance & Transformation             | 387          | 344          | (43)      | (68)       |
| <b>CUSTOMERS &amp; IT SERVICES TOTAL</b> | <b>4,190</b> | <b>4,213</b> | <b>23</b> | <b>(2)</b> |

**Strategic Marketing and Communications £36k** overspend due to use of interim resources, pending opportunities for increased joint working with OCC in this area.

**HR, OD and Payroll £30k** Additional HR related legal cost.

**Performance and Transformation (£43K)** made up of **(£68k)** savings due to budget realignment and a **£25k** under recovery in Land Charges income.

|                           |               |               |            |              |
|---------------------------|---------------|---------------|------------|--------------|
| <b>TOTAL DIRECTORATES</b> | <b>18,626</b> | <b>19,609</b> | <b>983</b> | <b>1,016</b> |
|---------------------------|---------------|---------------|------------|--------------|

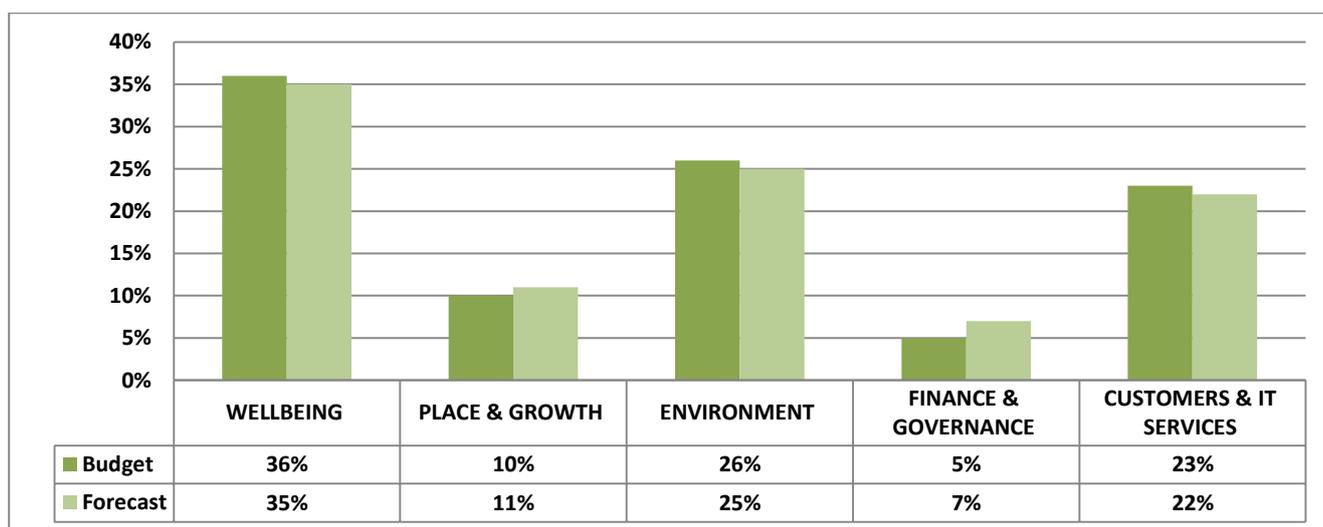
| Revenue Monitoring             | Budget<br>£000 | Forecast<br>£000 | Current<br>Month<br>Variances<br>£000 | Prior Month<br>Variances<br>£000 |
|--------------------------------|----------------|------------------|---------------------------------------|----------------------------------|
| Use of Reserves                | 5,345          | 5,345            | -                                     | -                                |
| Investment Costs               | 2,074          | 2,074            | -                                     | -                                |
| Investment Interest & Income   | (2,937)        | (3,337)          | (400)                                 | (400)                            |
| Pension Costs                  | 257            | 240              | (17)                                  | (17)                             |
| Capital Charges                | (4,002)        | (4,002)          | -                                     | -                                |
| <b>EXECUTIVE MATTERS TOTAL</b> | <b>737</b>     | <b>320</b>       | <b>(417)</b>                          | <b>(417)</b>                     |

**Interest on Investment (£400k)** increase in interest income and reduction in interest payable for Treasury Management.

**Pension Costs (£17k)** reduction in pension cost.

|                         |               |               |            |            |
|-------------------------|---------------|---------------|------------|------------|
| <b>COST OF SERVICES</b> | <b>19,363</b> | <b>19,929</b> | <b>566</b> | <b>599</b> |
|-------------------------|---------------|---------------|------------|------------|

| Funding   | Budget<br>£000  | Forecast<br>£000 | Current<br>Period<br>Variances<br>£000 | Prior Period<br>Variances<br>£000 |
|---|-----------------|------------------|--|-----------------------------------|
| <i>(Brackets denotes an Increase in Funding)</i>  |                 |                  |  |                                   |
| Business Rates Baseline   | (3,673)         | (3,673)          | -                                      | -                                 |
| Revenue Support Grant   | (637)           | (637)            | -                                      | -                                 |
| <b>FORMULA GRANT EQUIVALENT</b>   | <b>(4,310)</b>  | <b>(4,310)</b>   | <b>-</b>                               | <b>-</b>                          |
| Transfer to Parish Councils for CTRS  | 349             | 349              | -                                      | -                                 |
| New Homes Bonus   | (4,009)         | (4,009)          | -                                      | -                                 |
| <b>GRANTS AWARDED TOTAL</b>   | <b>(3,660)</b>  | <b>(3,660)</b>   | <b>-</b>                               | <b>-</b>                          |
| <b>BUSINESS RATES GROWTH TOTAL</b>  | <b>(4,829)</b>  | <b>(5,629)</b>   | <b>(800)</b>                           | <b>(800)</b>                      |
| <b>BUSINESS RATES GROWTH (£800k)</b> 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. |                 |                  |  |                                   |
| Council Tax   | (6,506)         | (6,506)          | -                                      | -                                 |
| Collection Fund   | (58)            | (58)             | -                                      | -                                 |
| <b>COUNCIL TAX INCOME TOTAL</b>   | <b>(6,564)</b>  | <b>(6,564)</b>   | <b>-</b>                               | <b>-</b>                          |
| <b>TOTAL INCOME</b>   | <b>(19,363)</b> | <b>(20,163)</b>  | <b>(800)</b>                           | <b>(800)</b>                      |
| Reserve management  |                 |                  | (170)                                  | (170)                             |
| <b>(Surplus)/Deficit</b>  |                 |                  | <b>(404)</b>                           | <b>(371)</b>                      |



The Council is forecasting some variance with its overall expectations. The graph above shows that the forecast overspends do not significantly impact upon the overall profile of spend for the Council.

### 3.17 Capital Programme

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

| Directorate             | Budget<br>£000 | Forecast<br>£000 | Re-profiled into<br>2019/20<br>£000 | Re-profiled beyond<br>2019/20<br>£000 | Current Period<br>Variances<br>£000 | Prior Period<br>Variances<br>£000 |
|-------------------------|----------------|------------------|-------------------------------------|---------------------------------------|-------------------------------------|-----------------------------------|
| Wellbeing               | 3,747          | 1,998            | 1,763                               | 0                                     | 14                                  | -                                 |
| Place & Growth          | 14,626         | 13,382           | 1,244                               | 0                                     | -                                   | -                                 |
| Environment             | 1,830          | 1,121            | 619                                 | 0                                     | (90)                                | (90)                              |
| Finance & Governance    | 91,854         | 23,817           | 43,318                              | 24,667                                | (52)                                | (45)                              |
| Customers & IT Services | 943            | 943              | 0                                   | 0                                     | -                                   | -                                 |
| <b>Total</b>            | <b>113,000</b> | <b>41,261</b>    | <b>46,944</b>                       | <b>24,667</b>                         | <b>(128)</b>                        | <b>(135)</b>                      |

#### **Budget Update:**

The Budget change from **£103,500k (Reported Nov-18)** to **£113,000k (Reporting Dec-18)**, an increase of **£9,500k** funding approved for the purchase of Tramway Industrial Estate, Banbury.

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

**Wellbeing £1,763k** Comprises **£375k** 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 **£265k** project cost for Football Development Plan in Banbury; North Oxfordshire Academy Astroturf; Corporate Booking System and Woodgreen - Condition Survey Works; project not required for this year due to the outcome of further investigation / completion date in 2019/20, hence reprofiled to 2019/20. **£934k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20.

**Place & Growth £1,244k** 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".

**Environment £619k** made up of **£200k** budget for the replacement of parking equipment, Off road parking facilities and depot electric charging point, **£50k** planned changes to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, **£32k** 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 re-profiled 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.

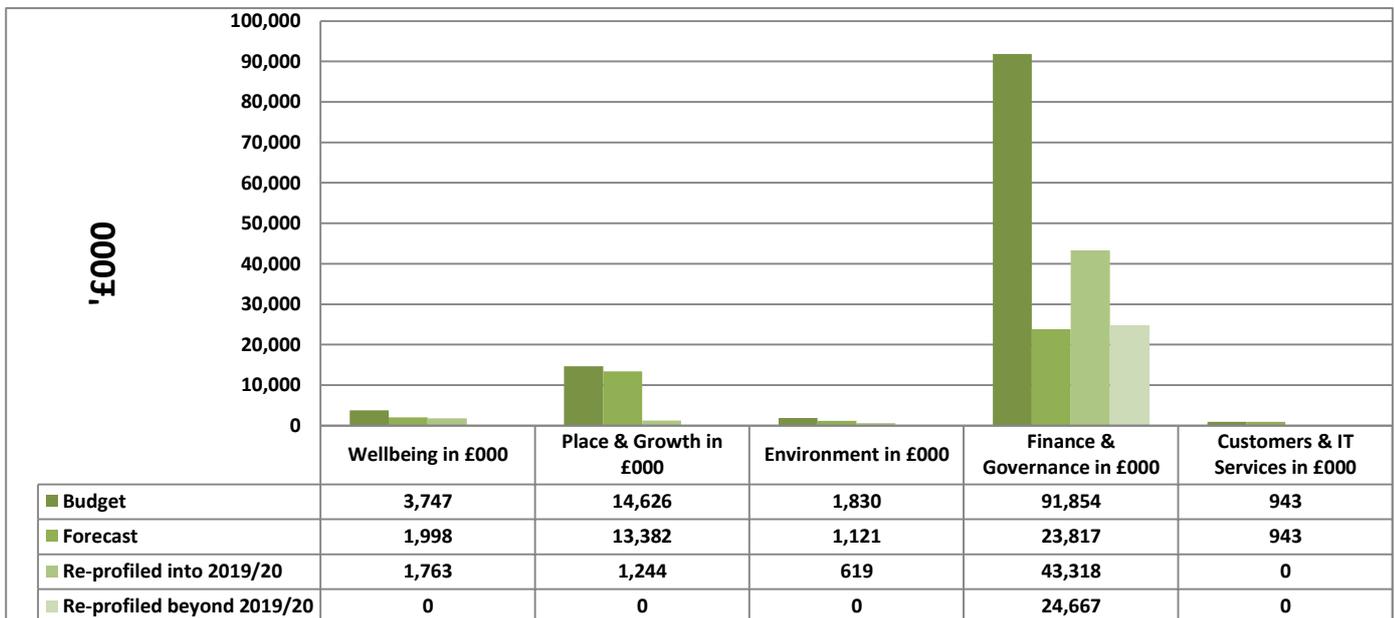
**Finance & Governance £67,985k** comprises **£674k** for work on; Academy Harmonisation; Spiceball Riverbank Reinstatement; Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems; Retained Land; Thorpe Place Industrial Units; Thorpe Way Industrial Units; Thorpe Lane Depot - Tarmac / drainage; EPC certification & compliance works are all planned for completion in 2019/20, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£24,667k** work on CQ2 planned for completion beyond 2019/20.

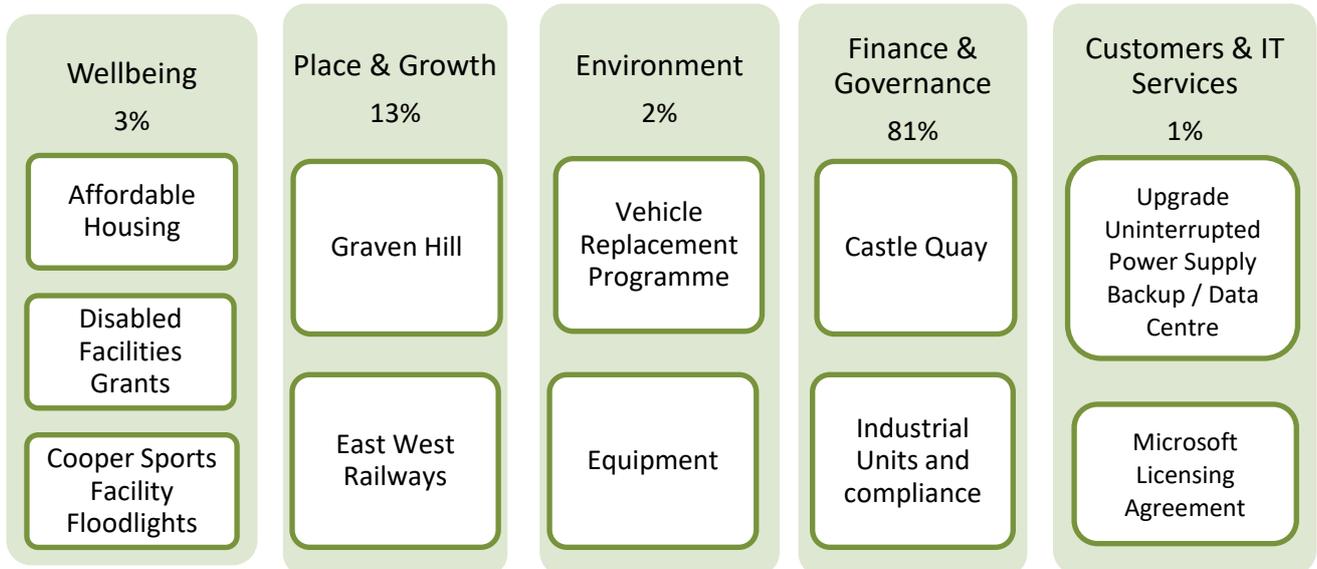
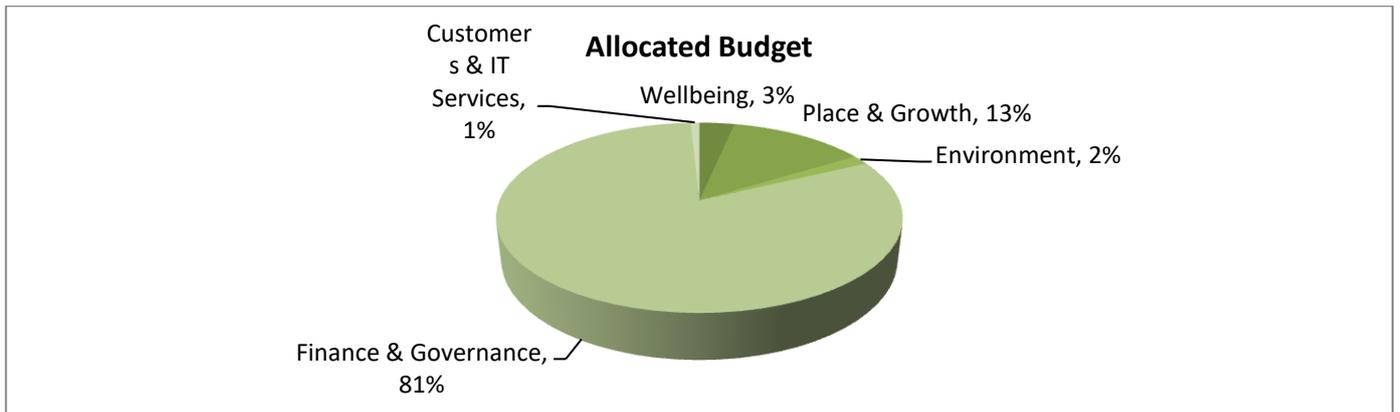
**Current Period Variances:**

**Wellbeing £14k** additional spend on the "Sports Centre Modernisation Programme", this cost is currently under review.

**Environment (£90k)** Budget no longer required.

**Finance & Governance (£52k)** is made up of, (**£7k**) savings on completed projects, (**£74k**) savings for work completed on the Community Buildings, Bradley Arcade Roof Repairs and the Orchard Way Shopping Arcade Front Service, for less than the original bid value achieving the same goals and an additional **£29k** cost for a second fire exit route to the "Antelope Garage" in Banbury.





Where a capital project spans more than one financial year or there are delays to the project, re-phasing or re-profiling of expenditure may be needed. Re-profiling and phasing updates to capital projects will be identified in future reports.

The overall capital programme is currently expecting to spend to target. This position will be thoroughly reviewed by the Capital Programme Working Group. The next meeting of this group will undertake a line by line review of the capital programme and the output of this meeting will be provided in the next monitoring report.

## 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 of this report.

Comments checked by:

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

### **Legal Implications**

7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Monitoring Officer: Law and Governance  
[Nick.Graham@cherwell-dc.gov.uk](mailto:Nick.Graham@cherwell-dc.gov.uk)

### **Risk management**

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

Comments checked by:

Louise Tustian, Team Leader: Insight Team  
01295 221786  
[Louise.tustian@cherwellandsouthnorthants.gov.uk](mailto: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 Illott – 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  |
| Background Papers   |  |
| None                |  |
| Report Author       | Hedd Vaughan-Evans – Assistant Director: Performance and Transformation  |
| Contact Information | Tel: 0300 003 0111<br><a href="mailto:hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk">hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk</a> |