

Cherwell District Council

Executive

5 July 2021

Monthly Performance, Risk and Finance Monitoring Report April / May

Report of Director of Finance and Head of Insight and Corporate Programmes

This report is public.

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring positions as at the end of May 2021 and includes the April performance and risk appendices.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To note uses of specific grant related reserves
- 1.3 To approve uses of earmarked reserves (within s3.23 savings)
- 1.4 To Approve the Capital carry forwards described in Appendix 4.a.
- 1.5 To recommend to Council to approve increases in the capital programme for the two capital grants identified in 3.24
- 1.6 To recommend to Council to approve a transfer of £75k capital budget from the Finance Replacement System to the HR/Payroll System.
- 1.7 To approve the revised schedule of fees and charges for Environmental Health and Licensing which are to be applied for the 2021/22 financial year in Appendix 7.
- 1.8 To approve the carry forward of funding into reserves and agree to the allocations being released for use in 2021/22 as described in Appendix 6.




2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made during April and May 2021, 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 2021-22 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 under performance or delays.
- 2.4 As part of monthly reporting, the Insight Team provides the Senior Management Team with a corporate complaints report. Complaints received during the month are closely monitored and analysed. The mandatory lessons learned data continues to be implemented and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to CEDR (Chief Executive Direct Reports) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.
- 2.5 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register (at the date this report is published) is included in this report. The Leadership Risk Register and strategy are reviewed on an annual basis as part of the budget and business planning process, reflecting on the priorities of the council for the forthcoming year. The Leadership Risks reflected in this report have been thoroughly reviewed by CEDR and will continue to be updated on a monthly basis.
- 2.6 The main report details section is split into four parts:
- Performance Update
 - Service in Focus
 - Leadership Risk Register Update
 - Finance Update
- 2.7 There are eight appendices to this report:
- Appendix 1 - 2021/22 Business Plan
 - Appendix 2.a - Performance April
 - Appendix 2.b - Performance May
 - Appendix 3.a - CDC Leadership Risk Register April 2021
 - Appendix 3.b - CDC Leadership Risk Register May 2021
 - Appendix 4.a - Finance April
 - Appendix 4.b - Finance May
 - Appendix 5 - 2020/21 Contain Outbreak Monitoring Fund (COMF) outturn position

- Appendix 6 - Transfers to reserves to be release 2021/2022
- Appendix 7 - CDC Fees and Charges Schedule 2021/2022
- Appendix 8 - Service in Focus: Wellbeing

3.0 Report Details

- 3.1 The Council’s performance management framework sets out key actions, projects and programmes of work that contribute to deliver the refreshed 2021-22 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2021-22 business plan sets out four strategic priorities:
- Housing that meets your needs
 - Leading on environmental sustainability
 - An enterprising economy with strong and vibrant local centres
 - Healthy, resilient and engaged communities
- 3.3 This report provides a summary of the Council’s performance in delivering against each strategic priority. To measure performance a ‘traffic light’ system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

Colour	Symbol	Tolerances for Business Plan Measures	Tolerances for 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.

- 3.4 Following a review of measure BP1.1.2 “Impact of Universal Credit on residents and Council” the recommendation has been to remove this measure from the outcomes framework; the rationale behind this decision is as follows:
The administration of the Universal Credit system lies solely with the Department for Work and Pensions. The governing legislation is set nationally, and the Council does not have any influence with regard to its content or the claim application process. The Council will not be aware of the value of the benefit award and it is, therefore, not possible to quantify the impact on either the residents or the Council. In the absence of a measurable outcome we cannot assess the measure effectively against a RAG rating and the measure should now be deleted.

Priority: Housing that meets your needs

3.5 The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, deliver the local plan and supporting the most vulnerable people in the District.

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

Homes improved through enforcement action is reporting Red for May and Year to Date (7 against a target of 9). As noted last month, the reduced number, brought to a conclusion, reflects restricted inspection activity caused by COVID-19. Our ability to carry out inspections is now increasing.



Number of affordable homes delivered including CDC and Growth Deal targets is reporting Red for May and Year to Date (7 against a target at 12). We had 7 affordable homes completed this May against a target of 12, four through affordable rent, three through shared ownership tenure; of those, three which have

been delivered through Growth Deal funding. There was a delay for affordable homes this May, but there is expectation of those to be completed on June/July 2021.

Average time to process Housing Benefit New Claims is reporting Green for May. With processing taking 9.13 days against the target of 15 days, an improvement on last month due to targeted work to improve performance in this area.

Average time to process Housing Benefit change events is reporting Green for May. With processing times down to 4.79 days against 8 days target, also due to targeted new claims processing to improve performance.

Homelessness Prevention is reporting Amber for May and Year to Date. The caseload seem to be mostly of single clients presented in crisis, COVID-19 response emergency has been the main action, for these. The team is facing limitations for upstream prevention, there is a genuine concern that family evictions will rise as a result of Court openings, measures have been put in place to mitigate this through staff resources should numbers increase.



Priority: Leading in environmental sustainability

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

3.8 Overview of our performance against this strategic priority:



EV Car park Project – On 27 May our first Park and Charge Oxfordshire site opened for business at Bicester Cattle Market. Residents were invited to learn more about electric cars, how to make the switch and test drive an EV (electric vehicle), as well as, walking new users through how the new chargers in the car park work. The site is the first of 24 council-owned car parks to have an EV charging hub installed this year, with Bicester firm Zeta developing a state of the art charger for the scheme.

Develop the Country Parks to support good lifestyle choices is reporting Amber for May and Year to Date. With all land issues resolved and some incursions carried out to improve site security to the site in Bicester, we are focused in recruiting a Project Manager, this summer. Meetings with stakeholders are on track.

% of Waste recycled and composted is reporting Amber for May and Year to Date (54.5% against a target of 56%). Recycling percentage is lower than expected due to the cold wet April and May months. This meant 1200 tonnes less garden waste, compared to the same period last year. Glass also reduced due to hospitality openings. All other tonnages still 10% up, compared to pre-pandemic levels due to residents predominantly working from home. Garden waste tonnages look to be high in the early weeks in June – we expect the recycling rate should come back to target in June.



Reduction of fuel consumption used by fleet is reporting Amber for May and Year to Date (36,744 against a target of 35,979). There was a slight increase, against the same time last year, due to the increase of tonnages with more trucks being used.

National Vegetarian Week - the Climate Action Team, and the chair of the Vegetarian Society) wanted to say a huge thank you to all council employees that got involved in Vegetarian Week. A veggie diet means 2.5 times less carbon emissions typically than a diet that includes meat, so every veggie meal you choose helps make a difference in securing the future of our planet for generations to come.



Priority: An enterprising economy with strong and vibrant local centres

3.9 The Council is committed to support business retention and growth, developing skills and generating enterprise; also, securing infrastructure to

support growth in the district and securing investment in our town centres. This priority also contributes towards making communities thrive and businesses grow promoting the district as a visitor destination, committing to work with businesses to ensure compliance and promote best practice.

3.10 Overview of our performance against this strategic priority:



% of Council Tax collected and Council Tax Base is reporting Amber for May and Green for Year to Date (9.18% against target of 9.50%). The amount of tax due to be collected is just over £115.7m. We have collected 20.39% against target of 20.25%, for the year, which is slightly short for the month target but remains above our cumulative collection for the year. Reminder notices have been issued to taxpayers who were in arrears by more than £150, with a positive impact on collection rates. Of those, unable to pay, the team signposted them so that they can apply for the Council Tax reduction and any other financial assistance they may qualify for. Reminders to those that remained unpaid from April had summonses issued in May.

% of Business Rates collected, increasing NNDR Base is reporting Amber for May and Green for Year to Date. The amount of Business rates collected, this May, increased by 3.3m to 54.3m, which impacted our target (8.87% from 9.25%) for the month, however, the cumulative rate for the year remains above target (22.57% from 21.25%).



Notices have been issued to businesses in arrears and summonses were issued for unpaid reminders from April. Any business struggling to pay has been signposted for financial assistance, where available, should that be business grant or rate relief.

Proactively Managing Cherwell workstreams of Oxford Housing and Growth-Deal - Engagement continues between Oxford Housing and Growth and Cherwell. Cherwell has a local programme board which is reviewing, on a monthly basis, the four workstreams of affordable housing, infrastructure and homes from infrastructure, as well as, Oxfordshire Plan 2050 and productivity, all within the 5-year programme, of which, we entered year four this April.



Promote the district as a visitor destination - Hospitality venues and visitor attractions to meet the challenges of lockdown restrictions, from 17th May indoor attractions, hotels, bed and breakfasts were able to reopen in addition to pubs, cafes and restaurants.

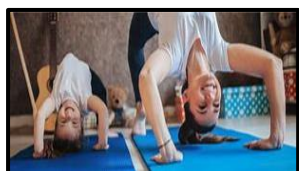
New bridges delivered to help Bicester Garden Town flourish - A huge civil engineering project to build two new routes underneath the busy Chiltern main line has been completed this Easter. A £12.3m investment saw two underpasses built in north west Bicester to help traffic and people move more easily around the garden town in the future. Over a 100 hour railway closure

between 2-5 April, railway lines were ripped up and 21,000 tonnes of railway embankment were removed so two prefabricated underpass structures, with a combined weight of 2,100 tonnes, could be slowly driven into the new gaps by a transporter vehicle. The project was delivered by Network Rail and Story Contracting on behalf of Homes England, Oxfordshire County Council and Cherwell District Council.

Priority: Healthy, resilient and engaged communities

3.11 The Council is committed to enabling all residents to lead an active life, improving and developing the quality of local sports and leisure facilities and promoting health and wellbeing in our communities. Also, supporting community and cultural development, working with our partners to address the causes of health inequalities and deprivation, and to reduce crime and anti-social behaviour.

3.12 Overview of our performance against this strategic priority:



Promote Health and Wellbeing is reporting Green for May, improving from reporting Amber, last month. There were 6 Community events connecting people across the district, engaging with residents, giving out information and advice, signposting services and opportunities. The Community Link publication, distributed this May, supported the voluntary sector, with advice, guidance and good practice. Cherwell Young People, Play and Wellbeing had their quarterly meetings to work with young people and early years.

Number of visits/usage of District Leisure Centre – We're pleased to see our leisure centres open for our residents and increasing the offering of classes and services. The usage figures for May increased against April 2021, with 82,538 visits, this was to be expected as Leisure Centres only re-opened Gyms/Swimming Pools from 12th April. In addition, Group Exercise Classes were able to re-start from 17th May which also helped boost numbers.

Enhance Community Resilience - Continuing with the focus on the impact COVID-19 brought to our communities, the community safety team provided a range of actions including flood advice and meeting with community groups to provide guidance on how to develop a stronger community in response to emergency incidents.



Support Community Safety and Reduce Anti-Social Behaviour - In April the council prioritised providing a presence in town and village centres as the business restrictions were eased and engaging with local businesses to monitor the infection control measures, they have in place. Community wardens provided a regular presence in locations identified as likely to be busy. Monitoring visits were carried out extensively to hospitality businesses with very few significant problems being identified. Work on core community safety priorities continued throughout the month including providing a response to reports of anti-social behaviour. A closure order was obtained on

one property that had been the subject of large numbers of complaints about noise and which appeared to have high numbers of visitors on a regular basis. This closure order prevents visitors coming to the property.

Summary of Performance

3.13 The Council reports monthly on performance against 29 Business Plan Measures, with 13 Programme Measures and 16 Key Performance Indicators. Full details, including commentary against each measure and key performance indicator can be found in Appendix 2. One less measure than April due to the removal of measure BP1.1.2 “Impact of Universal Credit on residents and Council”.

Programme Measures and Key Performance Indicators (29)

Status	Description	May	%	YTD	%
Green	On target	21	72%	23	79%
Amber	Slightly off target	6	21%	4	14%
Red	Off target	2	7%	2	7%

Service in focus: Wellbeing Service

3.14 The Wellbeing Service has residents at its core; encouraging social action, resilience, good governance and use of resources in a range of projects and community led programmes. Delivering services as well as facilitating an environment of self-help and volunteering.

Since March 2020 the Wellbeing Team have supported communities in their endeavours to respond to the pandemic. The Cherwell Community Hub was managed by this team, giving detailed information and practical help to residents who had to shield; either because they were Clinically Extremely Vulnerable or because they had to self-isolate. They have provided practical help and solutions for shopping, feeling isolated, dog walking and pharmacy collections. They have signposted people to debt and money services, grant provision and voluntary sector groups able to befriend and come alongside people at their most desperate times. In the initial lockdown the team were joined by the healthy place shaping team to boost the numbers of staff and provide resilience.



The Wellbeing Team has strong partnerships with a wide range of organisations in the voluntary sector and robust relationships in housing and social care. It has been gratifying to see those relationships underpin so much of the excellent delivery and response in Cherwell. We need to particularly mention Citizens Advice who repurposed the Volunteer Drivers scheme to

make emergency food deliveries to those people who had to shield or isolate in the early days and continued to provide their advice sessions to a broader number of people who were new to the benefits system or had to ask for help for the first time. They have also been instrumental in delivering the Covid support grant aid to people needing financial support for food and essentials such as utility costs

Sport and Physical activity



At the start of the pandemic our usual services shut down requiring us to put activity online; we have adapted our provision to ensure that residents still received quality physical activity opportunities in a safe way. The FAST programme has adapted by offering families a bespoke service which they get in touch with space and equipment they have available and the team design activities and lend equipment and resources if required. A new website and Youtube was desinged to offer online content and resources while in lockdown <https://www.cherwell.gov.uk/activity-and-wellbeing-hub>

Community Development

During the lockdown period, the team had to look at different ways to stay in touch with residents and support our voluntary organisations and partners who were still delivering services. Our usual quarterly newsletter the “Community Link” which offers advice, guidance and shares good practice to the voluntary sector became a monthly publication to help groups navigate new guidance and offer essential support during such strange times. The feed back from partners was that this was an invaluable resource and that their local authority was continually supporting them. A priority was given to keeping in touch and supporting our most vulnerable individuals and communities. Activity and information sheets were produced aimed at engaging our older residents, to share essential information and contact numbers but also to give them activities to do when so many were being asked to shield. The team worked with our community wardens, sheltered housing partners and Age UK to distribute hard copies across the district.

Many events were cancelled in 2020 but we still managed to try and keep residents entertained. A play day resource pack was created and distributed to schools, early year settings and youth groups to allow young people to still get involved in activities during the summer be it in their back gardens. Over a 1000 activity packs were distributed to our most vulnerable young people and families in the last year, containing games, reading books, sports equipment and arts and craft materials. Working with partners in our Brighter Future wards we were able to continue to engage and share high quality resources to support families in lockdown.

Cherwell is committed to nature conservation and it couldn't be more important after the last 12 months with residents connecting more with nature than ever. We provide support for projects which help to protect and enhance the District's habitats and species as well as provide opportunities for community involvement. We work in



partnership with others to focus attention and resources on green spaces and the natural environment.

To celebrate wildlife and nature across the district and make it easy for residents to engage a wild calendar has been created to celebrate different themes each month which include step into spring, growing together and park life with helpful links and resources held on the CDC website in the information hub – connect to nature.

Leisure Facilities

Leisure Facilities across the District have made a significant contribution during the pandemic on a number of key fronts. Not only have the facilities all re-opened in line with each stage of the Government roadmap for a return to leisure activity but some Centres have also had to stand up as either symptomatic or asymptomatic testing centres. In terms of access to Leisure Centres/Facilities the first of these to re-open were those facilities that could accommodate Outdoor Sport with the directly managed Facilities at North Oxfordshire Academy and Cooper School re-opening its doors on 29 March for organised sport. This also coincided with the earlier than planned opening of the Outdoor Pool at Woodgreen Leisure Centre. 12 April saw the re-opening of Gyms. Swimming Pools at Spiceball, Bicester and Kidlington Leisure Centres with the re-introduction of group exercise classes from 17 May. National Leisure Resilience Fund Cherwell were successful in a bid process to secure £320,000 of Government funding to support the re-opening of the Leisure Centres and are participating in the national Moving Communities programme.

Healthy Communities

The Wellbeing Team leads on CDC's relationships with rural communities and communication with our 79 parishes. Twice a year we host a conference style Parish Liaison Meeting to consult, inform and inspire parishes (since July 2020 the Parish Liaison meetings have been virtual), during the first lockdown we realised the need to keep parishes more informed about the rapidly changing situation, so we began issuing a fortnightly 'Parish Bulletin', this regularly includes grant opportunities, consultations, changes to government guidance on village hall and community facility management, examples of good practice, and up to date information on infections and testing.

The Wellbeing Team also manages, facilitates or/and represent the District in partnerships such as the Cherwell Local Strategic Partnership (LSP), Military Covenant, Community Resilience and Good Neighbour Schemes, Mental Health Concordat, Oxfordshire Tobacco Control Alliance and Health Inequalities Implementation Group. The team acts as joint commissioner for the Citizens Advice Social Prescribing service and fund and oversee their district wide Volunteer Connect and Volunteer Driver services. Since the start of 2020 we have set up and run four new grant schemes: the Good Cause Partners Community Fund, the Community Hubs Emergency Relief Fund, the Covid-19 Councillor Priority Fund, the COMF Parishes Fund and Councillor Priority Fund.



In July 2020 the Cherwell Lottery was set up as a fundraising mechanism for local community groups (Good Cause Partners'). The team runs the 'back office' functions on

behalf of the Good Cause Partners and holds the Gambling Commission licence. There are currently 89 Good Cause Partners, with a shared annualised income of £34,000.

Finally, the Wellbeing Team provides professional advice to planning colleagues on community and leisure provision requirements for new developments. We oversee the delivery of developer funded ('section 106') sport and community facilities and assist parishes to commission and deliver their developer funded community infrastructure projects.

Risk Update

3.15 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published, is included in this report.

3.16 The heat map below shows the overall position of all risks contained within the May Leadership Risk Register.

Risk Scorecard – Residual Risks

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L08	L04-L05 - L06 - L10- L14 -L17	L01 - L16	
	3 - Moderate		L09-L13	L02 - L11 - L12- L15	L03 - L18 - L19	L07
	2 - Minor					
	1 - Insignificant					

3.17 The table below provides an overview of the Leadership Risk Register 21/22 This section of the report will update any significant changes on a monthly basis.

Leadership Risk	Score	Direction	Latest Update -May
L01 Financial Resilience	16 High Risk	↔	Risk reviewed 11/06/21 – Mitigating actions updated
L02 Statutory functions	9 Low Risk	↔	Risk reviewed 21/06/21 - Comments updated
L03 CDC Local Plan	12 Medium Risk	↔	Risk reviewed 16/06/2021 - comments updated
L04 Business Continuity	12 Medium Risk	↔	Risk Reviewed 17/06/2021 - Full update
L05 Emergency Planning	12 Medium Risk	↔	Risk Reviewed 17/06/2021 - Fully updated
L06 Health & Safety	12 Medium Risk	↔	Risk reviewed 16/06/2021 – No changes
L07 Cyber Security	15 Medium Risk	↔	Risk Reviewed 18/06/21 - No changes
L08 Safeguarding the Vulnerable	8 Medium Risk	↔	Risk reviewed 14/06/2021 – Mitigating actions updated

L09 Sustainability of Council owned companies and delivery of planned financial and other objectives.	6 Low Risk	↓	Risk reviewed 23/06/2021 – Residual risk reduced, and Comments updated
L10 Financial sustainability of third-party suppliers and contractors	12 Medium Risk	↔	Risk reviewed 17/06/2021 – No changes.
L11 Corporate Governance	9 Low Risk	↔	Risk reviewed 25/05/21- Mitigating actions and comments updated
L12 Oxfordshire Growth Deal	9 Low Risk	↔	Risk reviewed 17/06/2021 - Comments updated
L13 Joint Working	9 Low Risk	↔	Risk reviewed 16/06/21 - No change
L14 Legacy Shared Services Partnership – West Northamptonshire Council	12 Medium Risk	↔	Risk reviewed 16/06/21- Comments updated
L15 Workforce Strategy	9 Low Risk	↔	Risk reviewed 17/06/2021 - No changes
L16 Covid19 Community and Customers	16 High Risk	↔	Risk reviewed 17/06/21 – No changes
L17 Covid19 Business Continuity	12 Medium Risk	↔	Risk reviewed 16/06/21 - Comments updated
L18 Post Covid19 Recovery	12 Medium Risk	↔	Risk reviewed 16/06/21 - Comments updated
L19 Elections May 2021	12 Medium Risk	↔	Risk reviewed 16/06/2021 - Comments updated

During April the leadership risk register was thoroughly reviewed in view of the new financial year. Structural changes were made to some risks and the numbering has been reorganised to reflect risks that were closed last year. One new risk was added “L14 - Legacy Shared Services Partnership – West Northamptonshire” (see Appendix 3.a for details).

In May the leadership risk register had one score change, “L09 Sustainability of Council owned companies and delivery of planned financial and other objectives” reduced its residual score from 12 (Medium Risk) to 6 (Low Risk).

Finance Update

3.18 The Council’s forecast position for 2021/22 at the end of May shows a £0.506m overspend as shown in Table 1. This is made up of potential non-delivery of savings targets of £0.560m which are offset in part by (£0.054m) underspend on business as usual costs as shown in Table 2.

Table 1: Forecast Revenue Outturn

Forecast overview - May 2021	Original Budget	Current Budget	May Forecast Outturn	May Variance (Under) / Over
	£m	£m	£m	£m
Environment and Place	6.699	6.699	7.534	0.835
Customers, Org. Dev. And Resources	5.792	5.792	6.311	0.519
Adults and Housing Services	1.844	1.844	1.864	0.020
Public Health and Wellbeing	1.816	1.816	1.735	(0.081)

Comm. Dev. Assets and Inv.	0.076	0.076	0.442	0.366
Subtotal Directorates	16.227	16.227	17.886	1.659
Executive Matters	2.659	2.659	2.084	(0.575)
Policy Contingency	3.487	3.487	2.909	(0.578)
Total	22.373	22.373	22.879	0.506

FUNDING	(22.373)	(22.373)	(22.373)	0.000
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(Surplus)/Deficit	0.000	0.000	0.506	0.506
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Table 2: Breakdown of Forecast Variance

Breakdown of current month forecast	Forecast Variance	Forecast Base Budget Over/ (Under)	Savings Non-Delivery
	£m	£m	£m
Environment and Place	0.835	0.448	0.387
Customers, Org. Dev. And Resources	0.519	0.450	0.069
Adults and Housing Services	0.020	0.020	0.000
Public Health and Wellbeing	(0.081)	(0.110)	0.029
Comm. Dev. Assets and Inv.	0.366	0.291	0.075
Subtotal Directorates	1.659	1.099	0.560
Executive Matters	(0.575)	(0.575)	0.000
Policy Contingency	(0.578)	(0.578)	0.000
Total	0.506	(0.054)	0.560

FUNDING	0.000	0.000	0.000
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(Surplus)/Deficit	0.506	(0.054)	0.560
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3.19 The Council is incurring costs and lost income during 2021/22 in relation to Covid-19 across all areas of the Council. The assumption is that costs/losses of income will be incurred generally until late July when Covid restrictions could be lifted. However, there are some areas where there may be a prolonged change

in behaviour. In particular lost income is forecast until the end of the year in car parking.

3.20 When the Council set its budget for 2021/22 the likely financial impact of Covid-19 was taken into consideration and budget provisions were made accordingly. The policy contingency budget includes £3.487m for anticipated lost income and additional costs of Covid-19 in the 2021/22 financial year. In addition, the Council received £0.720m in Covid-19 grant and expects to claim £0.095m from the Sales, Fees and Charges compensation scheme which is open until the end of June. The forecast costs associated with Covid-19 continue to be recorded and are shown in Table 3 as a memorandum item. These costs are assumed within the overall forecast.

Table 3: Covid Costs included in the 2021/22 Forecast

Covid Costs 2021/22	£m
Environment and Place	0.362
Customers, Org. Dev. And Resources	0.004
Adults and Housing Services	0.000
Public Health and Wellbeing	0.320
Comm. Dev. Assets and Inv.	0.953
Subtotal Directorates	1.639
Executive Matters	(0.815)
Policy Contingency	0.000
Total	0.824

Note: Executive Matters is the General Covid funding received detailed below in Annex

1

3.21 Report Details

Environment and Place

Environment and Place have forecast an overspend of £0.835m against a budget of £6.699m (12.5%). This forecast overspend includes £0.448m expected base budget costs and £0.387m in potential savings non-delivery

Environment and Waste	The forecast variance for Environmental Services for May is mostly due to the pressure within Car Parks, £0.679m reduction in anticipated car parks income, (of which £0.293m is due to the impact of covid) plus other small variances across the service of £0.077m.
Variation £0.756m overspend	
Variance to last month's	

forecast	
-	
Planning & Development	Planning and Development are forecasting a small overspend across the service of £0.019m for the year
Variation £0.019m overspend	
Variance to last month's forecast	
-	
Growth & Economy	
Variation £0.060m overspend	
Variance to last month's forecast	
-	

Customers and Organisational Development

Customers & Organisational Development have forecast an overspend of £0.519m against a budget of £5.904m (8.8%). This forecast overspend includes £0.450m base budget costs and £0.069m in potential savings non-delivery

HR/IT/Comms/Cultural Services	The overspend of £0.126m in IT is mainly due to a pressure of £0.097m due to a reduced contribution from SNC and the requirement to make a contribution to OCC. This and other areas are being reviewed to mitigate the overspend. Other small overspends across the service total £0.029m.
Variation £0.224m overspend	
Variance to last month's forecast	
-	HR and Cultural Services are largely on target with combined minor overspends totalling £0.029m
Finance	Finance is forecasting a £0.047m overspend on insurance due to prices rising above inflation. The confirmed cost for the 2019/20 external audit fee is also higher than the accrued sum, resulting in an increased cost in this
Variation £0.295m overspend	

Variance to last month's forecast
-

financial year. The audit fee in 2021/22 will also be higher than budgeted. Overall, this is forecast to be £0.070m higher than anticipated.

There is a forecast overspend for Revenue and Benefits due to £0.175m recovery of overpaid Housing Benefit subsidy by the Department of Works and Pensions plus £0.003m other overspends in the service.

Adults and Housing Services

Adults and Housing Services have forecast an overspend of £0.020m against a budget of £1.844m, (1.1%). The forecast overspend is linked to the base budget. There are no savings delivery issues forecast.

Housing & Social Care

The forecast outturn for May for Housing is expected to be largely on track with the budget with £0.020m overspends across the service

Variation
£0.020m
overspend

Variance to last month's forecast
-

Public Health & Wellbeing

Public Health & Wellbeing forecast an underspend of (£0.081m) against a budget of £1.816m (-4.5%) This forecast underspend includes (£0.110m) within the base budget and £0.029m in potential savings non-delivery

Wellbeing

Wellbeing are forecasting an underspend of (£0.81m), which comprises of (0.050m) in staff savings arising from vacancies and reduction in mileage claims; (£0.31m) saving on Management fees due to step-down in operator contracted fees

Variation
£0.081m
underspend

Variance to last month's forecast
-

Healthy

Healthy Place Shaping are currently projecting to

Place Shaping	be on target.
---------------	---------------

Variation (0.000m) underspend

Variance to last month's forecast
-

Commercial Development, Assets and Investments

Commercial Development, Assets and Investments are forecasting an overspend of £366k against a budget of £76k (481.61%). The main reason for this is Castle Quay. This forecast overspend includes £291k base budget costs and £75k in potential savings non-delivery in Legal.

Property	Castle Quay is anticipating a net overspend of £0.578m. £0.864m is due to loss of commercial income alongside additional void costs for empty units. Mitigating this there is the possibility of savings of (£0.286m) on professional fees. The Council has set aside a contingency for these costs, which will be brought into the accounts once the final outturn is known. The assumption within Policy Contingency is an underspend of £0.578m to offset this forecast overspend.
Variation £0.348m overspend	
Variance to last month's forecast	
-	

The rest of the Property service area is forecasting an underspend of (£0.230m). This is as a result of improved commercial income of (£0.140m); savings on operational budgets including (£0.110m) on general equipment purchases and other minor variances across the service of (£0.020)

Procurement	Procurement are forecasting on track with budget
-------------	--

Variation (£0.000m) underspend

Variance to last month's forecast
-

Law and Governance	Law and Governance's forecast overspend is mostly due to £0.075m loss on income recovery and the remaining £0.026m being other minor budget
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Variation £0.101m overspend	pressures across the service.
Variance to last month's forecast -	
Growth and Commercial	The underspend forecast is due savings on a vacant post.
Variation (£0.013m) underspend	
Variance to last month's forecast -	
Regulatory Services	Regulatory Services are forecasting (£0.070m) underspend which comprises of savings of (£0.050m) on vacant posts not planned for future recruitment and other small savings across the service of (£0.020m).
Variation (£0.070m) underspend	
Variance to last month's forecast -	

Executive Matters

Executive Matters forecast is an underspend of (£0.575m) against the budget of £2.547m (-22.6%).

Interest	There is positive variance forecast against the budget of £0.480m for 2021/22 mostly as a result of lower interest rate on borrowings.
Variation (£0.480m) underspend	
Variance to last month's forecast -	
Corporate	The council is forecasting receipt of £0.095m Covid funding as 75% compensation for lost Sales Fees and Charges Income from the Government for the period to 30 th June 2021
Variation (£0.095m)	

underspend

Variance to
last month's
forecast

-

Policy Contingency

Policy contingency that is planned to meet the reduction in commercial income in Commercial Development, Assets and Investments is forecasting an underspend of (£0.578m).

3.22 Savings Tracker

Savings Summary 2021/22

Table 4 summarises the forecast delivery of savings for 2021/22. £3.190m (73%) have been identified as either “fully delivered” or “on track”. £0.613m (14%) has been identified as “at risk” but is still expected to be delivered in 2021/22. £0.560m (13%) is forecast to not be delivered in 2021/22, of which £0.531m is not expected to be delivered in the future.

Table 4: 2021/22 Savings Delivery Summary

Directorate	2021/22 Agreed Savings	On Track/ Fully Delivered against programme	Blue - Fully Delivered	Green - On Track	Yellow – At Risk but still achievable	Amber - Delayed until 2022/23	Red - Non-delivery
	£m	%	£m	£m	£m	£m	£m
Commercial Development	(0.589)	83%	(0.105)	(0.384)	(0.025)	0.000	(0.075)
Assets & Investments	(1.184)	41%	(0.252)	(0.239)	(0.306)	0.000	(0.387)
Environment and Place	(0.536)	93%	(0.063)	(0.433)	(0.040)	0.000	0.001
Adults and Housing	(1.227)	78%	(0.205)	(0.756)	(0.197)	0.000	(0.069)
Customers, Organisational Development and Resources	(0.827)	91%	(0.662)	(0.091)	(0.045)	(0.029)	0.000
Public Health and Wellbeing							
Directorate Subtotal	(4.363)		(1.287)	(1.903)	(0.613)	(0.029)	(0.531)
Executive Matters							
Policy							

Contingency							
Total	(4.363)		(1.287)	(1.903)	(0.613)	(0.029)	(0.531)
Percentage of Total Savings Programme P2	100%		29%	44%	14%	1%	12%

Key:

- Blue – saving fully delivered. No further actions required.
- Green – saving on track to be delivered in 2021/21
- Yellow – some risk to delivery but expected to be delivered in 2021/22
- Amber – delayed in 2021/22 but expected to be delivered in 2022/23
- Red – not expected to be delivered
- For the purposes of the forecast, blue, green and yellow will be assumed to be delivered, whilst amber and red will not.

Future Years Savings

Table 5 shows forecast future years impact on the savings programme and includes those savings which are forecast not to be delivered in 2021/22 if they are not brought back on track. If these savings are not brought back on track, then £0.851m of new savings will be required for 2022/23 to replace these.

Table 5: Future years impact of savings delivery forecast

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Commercial Development Assets & Investments	(0.002)	(0.018)	(0.001)	(0.001)
Environment and Place	0.853	0.310	0.122	0.000
Adults and Housing	0.000	0.000	0.000	0.000
Customers, Organisational Development and Resources	(0.005)	0.000	0.000	0.000
Public Health and Wellbeing	0.005	0.005	0.005	0.023
Directorate Subtotal	0.851	0.297	0.126	0.022
Executive Matters				
Policy Contingency				
Total	0.851	0.297	0.126	0.022

Forecast Reserve Balance at May 2021

The table below is a summary of the level of reserves the council hold assuming the changes proposed in May go ahead.

Reserves	Balance 31 March 2021	Original Budgeted (use)/ contribution	Changes proposed as part of outturn	Changes Proposed May 2021	Forecast Balance 31 March 2022
	£m	£m	£m	£m	£m
General Balance	-5.087				-5.087
Earmarked	-21.328	-0.577	1.025	0.071	-22.424
Ringfenced Grant	-31.556	22.073	5.106	-0.172	-36.490
Subtotal Revenue	-57.971	21.496	6.131	-0.101	-64.001
Capital	-0.676		0.020		-0.696
Total	-58.647	21.496	6.151	-0.101	-64.697

Use of Reserves

Specific requests proposed for May 2021

Directorate	Type	Description	Reason	Amount £m
Housing	Ringfenced Grant	Homeless Prevention Grant	To replenish the hardship fund used to prevent homelessness	0.030
Housing	Ringfenced Grant	Homeless Prevention Grant	Annual grant payments to voluntary organisations	0.030
Housing	Ringfenced Grant	Homeless Prevention Grant	Spend on posts given up on savings to support the delivery of the homelessness services	0.030
Housing	Ringfenced Grant	Homeless Prevention Grant	No longer required as received grant funding	-0.262
	Total Ringfenced Grants			-0.172
Comms	Earmarked	New Projects	Purchase of consultation and engagement software (Engagement HQ)	0.016

Wellbeing	Earmarked	Sport & Physical Activity	To enable the FAST programme to continue for an additional year	0.055
	Total Earmarked Grants			0.071
	Grand Total			-0.101

3.23 Requests to use grant funding

The council has received the following grant funding and is asking executive for permission to spend

Type	Directorate	Description	Reason	Amount £m
Revenue	Growth & Economy	Garden Town Capacity Funding	Development of low traffic neighbourhoods, improvement of blue and green infrastructure in green spaces in Bicester and Garden Town Biodiversity and Carbon Offsetting Mechanism	0.125
Revenue	Housing	Rough Sleeper Initiative	Assistance with ongoing projects to support single homeless clients impacted by Covid-19	0.100
Revenue	Wellbeing	COMF	Grant received to help with containing Covid-19 outbreaks	0.185
Revenue	Policy Contingency	New Burdens Funding	Additional costs linked to Covid-19	0.228
Capital	CDAI	PS Decarbonisation Scheme	Capital works of decarbonisation schemes	5.987
Capital	Growth & Economy	Garden Town	Funding for Banbury Road Roundabout	4.550
		Total		11.175

3.24 Capital

There is a forecast in-year underspend of £5.971m, of which £6.045m is anticipated to be reprofiled in future years. There is an overall forecast increase in the total cost of schemes of £0.074m.

Table 2: Forecast Capital Outturn

Directorate	Budget £m	Outturn £m	Re- profiled beyond 2020/21 £m	Variance to Budget £m
Housing Total	3.410	2.914	0.496	(0.001)
Comm Dev Assets total	31.865	26.775	5.036	(0.054)
Customers, Org Dev & Resources Total	1.314	1.121	0.225	0.032
Environment and Place Total	4.705	4.545	0.238	0.078
Public Health Wellbeing Total	0.422	0.391	0.050	0.019
Total	41.717	35.745	6.045	0.074

3.25 Outturn Variances

Housing:

Housing are forecasting to spend £1.4m on Disabled Facilities grants. They are not expecting to utilise all of the budget and will need to reprofile the £0.496m of unspent BCF (Better Care Funding) in to 2022/23. The budget for Discretionary grants is expected to be fully utilised.

Commercial Development, Assets & Investments:

Property is forecasting to spend £26.746m across various capital schemes. Currently it is anticipated that only one project will recognise a saving and this is the Corporate Asbestos survey at (£0.054m). All other schemes are anticipating full utilisation of budget although some budget may need to be reprofiled into 2022/23 depending on progress made.

Customers Organisational Development & Resources:

ICT are currently forecasting a £0.032m overspend against the Land and Property Harmonisation Scheme. However, they will be applying to repurpose some of the budget relating to one of the other schemes - this will be confirmed shortly.

Environment and Place:

Growth and Economy are forecasting an overspend of £0.078m. This is in relation to retention payments still due to the developers. The retention payment of £0.061m for Admiral Holland is due September 2022 and the retention payment due for Bullmarsh Close of £0.017m is due May 2022. Both payments will be reprofiled into 2022/23.

Public Health & Wellbeing:

Wellbeing are forecasting spend of £0.381m which is £0.021m over budget in relation to Community grants. The scheme reported a £0.025m underspend in 20-21 as the commitment for Milcombe Parish Council was cancelled in error. The works are however going ahead in this financial year, resulting in the reported overspend.

3.26 Re-profile beyond 2021/22

Housing:

£0.496m Disabled Facilities Grant. It is expected that not all of the Better Care Fund will be spent in this financial year and will be reprofiled into 22/23

Commercial Development, Assets & Investments:

£4.995m Castle Quay - works are expected to continue into 22/23

Environment and Place:

Growth and Economy

£0.160m BUILD! Essential Repairs & Improvement (Town Centre Affordable Rent roof repairs) - further survey work is required to establish the specification for the necessary work. It is still anticipated that the insurance or warranty will cover the cost.

£0.017m Phase 2 - Bullmarsh Close formally completed early May 2021 and therefore retention payment is due 12 months later in May 2022.

£0.061m Phase 1b - Admiral Holland formally completed September 2020 and retention payment is due September 2022.

Public Health & Wellbeing:

£0.050m Bicester Leisure Centre Extension - There may be some spend in 21/22 as the feasibility study work progresses, however it is likely that some or all of the remainder would need to be reprofiled in to 22/23 as more detailed design plans and proposals are required.

Customers, Org Dev & Resources:

£0.075m IT Council Website & Digital Service - the programme of work is currently expected to complete in June 2022

£0.150m IT Shared Services - the programme of work is to extend into 22/23 Financial Year. The supplier payment will be aligned with timeline

Recommendation

There is a recommendation to Full Council to approve the transfer of £0.075m Capital from the New Finance System to use for HR's ITrent system.

Annex

1. COVID Funding

Specific Funding

Dept.	Grant Name	Funding
		£
OCC	District Winter Grant	59,004
DOHSC	COMF	185,742
MHCLG	Welcome Back Fund	133,843
MHCLG	Restart Grant	8,304,156
		8,682,745

General Funding

Description	£
Forecast Sales, Fees & Charges compensation	95,000
Covid Grant Funding	720,000
Total Grant Funding	815,000

4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended that the contents of this report are noted and the recommendations to Council agreed.

5.0 Consultation

5.1 This report sets out performance, risk and budgetary information for the first two months of this financial year and as such no formal consultation on the content or recommendations is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2021-22 business plan. As this is a monitoring report, no further options have been considered. However, Members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

- 7.1 Financial implications are detailed within section 3.18 to 3.26 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance, 07393 001218,
Lorna.Baxter@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer,
Sukdave.Ghuman@cherwell-dc.gov.uk

Risk Implications

- 7.3 This report contains a full update with regards to the Council's risk position at the end of May 2021. A revised and refreshed risk management strategy is in place and the Leadership risk register has been fully reviewed.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, 01295 221556, Celia.prado-teeling@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors

Councillor Richard Mould – Lead member for Performance Management
Councillor Tony Ilott – Lead member for Finance and Governance

Document Information

Appendix number and title

- Appendix 1 - 2021/22 Business Plan
- Appendix 2.a - Performance April
- Appendix 2.b - Performance May
- Appendix 3.a - CDC Leadership Risk Register April 2021
- Appendix 3.b - CDC Leadership Risk Register May 2021
- Appendix 4.a - Finance April
- Appendix 4.b - Finance May
- Appendix 5 - 2020/21 Contain Outturn Monitoring Fund (COMF) outturn position
- Appendix 6 - Transfers to reserves to be release 2021/2022
- Appendix 7 - CDC Fees and Charges Schedule 2021/2022
- Appendix 8 - Service in Focus: Wellbeing

Background papers

None

Report Author and contact details

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