

Committee: Budget Planning Committee
Date: Tuesday 27 November 2018
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Nicholas Mawer (Chairman)	Councillor Carmen Griffiths (Vice-Chairman)
Councillor Phil Chapman	Councillor David Hughes
Councillor Andrew McHugh	Councillor Tony Mephram
Councillor Barry Richards	Councillor Alaric Rose
Councillor Tom Wallis	Councillor Douglas Webb
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 meeting held on 6 November 2018.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. Finance Monitoring Report - September 2018 (Pages 5 - 54)

Report of the Assistant Director – Finance and Procurement

Purpose of report

This report summarises the Finance monitoring position as at the end of each month.

Recommendations

1.1 To note the contents of the report.

7. Medium Term Financial Strategy

Verbal presentation from the Assistant Director: Finance and Procurement on the Medium Term Financial Strategy. Copies of the presentation will be available at the meeting.

8. Business Rates - An Overview (Pages 55 - 70)

Verbal presentation from the Operations Director – CSN resources on the Business Rates Overview. A copy of the presentation is attached for information.

9. Local Discretionary Business Rate Relief Scheme for 2019-20 (Pages 71 - 78)

Report of the Interim Executive Director – Finance and Governance

Purpose of report

To provide members of Budget Planning Committee with details of the proposed Local Discretionary Relief Scheme before consideration by Executive.

Recommendations

The meeting is recommended:

1.1 To note the contents of the report.

1.2 To recommend to Executive the adoption of the Local Discretionary Business Rates Relief Scheme for 2019-20

10. Business Rates Retail Relief Policy (Pages 79 - 88)

Report of the Interim Executive Director – Finance and Governance

Purpose of report

To provide members with an update on the Business Rates Retail Relief announced in the recent Budget and to propose a Retail Relief Policy for recommendation to Executive.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of this report.
- 1.2 To consider and recommend to Executive the proposed Business Rates Retail Relief Policy contained in Appendix 1 of the report.

11. 100% Council Tax Premium on Long Term Empty Dwellings (Pages 89 - 92)

Report of the Interim Executive Director – Finance and Governance

Purpose of report

To provide members with an update on the change in legislation to allow for a Council Tax premium of 100% on properties that are empty for 2 years or more and to seek a recommendation for Executive on the introduction of 100% Empty Homes Premium.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To make a recommendation to Executive on the introduction of an Empty Homes Premium of 100% from 1 April 2019.

12. Review of Committee Work Plan (Pages 93 - 94)

To review the Committee Work Plan.

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 Monday 19 November 2018

Cherwell District Council

Budget Planning Committee

Minutes of a meeting of the Budget Planning Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 6 November 2018 at 6.30 pm

Present: Councillor Nicholas Mawer (Chairman)

Councillor Phil Chapman
Councillor David Hughes
Councillor Andrew McHugh
Councillor Tony Mepham
Councillor Barry Richards
Councillor Alaric Rose
Councillor Tom Wallis
Councillor Douglas Webb
Councillor Sean Woodcock
Councillor Barry Wood

Substitute Members: Councillor Barry Wood (For Councillor Lucinda Wing)

Apologies for absence: Councillor Carmen Griffiths
Councillor Lucinda Wing

Officers: Adele Taylor, Interim Executive Director: Finance and Governance
Kelly Watson, Assistant Director: Finance and Procurement
Emma Faulkner, Democratic and Elections Officer
Richard Woods, Assistant Democratic and Elections Officer

27 **Declarations of Interest**

There were no declarations of interest.

28 **Urgent Business**

There were no items of urgent business.

29 **Minutes**

The minutes of the meeting of the Committee held on 25 September 2018 were confirmed as a correct record and signed by the Chairman.

30 **Chairman's Announcements**

There were no Chairman's announcements.

31 **Finance Monitoring Report - August 2018**

The Committee considered a report from the Assistant Director – Finance and Procurement, which summarised the Council's Finance Monitoring position at the end of August 2018.

In introducing the report, the Assistant Director – Finance and Procurement advised the committee that a total overspend of £481k to the end of August was forecast. No additional financial risks had been identified in September or October.

In response to questions from the Committee regarding the current underspend in Disabled Facilities Grants, the Assistant Director – Finance and Procurement advised that work on internal Cherwell District Council processes was being undertaken to ensure that Disabled Facilities Grants were better utilised, however reiterated that the process was reliant on referrals for such grants from Oxfordshire County Council.

Resolved

- (1) That the contents of the report be noted.

32 **2019/20 Budget and Medium Term Financial Strategy Update**

The Committee considered a report and presentation from the Interim Executive Director – Finance and Governance, which provided an update on the current financial position and progress being made towards setting the budget for 2019/20 and the Medium Term Financial Strategy.

The Interim Executive Director – Finance and Governance advised the Committee that details of the financial settlement from central Government were expected around 6 December 2018.

In response to Members' questions, the Interim Executive Director – Finance and Governance confirmed that due to the volatility of some areas of income, such as planning application fees, the actual position regarding income was taken into account when setting the new budget.

Resolved

- (1) That the contents of the report be noted.

33 **Response to the Value for Money Judgement in 2017/18 accounts**

The Committee considered a report from the Interim Executive Director – Finance and Governance, which detailed Cherwell District Council’s response to the Value for Money Judgement on the 2017/18 accounts.

In introducing the report, the Interim Executive Director – Finance and Governance advised the Committee that the report would also be presented to the Board of Crown House Banbury Ltd, as agreed with the external auditors.

The Interim Executive Director – Finance and Governance assured the Committee that there was no indication in the judgement that the acquisition of Crown House should not have happened.

As a result of the Value for Money judgement, other transactions had been reviewed and no issues had been found. In response to the report, the Committee commented that the report had given Members and officers a number of learning points for future transactions.

Resolved

- (1) That the actions taken to date in relation to address any concerns within the value for money judgement in our 2017/18 accounts in relation to the acquisition of assets be noted.

34 **Review of Committee Work Plan**

The Committee considered its Work Plan.

Resolved

- (1) That the Committee Work Plan be noted, subject to the inclusion of an additional item relating to Business Rates Overview and the removal of the item relating to S106 Monitoring from the 27 November 2018 meeting.

The meeting ended at 8.11 pm

Chairman:

Date:

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Cherwell District Council

Budget Planning Committee

27 November 2018

Finance Monitoring Report – September 2018

Report of the Assistant Director – Finance and Procurement

This report is public

Purpose of report

This report summarises the Finance monitoring position as at the end of each month.

1.0 Recommendations

1.1 To note the contents of the report.

2.0 Introduction

2.1 The Council is committed to financial monitoring reviews on a monthly basis. This demonstrates an improvement from previous years where reporting has been quarterly.

2.2 Regular reporting is extremely important and we are committed to improving this during 2018/19. The committee will be able to provide input into the way the reporting develops further during the year.

3.0 Report Details

3.1 The frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting regularity will provide budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

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

3.3 The organisation is developing its monitoring and forecasting process and working closely with managers across the Council. The Council is currently forecasting a surplus of (£19k).

This relates to: -

- Environmental Services overspend of £101k comprises of £148k overspend due to the increase in price charge per tonne (Gate fees) for dry goods recycling and savings of (£87k) from vacant post savings part way through the year.
- Environmental Health & Licensing underspend of (£20k) relates to reactive maintenance and savings from a vacant post.
- Finance and Procurement overspend of £120k relates to additional interim staff and resource required to support the production of the Statement of Accounts and support financial management improvements within Finance and Procurement.
- Property Investment and Contract Management overspend of £303k £289k relates to the income due for Crown House that will not be realised in 2018/19 due to the delay in the project completion date and the remaining £14k NDR Budget realignment cost.
- Law and Governance overspend of £46k, £25k relates to a decrease in land charge income due to the current economic climate and the use of temporary resources to cover a statutory role and £21k for the outsourcing of the Corporate Fraud Team to OCC.
- Planning Policy and Development overspend of £279k comprises of the under recovery of planning income of £170k, due to the volatility of the expected number of planning applications, there is an earmarked reserve to assist with managing this risk, additionally the cost of the Interim Executive Director of Place and Growth costs overspend of £34k, Building Control overspend of £75k due to continuous reliance on agency staff.
- The housing underspend of (£50k) relates to additional income (£32k), due to a change in legislation for this area and (£18k) relating to further vacant posts.
- The Communities underspend of (£17k) consists of (£25k) savings on Management Fees payable, (£25k) reduction in grant payable and an additional £33k budget realignment cost.
- Strategic Marketing & Communications Overspend of £36k due to interim resources costs.
- HR, OD & Payroll overspend £20k relating to additional legal costs.
- Performance & Transformation (£67K) underspend due to staff budget realignment.
- The Executive Matter Underspend of (£17k) relates to a reduction in pension costs.
- Funding and reserve management (£670k).

3.4 The Council Capital Programme is currently forecasting an underspend of (£187k), this reduction is due to the Wellbeing budget (52k) and Environment budget (£90k) are no longer required, Finance and Governance underspend of (£75k) comprising of (£104k) savings for work completed on Community Buildings, due to the cost being less than the original bid and additional cost of £29k for a second fire exit route at Antelope Garage.

3.5 The Council will continue to challenge its forecasts and highlight risk areas as soon as possible. We will monitor and review existing costs and income to identify any further savings and efficiencies which would support the Council in managing its current position.

4.0 Conclusions and Reasons for Recommendations

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

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

6.1 This report sets out the performance against the 2018/19 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 There are no direct financial implications arising directly from the production of this report.

Comments checked by:

Kelly Watson, Assistant Director – Finance and Procurement

01295 221638

kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no legal implications arising directly from this report.

Comments checked by:

James Doble, Assistant Director – Law and Governance

01295 221587 james.doble@cherwellsouthnorthants.gov.uk

Risk Management

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

Comments checked by: Hedd VaughanEvans

Hedd Vaughan-Evans, Assistant Director, Performance and Transformation

01295 227978 hedd.vaughanevans@Cherwellandsouthnorthants.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
Annex 1	Executive Report, Monthly Performance, Risk and Finance Monitoring Report September 2018
Appendix 1	Business Plan on a page – Final
Appendix 2	Performance KPIs & Programme Measures
Appendix 3	Leadership Risk Register September v1
Appendix 4	CDC Capital
Report Author	
	Leanne Lock – Group Accountant
Contact Information	
	Leanne Lock – Group Accountant 01295 227098 leanne.lock@cherwellandsouthnorthants.gov.uk

Cherwell District Council

Executive

5 November 2018

<p>Monthly Performance, Risk and Finance Monitoring Report – September 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 is starting to recover from the summer dry conditions** – The percentage of waste recycled and composted for September is provisionally reporting only 1.31% short of the YTD target which is a similar position to the same period last year. The amount collected in blue bins is lower due to high levels of contamination (wrong items in blue bins) since we changed contractor. Plans are in place to address this.
- **Mandatory Safeguarding awareness** is being delivered internally and to all new applicants for private hire/Hackney Carriage licenses which is being positively received. The training is constantly being reviewed to ensure is as up to date as possible.

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:

- **'Wellbeing Activity Maps'** will be available online to enable residents a search facility for activities and groups operating locally that they may wish to join. A variety of themes will be available for residents to search and find out more information. The four themes are 'Get Active', 'Get Creative', 'Get Learning' and 'Get connected'. This will be launched in October via our internet and also our quarterly resident magazine 'Cherwell Link'.
- **'Preparing for Winter'** was the latest Connecting Communities theme. Electric blanket testing was available as well as information and resources to help our vulnerable and older residents during the winter months.
- **Safeguarding our vulnerable** residents is to be strengthened through the addition of an Accommodation Officer post. Debt and money advice as well as discretionary housing payment advice is part of the service we are delivering to help those with a shortfall in their rent.

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:

- **Build!** During September marketing of 25 of the 40 shared ownership units at Gardener Close in Bicester continued. By the end of September we had 7 reservations and 14 purchasers proceeding through the assessment process who we expect to also reach reservation stage in October. There has been a great deal of interest in the one bedroom flats and we are doing a second launch on the 15th October for the remaining units on site. We've received really positive feedback regarding the show flat with several people requesting to purchase this fully furnished.
- **Employment and growth advice** has supported the commencement of Phase 2 at Symmetry Park, Bicester. The team have also provided advice around planning applications at Bicester Heritage. 'Cherwell link' contained examples of new commercial investments that is happening across Cherwell. The team are working on the launch of the Cherwell Business Awards which will be held in November, a great opportunity for business and partners to network.

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	September	%	YTD	%
Green	On target	27	85%	29	91%
Amber	Slightly off target	2	6%	3	9%
Red	Off target	3	9%	0	0%

3.11 **Spotlight On: Supporting and delivering change**

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.

This month we are focusing on 'Supporting and delivering change'

The Council, particularly in its partnership with South Northamptonshire Council has a long tradition of delivering change and supporting staff through those changes.

Over the past seven years, the Council has delivered a whole scale Transformation Programme which saw all services shared with South Northamptonshire Council. As we reach the end of the partnership and prepare for separation it is appropriate to reflect on how the Councils approach to delivering change has developed and how

the learning and skills acquired will be put to good effect on the next stage of our journey.

This is particularly important as the scale of change to be delivered over the next few years is significant as the Council separates from South Northamptonshire, embarks on a new partnership with Oxfordshire County Council, continues its digital transformation programme and embarks on an ambitious place shaping agenda.



Change management is a structured approach to moving an organisation from the current stage to a desired future state. Typically, the change management process involves five stages:



Change is usually implemented through programmes or projects and the Council approach to programme and project management is based on best practice methodologies PRINCE2 and Managing Successful Programmes (MSP).

Sustaining change is the most difficult stage and is only achieved by bringing people with you on the journey so they understand the reasons for change and are committed to delivering the benefits of change. To do this requires strong communication and staff engagement throughout the process.

The Council is committed to the principle of working in partnership with employees and trade unions in managing organisational change and seek to achieve changes through appropriate involvement and consultation. This approach has been a fundamental part of the joint working partnership with South Northamptonshire and has underpinned all joint working business cases and will underpin our approach to separation.



A key part of this approach is ensuring effective engagement with staff and trade unions takes place before a final decision is made. This enables the views of those impacted by any change to be taken into consideration before a final decision is made.

In order to sustain change, communication and engagement with staff must not be confined to formal consultation periods. At Cherwell, this process is sustained through regular e-mails from the Chief Executive, drop-in-sessions on specific themes and updates at all staff briefings.

The Councils HR Service plays a key role in supporting change across the organisation, from supporting staff through the organisational change process through regular on-going support to managers.

The Council has also just launched a new Employee Assistant Programme (EAP) to support staff. The EAP provides access to 24-hour counselling, support and guidance for all employees, whatever problems they are facing. The service is provided independently and offers confidential support for staff and managers.



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	↔	No changes
L02 Statutory functions	9 Low risk	↔	No changes
L03 Lack of management Capacity	12 Medium risk	↔	No changes
L04 CDC & SNC Local Plans	8 Low risk	↔	Mitigating Actions updated for CDC & Controls updated for SNC.
L05 Business Continuity	16 High risk	↔	Comments and Mitigating Actions updated
L06 Partnering	12 Medium risk	↔	Comments updated
L07 Emergency Planning	12 Medium risk	↔	Controls, Mitigating actions and comments updated.
L08 Health & Safety	12 Medium risk	↔	Controls, Control assessment and Risk Manager updated.
L09 Cyber Security	15 Medium risk	↔	Mitigating actions updated
L10 Safeguarding the Vulnerable	8 Low risk	↔	No change
L11 Income generation through council owned companies	8 Low risk	↔	No change
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Mitigating actions updated.
L13a Local Government	15 Medium	↔	No change

Reorganisation (CDC)	risk		
L13b Local Government Reorganisation (SNC)	15 Medium risk	↔	No changes
L14 Corporate Governance	9 Low risk	↔	No Change.

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

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	257	257	-	-
CORPORATE SERVICES TOTAL	257	257	-	-
Communities	2,623	2,606	(17)	-
Leisure & Sport	2,674	2,674	-	-
Housing	1,647	1,597	(50)	(91)
WELLBEING TOTAL	6,944	6,877	(67)	(91)
<p>Communities (£17k) consist of (£25k) savings on Management fees payable to Citizens Advice for Community transport and volunteering and a (£25k) reduction in the grant to Banbury Museum Trust; and an additional £33k budget realignment cost.</p> <p>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).</p>				

Planning Policy & Development	1,444	1,723	279	279
Economy & Regeneration	1,482	1,482	-	-
PLACE & GROWTH TOTAL	2,926	3,205	279	279

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 £34k cost for the Interim Executive Director of Place and Growth (Oct-18 to Mar-19), £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.

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.

Environmental Services	5,187	5,288	101	102
Environmental Health & Licensing	(49)	(69)	(20)	-
ENVIRONMENT TOTAL	5,138	5,219	81	102

Environmental Services £101k 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 (£87k) 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	1,247	1,293	46	-
Finance & Procurement	1,715	1,835	120	120
Property Investment & Contract Management	(3,017)	(2,714)	303	258
FINANCE & GOVERNANCE TOTAL	(55)	414	469	378

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	2,722	2,722	-	-
Strategic Marketing & Communications	334	370	36	-
HR, OD & Payroll	716	736	20	-
Performance & Transformation	569	502	(67)	-
CUSTOMERS & IT SERVICES TOTAL	4,341	4,330	(11)	-

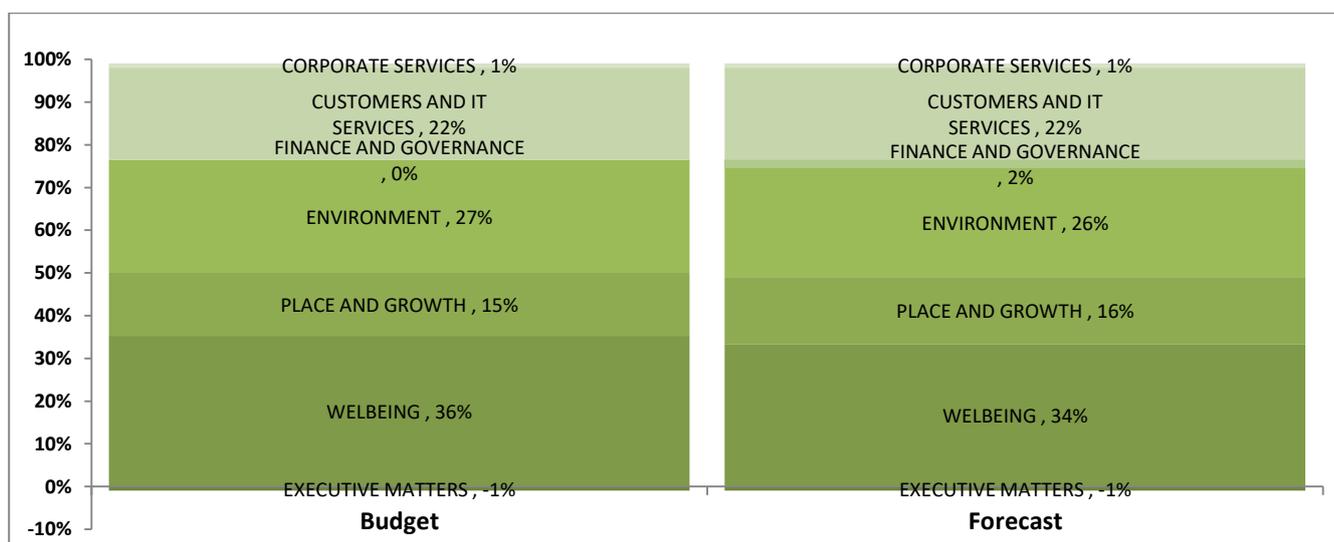
Strategic Marketing and Communications £36k overspend due to use of interim resources, pending opportunities for increased joint working with OCC in this area.

HR, OD and Payroll £20k Additional HR related legal cost.

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

TOTAL DIRECTORATES	19,551	20,302	751	668
Revenue Monitoring	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Use of Reserves	4,418	4,418	-	-
Interest on Investments	2,074	2,074	-	-
Non Distributed Costs	(2,935)	(2,935)	-	-
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
EXECUTIVE MATTERS TOTAL	(188)	(205)	(17)	(17)
<i>Pension Costs (£17k) reduction in pension cost.</i>				
COST OF SERVICES	19,363	20,097	734	651

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) The increase as resulted from new business growth in the Cherwell District and an increase in the 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	-	234	64	(19)



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	2,309	1,859	398	0	(52)	-
Place & Growth	2,749	1,589	1,160	0	-	-
Environment	1,830	876	864	0	(90)	-
Finance & Governance	84,522	27,116	42,694	14,667	(45)	(75)
Customers & IT Services	943	943	0	0	-	-
Total	92,353	32,383	45,116	14,667	(187)	(75)

Budget Update:

The Budget change from **£91,873k** (Reported Aug-18) to **£92,353k** (Reporting Sept-18), an increase of **£480k** in Finance & Governance 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 £398k Comprises **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19, **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018; 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. 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 **£139k** Discretionary Grants Domestic Properties not required in 2018/19 but envisaged to be utilised in 2019/20.

Place & Growth £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.

Environment £864k made up of **£467k** budget for the replacement of parking equipment, **£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.

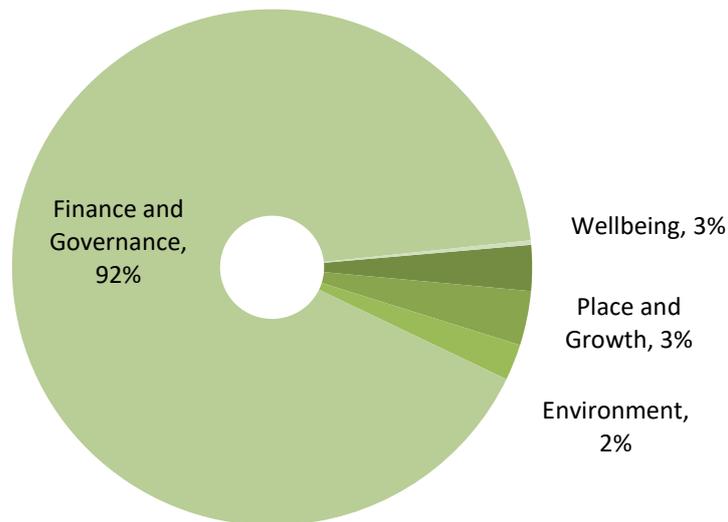
Finance & Governance £57,361k comprises **£50k** for the Spiceball Riverside bridge which is on hold pending the completion of a Castle Quay 2 "CQ2" new bridge as part of the CQ2 development, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£14,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

Current Period Variances:

Wellbeing (£52k) Budget no longer required.

Environment (£90k) Budget no longer required.

Finance & Governance (£75k) is made up of, (**£104k**) 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
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
James.doble@cherwellandsouthnorthants.gov.uk
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

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
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation Kelly Watson – Assistant Director: Finance and Governance
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk Tel: 0300 003 0206 kelly.watson@cherwellandsouthnorthants.gov.uk

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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

Deliver the Local Plans for CDC & SNC

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Increase tourism

Increase employment at strategic employment sites

Prevent homelessness

Provide support to voluntary sector

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

“District of Opportunity & Growth”

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”

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Appendix 2 – Monthly Performance Report

September 2018

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 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	56.26%	57.74%	●	These are provisional figures. Accurate figures will be available w/c 15 October. Due to the exceptionally hot summer we have collected less garden waste to the end of September 18 compared to the same period last year, therefore the recycling rate is lower than expected. The amount collected in the blue bins is lower to date because there are higher levels of contamination (the wrong items in the blue bin) since we changed contractor. We are working on plans to increase the blue bin recycling and getting people to recycle correctly.	57.60%	58.91%	●
JBP1.2.1S % Waste Recycled & Composted	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	60.21%	64.19%	●	These are provisional figures. Accurate figures will be available w/c 15 October. Due to the exceptionally hot summer we have collected around 600 tonnes less of garden waste to the end of September 18 compared to the same period last year. Therefore the recycling rate is lower than expected. Food and blue bin recycling collections are on track.	63.70%	65.09%	●

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	Carr, Jane Douglas, Gillian	20.00	43.00	★	The number of households in temporary accommodation at the end of September was 20, this is well below target and reflects Cherwell's continued focus on prevention of homelessness and timely intervention before households are in crisis as well as close management of TA resources.	20.00	43.00	★
JBP2.2.1S Number of households living in Temporary Accommodation (TA)	SNC	Cllr K Cooper	Carr, Jane Douglas, Gillian	17.00	25.00	★	We are managing the numbers of people moving in to and out of temporary accommodation through our homelessness prevention work and effective use of the housing register to allocate social or affordable homes to people in need, including those residing in temporary accommodation. The delivery of new affordable homes by social landlords over the last few months is playing a significant part in this.	17.00	25.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	19.14	15.00	▲	The average time taken to assess new claims for benefit for the month of September is 19.14 days against a target of 15 days. The performance is below target partly due to an issue with the interface from the online claim form into our software system causing a delay in claim forms being received. Measures have been put in place to ensure this issue is rectified earlier should it reoccur. Our year to date figure continues to be above target at 13.94 days. The national average for assessing new claims for benefit is 22 days.	13.94	15.00	★
JBP2.2.2S Average time taken to process Housing Benefit new claims	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.03	15.00	★	The average time taken to assess new claims for benefits is 9.03 days against a target of 15 days. The performance remains above target for the month of September and the year to date figure remains excellent at 8.10 days. New claims continue to be monitored daily to continue to perform above target of 15 days. The national average for the assessment of new claims for benefit is 22 days.	8.10	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	7.94	8.00	★	The average time taken to assess change in events is 7.94 days against a target of 8 days. The year to date figure remains above target at 7.89 days. Work continues to review our processes and automate as many changes as possible following the successful automation of Atlas and Universal Credit.	7.89	8.00	★
JBP2.2.3S Average time taken process Housing Benefit change events	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	6.86	8.00	★	The average time taken to assess change events is 6.86 days against a target of 8 days. The year to date figure remains excellent at 4.95 days against a national average of 8 days. Work continues to review our processes and automate as many changes as possible following the automation of Atlas and Universal Credit files.	4.95	8.00	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD	
Page 28	JBP2.2.5C Number of visits/usage of District Leisure Centres	CDC	Cllr G Reynolds	Bolton, Sharon Carr, Jane	138,014	127,285	★	<p>Whilst the throughputs have shown a reasonable increase against last year for those figures inputted this needs to be caveated with the fact that the Sports Pavilion at Whiteland's Farm was not open and Stratfield Brake had only recently transferred operation to Legacy Leisure for the same period. Therefore for the purposes of comparing like for like on Leisure Facilities (not including pavilions) the figures overall were fairly consistent with last year 123,255 in September 2018 against 123,813 in 2017. In terms of individual Centres Woodgreen Leisure Centre, North Oxfordshire Academy Sports Facility and Cooper Sports Facility were above last year's target. Kidlington Leisure Centre was also very marginally up. Spiceball Leisure Centre was down by circa 700 and Bicester Leisure Centre down by circa 1500.</p> <p>For Bicester Leisure Centre this can be attributable to a drop off in gym usage as well as some lower numbers for swimming and taking part in fitness classes. Legacy Leisure (CDC Leisure operator) is undertaking a re-development of all 3 main gyms in December (Kidlington/Spiceball/Bicester) of this year to encourage customers back into the Centres. New gym layouts have been designed with new equipment to be installed. In addition Spiceball Leisure Centre will be increasing the number of swimming lessons held to reduce any waiting times and improve participation</p>	836,668	763,710	★
	JBP2.2.5S Number of Visits/Usage of District Leisure Centres	SNC	Cllr K Cooper	Bolton, Sharon Carr, Jane	64,346	60,404	★	<p>Usage across the Leisure Facilities continues to be performing well. Towcester Centre for Leisure recorded an increase of circa 1,100 more than the same period last year with Brackley Leisure Centre performing above last year's level by circa 4,000 users. A more detailed performance update for Brackley Leisure Centre would highlight over 1,000 more gym users than the same period last year as well as better usage of the football pitches (similarly a 1,000 more recorded users. Other activities increasing in usage include dry side activities and fitness classes.</p> <p>Brackley Swimming pool did show a decrease of circa 1,000 users, however overall across the Leisure Facilities a 4,000 increase in usage has been achieved.</p>	385,729	362,424	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.11%	9.25%	●	The amount of Council Tax due to be collected in September has increased by £285k due to the number of new builds being banded. However, we have collected £300k more in September than we did in August with the in month collection being the highest since May 2018. The growth and back dating of billing for new builds will impact on collection rates. We currently have a backlog of work which is impacting on collection rates however there are plans in place to bring the work more up to date in the next few weeks. We are still issuing recovery documents to increase collection of Council Tax. We are ahead on our cumulative collection figure compared to last year. This time last year we had collected 56.40%.	56.62%	58.25%	●
JBP2.2.6S % of Council Tax collected, increasing Council Tax Base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.12%	10.00%	●	The amount of Council Tax has increased by £100k in September due to the number of new homes being banded. We currently have a slight backlog of work however we are now prioritising house moves to ensure the new residents are billed quicker. The issuing of recovery documents will continue in October in order to increase cash collection.	58.61%	59.00%	●
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.44%	9.50%	▲	We are now concentrating in billing larger Ratable Value customers quicker in order to collect. This time last year we had collected 55.99% in NNDR. We are proactively contacting customers by phone in order to chase unpaid installments prior to formal recovery taking place.	57.85%	58.50%	●
JBP2.2.7S % of Business Rates collected, increasing NNDR base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	11.27%	9.00%	★	Having concentrated on processing all Business Rates correspondence which in turn issues bills quickly and continuing with recovery action, the collection rates have increased. An officer has been proactively chasing all customers in arrears with the Business Rates in order to increase collection rates. We have maintained our turnaround of actioning documents throughout September and will continue monitoring installment plans for customers with recovery action continuing where required.	56.61%	57.00%	●

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	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	8 Major Planning Applications were determined during September. All were determined within the target period or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	89%	60%	★
JBP3.2.1S % Major planning applications processed within 13 weeks	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	8 Major Planning Applications were determined during September and all were determined within target period. As such, 100% of Major Applications were determined within time against a target of 60%.	92%	60%	★
JBP3.2.2C % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	103 Non-Major applications were determined during September and no Non-Major Appeals were allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10% of Non-Major Planning Appeals allowed.	1%	10%	★
JBP3.2.2S Non major planning appeal decision allowed	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	65 Non-Major applications were determined during September and No Major Appeals were allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10 % of Non-Major Planning Appeals allowed.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Enforcement Appeals were determined during September.	0%	10%	★
JBP3.2.3S % Planning enforcement appeal decisions allowed	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Enforcement Appeals were determined during September.	0%	10%	★
JBP3.2.4C % of non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	93%	70%	★	106 Non-Major planning applications were determined during September, 99 were determined within the target period or agreed timeframe. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met.	90%	70%	★
JBP3.2.4S % of non-major applications processed within 8 weeks	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	86%	70%	★	65 Non-Major planning applications were determined during September and of those 56 were determined within the target or agreed time frame. Therefore the target of determining more than 70% within time has been met.	87%	70%	★
JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim	25.00	10.00	▲	8 Major Planning Applications were determined and 2 Major Planning Appeals were determined during September. Both Appeals were allowed by the Planning Inspectorate; therefore the target of less than 10% of Major Appeals allowed by the Planning Inspectorate has not been met this month. It should be noted though, that the running total for Q1 and Q2 including this data is 57 Majors determined and 2 allowed at Appeal. However we are currently achieving a YTD of 4.17%, so overall we are well within 10% target.	4.17	10.00	★

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP3.2.6S Major planning appeal decisions allowed	SNC	Cllr R Clarke	Charlett, Jeremy Newton, Jim Seckington, Paul	0.00	10.00	★	No Major Application Appeals were determined during September.	0.00	10.00	★

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	Kane, Graeme Potter, Ed	Review of recycling disposal fee undertaken with Casepac.	On line booking on bulky waste is planned to commence in mid October - rise in demand expected as a result	★	Garden waste tonnages recovering after a reduction in June & July due to the hot weather. Negative impact for dry recycling following falls in value of some materials. Will be reviewed again during October.	★
JBP1.1.2 Provide High Quality Street Cleansing Services	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Bretch Hill blitz in CDC successfully delivered.	Preparation for gaining access for cleaning the A34 (North bound carriageway) & A43 (central reservation) early on Sundays in late October/early November. Both activities require Traffic Management and early Sunday morning starts	★	Street Cleansing performing well in both areas. CDC held an on-site walkabout with a Councillor & member of the public to highlight areas of concern in Banbury Town centre carried out - issues raised have been addressed. In SNC some concern regarding build-up of cigarette ends in kerb areas-issue now largely addressed	★
JBP1.1.3 Tackle Environmental Crime	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Held a workshop to develop ideas for helping to reduce fly tipping	Further workshop planned to develop plans & strategies to further reduce fly tipping	★	Joined Keep Britain Tidy to access fly tipping campaign literature. Other benefits from joining include; taking up training places covering enforcement issues such as littering from vehicles	★
JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment	Cllr D Bambridge Cllr D Pickford	Carr, Jane Riley, Nicola Webb, Richard	Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC.	The work on the Bicester Air Quality Demonstration Project will be reviewed with Geospatial Insight Limited, the consultants providing the pollution monitors and developing the software for the project. The entries submitted for the poster competition will be judged and the winners announced. The monitoring of Nitrogen Dioxide levels will continue across both CDC and SNC.	★	The Bicester Air Quality Demonstration Project started in September and will run for three weeks. The project is funded by the UK Space Agency and is being led by the Bicester Delivery Team and Geospatial Insight Ltd who are providing the pollution monitors and developing the software. The aim of the project is to investigate the benefits of air pollution management to healthcare and urban planning in Bicester. As part of the project CDC, in partnership with the UK Space Agency, has been hosting a poster competition for secondary schools to increase awareness of the link between transport and air quality. Alongside the Bicester Air Quality Demonstration Project the monitoring of Nitrogen Dioxide levels continues as normal. The nitrogen dioxide data is used to calculate the annual mean concentration level for comparison against the air quality objective of 40µg/m3. The results are reported in an Annual Status Report that is submitted to Defra (Department for Environment, Food and Rural Affairs). Three electric vehicles for CDC and one for SNC were due for delivery in September but there has been a delay due to demand and the latest update from the provider, Nissan, is that they will be delivered early November.	★
JBP1.1.5 Mitigate the Effects of HS2	Cllr C Clarke Cllr S Clarke	Colwell, Adrian Newton, Jim	Schedule 17 application progressing	Schedule 17 applications will be determined.	★	Schedule 17 Requests for Approval for works related to enabling works including Chipping Warden Relief Rd are progressing. Planning Forum met September. Discussions on-going between HS2 contractors and Local Authorities on Common Design Elements for structures.	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP1.1.6 Maintain the District as a Low Crime Area</p> <p align="center" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 33</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard</p>	<p>All new applicants for Private Hire / Hackney Carriage Licences at CDC and SNC have undertaken Safeguarding Awareness before having their licences issued.</p>	<p>In line with the current policy all new applicants for Private Hire / Hackney Carriage driver licences at CDC and SNC will be required to undergo mandatory Safeguarding Awareness training before having a licence issued.</p>	★	<p>The mandatory Safeguarding awareness training for CDC and SNC taxi applicants continues to be well received. The training will be refreshed at both councils to ensure it remains current. Reported crime in both District areas show an YTD increase, which was largely due to a long summer period of reported crime associated with alcohol and Anti-Social Behaviour. This is reflective across the most similar groups and national data comparisons.</p> <p>The internal 'See It Report It' (SIRI) process and reporting has been reviewed and streamlined to ensure an easier user approach to report safeguarding concerns for employees. Further work is being conducted to look at suitable systems and processes to support the future recording of information.</p> <p>Year to day data shows an increase in SIRI reporting, which is likely due to the increased awareness and communication of safeguarding issues, what to look for etc. and our statutory role in reporting safeguarding concerns. The summer holidays 2018 saw a significant increase in comparison to the previous year.</p>	★
			<p>The main focus during September for both District areas was to agree a multi-agency approach to tackling Organised Crime Groups and County Lines which is a national area of concern. Both action plans were discussed through the Community Safety Partnerships and work is starting to deliver against these outcomes.</p>	<p>Raising awareness of Modern Slavery and the how to recognise the signs has been rolled out via staff briefings, further work and awareness will follow in October to a wider audience.</p>		<p>The internal 'See It Report It' (SIRI) process and reporting has been reviewed and streamlined to ensure an easier user approach to report safeguarding concerns for employees. Further work is being conducted to look at suitable systems and processes to support the future recording of information.</p> <p>Year to day data shows an increase in SIRI reporting, which is likely due to the increased awareness and communication of safeguarding issues, what to look for etc. and our statutory role in reporting safeguarding concerns. The summer holidays 2018 saw a significant increase in comparison to the previous year.</p>	
<p>JBP1.1.7 Protect the Built Heritage</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Colwell, Adrian Mitchell, Clare Newton, Jim</p>	<p>Research for heritage and conservation area reviews. Refocusing Heritage at the Risk Strategy. On-going input to major development sites. On-going input to strategic infrastructure projects including East West rail and HS2.</p>	<p>Research for heritage and conservation areas reviews. On-going input to major development sites and strategic infrastructure projects.</p>	★	<p>Heritage and conservation area reviews are underway for Stratton Audley, Somerton and Ardley (<i>please note this is a change from Duns Tew</i>) and should be complete by end of November 2018.</p> <p>Conservation support for major projects at the former RAF Bicester and RAF Upper Heyford sites will continue as required.</p> <p>The Conservation Team continues to provide heritage input on major infrastructure projects including East-West rail.</p>	★

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 Colwell, Adrian Riley, Nicola Rowe, Rosie	SNC - Health & wellbeing Forum held 25/09. CDC - Community Connect social prescribing lead officer appointed.	Launch of online Wellbeing activity maps for Cherwell & for South Northants Launch of 'Community Connect' social prescribing scheme in Cherwell.	★	CDC: The council is a contributing partner to the social prescribing project led by Citizens Advice SNC: A county-wide social prescribing (SP) project is being put together by Nene Clinical Commissioning Group and progress was reported to the Health & Well Being Forum. The SNC wellbeing activity map should be able to integrate with the SP scheme when it goes live . The Health & wellbeing Forum was held on 25/09. Four delivery SNC priorities agreed: 1. Online directory of Health & Well Being activities 2. Reduce social isolation 3. Healthy eating, exercise & positive lifestyle activities in schools Positively engage health professionals with the planning process	★
JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Bolton, Sharon Carr, Jane	Completion of the North Oxfordshire academy Kitchen works - finalising the project.	It is expected that the Brackley Leisure Centre development will be complete or near completion.	★	Works continuing at Brackley Leisure Centre with the provision of two new swimming pools and improvements internally. Car Park works are currently being undertaken with improvements to the junction roundabout now due to start. At this stage it is expected that the new facility will fully open towards the end of October/beginning of November. Kitchen works to the North Oxfordshire Academy Pavilion have now been completed and complements the work carried out previously to the bar lounge area. Refurbishment works have been completed to the toilet facilities at Towcester Centre for Leisure - including new sinks/toilets/toilet cubicles/urinals/flooring etc.	★

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 35</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Riley, Nicola</p>	<p>SNC: 13 small (< £1,000) grants approved for grassroots community projects. 18 large (>£1,000) grants assessed and recommended to Community Funding Panel.</p>	<p>CDC: Electric Blanket Testing events in Banbury & Bicester (Fire station locations).</p> <p>Nicodemus - Specialist Youth Mentoring starts in Brighter future secondary schools Age Friendly Banbury - Focus group consultation Sept / Oct</p>	★	<p>CDC: Electric Blanket testing events will also have a "Connecting Communities" stand attached with a theme of "Preparing for Winter" to give out information and resources to support older people during the winter months.</p> <p>Nicodemus (Youth Leadership & Community Action Programme) Specialist mentoring will be delivered in Banbury with 3 secondary schools starting as part of the Brighter Futures agenda. Each school will be able to refer young people they feel are at risk of grooming, drugs, crime and violence and will work with schools for 40 weeks.</p> <p>Age Friendly Banbury initiative continues with focus group consultation taking place in a number of locations across Banbury working with a wide range of older peoples groups. The focus groups will look at the 4 themes that came out of the original consultation highlighting priority areas.</p> <p>SNC: The first SNC Seniors forum will take place working in partnership with South Northants Volunteer Bureau and Age UK Northamptonshire. The agenda will cover themes around Community Safety / Local Opportunities and Grant funding.</p> <p>Brackley Play Day event will showcase opportunities for young people and families to engage locally and allow partners to promote their services.</p> <p>Meetings and communication with SNC parishes to become more frequent, to keep them informed re Local Government Review and associated changes.</p>	★
			<p>CDC: Review decision upheld Asset of Community Value listing of 'Sunset & Stars', Piddington.</p> <p>CDC Seniors Forum delivered 27th of September.</p>	<p>The Hill - On-going support to Banbury Community Church to develop a programme to be delivered in the new centre once built in 2019.</p> <p>CDC & SNC Play Bin Initiative</p> <p>SNC: Seniors forum @ The Forum</p> <p>Brackley Play Day event - Brackley Leisure centre</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 align="center">Page 36</p>	<p>Cllr A McHugh Cllr D Bambridge</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard</p>	<p>CDC - Development of a joint approach to Emergency Planning with Oxfordshire County Council.</p>	<p>The refreshed Service level Business Continuity Impact Assessments and Business Continuity Plans will be reviewed by the new Business Continuity Steering Group to ensure they are consistent and robust. The review will also ensure all cross-cutting business continuity risks are identified and interdependencies are reflected in the plans. Multi-agency meetings regarding Silverstone events will be arranged to learn from this year's events, and prepare for next year.</p>	★	<p>Robust business continuity arrangements are important to provide assurance that the Councils would be able to continue to provide critical services in the event of an incident impacting on the councils' operations and to ensure that all services would recovery in a timely fashion following such an incident. Incidents affecting the ability of the Council to provide services could include adverse weather reducing access to council offices, fire or damage to Council offices and property or higher than normal staff absences due to a flu pandemic.</p> <p>All services and critical functions have business continuity plans which set out the risks to the Council's operations and the arrangements for responding to incidents. These plans need to be refreshed periodically, understood by staff and tested. Following recent changes to structures and support functions a plan is in place to review our arrangements and to ensure they remain robust.</p> <p>A briefing was provided to all staff regarding our emergency planning arrangements to ensure they were aware of our role. Selected staff have attended training on how to manage a Rest Centre for evacuated residents. Senior staff have attended an emergency planning exercise with partner agencies in Northamptonshire.</p> <p>Plans for CDC to work more closely on Emergency Planning with Oxfordshire County Council are developing.</p>	★
			<p>Refresh of all teams' Business Continuity Plans following the workshops held over the last two months relating to both CDC & SNC.</p>	<p>Recruit to vacant Housing Options Officer post in CDC Housing Options Team. Host and chair the 2nd meeting of the newly established Cherwell Homelessness Prevention network.</p>	★	<p>Fixed term Tenancy Support Officer posts (roles that take a key role in homelessness prevention and tenancy sustainment) at both councils have been made permanent. Arrangements have been put in place for the new "Duty to Refer" which came into force on October 2018.</p> <p>A draft report of an internal review of the local services for single homeless people and rough sleepers will be completed for consideration by senior management by end October 2018.</p>	★
<p>JBP2.1.5 Prevent homelessness</p>	<p>Cllr J Donaldson Cllr K Cooper</p>	<p>Carr, Jane Douglas, Gillian</p>	<p>Meetings regarding the implementation of the homelessness strategy and monitoring delivery have taken place. Specific actions have been allocated to teams and/or individual team members and these will be incorporated into the mid-year review appraisal process.</p>	<p>Recruit to vacant Housing Options Officer post in CDC Housing Options Team. Host and chair the 2nd meeting of the newly established Cherwell Homelessness Prevention network.</p>	★	<p>Fixed term Tenancy Support Officer posts (roles that take a key role in homelessness prevention and tenancy sustainment) at both councils have been made permanent. Arrangements have been put in place for the new "Duty to Refer" which came into force on October 2018.</p> <p>A draft report of an internal review of the local services for single homeless people and rough sleepers will be completed for consideration by senior management by end October 2018.</p>	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.6 Safeguard the vulnerable	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	Universal Credit project team has been established to support the introduction of the full service in South Northants.	Outcomes of the joint bids for funding for services to victims of domestic abuse are still awaited in Oxfordshire and Northants.	★	Support to vulnerable households in temporary accommodation has been strengthened at CDC through the addition of an Accommodation Officer post. We continue to support the more vulnerable residents across both districts in the form of the debt and money advice service and Discretionary Housing payments to help those with a shortfall in their rent.	★
Page 37 JBP2.1.7 Deliver affordable housing and work with private sector landlords	Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke	Carr, Jane Douglas, Gillian	SNC Year to date : 5 Landlord Improvement Grants have been allocated and completed; 3 have been approved and the works are in progress and 2 proposals are currently being processed. In addition 5 small grants for energy efficiency improvements have been allocated and completed; 2 applications are being processed. CDC: 6 units completed in September	SNC: The total delivery for 2018-19 so far is 50. This is behind target when measured against the annual requirement for 173 new affordable homes. It is still anticipated that strong delivery in the remainder of 2018-19 will significantly boost new supply.	★	CDC: Year to date completions are 244 properties (quarters 1 and 2). The target for 18/19 is 400 so we are still on track despite a low number of completions in September. SNC: The total number of new affordable homes completed and delivered in September in SNC was 9. These all occurred at Wootton Fields and are for affordable rent: 2 x 1 bed flats 5 x 2 bed houses 2 x 4 bed houses	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.8 Deliver the welfare reform agenda	Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	Universal Credit full service will be introduced in the South Northants area from December 2018. A project team has been established to support the implementation for residents, stakeholders and Department of Work and Pensions (DWP). A forum will be arranged for stakeholders.	Universal Credit (UC) full roll out will be completed by December 2018. The Department of Work & Pensions (DWP) have also announced that Councils will no longer be involved in the delivery of UC (personal budgeting support and assisted digital support), this service will be delivered by Citizens Advice Bureau from 1st April 2019.	★	At CDC we have one family in temporary accommodation that is benefit capped and we are working with them to gain exemption from the cap through access to employment.	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.1 Deliver innovative and effective housing schemes	Cllr J Donaldson Cllr K Cooper	Carr, Jane Colwell, Adrian Douglas, Gillian	The detailed site due diligence work and financial viability appraisal work are complete. This work has informed an update of the business plan and overall financial model for the local development company.	Build! are due to complete 11 properties at Hope Close, Banbury, in October. We are investigating the help we can offer health and social care providers in Oxfordshire to provide housing advice to keyworkers. Consideration of up to date report on Local Development Company by SNC Cabinet on 8th October 2018.	★	A report taking into account the detailed site due diligence, up to date financial viability appraisals and updated overall financial model for the local development company will be considered by SNC Cabinet on 8th October.	★
JBP3.1.2 Increase Tourism	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	SNC: Events and promotional programme delivered. Country pursuits publication project meeting held. CDC: Promoted first Banbury Open Air Cinema event which proved to be a sell-out success.	SNC: Re-order any tourism based publications needed for forthcoming event programme Country pursuits publication project meeting update with designers. CDC: Agreed new visitor information centre service level agreement by November. Publish volume and value of tourism, economic impact assesment by November. Completion of rural tourism development with EU funding programme by December.	★	SNC: Rural Development Programme for England Watermeadows bid full application form V2 was drafted. Brackley Festival of Motorcycling debrief meeting held to discuss future plans. Distribution of Tourism brochures to local sites requesting refills for point of sale. CDC: Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell's visitor economy, enabling business involvement in regional and national support. Contract management of Banbury and Bicester Visitor Information centres – information and marketing services provided . Providing support and advice , enabling partners (e.g. Banbury BID) to create capacity to extend the range of events to attract more visitors to the district. Working with accommodation providers to invest in Banbury and Bicester. Projects - Cherwell Visitor Guide being developed.	★

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 master plans for the key economic centres</p> <p align="center" style="font-size: 24pt; transform: rotate(-90deg);">Page 40</p>	Cllr C Clarke Cllr R Clarke	Colwell, Adrian Jolley, Robert Newman, Steven Ward, Greg	<p>SNC: Silverstone - Successful delivery of the Innovation and investment Conference at The Wing Brackley.</p> <p>Liaison with businesses and networks on enquiries regarding the A5 Towcester roadworks.</p> <p>CDC: The 'Big Feed 2' event in Banbury designed to engage families & young people in local careers attracted around 200 people.</p> <p>The 'Enterprise and Skills' conference & exhibition at Bicester attracted 50 businesses participated plus 30 members of the public.</p>	<p>SNC: Silverstone - Exhibitor at the Motorsport Industry Association Jobs at Silverstone Circuits.</p> <p>Towcester and Brackley - Exhibitor and attendance at MIPIM 2018 (leading event for city & property Development/ investment)</p> <p>CDC: Young Enterprise Trade Fair to be held on 8th Dec in Banbury's Market Place.</p> <p>Participate in the Banbury Chamber conference on 22 Nov.</p> <p>Publish the video of the 'Skills and Enterprise' event.</p>	★	<p>CDC: Core information, advice and guidance provided to all enterprises in Banbury, Bicester and Kidlington.</p> <p>Support to a range of event and investment activity in the centres to promote vitality. Liaison with traders to resolve operational matters.</p> <p>Liaison with key businesses and developers to assist investment and operations.</p> <p>Engagement with local schools, for example through Young Enterprise Board, to connect business with education.</p> <p>Supporting plans for October 2018 Job Fair led by Activate Learning (Banbury College), focusing on seasonal jobs for students.</p> <p>Produce work experience directory to link schools with employers (extend to rest of district).</p> <p>On-going engagement with the Castle Quay redevelopment plans to ensure that the needs of businesses are understood and met during the two years construction phase.</p> <p>Further support to the manager and Board of the new Business Improvement District to enable it to deliver.</p> <p>SNC: Liaison lead to Highways England for their operational delivery of A5 Towcester road works to ensure impact to businesses, residents and visitors is minimised.</p> <p>Letter of support to local Business for a Local Growth Fund bid to develop an innovative project at Silverstone park.</p> <p>Business Support given to 12 Business Start Ups, and 63 contacts made/follow ups with established Businesses through the Annual Event programme delivery.</p>	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.4 Increase employment at strategic employment sites, promote investments & business growth</p> <p align="center">Page 41</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Colwell, Adrian Jolley, Robert Newman, Steven Ward, Greg</p>	<p>CDC: Commencement of Phase 2 at Symmetry Park, Bicester on 11 Sept.</p>	<p>SNC: Engagement with Federation of Small Businesses to develop ways of working together.</p>	<p>★</p>	<p>SNC: 6 SNC Job club Members supported back into employment – 50% above monthly target.</p> <p>Successful delivery of the SNC Innovation and Investment Conference at The Wing, Silverstone with 170 business delegates attending.</p> <p>Successful delivery of the SNC Job Match Employment workshop, 8 delegates attended this intensive 3 hour evening session.</p>	<p>★</p>
			<p>Advice provided planning applications at Bicester Heritage.</p> <p>Published examples of new commercial investment in Cherwell Link.</p> <p>Launched new 5 day a week Job Club information service.</p> <p>SNC: Attended South East Midlands Local Enterprise partnership funding meetings and Event.</p> <p>Review of the FINAL DRAFT Business incubator Feasibility Study</p>	<p>CDC: Launch the 2019 Cherwell Business Awards in Nov.</p> <p>Develop a new commercial investment website by Dec.</p> <p>Attend MIPIM in London (17-18 Oct) to promote Cherwell as a place to invest.</p> <p>Seek 98% Superfast Broadband coverage by Dec 2018.</p>		<p>CDC: New industrial units and sites being promoted and enquiries responded to.</p> <p>Cherwell Industrial Strategy is being prepared for adoption in March 2019.</p> <p>Enabling workshops and grants through both Local Enterprise Partnerships.</p> <p>Launch of Innovation Programme on 12 Sept.</p> <p>To enable investment, the broadband programme part funded by CDC has enabled with over 97% of premises to access superfast technology (>24mbps). Letters also sent to encourage businesses and communities to co-operate to gain a grant towards 'next generation' infrastructure.</p>	
<p>JBP3.1.5 Delivery against Local Plans for CDC & SNC</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Colwell, Adrian Darcy, Andy Newton, Jim Peckford, David</p>	<p>CDC: The Partial Review of the Cherwell Local Plan was submitted to the Secretary of State for Examination on 5 March 2018 in accordance with a Service Level Agreement with the Planning Inspectorate</p> <p>SNC: The Regulation 19 (Statutory Stage of the Plan) was approved for consultation on September 19 2018. Consultation began on October 4 2018 for 6 weeks.</p>	<p>CDC: The Council is awaiting the report of the Government appointed Planning Inspector following a preliminary hearing on 28 September 2018. This will determine whether and when the Council proceeds to the rest of the local plan hearings.</p> <p>SNC: Following consultation it is intended to submit the Plan for approval to be submitted to the Secretary of State for examination before January 24 2019.</p>	<p>★</p>	<p>CDC: A preliminary hearing for the Examination of the Partial Review of the Local Plan (Oxford's Unmet Housing Needs) took place on 28 September 2018. The Inspector's preliminary report is expected by the end of October 2018. This will determine whether hearings will continue and when they will take place.</p>	<p>★</p>

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Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 12/10/2018

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
Priority 1	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					

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 Northamptonshire Finance Officers and 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 Partially Partially Fully Fully Partially Partially Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	AD Finance and Performance recruited. Overall Finance and Procurement resource being reviewed. 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 to now be 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. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being established. 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. Financial support and capacity being developed during 18/19 through development programme. Regular utilisation of advisors. 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.	Risk reviewed - 11/10/18 - No changes made
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 Councillor Ian McCord	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 risk registers being reviewed as part of service planning. Internal Audit Plan aligned to Leadership Risk Register and agreed at Audit Committees in March.	Risk reviewed 12/10/18 - 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	3	4	12	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	Fully Fully Fully Fully	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	4	3	12	↔	Risk review underway to consider the impact of local government reorganisation and changes to joint working arrangements between CDC and SNC. Measures will be developed as the project plans for re-organisation and the cessation of joint working. Project planning for separation to be completed by September 2018. Separation will commence with senior management team, planned for Sept - Oct. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided.	Plans for senior management separation advanced. Aim is to implement at pace. The impact on those affected is recognised and the usual support arrangements are in place, including consultation and support from an external advisor. Slightly elevated risk this month due to the uncertainty caused by restructure. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Additional requirements to support LGR impacts on both SNC and CDC have resulted in the risk being slightly escalated to 12. Regular comms being provided by CEX	Risk reviewed 12/10/18 - 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				
L04	CDC & SNC Local Plans - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work Resources are in place to support delivery including QC support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place Work is at Reg 19 on Cherwell Partial Review, preparing submission plan for Feb 2018 sign off and to re-commence in 2018 on Local Plan part 2. Reg 19 Plan out for consultation (October 2018). Aim to be submitted to PINS by January 24 2019. Statements of Community Involvement are in place. SNC revised LDS approved September 2018	Fully Partially Partially Fully Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Jim Newton	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council Regular Portfolio briefings and political review LDS updated as required Additional evidence commissioned as required Need to review resources at CDC to speed up Local Plan part 2. Submission of the CDC partial review took place on 05/03/18.	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan is to be held on 28 September 2018. Dates for the main hearings are still awaited from the Planning Inspectorate. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) for which recruitment of staff is on-going by the Oxfordshire Growth Board. SNC - Joint Core Strategy Review has commenced with preparation of proposed timetable, resources and scope underway. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Local Plan part 2 has been published for representations, with employment allocations and Local Green Space designations. Aim is to submit in January 2019.	SNC Risk reviewed 09/10/18 - Mitigating Actions updated for CDC & Controls updated for SNC.
L05	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	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Partially Partially Partially Partially Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	4	4	16	↔	All individual service BC Plans recently updated Corporate BC Plan to be reviewed Testing to be programmed BC solutions between both councils to be further developed Corporate ownership and governance to sit at senior officer level Draft Business Continuity Strategy and Policy being updated for sign by Leadership Team.	The plan to update all the service business continuity plans is progressing to schedule. 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.	Risk reviewed 09/10/18 - Comments updated.
L06	Partnership - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Poor service delivery Inability to deliver council's plans and outcomes for communities Legal challenge Financial loss Inability to partner in the future Reduced opportunity for inward investment in the future	4	4	16	Robust governance/contract management framework in place for key third party relationships Robust governance/contract management framework in place for key third party relationships Training and development of senior officers/members to fulfil their responsibilities with partner organisations Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance Standard agenda item at senior officer meetings Continue Institute of Directors training for Officers and Members Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed. Impact of potential NCC cuts on this risk to be reviewed. Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Risk reviewed 10/10/18 .
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 category one responder	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. Dedicated Emergency Planning Officer in post 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- coordinators Full participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and forming relationships with key partners. Both Councils have cover arrangements in place to account for the vacancy in the Emergency Planning post. New call out arrangements have been established. Training for senior officers was completed in June; further exercises were completed in September. Senior managers have attended multi-agency exercises. Through the Inter Agency Group, plans were implemented successfully for F1 and Moto GP; the group will meet again in November to reflect on this year and start preparations for 2019. Both authorities are represented at the Local Resilience Forum	Both authorities have active plans in place to ensure they are prepared for a variety of emergencies. Further improvements are being made as a result of a review of these plans. Options are being explored to fill the vacant Emergency Planning post. Senior Officers have had the opportunity to attend multi agency training exercises during September to increase their knowledge and experience.	Risk reviewed 09/10/18 - Mitigating actions updated. No change in score.

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				
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	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System	Partially	Councillor Lynn Pratt Councillor Peter Rawlinson	Adele Taylor	Mark Willis	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy will help to ensure that roles & responsibilities are discharged effectively. The next stage will be to begin to update Corporate H&S arrangements and guidance documents which support the policy underneath. All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas (checklist devised by H&S team to ensure H&S Management System framework is covered). AD's to submit checklist to their Director by 3/9/18. Corporate H&S Manager has sent a follow up note to Directors to suggest chasing outstanding AD checklists. Recommended that ED's and AD's consider the gaps within the checklists and liaise with their management teams on the agreed actions that they will be taking to address them. Actions to be formalised into service plans & monitored at DMT Meetings. Further support, advice & assistance provided by H&S Team (contacts established for each directorate area). 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 reviews 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 & Risk Assessment Workshop training to be developed and rolled out. 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.	Risk reviewed 03/10/18 - Controls, Control assessment, Mitigating Actions and Comments updated.
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Partially										
		Financial loss due to compensation claims				Corporate Interim H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Awaiting new Health & Safety Manager	Fully										
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Partially										
		Increased sickness absence				Proactive monitoring of Health & Safety performance management externally	Partially										
		Increased agency costs				Effective induction and training regime in place for all staff	Fully										
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially										
						Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially										
						Corporate body & Member overview of Health & Safety performance via appropriate committee	Fully										
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially										
L09	Cyber Security - If there is 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	4	5	20	File and Data encryption on computer devices	Fully	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	Tim Spiers	3	5	15	↔	The cyber-essentials plus audit has now been completed. We expect to achieve certification by 31/10/18. 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 IT service are in discussions with the Regional Police Cyber Security Advisor and initial training session will be held with the IT Management team in October 2018. Work is also being undertaken with the Communications team to raise staff awareness of issues and recommended actions to follow through internal channels such as 'In the Loop' and the intranet. Complete the implementation of the intrusion prevention and detection system by November 2018. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a Develop a comprehensive information security training programme with annual mandated completion which is assessed	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. Staff and member briefings covered phishing March 2018. We are now discussing wider awareness raising with Communications Team.	Risk reviewed 11/10/18 - Mitigating Actions Updated
		Financial loss / fine				Managing access permissions and privileged users through AD and individual applications	Fully										
		Prosecution – penalties imposed				Consistent approach to information and data management and security across the councils	Partially										
		Individuals could be placed at risk of harm				Effective information management and security training and awareness programme for staff	Partially										
		Reduced capability to deliver customer facing services				Password security controls in place	Partially										
						Robust information and data related incident management procedures in place	Fully										
		Unlawful disclosure of sensitive information				Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services	Partially										
		Inability to share services or work with partners				Appropriate plans in place to ensure ongoing PSN compliance	Fully										
		Loss of reputation				Adequate preventative measures in place to mitigate insider threat, including physical and system security	Partially										
						Insider threat mitigated through recruitment and line management processes	Partially										

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				
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 Staff training - new whole staff shared approach being launched last year and mandatory training introduced 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 Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled for each council 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 Partially Partially Partially Fully Partially Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	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 Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 10/10/18 - No change.
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 Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Recruiting to support shareholder and client side capacity. Relevant training being provided. 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.	Resources in place. Relevant training being provided to support resource provision	Risk reviewed 11/10/18 - No further changes.
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 Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas.	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 11/10/18 - Comments updated.
L13a	Local Government Reorganisation CDC - Proposals for local government reorganisation 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	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Strategic partnership opportunities with Oxfordshire County Council being explored with Joint Chief Executive in place by 1st October. Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially 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 planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan and the appointment of a Joint Chief Executive with Oxfordshire County Council effective from 1st October. Risk remains the same this month as separation planning is advancing. A detailed risk register underpinning the transition will be developed during September.	Risk reviewed 12/10/18 - 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				
L13b	Local Government Reorganisation SNC - Proposals for local government reorganisation 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 reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC. Interim Head of Paid Service appointed for SNC to start on 1st October. Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially	Councillor Ian McCord	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. Additional communications resources have been put into place to support the agenda. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan. Senior management separation restructure to begin in September. Stand alone SNC senior structure to include clear responsibility for both LGR and separation from CDC.	Risk reviewed 12/10/18 - No changes
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 Councillor Ian McCord	Adele Taylor	James Doble	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	Risk added to register following senior management discussion.	4/10/18 - No change

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Community Centre Refurbishments	84		84		-	-	Spending is directly 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, hence the fund which is earmarked in the main for fixtures and fittings won't be needed until 2019/20.
Wellbeing - Communities	84	-	84	-	-	-	
Biomass Heating Bicester Leisure Centre	14				(14)	-	Budget no longer required
Whitelands Farm Sports ground	25	25			-	-	
Solar Photovoltaics at Sports Centres	80		80		-	-	This budget to cover solar PV component replacement which may not be called upon in 2018/19. Re-profiled to 2019/20
Football Development Plan in Banbury	20	20			-	-	
North Oxfordshire Academy Astroturf	207	207			-	-	
Stratfield Brake Repair Works	12	12			-	-	
Sports Centre Modernisation Programme	36				(36)	-	Budget no longer required
Bicester Leisure Centre Extension	122	122			-	-	
Spiceball Leis Centre Bridge Resurfacing	30		30		-	-	Works to be determined post completion of the new bridge connection in 2018, as part of the CQ2 project. Re-profiled to 2019/20
Corporate Booking System	60	60			-	-	
Woodgreen - Condition Survey Works	2				(2)	-	Budget no longer required
Bicester Leisure Centre - Access Road Improvements	33	33			-	-	
Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	-	
North Oxfordshire Academy - Replacement Floodlights	20	20			-	-	
North Oxfordshire Academy - Sports Pavilion Improvements	6	6			-	-	
Cooper sports Facility Floodlights	65		65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Period Variances £000		
Wellbeing - Leisure and Sport	770	543	175	-	(52)	-	
Empty Homes Work-in-Default Recoverable	100	100			-	-	Moving £100k to Capital Reserves (NB. This needs to remain at £100k per annum. Any unspent budget is to be reprofiled and topped up to £100k)
Disabled Facilities Grants	983	983			-	-	
Discretionary Grants Domestic Properties	339	200	139		-	-	Only £200k of the budget will be required this financial year and £139k re-profiled to 2019/20.
Abritas Upgrade	33	33			-	-	
Wellbeing - Housing	1,455	1,316	139	-	-	-	
Wellbeing Total	2,309	1,859	398	-	(52)	-	
The Hill Youth Community Centre	989	989			-	-	
East West Railways	1,160		1,160		-	-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20.
Graven Hill - Loans and Equity	600	600			-	-	
Place & Growth - Economy &	2,749	1,589	1,160	-	-	-	
Place & Growth Total	2,749	1,589	1,160	-	-	-	
Car Park Refurbishments	467		467		-	-	Budget for the replacement of parking equipment which is not expected in 2018/19. Re-profiled to 2019/20.
Energy Efficiency Projects	28	28			-	-	
Glass Bank Recycling Scheme	8	8			-	-	
Public Conveniences	50		50		-	-	Budget for the uplift of the Public Conveniences, work not expected to start in 2018/19. Re-profiled to 2019/20.
Off Road Parking Facilities	18	18			-	-	
Vehicle Replacement Programme	879	557	322		-	-	£322k deferred due to the useful life of some vehicles longer than estimated.
Wheeled Bin Replacement Scheme	125	125			-	-	

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Urban Centre Electricity Installations	15		15		-	-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year, hence re-profiled to 2019/20.
Bicester Cattle Market Car Park Phase 2	90	0			(90)	-	Budget no longer required
Vehicle Lifting Equipment	30	30			-	-	
Container Bin Replacement	20	10	10		-	-	Container Bin Replacement will not be required in 2018/19, but in the next budget year, hence re-profiled to 2019/20.
Banbury Market Improvements	20	20			-	-	
Environment - Environment	1,750	796	864	-	(90)	-	
Customer Self-Service Portal CRM Solutn	80	80			-	-	
Environment - Environment	80	80	-	-	-	-	
Environment Total	1,830	876	864	-	(90)	-	
Financial System Upgrade	0				-	-	
Academy Harmonisation	119	119			-	-	
Finance & Governance - Finance &	119	119	-	-	-	-	
Condition Survey Works	77	77			-	-	
Bradley Arcade Roof Repairs	85	35			(50)	(50)	Savings for work completed for less than the original bid value achieving the same goals.
Orchard Way Shopping Arcade Front Serv	20	16			(4)	(4)	Savings for work completed for less than the original bid value achieving the same goals.
Old Bodicote House	0				-	-	
Bicester Town Centre Redevelopment	0				-	-	
Banbury Museum - Refurbishment Programme	0				-	-	
Community Buildings - Remedial Works	150	100			(50)	(50)	Savings for work completed for less than the original bid value achieving the same goals.
Car Parks Resurfacing	0				-	-	
Spiceball Riverbank Reinstatement	50		50		-	-	On hold pending the completion of a new bridge as part of the CQ2 development. Re-profiled to 2019/20
NW Bicester Eco Business Centre	2,236	2,236			-	-	

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Build Programme Phase 1a	1,047	1,047			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Banbury - Antelope Garage	0	29			29	29	Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	270			-	-	
Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	-	
Castle Quay 2	62,000	4,689	42,644	14,667	-	-	
Castle Quay 1	7,636	7,636			-	-	
Franklins House - Travelodge	783	783			-	-	
Bicester - Pioneer Square	135	135			-	-	
Cherwell Community Fund	100	100			-	-	
Build Programme Phase 1b	1,875	1,875			-	-	
Build Programme Phase 2	6,500	6,500			-	-	
Housing & IT Asset System joint CDC/SNC	50	50			-	-	
Orchard Way - external decorations	95	95			-	-	
Retained Land	180	180			-	-	
Thorpe Place Industrial Units	175	175			-	-	
Thorpe Way Industrial Units	145	145			-	-	
Horsefair Banbury	100	100			-	-	
Thorpe Lane Depot - Tarmac / drainage	110	110			-	-	
EPC certification & compliance works	40	40			-	-	
Sunshine Centre	440	440			-	-	S106 monies of £320k and CDC funding of £120k. Works tendered ready to proceed, hold pending transfer of lease from OCC to CDC.

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Woodpiece Road Parking Options	40	70			30	-	Works for 3 new parking areas on Woodpeice Road. When the works were tendered cost returned exeeded budget. Cost / funding for the overspend yet to be finalised.
Finance & Governance - Property, Investment & Contract Management	84,403	26,997	42,694	14,667	(45)	(75)	
Finance & Governance Total	84,522	27,116	42,694	14,667	(45)	(75)	
Microsoft Licensing Agreement	110	110			-	-	Previously reported that a (£110k) for Microsoft licensing agreement budget was no longer required, following further investigation it has been established that the total budget is required and will be spend in 2018/19.
Land & Property Harmonisation	83	83			-	-	
5 Year Rolling HW / SW Replacement Prog	50	50			-	-	
Business Systems Harmonisation Programme	69	69			-	-	
Website Redevelopment	0				-	-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	-	
IT Strategy Review	139	139			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Land and Property Harmonisation	167	167			-	-	
Customer Excellence & Digital Transfer	85	85			-	-	
Unified Communications	125	125			-	-	
Customers Service Devt - Customers & IT Services	943	943	-	-	-	-	
Customers & Service Devt - HR, OD & Payroll	-	-	-	-	-	-	
Customers & IT Services Total	943	943	0	0	0	0	
Capital Total	92,353	32,383	45,116	14,667	(187)	(75)	187 - Under Spend

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Business Rates - An Overview

Business Rates – An Overview

- What is business rates?
- How the Rateable Value has increased over time
- The 50% business rates retention scheme
- Retained business rates
- Appeals
- The future of business rates

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What is Business Rates?

- Business rates are charged on most non-domestic premises.
- How much business rates is charged will depend upon:
 - The **rateable value** (RV) of the property
 - The **multiplier**
 - What **relief** schemes the rate payer is eligible for.
 - The reliefs are either:
 - Mandatory; or
 - Discretionary
- The role of the Inspections team reporting to the Valuation Office
 - Your council needs you! – the role we can all play

Rateable Value movement at Cherwell District Council

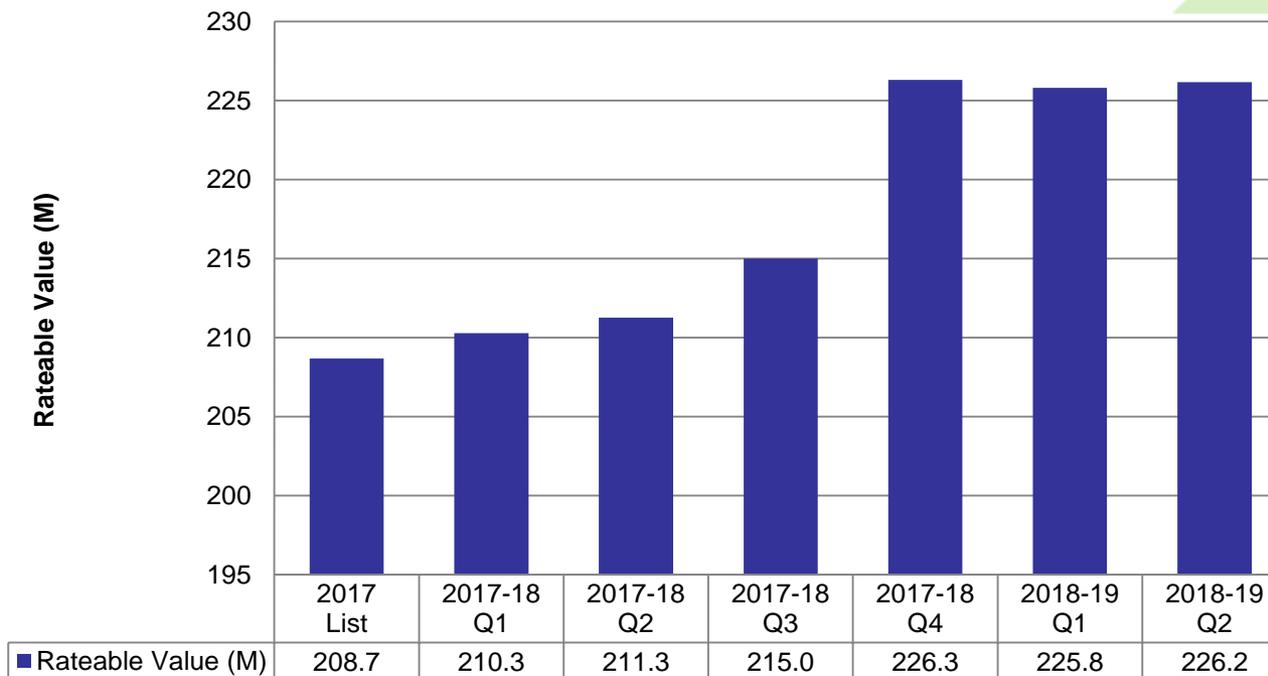
- Since April 2017, the RV at Cherwell has increased **8%**
 - or **£17 million** from £209 million to £226 million.
 - The number of properties increased from 4,703 to 4,874
 - £11 million as a result of the additional units at Bicester Village.

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Property	Rateable Value
Bicester village units 130-162	10,617,000
Tesco, Bicester	2,110,000
Amazon, unit 3, Chalker Way, Banbury	1,280,000
Waitrose, Southam Road, Banbury	885,000
Hello Fresh, Unit 3, Noral Way, Banbury	870,000
Unit 1A, Symmetry Park, Ambrosden	560,000
Norbar Torque Tools Ltd, Banbury	487,500
Arrival Ltd, Unit 2 Southam Road, Banbury	467,500
Miscellaneous movements in growth and decline	213,680
Increase in 2017 List as at Sept 2018	17,490,680

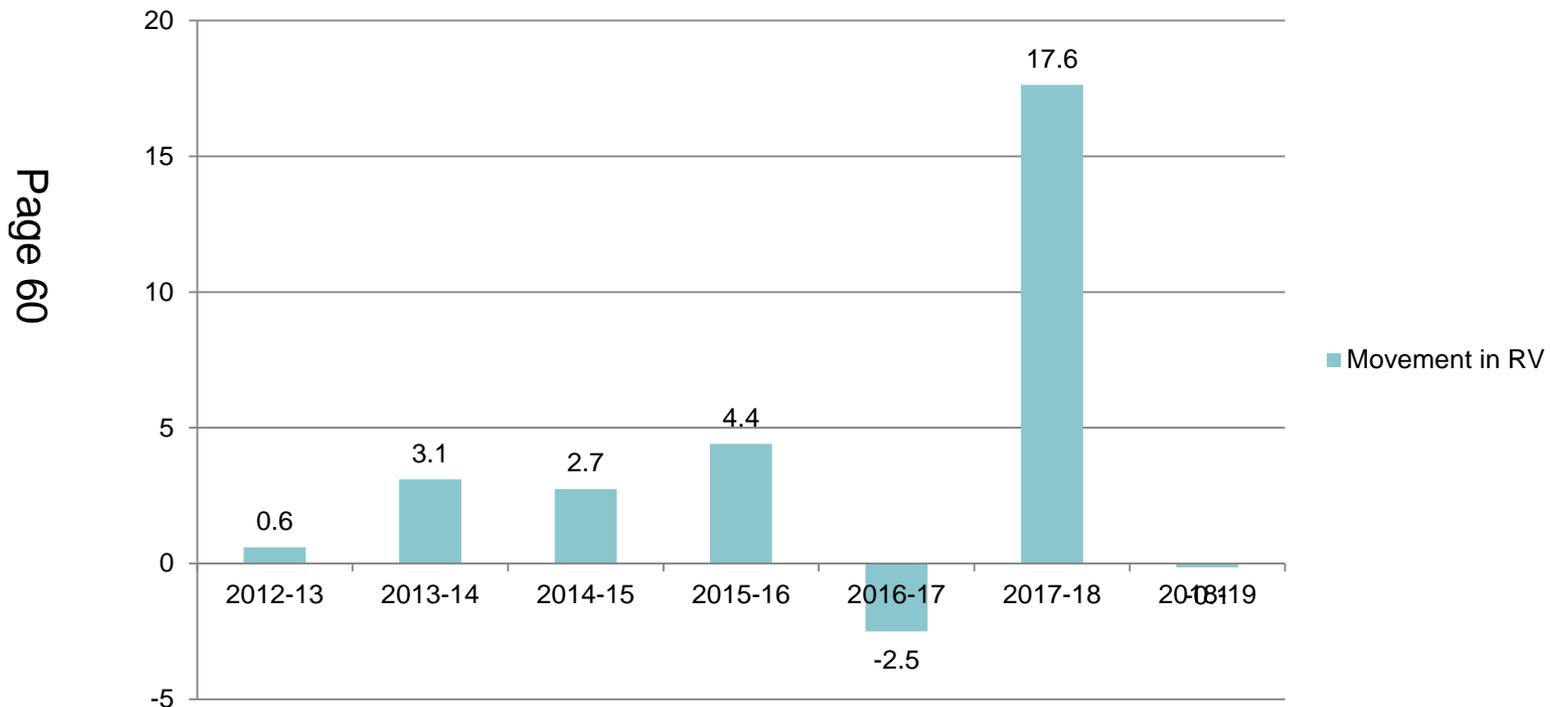
Rateable Value movement at Cherwell District Council

Cherwell DC movement in RV since start of 2017 Rating List



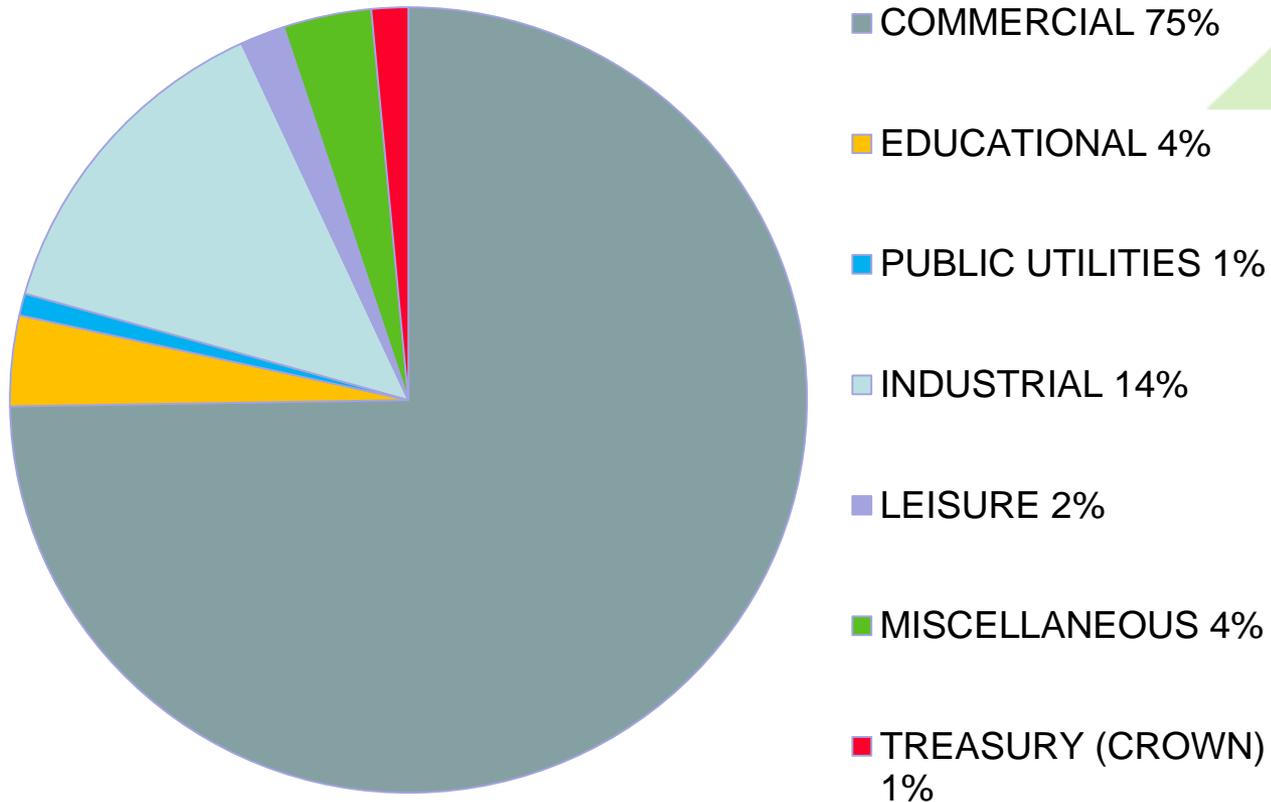
Rateable Value movement at Cherwell District Council

Movement in RV in each year



Types of business in Cherwell

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Top 10 Rate payers in Cherwell

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PROPERTY	TOWN	RATEABLE VALUE
MINISTRY OF DEFENCE	BICESTER	2,810,000
ARDLEY ENERGY RECOVERY FACILITY	BICESTER	2,700,000
J SAINSBURY PLC	BANBURY	2,340,000
TESCO STORES LTD	BANBURY	2,270,000
J SAINSBURY PLC	KIDLINGTON	2,190,000
TESCO STORES LTD	BICESTER	2,110,000
RALPH LAUREN UK LTD	BICESTER	2,070,000
JACOBS DOUWE EGBERTS LTD	BANBURY	1,715,000
CHERWELL VALLEY SERVICE AREA	BICESTER	1,710,000
J SAINSBURY PLC	BICESTER	1,660,000
		21,575,000

50% Business Rates Retention Scheme

- Been in operation since 2013-14.
- Business rates income has been allocated as follows:
 - 50% central government
 - 40% Billing authority (Cherwell DC)
 - 10% County Council
- However, Cherwell does not keep 40% of the business rates income
- Government compares the income it expects the council to collect (the “**business rates baseline**”) with the level of funding it assesses the council needs (the “**funding baseline**”).

- 
- Where a council's rates baseline exceeds its funding needs, it pays a “**tariff**” into a national pool;
 - where a council's rates are less than its assessed needs, it receives a “**top-up**”.
 - When a council's business rate income exceeds its baseline, it **retains** 50% of that growth to spend locally;
 - The remaining 50% of the growth above baseline is paid as a “**levy**” into the national pot.
 - If a council's business rates tax base falls, it bears the loss. However, the “**safety net**” – funded by the levy nationally – guarantees that each council will receive at least 92.5% of its baseline funding.

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Effect of Pooling

- Cherwell is a member of the North Oxfordshire pool
 - the levy is paid into the local pool instead of to central government's national pool.
 - Cherwell then receive back a pooling gain to spend locally.
- In 2017-18 the effect of pooling was £2.1m

How much Business Rates do Cherwell Retain

- In 2017-18, Cherwell collected **£93m** in Business Rates and retained **£9m**

		2017-18	Cherwell Retained
		£m	£m
Business Rates collected in 2017/18		93	
Cherwell Share of income	40%	37	
less tariff paid to central government		-27	
Business rates income remaining		10	
Funding Baseline		3.6	3.6
Growth above baseline		6.4	
50% retained by CDC		3.2	3.2
50% as levy paid to Pool		3.2	
Pooling Gain			2.1
Other income retained:			
Business rates from Renewable Energy sites			0.3
S31 compensation for multiplier cap			0.1
Retained Business Rates			9.3

Effect on MTFS

- The £9m reflects the business rates performance in 2017-18, however, its not what was reported in budget monitoring as income in the General Fund for that year!
- There is a timing delay between when the surplus is generated and when it is reflected as additional income in the General Fund.
- In 2017/18 the actual Collection Fund surplus was **£0.8m**
- In 2018/19 we have budgeted to show **£0.2m** of this surplus
- So the remaining **£0.6m** will be part of the 2019/20 budget

Appeals

- Ratepayers can appeal the RV that has been calculated by the Valuation Office.
- In 2017 the process for appealing changed to a 'check, challenge, appeal' process.
 - More difficult for appeals to be lodged
 - Can only appeal once
 - A significant drop in number of appeals lodged
- So far there are currently 10 open challenges at CDC
- The impact of an appeal
 - refund of business rates
 - Reduced business rates going forward
- Current Appeals News – ATMs

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Future of Business Rates

- 75% business rates retention to be introduced in 2020-21
- Oxfordshire authorities submitted a bid to pilot what this would look like in 2019/20 – waiting to hear outcome
- Main principles:
 - Tier splits of 75% to be determined (currently 50% is split: 40% to CDC and 10% OCC)
 - Retain 75% growth above baseline
 - Baseline to be reset
- The Business rates scheme is being reviewed by a working group in central government to simplify it!

Any Questions?

Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Cherwell District Council

Budget Planning Committee

27 November 2018

<p>Local Discretionary Business Rate Relief Scheme for 2019-20</p>

Report of the Interim Executive Director – Finance and Governance

This report is public

Purpose of report

To provide members of Budget Planning Committee with details of the proposed Local Discretionary Relief Scheme before consideration by Executive.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report.
- 1.2 To recommend to Executive the adoption of the Local Discretionary Business Rates Relief Scheme for 2019-20

2.0 Introduction

- 2.1 In the Spring Budget 2017 the Chancellor announced £300m funding for local councils to help businesses facing an increase in their business rates following the 2017 Revaluation. Any unspent funding will be returned to central government. The total funding for Cherwell District Council for the financial year 2019-20 £147,000, a reduction from £358,000 in 2018-19 and £736,000 in 2017-2018,
- 2.2 The Government expects billing authorities to use their discretionary powers under section 47 of the Local Government Finance Act to deliver the scheme. Billing authorities will be compensated through a Section 31 grant for the cost to the authority of granting the relief, up to a maximum amount based on the authority's allocation of the £300m fund.
- 2.3 Each authority is required to devise its own Discretionary Relief Scheme.

3.0 Report Details

- 3.1 The assistance Cherwell District Council is able to offer under the scheme is limited by the funding provided. The funding allocation for Cherwell District Council for the next two years is as follows:

2019-20	2020-21
£147,000	£21,000

- 3.2 A copy of the proposed Local Discretionary Business Rate Relief Policy for 2019-2020 is shown at Appendix A of this report. The draft policy for 2019-20 remains unchanged to again maximise the use of funding and to support local businesses.
- 3.3 The attached policy outlines the proposed qualifying criteria and exclusions.
- 3.4 European “State Aid” rules apply to any business rates relief granted.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members are asked to note the contents of the report and to recommend to Executive the adoption of the policy for 2019-2020.

5.0 Consultation

- 5.1 It is a requirement of the Local Discretionary Relief Scheme that we consult with major preceptors on the proposed scheme and we also intend to consult with the local business community before a final recommendation goes to Executive.

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: Members could choose not to recommend the proposed schemes to Executive, but in view of the fact that expenditure will be reimbursed the Government expects billing authorities to grant relief to all qualifying ratepayers

7.0 Implications

Financial and Resource Implications

- 7.1 The report sets out the proposed Local Discretionary Relief scheme to provide relief to business ratepayers in properties facing business rates rises as a result of the Revaluation. The local scheme aims to distribute no more than Government funding allocation provided. The Government has announced that it will reimburse councils for the actual cost of relief granted, in accordance with its guidance, through Section 31 grant.

Comments checked by:
Kelly Watson Assistant Director Finance and Procurement
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Legal Implications

- 7.2 Section 47 of the Local Government Finance Act 1988 and subsequent amending legislation provides the criteria for awarding discretionary rate relief to certain categories of non-domestic ratepayer.
- 7.3 Section 69 of the Localism Act 2011 provides a new discretionary power to reduce business rates for any local ratepayer. It is this new power that the Government is directing billing authorities to use to award the new categories of relief.
- 7.4 Relief from taxes, including non-domestic rates, can constitute state aid under European Union legislation. There are block exemptions from the state aid rules where the aid is below a de minimis level. The de minimis level applies to all de minimis aid received, including other Government subsidies or grants, in addition to any rate relief given as a de minimis aid. It will be for the Council to ensure that any relief granted does not transgress state aid rules. The de minimis threshold is €200,000 from all sources to the recipient as a whole over a rolling period of three years.

Comments checked by:
Christopher Mace, Solicitor
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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

Corporate Priorities: Sound budgets and customer focused council.

Councillor Tony Ilott, Lead Member for Financial Management.

Document Information

Appendix No	Title
A	Local Discretionary Business Rate Relief Scheme for 2019-20
Background Papers	
None	
Report Author	Jacey Scott Joint Revenue and Recovery Team Leader
Contact Information	Jacey Scott 01327 322162 jacey.scott@cherwellandsouthnorthants.gov.uk



Local Discretionary Business Rate Relief Scheme for 2019-20

1. Introduction

The Local Discretionary Business Rate Relief Scheme applies for the period 1 April 2019 to 31 March 2020. Under the scheme relief will only be provided where a qualifying ratepayer's bill has increased due to the 2017 Revaluation.

The assistance Cherwell District Council is able to offer under the scheme is limited by the funding provided. The funding allocation for Cherwell District Council over the next three years is as follows:

2019-20	2020-21
£147,000	£21,000

2. Qualifying Criteria

- 2.1 The property must have had an increase in rateable value as a result of the 2017 Revaluation.
- 2.2 All other mandatory reliefs must have been applied for prior to an award for Local Discretionary Business Rate Relief being considered.
- 2.3 The 2017 Rateable Value must be £200,000 or less.
- 2.4 Where a property is formed following a split, merger or reorganisation a new calculation will be carried out.
- 2.5 Where a qualifying ratepayer's business rates bill is reduced for any of the following reasons the amount of relief will be reduced or removed accordingly:
 - A reduction in rateable value in the 2017 Rating List.
 - The application of any additional relief or exemption
 - Vacation and reoccupation of the property
 - Any other relevant reason

2.6 A cap of £50.00 has been introduced so that the relief awarded is for eligible properties where the amount of relief is £50.00 or more.

3. Exclusions

3.1 Relief will not be awarded to the following types of ratepayers and properties:

- Precepting bodies (County, District and Parish Councils)
- Banks, building societies and other major financial institutions
- Multi-national businesses or large chains
- Businesses which occupy 3 or more properties
- National Health Service
- Charities
- Central Government bodies

3.2 Unoccupied properties

3.3 Where the award of relief would not comply with EU law on State Aid.

4. State Aid

Ratepayers will be required to confirm that they have received any other State Aid that exceeds €200,000 in total including any other rates relief being granted for premises other than the one to which the declaration relates, under the De Minimis Regulations EC 1417/2013.

Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

5. How will the Local Discretionary Business Rate Relief be calculated?

Local Discretionary Business Rate Relief will be calculated after any or all of the following have been applied:

- Exemptions and other reliefs
- Transitional arrangements

6. Application Process

The Council will automatically award business rates relief to qualifying businesses.

The amount of relief awarded each year will be subject to review such that the total relief doesn't exceed the funding allocation from government.

This policy will be published on the Council's website www.cherwell.gov.uk.

7. Appeals

All appeals must clearly state the ground(s) and be made in writing to: Revenues and Recovery Team, Cherwell District Council, Bodicote House, Bodicote, Banbury OX15 4AA.

Any appeal will be judged in line with this policy and the decision is to be taken at the sole discretion of the Executive Director Finance and Governance Chief Finance Officer in consultation with the Joint Revenues and Benefits Manager. All appeals will be reviewed within 4 weeks of submission of all necessary information. All decisions taken on appeals are final and the outcome will be recorded and advised to the ratepayer in writing. If an appeal is successful, rate relief will be backdated for the full eligible period within the relevant financial year.

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Cherwell District Council
Budget Planning Committee

27th November 2018

Business Rates Retail Relief Policy

Report of the Interim Executive Director – Finance and Governance

This report is public

Purpose of report

To provide members with an update on the Business Rates Retail Relief announced in the recent Budget and to propose a Retail Relief Policy for recommendation to Executive.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of this report.
- 1.2 To consider and recommend to Executive the proposed Business Rates Retail Relief Policy contained at Appendix 1 of this report.

2.0 Introduction

- 2.1 The Government announced in the Budget on 29 October 2018 that it will provide a business rates retail relief scheme for occupied retail properties with a rateable value of less than £51,000 for the financial years 2019-20 and 2020-21.
- 2.2 Guidance has been provided by the Ministry of Housing, Communities and Local Government regarding the operation and delivery of the relief. The relief must be awarded in accordance with discretionary relief powers contained within the Local Finance Act 1988 (as amended).
- 2.3 Any retail relief awarded by the Council will be fully reimbursed if paid in accordance with Government guidance.
- 2.4 The policy proposed in this report fully reflects the guidance to award relief to occupied retail premises.

3.0 Report Details

- 3.1 The Government announced in the Budget on 29 October 2018 that it will provide a business rates retail relief scheme for 'occupied retail' properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21.
- 3.2 As this is a measure for 2019-20 and 2020-2021 only, the Government is not changing the legislation around the reliefs available to properties. Instead the Government will, providing Councils follow the eligibility criteria set out in its guidance; reimburse local authorities that use their discretionary relief powers (using a grant under Section 31 of the Local Government Act 2003). The Government expects local government to grant relief to qualifying ratepayers.
- 3.3 The Council currently makes awards in accordance with Section 47 of the Local Government Finance Act 1988 (as amended) to grant relief. In order to adopt the "retail relief" scheme members will be required to adopt a local scheme and decide in each individual case when to grant "retail relief".

Discretionary Retail Rate Relief Policy

- 3.4 The business rates retail relief policy for the Council will award relief to occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of relief applied shall be one third of the bill and must be applied after mandatory reliefs and other discretionary reliefs funded by Section 31 grants have been applied.
- 3.5 Properties that will benefit from the relief will be occupied hereditaments with a rateable value of less than £51,000, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.
- 3.6 Local authorities have been asked to provide an estimate of their likely total cost for providing the relief in their National Non-Domestic Rates Return (NNDR1).
- 3.7 We consider shops, restaurants, cafes and drinking establishments to mean:

- **Hereditaments that are being used for the sale of goods to visiting members of the public:**
- Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

- **Hereditaments that are being used for the provision of the following services to visiting members of the public:**

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

OR

- **Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:**

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

3.8 To qualify for the relief the hereditament should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

3.9 The Council can determine whether particular properties (hereditaments) not listed are broadly similar in nature to those above and, if so, to consider them eligible for the relief. Conversely, properties that are not broadly similar in nature to those listed above will not be eligible for relief.

3.10 In accordance with the Government's guidance on awarding Retail Rate Relief the Council considers the following not to be "retail premises" and they will not be eligible for relief under the scheme:

- **Hereditaments that are being used for the provision of the following services to visiting members of the public:**

- Financial services (e.g. banks, building societies, cash points, bureaux de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)

- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting offices

- **Hereditaments that are not reasonably accessible to visiting members of the public**

3.11 The relief will be calculated in the same way as business rate charges and will be apportioned accordingly where the occupation, other reliefs or rateable value of a premises changes.

3.12 State Aid (De Minimis Regulations) will apply when granting this and any other relief and ratepayers may be required to complete a declaration.

4.0 Conclusion and Reasons for Recommendations

4.1 Members are asked to consider the contents of this report and recommend to Executive proposed Business Rates Retail Relief Policy.

5.0 Consultation

None

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: Members could agree not to determine a Business Rates Retail Relief Policy, but this would mean the Council is not complying with Central Government guidance and would be to the detriment of ratepayers in the district.

7.0 Implications

Financial and Resource Implications

7.1 In awarding the “retail relief” in accordance with the guidance the Council will be able to be fully reimbursed through the NNDR claim process.

Comments checked by:

Kelly Watson Assistant Director Finance and Procurement

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Kelly.Watson@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 The primary legal implications for the Council are outlined in the main body of the report. The guidance advises that Councillors should consider the awarding of

relief in accordance with their powers for granting discretionary rate relief as provided for by Section 47 of the Local Government Finance Act 1988 (as amended). As the main body of the report makes clear, provided the Council follows that guidance then it will be able to recover the money from Government.

As the main body of the report mentions at paragraph 3.12, there is a State Aid issue to contend with here. The Council will therefore require that any recipient of the “retail relief” completes a declaration to confirm that they have not received any other assistance from another public body within the past 3 financial years.

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

8.0 Decision Information

Key Decision (Cabinet/Executive reports only) or delete if not Cabinet / Executive report

Financial Threshold Met: Not Applicable

Community Impact Threshold Met: Not Applicable

Wards Affected

All

Links to Corporate Plan and Policy Framework

Corporate Priorities: Sound budgets and customer focused council.

Lead Councillor

Councillor Tony Ilott, Portfolio Holder for Finance and Governance

Document Information

Appendix No	Title
1	Business Rates Retail Relief Policy
Background Papers	
Report Author	Jacey Scott Joint Revenues and Recovery Team Leader
Contact Information	Jacey.scott@csnresources.co.uk

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Business Rates Retail Relief 2019-2020 and 2020-2021

1. Introduction

The retail rate relief scheme applies for the period 1 April 2019 to 31 March 2021.

The business rates retail relief scheme applies to occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of relief should be one third of the bill, and must be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied.

2. Qualifying properties

Properties that will benefit from the relief will be occupied hereditaments with a rateable value of less than £51,000, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.

- **Hereditaments that are being used for the provision of the following services to visiting members of the public:**
- Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

OR

Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public

Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)

- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

OR

Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

3. Properties not eligible for relief

- Financial services (e.g. banks, building societies, cash points, bureaux de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting offices

4. Application Process

We will automatically award relief if we consider your property meets the eligibility criteria and apply it to your bill. We do, however need to you to make a “De Minimis” Declaration in relation to State Aid (see below).

5. State Aid

Ratepayers will be required to confirm that they have received any other State Aid that exceeds €200,000 in total including any other rates relief being granted for premises other than the one to which the declaration relates, under the De Minimis Regulations EC 1417/2013.

Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

6. How much relief will be available?

The total amount of government-funded relief available for each property for 2019-20 and 2020/21 under this scheme is one third of the bill, after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied. There is no relief available under this scheme for properties with a rateable value of £51,000 or more. The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis.

7. What if I occupy more than one property?

Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid De Minimis limits.

7. Appeals

If you disagree with a decision made under this policy, you must write and tell us why you think the decision is wrong, ie whether you consider the published criteria have been properly applied.

We will take account of any information given in your appeal letter. We will decide whether or not the criteria have been properly applied. This is called 'reconsidering' the decision. We will write to tell you what has happened, normally within 10 days of decision.

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Cherwell District Council

Budget Planning Committee

27 November 2018

100% Council Tax Premium on Long Term Empty Dwellings
--

Report of the Interim Executive Director – Finance and Governance

This report is public

Purpose of report

To provide members with an update on the change in legislation to allow for a Council Tax premium of 100% on properties that are empty for 2 years or more and to seek a recommendation for Executive on the introduction of 100% Empty Homes Premium.

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 make a recommendation to Executive on the introduction of an Empty Homes Premium of 100% from 1st April 2019.

2.0 Introduction

- 2.1 In September 2015 Executive agreed the introduction of a 50% premium from 1st April 2016 on a class of property which has been unoccupied and unfurnished for a period of two years or more.
- 2.2 This report considers the new legislation from April 2019 which allows for a 100% Empty Homes Premium to be levied and the financial implications for the Council. The decision as to whether to introduce the additional premium is a local one to be made by councils.

3.0 Report Details

Position so far

- 3.1 From 1st April 2013, Local Authorities have been able to charge a Council Tax premium of 50% on properties which have been unoccupied and unfurnished for a

period of two years or more. The premium is chargeable on a property that has been empty for two years. It is therefore possible for an individual to buy a property which has already been empty for two years and therefore will be liable for a premium immediately. Under the Council Tax Regulations 2003 there are exemptions and discretions under this provision:

- A dwelling which would otherwise be the sole or main residence of a member of the armed services, who is absent as a result of such service
- An annexe, which forms part of a single dwelling and is being treated by the resident of that property as part of the main dwelling.
- If the liable person can demonstrate that the property is on the market for sale or rent or can demonstrate hardship.

3.2 There are financial and non-financial benefits associated with the introduction of the Empty Homes Premium. The financial benefits relate to an increase in Council Tax income and New Homes Bonus and non-financial benefits relate to bringing empty properties back into use.

3.3 The decision was taken to introduce the premium with effect from 1st April 2016. There has not been any noticeable impact on collection rates since the premium was introduced.

Long Term Empty Premium from 1st April 2019

3.4 Section 11B of the Local Government Finance Act 1992 has been amended to allow for an increase in the Empty Homes Premium for properties that are empty for two years or more from 50% to 100% from 1st April 2019.

3.5 If the decision is taken to charge the Empty Homes Premium at 100% from 1st April 2019 financial modelling as at November 2018 has shown that this would generate income of £232,556 (this is based on the premium that will become chargeable for current empty properties if they are still vacant in 1st April 2019). This compares to £116,278 based on the current 50% premium.

3.6 If the premium is increased to 100% from 1st April 2019 notice will have to be served upon the residents of Cherwell District Council and an advert placed in the local press to advertise the fact that the higher premium can now be imposed at least 21 days prior to the decision taking effect. The Council will also write to affected parties prior to 1st April 2019 to advise that the increased premium will be charged.

3.7 The Government has also amended the legislation to provide that the 'relevant period' from 2020 will be less than five years to charge 100% and more than five years to charge 200%. From 2021 a premium of 300% can be charged for properties left empty for over ten years. Members will receive a report on this and the financial implications for the Council at a later date.

4.0 Conclusion and Reasons for Recommendations

4.1 From April 2019 the Legislation has been amended to allow for an increase in the Empty Homes Premium from 50% to 100%.

4.2 Members are now asked to consider the report and to make a recommendation to Executive as to whether the 100% premium should be introduced from April 2019.

5.0 Alternative Options and Reasons for Rejection

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

Option 1: To decide not to make a recommendation to Executive on introducing an Empty Homes Premium of 100% from April 2019.

6.0 Implications

Financial and Resource Implications

- 6.1 The financial implications are set out in the body of the report.

Comments checked by:

Kelly Watson Assistant Director Finance and Procurement
01295 221638
Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 Section 11B of the Local Government Finance Act 1992 has been amended by the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 to allow for the maximum percentage by which Council Tax may be increased to change to 100% from the financial year beginning 1st April 2019 and then to be further increased each financial year up to 2021 to a maximum of 300% as described in the main body of the report.

Comments checked by:

Chris Mace, Solicitor
01327 322125
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8.0 Decision Information

Key Decision

Financial Threshold Met: **Not applicable**

Community Impact Threshold Met: **Not applicable**

All

Links to Corporate Plan and Policy Framework

This links to the Council's priorities of a district of opportunity and sound budgets and a customer focused council

Lead Councillor

Councillor Tony Illott Lead Member for Financial Management

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Belinda Green (Operations Director)
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Agenda Item 12

Year	Date	Agenda Items
	27 November	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring 2018/19 • Medium Term Financial Strategy • Business Rates Retail Relief Policy • Local Discretionary Business Rate Relief Scheme for 2019-20 • 100% Council Tax Premium on Long Term Empty Dwellings
	29 January	<ul style="list-style-type: none"> • Discretionary Rate Relief Policy • S106 Monitoring • Local Government Settlement • Budget 2019/20 • Fees & Charges 2019/20 • Medium Term Financial Strategy
2019	26 February	<ul style="list-style-type: none"> • Performance, Finance and Risk Monitoring 2018/19 • S106 Monitoring • Write Offs

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