

Cherwell District Council

Executive

3 December 2018

<p>Monthly Performance, Risk and Finance Monitoring Report – October 2018</p>
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Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Governance

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.

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 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:

- **Garden waste collection has reduced** – The impact of the dry summer has reduced the garden waste by 925 tonnes in the first 7 months of this year. We are only 2.36% short of the same period last year and 1.44% short of the YTD target.
As there was a very short autumn, with the weather turning wintry very quickly, it is likely that the year-end target will be missed. A new Recycling Officer has now been appointed with the aim of promoting recycling across the district.
- **Increase in reported crime** in line with national trend. The Community Safety team have adopted a new approach which should ensure robust activity and more presence in Bicester and Banbury utilising partner and Council data to focus on problem locations. Operation Jobe has been reinstated which will focus on the PSPO (Public Protection Spaces Order) area in Banbury and will be carried out in partnership with Thames Valley Police.
- **Licensing of Taxi driver applicants ensures Safeguarding training.** All taxi applicants continue to be vetted for fitness to hold a licence. All drivers are also required to undertake safeguarding training and at the end of quarter two, 98% of licensed drivers had received this training or undertaken refresher within the last 3 years.

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:

- **Investment in Leisure centres** has contributed to the visits increasing steadily each month compared to the same period last year. Plans are in place to upgrade all of the fitness equipment in the Gyms in the Leisure Centres at Spiceball, Bicester and Kidlington. Investment through building lifecycle will also be made to upgrade flooring and internal redecoration works. Partial closures are planned for December (with the odd full day closure); however works are expected to be completed before the New Year membership rush in January.
- **The ‘Good Neighbour’ model** we will adopt particularly targets social isolation and loneliness. The Good Neighbours scheme is a group of volunteers, identifying individuals that are possibly vulnerable in the rural area they reside. The small group create a rota and have access to a mobile phone for any residents to contact if concerned, need some assistance etc. After initial assistance and a small capital grant, local schemes will become self-sustaining.

Meetings have been held with Volunteer Link-up and to discuss increased future support for the rural 'Good Neighbour' schemes. This scheme has been discussed at the latest Parish liaison meeting along with healthy place making initiatives.

- **Engagement activities** throughout October have included the 'Play Bin Initiative', 'Pop Up Youth Club' pilot and a 'Brighter Futures Halloween' event. All events were well attended by young people learning about recycling initiatives, inputting ideas to help shape the future plans of the town centre and also how to safe at Halloween events which was supported by our community safety partners.

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 selling fast!** Our 38 shared ownership apartments at Gardeners Close, Bicester are continuing to generate a lot of interest. We launched the second phase on the 15th October and now have 28 reservations progressing to purchase with only 10 remaining. The sales suite is manned 4 days a week including Saturday and we recently held an event for Bicester Village and NHS staff.
We are working with our colleagues in the private sector team to convert two of the rented flats to accommodate a family who need suitable housing for their son who has a life limiting illness and we hope they will be able to move in for Christmas.
- **Tourism** figures in Cherwell reveal that £427m was spent on 7.7m trips to Cherwell district (by day and overnight visitors) these are the latest Cherwell figures (for 2017). This supports over 7,500 jobs and indicates an increase in total value of 7.6% in 12 months (since 2016).

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					
Status	Description	October	%	YTD	%
Green	On target	29	91%	29	91%
Amber	Slightly off target	2	6%	3	9%

Red	Off target	1	3%	0	0%
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3.11 Spotlight On: Community Services

Each month this report will focus on a theme or service provided by the Council, highlighting how this contributes to the delivery of the strategic priorities and the key achievements delivered to date.



The shared Community Services team aims to co-ordinate the work of the Councils in relation to their support to, and development of, cross-sector relationships.

The Community Development Team comprises services for the elderly, young people, arts development, new communities and voluntary organisations as well as community access to nature and partnership working with statutory and voluntary organisations.

Programmes such as Brighter Futures and Banbury Age friendly programme sit within this team. Obviously there are close links to the Community Safety and Healthy Communities teams with many cross-over projects.



Community Centres

Cherwell District Council has 13 community centres, spread across Banbury and Bicester; the latest to be added to the portfolio is an impressive site at

Kingsmere in Bicester.

The £2.4million building was delivered through a S106 agreement with Countryside properties and consists of a large Hall, kitchen and café area, 2 smaller interconnected rooms that can be opened into one space or kept as two on the first floor, and a kitchenette rooms, and a separate building with a further two letting spaces, an office and further kitchen facilities.

A new Community Interest Company; The Kingsmere Community Centre Association has been established and the operation was opened to the public for hire at the start of September. Supported by the Community Development team (managed by Jon Wild) the new association has been supported through a demanding process to get the centre up and running in the first instance. Cherwell District Council, as building owners, takes responsibility for the structure whilst all day to day operation and maintenance is the responsibility of the association. This is the usual approach which has seemed to work well over the last 2-3 decades with other buildings in our portfolio.

The next Community Centre being transferred under S106 is at Longford Park in Banbury. A similar development programme has been in operation with the establishment of a new community association this time as a charitable incorporated organisation.



All of these centres require community involvement and support as they are governed on a day to day basis by volunteers and respond to very local circumstances; each one operating slightly differently and under different models.

The Cherwell Community Spaces study provides a comprehensive rationale for the delivery of community spaces through new developments, or the extension and upgrade of existing facilities if more appropriate.

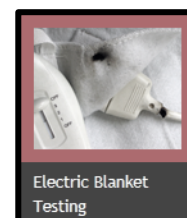
Winter Readiness

In Cherwell we have supported the work of Trading Standards and the Fire Service to test electric blankets of some of our older residents.



In Bicester, 59 blankets were tested with 17 failing and in Banbury 75 were treated and 13 failed.

Vouchers for a new blanket are given to more vulnerable residents who could not afford to replace a failed blanket. AGE UK Oxfordshire has also produced an information guide for older residents that we have promoted to older peoples groups.



Youth Engagement

In Cherwell a successful multi-agency youth and family engagement event took place at Halloween on Bretch Hill, with over 80 children entering a fancy dress competition. This type of event, that links third sector partners with police and our own community safety and community development teams, is impactful and a rich source of feedback.



Over the summer as part of the Brighter Futures programme for this year, Cherwell partnered with Sanctuary Housing to run **Play; Full**. A programme designed to provide a range activities and healthy eating throughout long summer holidays for children who would normally receive free school meals. This pilot was successful and consideration is now being given to sustaining and expanding the initiative.

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, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	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	↔	Mitigating actions & comments updated.
L02 Statutory functions	9 Low risk	↔	Comments updated.
L03 Lack of management Capacity	12 Medium risk	↔	Controls, mitigating actions and comments updated.
L04 CDC & SNC Local Plans	8 Low risk	↔	SNC – No changes. CDC – controls and comments updated.
L05 Business Continuity	16 High risk	↔	Mitigating actions & comments updated.
L06 Partnering	12 Medium risk	↔	No changes.
L07 Emergency Planning	12 Medium risk	↔	Mitigating actions & comments updated.
L08 Health & Safety	12 Medium risk	↔	Mitigating actions & comments updated.
L09 Cyber Security	15 Medium risk	↔	Mitigating actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	No changes
L11 Income generation through council owned companies	8 Low risk	↔	No changes
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Comments updated.
L13a Local Government Reorganisation (CDC)	15 Medium risk	↔	Controls, mitigating actions and comments updated.
L13b Local Government Reorganisation (SNC)	15 Medium risk	↔	Controls, mitigating actions and comments updated.
L14 Corporate Governance	9 Low risk	↔	Risk Owner & Manager & Comments updated.

The full Leadership Risk Register update can be found in Appendix 3.

There are no score changes within October, the only High Risk is **L05 Business Continuity** which is being managed by training, reviewing, renewing of business continuity plans across all services.

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 (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Corporate Services	258	272	14	-
CORPORATE SERVICES TOTAL	258	272	14	-
<i>Corporate Services £14k Additional Supplies and Service Cost.</i>				
Communities	2,647	2,630	(17)	(17)
Leisure & Sport	2,674	2,674	-	-
Housing	1,646	1,596	(50)	(50)
WELLBEING TOTAL	6,967	6,900	(67)	(67)
<i>Communities (£17k) consist of (£25k) savings on Management fees payable to Citizens Advise for Community transport and volunteering and a (£25k) reduction in the grant to Banbury Museum Trust; and an additional £33k budget realignment cost.</i>				
<i>Housing (£50k) income of (£32k) due to new legislation on Houses with Multiple Occupancy "HMO", further vacant posts has resulted in an additional savings of (£18K).</i>				
Planning Policy & Development	1,444	1,768	324	279
Economy & Regeneration	1,482	1,482	-	-
PLACE & GROWTH TOTAL	2,926	3,250	324	279
<i>Planning Policy & Development £279k 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 Controls due to continuous reliance on agency staffs caused by shortage of skilled personnel to fill the vacant roles. Currently under review for potential.</i>				
<i>Economy and Regeneration Bicester Regeneration currently funded from reserves and under review to ascertain any potential under spend will be reflected and put back to reserves.</i>				
Environmental Services	5,163	5,211	48	101
Environmental Health & Licensing	(49)	(69)	(20)	(20)
ENVIRONMENT TOTAL	5,114	5,142	28	81

Environmental Services £48k Which is principally made up of **£148k** 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 a cost savings of **(£100k)** for roles filled part way through the year or yet to be filled.

Environmental Health & Licensing (£20k), Environmental protection underspend cost for reactive maintenance and consultancy cost, and additional savings for an unfilled vacant role (Emergency Planning Officer).

Law & Governance	1,242	1,288	46	46
Finance & Procurement	1,715	1,835	120	120
Property Investment & Contract Management	(3,041)	(2,738)	303	303
FINANCE & GOVERNANCE TOTAL	(84)	385	469	469

Law and Governance £46k consist of **£25k** decrease in Land charges income due to the current economic climate and use of temporary resources to cover statutory role; and a **£21k** to allow for the additional cost further to outsourcing the Corporate Fraud Team to OCC.

Finance & Procurement £120k 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	776	20	20
Performance & Transformation	569	502	(67)	(67)
CUSTOMERS & IT SERVICES TOTAL	4,372	4,361	(11)	(11)

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 £20k Additional HR related legal cost.

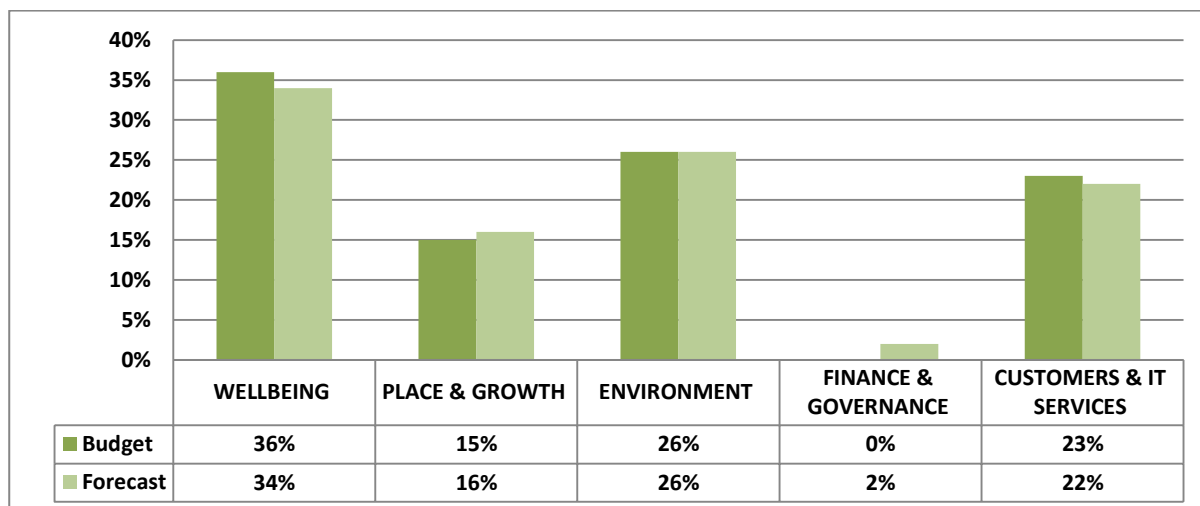
Performance and Transformation (£68k) Savings due to staff budget realignment cost.

TOTAL DIRECTORATES	19,553	20,310	757	751
	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Revenue Monitoring				
Use of Reserves	4,418	4,418	-	-
Investment Costs	2,074	2,074	-	-
Investments Interest & Income	(2,937)	(3,337)	(400)	-
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
EXECUTIVE MATTERS TOTAL	(190)	(607)	(417)	(17)

*Interest on Investment (£400k) increase in interest income from Treasury Management.
Pension Costs (£17k) reduction in pension cost.*

COST OF SERVICES	19,363	19,703	340	734
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Funding <i>(Brackets denotes an Increase in Funding)</i>	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
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)	(4,009)	-	-
GRANTS AWARDED TOTAL	(3,660)	(3,660)	-	-
BUSINESS RATES GROWTH TOTAL	(4,829)	(5,329)	(500)	(500)
<i>BUSINESS RATES GROWTH (£500k) 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.</i>				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
COUNCIL TAX INCOME TOTAL	(6,564)	(6,564)	-	-
TOTAL INCOME	(19,363)	(19,863)	(500)	(500)
Reserve management			(170)	(170)
(Surplus)/Deficit			(330)	64



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 £000	Forecast £000	Re- profiled into 2019/20 £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing	3,747	1,994	1,753	0	-	(52)
Place & Growth	14,626	13,382	1,244	0	-	-
Environment	1,830	1,111	629	0	(90)	(90)
Finance & Governance	82,354	14,728	42,914	24,667	(45)	(45)
Customers & IT Services	943	943	0	0	-	-
Total	103,500	32,158	46,540	24,667	(135)	(187)

Budget Update:

The Budget change from **£92,353k** (Reported Sept-18) to **£103,500k** (Reporting Oct-18), an increase of **£11,147k**, principally made up of **£10,000k** approved additional budget for Castle Quay2; and **£1,012k** in Wellbeing agreed capital budget re-profiled from 2017/18 now coded to the applicable service areas.

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

Wellbeing £1,753k Comprises **£375k** budget for the Sunshine Centre project which is not expected 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 **£1,151k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20. Additional **£52k** previously noted as "Budget no longer required", requires further work to ascertain if the budget will be required.

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". It is likely that the new facility won't be completed this financial year.

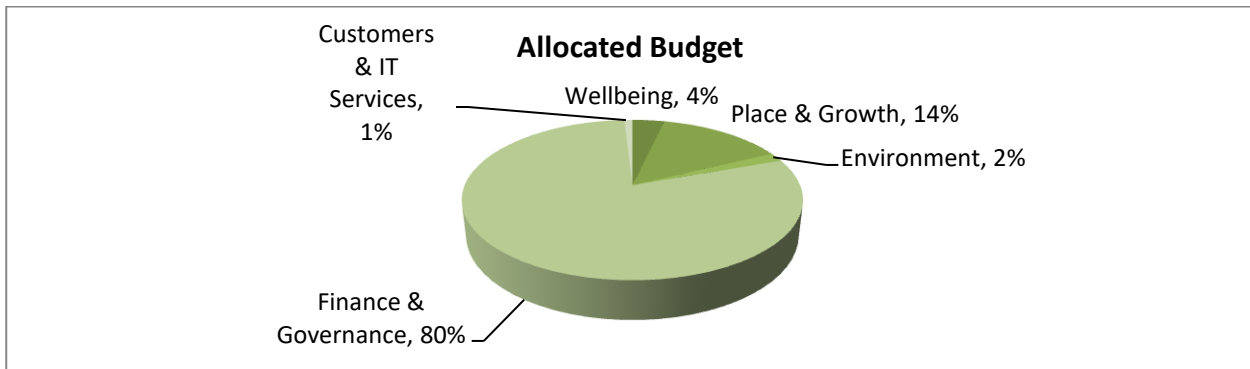
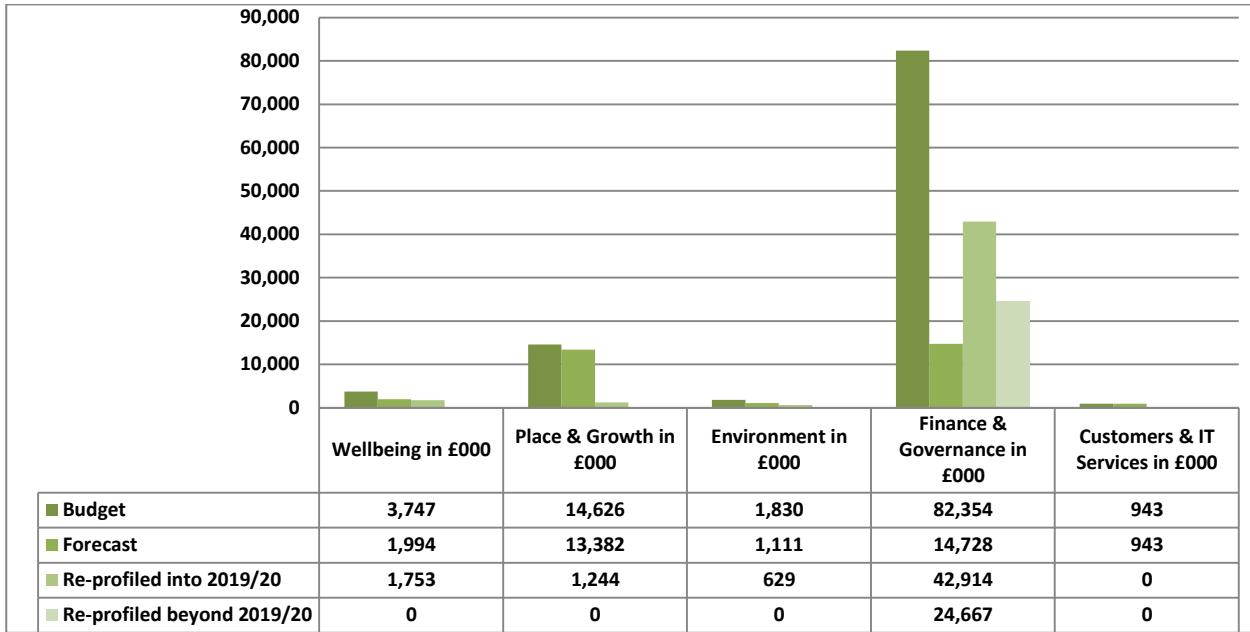
Environment £629k made up of **£232k** budget for the replacement of parking equipment, Off road parking facilities and depot electric charging point, **£50k** planned changes to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, **£15k** Work on the "Urban Centre Electricity Installations", and **£10k** Container Bin Replacement; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20.

Finance & Governance £67,581k comprises **£50k** for the Spiceball Riverside bridge which is on hold pending the completion of a Castle Quay 2 "CQ2" new bridge as part of the CQ2 development, **£220k** Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems, **£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 further updates on the specific re-profiling to be advised.

Current Period Variances:

Environment (£90k) Budget no longer required.

Finance & Governance (£45k) is made up of, (**£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.



Wellbeing 4%	Place & Growth 14%	Environment 2%	Finance & Governance 80%	Customers & IT Services 1%
Affordable Housing	Graven Hill	Vehicle Replacement Programme	Castle Quay	Upgrade Uninterrupted Power Supply Backup / Data Centre
Disabled Facilities Grants	East West Railways	Equipment	Industrial Units and compliance	Microsoft Licensing Agreement
Cooper Sports Facility Floodlights				

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)
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0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

James Doble, Assistant Director: Law and Governance
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0300 003 0207

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

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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
Background Papers	
None	
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