

Agenda

Finance Panel (Panel of the Scrutiny Committee)

Date: **Thursday 6 December 2018**

Time: **6.00 pm**

Place: **Plowman Room - Oxford Town Hall**

For any further information please contact:

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Finance Panel (Panel of the Scrutiny Committee)

Membership

Chair	Councillor James Fry
	Councillor Craig Simmons
	Councillor Mohammed Altaf-Khan
	Councillor Chewe Munkonge
	Councillor Roz Smith
	Vacancy

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AGENDA

Pages

1 APOLOGIES

Substitutes are not allowed.

2 DECLARATIONS OF INTEREST

3 NOTES OF PREVIOUS MEETING

To approve the notes of the meeting held on 10 September 2018.

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4 BUDGET REVIEW GROUP SCOPING DOCUMENT

To review and approve the Draft Scoping Document for the Budget Review Group 2018/19.

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5 MONITORING SOCIAL VALUE

Report to follow as a supplement: To consider a report concerning how the how the social value requirement relates to the current procurement process at Oxford City Council, and what processes are in place to monitor the social value delivered by council contracts.

6 INTEGRATED REPORT FOR QUARTER 2 2018/19

To consider the Integrated Report for Quarter 2 2018/19.

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7 WORK PLAN

For the Panel to note and agree its work plan, which can be adjusted to reflect the wishes of the Panel.

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8 FUTURE MEETING DATES

Meetings are scheduled as follows:

7 January - CANCELLED

8 January 2019 (Budget Review Group) - **5pm start**

9 January 2019 (Budget Review Group) - 6pm start

16 January 2019 - 6pm start (Budget Review Group and Finance Panel)

30 January 2019 - 6pm start (Budget Review group and Finance Panel)

4 April 2018 – 6pm start

DECLARING INTERESTS

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licences for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

FINANCE PANEL (PANEL OF THE SCRUTINY COMMITTEE)

Monday 10 September 2018

COUNCILLORS PRESENT: Councillors Fry (Chair), Simmons, Munkonge and Henwood.

OFFICERS PRESENT: Anna Winship (Management Accountancy Manager), Stefan Robinson (Scrutiny Officer), Anita Bradley (Head of Law and Governance), Lindsay Cane (Legal Services Manager) Paul Wilding (Programme Manager Revenue & Benefits), and Jan Heath (IT Business Development Manager).

82. APOLOGIES

Apologies were received on behalf of Councillor Altaf-Khan.

83. DECLARATIONS OF INTEREST

There were no declarations of interest.

84. WORK PLAN

The Scrutiny Officer, Stefan Robinson, explained that a report on Council Tax Exemption Monitoring had been added to the Work Plan for the 30 January 2019 meeting. He said the Panel had received further information on crowdfunding initiatives led by local authorities, and the Panel agreed to schedule this item for after the budget process in 2019. This would not necessarily need to be a full report, but could consist of examples from other authorities and the Local Government Information Unit (LGIU) briefing on crowdfunding.

Members also clarified the scope of the social value report requested for the next meeting, explaining that they would like to know about how other local authorities monitor social value and apply it in their procurement processes.

85. NOTES OF PREVIOUS MEETING

The Panel asked about progress in publishing an executive summary of the Council's position in relation to Brexit. The Head of Financial Services, Nigel Kennedy, agreed to make available on the Council's website an executive summary. The Panel agreed that it was important to show the Council was aware of the impact Brexit may have on the local economy, and that it is prepared for different outcomes.

The notes of the previous meeting were agreed as an accurate record.

86. LEGAL SERVICES INCOME GENERATION

The Head of Law and Governance, Anita Bradley, explained that the Panel previously considered an update on Legal Services income generation in January 2018. Previously, the service had an income target of £110,000 per annum which had not been achieved. The current target

was £40,000 and the service was likely to receive in the region of £20,000 for the 2018/19 financial year.

The Oxfordshire Legal Hub had not provided the level of work that was expected, and Oxford City Council had picked up the majority of ad-hoc work coming from the Hub. The Council previously had a good stream of income from Milton Keynes Borough Council, but following a restructure, they had insourced much of their work leading to a reduction in income for Oxford City Council. There were also statutory marketing limitations regarding legal services which constrained the Council's ability to promote its services.

The Legal Services Manager, Lindsay Cane, and the Head of Law and Governance were of the view that the Legal Services market was saturated locally, and there was not a strong business case to expand its services. It was explained that some councils had moved to an alternative business structure, whereby they sold their services to the public. However, as evidenced by the failings of some local authorities, this had significant financial risks. Given the Council's proximity to the County Courts in Oxford, there were however opportunities to secure additional work through providing services to them and neighbouring local authorities.

In response to questions, it was explained that negotiations to secure work with Reading Borough Council were ongoing, and that no extra staff were employed to support income generation. The Head of Law and Governance explained that clients did not want to provide written feedback.

The Panel discussed the merits of establishing an alternative business model, and heard that establishing such a model would have ongoing revenue costs, in addition to start-up costs.

The Chair, Councillor Fry, summarised that the market for income generation was limited, and that the Alternative Business Model was not a favoured option. He also noted the constraints in relation to marketing and the difficulties in securing work through the Legal Hub as factors that limited income generation. The Panel recognised these challenges, and understood that a target of £20,000 of external income generation would be considered realistic moving forward. Officers confirmed they would seek to address this in the forthcoming budget proposals.

87. COUNCIL TAX REDUCTION SCHEME FOR 2019/20

The Revenue and Benefits Programme Manager, Paul Wilding, presented a report on the Council Tax Reduction Scheme (CTRS) 2019/20 consultation which was due for consideration by the City Executive Board on 18 September 2018. The report recommended that the proposed scheme be subject to public consultation, with a further report coming forward in January 2019 to summarise the outcome of the consultation process and make proposals for the 2019/20 CTRS. The scheme would then need to be agreed by Full Council.

It was explained that the CTRS benefits approximately 8,500 households at an estimated cost to the Council of £1.4m for the current year and £1.7m from 2019/20. Council Tax support was localised in 2013 and there had been no changes to the CTRS between 2013 and 2017. There were two changes proposed for the 2019/20 Scheme. These were:

- the income band scheme for residents on Universal Credit
- the minimum income floor for self-employed people.

The cost of the CTRS was increasing year on year and there had been a significant reduction in HM Government grant. Increasing the rate of collection did not necessarily mean more income would be generated, because there were costs associated with collecting and resolving additional arrears.

The Panel asked about the views of the other precepting authorities on the proposed CTRS. It was explained that Oxfordshire County Council and the Police and Crime Commissioner had historically supported the City Council's decisions in relation to CTR, even though they had significant spending implications for the other authorities. A process of consulting these organisations was undertaken each year by the Revenue and Benefits Programme Manager.

In reviewing question 7 in the consultation document, set out below, the Panel suggested that the notion of an 'established' business was open to wide interpretation, and needed refining.

- *Question 7: Do you agree with the principle that the Council should assume a minimum income level for CTR claimants who are self-employed once their business is established?*

The Panel also suggested that question 9 in the consultation document, set out below, would benefit from listing examples of the type of answers people may want to give. This was part of a wider comment that the survey could be made more accessible for people not familiar with the CTRS terminology.

- *Question 9: There are practical limitations for increasing earnings from some type of self-employment (e.g. childminders). Should the Council exempt some types of self-employment from the MIF?*

The Panel questioned what weighting was given to questions 13, 14 and 15 in the survey, which set out alternatives to reducing the amount of CTR available. It was clarified that officers would take into account the consultation responses and advise councillors accordingly.

The Revenue and Benefits Programme Manager agreed that changes of this nature could be made to improve the survey. However, he said that he did not want the survey to limit the type of responses received. In promoting the CTRS consultation, the Council would use the Communications Team and write to those who were self-employed and in receipt of CTR. The Panel said they would like to see the number of responses increase.

In response to questions, it was clarified that multiple variables are taken into account about someone's personal circumstances when deciding their entitlement to CTR, including their age and the national minimum wage, for example. It was also explained that a £49,000 discretionary support fund was available, but applications to this were low because full support was provided through the CTRS. There had been no discretionary awards given to date in the financial year.

The Panel agreed that it was content with the report and its recommendations, subject to the consultation survey being revised to address member's comments.

88. TREASURY MANAGEMENT PERFORMANCE: ANNUAL REPORT AND PERFORMANCE 2017/18

The Head of Financial Services introduced the report and explained that the Council held investments of £80.96m as at 31st March 2018. Interest earned during the year was £1.55m against a target of £1.23m.

The average rate of return on the Council's investments in 2017/18 was 1.17% compared to 1.05% in 2016/17. The Council had £0.17m outstanding with the failed Icelandic banks, and the viability of the remaining balance was under review. It was expected that this would be irrecoverable, and the balance would be written off.

The Bank of England interest rates had risen from 0.25% to 0.50%. In relation to capital expenditure, planned prudential borrowing of £17.420m had slipped significantly to £305,000 owing to slippage in lending to OXWED and the Council's wholly owned Housing Company.

The Panel agreed that the report was positive, and showed effective treasury management. Members asked about how the rise in interest rates affected investment returns to the Council. The Head of Financial Services explained that the Council's investments were primarily located in fixed rate returns. The change in base rate interest would have an impact of increasing income, but only when current investments expire and new ones were taken out. Investments typically ran for 6 months.

The Panel suggested that it may be worth trying to sell the outstanding £170,000 of debt with the Icelandic banks. It was explained that Deutsche Bank previously bought some of the debt, but the outstanding amount was likely irrecoverable and of little value. Most local authorities had balances outstanding with Icelandic banks.

In response to questions, the Head of Financial Services explained that OXWED were in the process of selecting a preferred development partner, and whilst it had taken some time to get to this stage, work was still progressing.

89. BUDGET MONITORING - QUARTER 1

The Management and Accountancy Manager, Anna Winship, introduced the report which updated the Panel on the financial, corporate performance and corporate risk positions of the Council as at 30th June

2018. This report would go to the City Executive Board on 18 September 2018, where it would be asked to recommend to Council:

- to approve an increase in the Housing Revenue Account capital budget for Social Rented Housing Acquisitions by £0.444m to a total of £1.479m.
- to approve the additional capital budget for the replacement of the Housing Computer System of £0.450m.

The Management and Accountancy Manager explained that there was a forecasted adverse variance of £94,000. This was due to a reduction of £494,000 in car parking revenue (owing to competition from the Westgate Shopping Centre car park) and an underestimation in business rates from the Westgate leading to an additional £400,000 of income. It was clarified that this would be a recurring stream of income for the Council.

An overview of the council's financial position was given, as set out below:

- General Fund: The outturn position was forecast to be an adverse variance of £0.094m against the latest net budget of £22.098m.
- Housing Revenue Account: The outturn position was forecasting a nil variance against the budgeted deficit of £1.440m.
- Capital Programme: The outturn position was forecasting a favourable variance of £2.350m against the latest budget of £114.373m.

The Panel questioned the projected overspend of £0.450m on the Housing System replacement. It was explained that a budget of £1.15m was initially allocated to the project after a soft market testing exercise was undertaken. Having progressed this further, it became apparent that current market products had more to offer and additional functionality, which would enable greater efficiencies across the organisation. The scope had since been revised to include this additional functionality, and as a result, more money was needed.

In response to questions, it was clarified that Oxford Direct Services could be charged to use the new system, but a charging schedule had not yet been established. The Panel agreed that it wanted to see the revised business case for this system before it went to Full Council for approval.

The Panel requested that the Head of Financial Services provide more information on opportunities to renegotiate the car parking arrangements to ensure a suitable financial return for the Council. The Panel also asked for further information on the diversity of investment properties by property type, and the broader strategy for property investment.

90. FUTURE MEETING DATES

The Panel noted the future meeting dates as follows:

6 December

8 January 2019 (Budget Review Group)
9 January 2019 (Budget Review Group)
16 January 2019
30 January 2019

The meeting started at 6.00 pm and ended at 7.30 pm

Scrutiny Budget Review 2019/20 – Scoping Document

Review Topic	Budget Review 2019/20 and Medium Term Financial Plan to 2022-23
Lead Member Review Group	Councillor James Fry
Other Review Group Members	Councillor Craig Simmons Councillor Mohammed Altaf-Khan Councillor Chewe Munkonge Councillor Roz Smith
Officer Support and allocate hours	Scrutiny Officer support – approx. 2-3 days per week from Christmas time 2018 to mid-February 2019. Additional support from the Head of Financial Services, Management Accountancy Manager and other Senior Officers.
Background	<p>The Finance Panel is responsible for scrutinising finance and budgetary issues and decisions, including the Budget 2019/20 decision.</p> <p>The Budget 2019/20 paperwork will be published for consultation on (TBC) December 2018, ahead of a final decision by full Council on 13 February 2019. In recent years the Panel has formed a Budget Review Group to scrutinise the budget proposals in detail before reporting to the City Executive Board in February.</p>
Rationale	To scrutinise the Council’s draft budget for 2019/20 and medium term financial plan for the following three years, and provide public assurance of the Council’s budget setting processes.
Key lines of inquiry	<p>Areas of focus for the Budget Review Group this year to include:</p> <ul style="list-style-type: none"> • Slippage in the Capital Programme • Business rate income • The overall shape of expenditure and income (gross and net) at a high level, including data for recent years and future years. • The evolution of Council budgets over recent years, tracking changes from original approved budgets to final outturn. • The impact on council finances of the establishment of the council owned companies, Oxford Direct Services Ltd and Oxford City Housing Ltd In addition to the joint ventures in relation to land at Barton and Oxpens. • Estimates of gross and net income and expenditure • Past and projected changes to external funding streams. • Service area budget proposals including planned savings and efficiencies, cost pressures and staffing (FTE) impacts. • Contingencies and earmarked reserves. • HRA Business Plan in the light of the changes announced to the freedom of local authorities to fund house-building.

Indicators of Success	<ul style="list-style-type: none"> • Robust independent scrutiny of budget proposals; • Detailed consideration of key lines of inquiry; • The production of a report with recommendations; • Broad agreement on conclusions and recommendations amongst Review Group members; • The majority of recommendations are agreed by the City Executive Board. 		
Methodology/ Approach	<p>Evidence gathering to include:</p> <ul style="list-style-type: none"> • A budget briefing by the Head of Financial Services and Chief Executive, • Reviewing Budget 2019/20 paperwork, including options or bids presented to members; • Submitting written questions to Senior Officers and reviewing their responses; • Meetings with Chief Executive, Executive Directors, Assistant Chief Executive and Heads of Service. 		
Specify Witnesses/ Experts	<ul style="list-style-type: none"> • Chief Executive; • Assistant Chief Executive; • Interim Regeneration and Economy Programme Director • Executive Director for Sustainable City; • Head of Financial Services; • Head of Housing Services; • Acting Head of Planning Services; • Head of Community Services; • Head of Business Improvement; • Head of Law and Governance • Management Accountancy Manager. • Client Manager for the Council's Wholly Owned Companies 		
Out of scope	Detailed estimates in relation to ODS and OCHL company business plans.		
Projected start date	6 December 2018	Draft Report Deadline	30 January 2019 for Finance Panel
Meeting Frequency	4 meetings in January 2019	Projected completion date	12 February 2019 CEB

Draft outline of meetings

Meeting one – Tuesday 8 January 2019, 5:00 pm – 8:00pm
<p>5pm: To receive an overview of the budget position from the Head of Financial Services and the Chief Executive, before commencing a review of each service area at 6pm.</p> <p>6pm: Finance overview, and consider service area budget proposals for:</p> <ul style="list-style-type: none"> • Business Improvement (Helen Bishop) • Law and Governance (Anita Bradley) • Financial Services (Nigel Kennedy) • Community Services (Ian Brooke)

Meeting two – Wednesday 9 January 2019, 6:00pm - 8.00pm
To consider service area budget proposals at for: <ul style="list-style-type: none">• Planning, sustainable development and regulatory services (Adrian Arnold + Tim Sadler)• Housing Services (Stephen Clarke)• Regeneration and Economy (Ian Gray)• Assistant Chief Executive (Caroline Green)
Meeting three – Wednesday 16 January 2019, 6:00pm - 8.00pm
To consider any remaining evidence, and form draft recommendations.
Meeting Four – Wednesday 30 January 2019, 6:00pm - 8.00pm
To consider the draft review group report.

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To: City Executive Board
Council

Date: 18 Dec 2018
28 January 2019

Report of: Head of Financial Services
Head of Business Improvement

Title of Report: Integrated Performance Report for Quarter 2 2018/19

Summary and recommendations	
Purpose of report:	To update Members on Finance, Risk and Performance as at 30 th September 2018.
Key decision:	No
Executive Board Member:	Councillor Ed Turner
Corporate Priority:	Efficient and Effective Council.
Policy Framework:	Corporate Plan
Recommendation(s): That the City Executive Board resolves to:	
1.	Note the projected financial outturn, the current position on risk and performance as at the 30 th September 2018.
2.	Recommend to Council to approve additional capital budget for the Residential on-street electric vehicle charging by £0.170 million, £0.019 million in 2018/19 and £0.151 million in 2019/20. This expenditure will be fully funded by Grant received from Innovate UK. More details are included in paragraph 9;
3.	Recommend to Council to approve additional capital budget for HCA New build project of £0.218 million. This is the final retention fee payable on the project, and is fully funded from HRA reserves. More details are included in paragraph 9.

Appendices

Appendix A	Corporate Integrated Dials
Appendix B	General Fund - September 2018 Forecast Outturn
Appendix C	Capital Programme - September 2018 Forecast Outturn
Appendix D	HRA - September 2018 Forecast Outturn

Introduction and background

1. This report updates the Board on the financial, corporate performance and corporate risk positions of the Council as at 30th September 2018. A brief summary is as follows:
2. **Financial Position**
 - **General Fund** – the outturn position is forecast to be an adverse variance of £0.154 million (0.70%) against the latest net budget of £22.098 million;
 - **Housing Revenue Account** – the outturn position is forecasting a nil variance against the budgeted deficit of £1.440 million;
 - **Capital Programme** – the outturn position is forecasting a favourable variance of (£15.945) million against the latest budget of £109.665 million;
3. **Performance** – 64% (7) of the Council's corporate performance targets are being delivered as planned, 27% (3) are below target but within acceptable tolerance limits, 9% (1) is currently at risk;
4. **Corporate Risk Management** – There are 3 red and 9 amber corporate risks at the end of quarter 2. More details of risks can be found in paragraphs 18-23.

Financial Position - General Fund Revenue

5. The overall Net Budget Requirement agreed at Council in February 2018 was £22.098 million. Since setting the budget, service area expenditure has increased by a total of £1.069 million which mainly represents unspent budget approved for carry forward from 2017/18 being added to 2018/19 budgets, and release of grants held in reserves. These adjustments have been funded by a corresponding release from Earmarked Reserves to ensure that the Net Budget Requirement remains unchanged. There has also been a release from contingencies of £0.472 million, £0.198 for Business Rates uplifts across the service areas arising from the revised Business Rates Revaluation and £0.275 million to fund the partnership payment made.
6. Virements between service areas, authorised under delegated powers by the Council's Head of Financial Services totalling £0.761 million have also taken place, the most notable of which (£0.350 million) relates to the release from Transformation funds for ongoing projects and £0.105 million being the allocation of the training budget across service areas. There is no change to the Council's Net Budget Requirement.

7. At 30th September 2018 the General Fund revenue account is projecting an adverse variance of £0.154 million against the latest budget of £22.098 million. The key variances are:

- **Direct Services Client** – £0.494 million adverse variance arising from a decline in car parking income. It was originally envisaged that visitor numbers travelling into the city by car would significantly increase with the opening of Westgate and City Council car parks would benefit, however any increased business together with existing business appears to have gone to the Westgate car park. Worcester Street and Oxpens car park are both seeing a decline in usage which is having a significant impact on income.
- **Funding** – £0.400 million favourable variance which is due to Business Rates income from the properties in the Westgate centre being rated higher than expected, and therefore providing additional income above that originally budgeted for. We should note we are receiving approx. £1m in additional income from Westgate as a result of additional business rates.
- **Oxford Direct Services Ltd** – an additional £0.300 million is expected to be returned to the Council from Oxford Direct Services Limited, this is following the final agreement of the S42+ contract which will result in an additional contribution and hence an increased dividend return back to the Council.
- **Interest receivable** - £0.360 million adverse variance which mainly due to reduced interest from loans made to Council's wholly owned company Oxford City Housing Ltd and its Joint Venture, Oxwed. Reduced activity below that forecast in the Housing Company and a delay in the transfer of land at Oxpens has resulted in a lower level of drawdowns of capital loans being made by the Companies.

Housing Revenue Account

8. The budgeted deficit agreed at Council in February 2018 was £1.440 million, and the Housing Revenue Account is currently forecasting a nil variance against this deficit. However some budget variations have been made across the HRA and the most notable are:

- **Management and Services (stock related)** – projected favourable variance of £0.426million. This is an accounting adjustment to reflect the full cost of work undertaken by Oxford Direct Services Ltd which was previously restricted. This is offset by a corresponding transfer to capital financing reserves to ensure no overall variance in the HRA.
- **Other Revenue Spend (Stock Related)** – projected adverse variance of £0.218 million against the approved budget. This is the release of the carry forward budget, for additional staff costs, furniture in sheltered blocks and to fund capital projects. This has a nil impact overall as the funding was held in reserves.
- **Responsive & Cyclical Repairs** – projected adverse variance of £0.128 million against the approved budget. This is the release of the carry

forward budget for additional costs on Health and Safety works. This has a nil impact overall as the funding was held in reserves.

9. The Council has successfully submitted a bid into the Social Sector ACM Cladding Remediation Fund. Confirmation has been received and we expect to receive £1.000 million back in the near future. This revenue will be returned to the Capital Financing Reserve from where the original funding of the project was made.

Capital

10. A thorough review has been made of the Capital Programme as at the end of September 2018 and this has led to a significant amount of slippage into future years. The projected outturn on the Capital Programme is currently a favourable variance of £15.945 million against the latest budget of £109.665 million. The main variances are:

GENERAL FUND

- **ICT projects** – a net movement of £0.017 million, this is made up from slippage of £0.200 million for the CRM application due to a delay in the start of the project; pulling forward £0.300 million for the End-Point devices as the majority of this project is expected to complete in this financial year and slippage of £0.083 million on the BT One Phone project which requires further scoping work;
- **Pedestrianisation of Queen Street** – £0.500 million is to be slipped into 2019/20, to allow the project to be planned in line with other developments;
- **Acquisition of Investment Properties** – £2.172 million is to be slipped into 2019/20. The work that had been planned to be undertaken for this project in Cave Street is being re-evaluated and is unlikely to take place this financial year.
- **1-5 George Street** – £3.353 million is to be slipped into 2019/20 so that the details of the project can be reconsidered;
- **Gloucester Green Car Park** – £0.100 million to be slipped into 2019/20, the work is now at the final tender design stage and expected to start on site in January 2019, therefore the work will continue into the next financial year;
- **East Oxford Community centre** – £4.000 million to be slipped into 2019/20 The feasibility stage is currently in progress with design work being undertaken from Dec 2018 and works commencing in Spring 2019;
- **Jericho Community Centre** – £0.200 million to be slipped into 2019/20, no spend has occurred on this project to date;
- **Bullingdon Community Centre** – £0.403 million is to be slipped into 2019/20, work is being undertaken on the design of this project, but the remaining balance is to be slipped and considered along with a request for additional funding to undertake the scheme;

- **CCTV suite upgrade** – £0.080 million is to be slipped into 2019/20, no progress has been made on this project in year, it will commence next year;
- **Car Parking Oxpens** – £0.243 million is to be slipped into 2019/20. This project is to carry out the required adjustments to the site, these will not be required until early in the next financial year;
- **Extension of Seacourt Park and Ride** – £3.217 million is to be slipped, this is the remaining balance of funding. It is important to get the detail of this project right and it is unlikely that works will commence in this financial year;
- **R&D Feasibility Fund** – £0.165 million will be slipped into 2019/20 to enable pipeline schemes to utilise the fund in next financial year;
- **Residential on-street Electrical Vehicle charging** - £0.019 million, Grant funding of £0.170 million has been awarded to the Council from Innovate UK to install on-street charging technologies and undertake research into its benefits to inform future roll out. £0.019 million of this grant funding is expected to be spent in the current financial year and the remaining in 2019/20.

HRA

- **Extensions & Major adaptations** – £0.050million some schemes are slipping into next year;
- **Insulation Works** – £0.200 million underspend, £0.100 million to be moved into Structural scheme and the remaining £0.100 million to be slipped in to next financial year:
- **Fire doors** – £0.250 million to be slipped into next year, a 10 year work programme is now in place and Oxford Direct Services are to carry out the work;
- **Compulsory purchase of property** – £0.475 million to be slipped as one of the properties will not complete until 2019/20;
- **Social Rented Housing Acquisitions** – £0.944 million to be slipped as there are no properties to be purchased on the horizon.
- **HCA New Build** - £0.218 million additional budget to be added to the scheme, fully funded by HRA reserves. This is to cover the expenditure required for the final retention fees to the main contractor.

Performance Management

11. There are eleven corporate performance measures that are monitored during the year. Seven (64%) are being delivered as planned, three (27%) are below target but within acceptable tolerance limits, and one (9%) is at risk of not meeting their target.

12. Of the seven that are being delivered as planned, one relates to Vibrant and Sustainable Economy, one relates to Meeting Housing Need, three to Strong

and Active Communities, one to Cleaner Greener Oxford and one to an Efficient and Effective Council.

13. The measure that is not meeting its targets is as follows:

- **Number of new homes granted permission in the city** – Target of 200 and an actual of 126 as at end of September. A further 9 dwellings were granted consent in Sept 2018, with a number of other dwellings in the pipeline to be granted consent.

Corporate Risk

14. Following a recent workshop with Directors and Heads of Service an updated Corporate risk register has now been approved for 2018/19. There are now twelve risks, three of which are Red and the remaining nine are Amber.

15. The three red risks are as follows:

- **Housing** - The Council has key priorities around housing which include ensuring housing delivery and supply for the City and enabling sufficient house building and investment. Insufficient housing in the City leads to an increase in homelessness which has an impact on residents. There are also health and quality of life issues. The Council is implementing delivery methods for temporary accommodation and accommodation for homelessness prevention which include a rent guarantee scheme, a growth deal to facilitate additional affordable housing and a tranche of property purchases to be delivered via the scheme with Real Lettings.
- **Local Government Reorganisation** – There is a risk that re-organisation is imposed to the detriment of the Council and the City. Progress has been achieved in securing agreement from all 6 Councils to the Housing and Growth Deal which should be the priority focus for all Councils and stronger Growth Board governance arrangements will help make the case against restructuring. The Government has put a hold on any unitary decision for the time being.
- **Delivery of Services by External Suppliers/Partnerships/Supply Chain** – The negative performance of suppliers/partners has a direct impact on the Council's ability to achieve its goals. Lack of a co-ordinated response or weak relationships with partners can lead to the withdrawal of services, increasing the burden on the City Council services and poorer outcomes for communities. Effective relationship management across partners will help manage risks around service delivery.

16. Four new risks were added in the review, these were assessed for their level of probability and impact and an overall risk rating was applied to each. Mitigations have also been put in place for each of these new risks, to ensure that they are managed and that the risk does not increase or have an adverse affect. The new risks are:

- **Health & Safety (Buildings) (AMBER)** – failure to comply with Health & Safety legislative requirements which ensure the safety of buildings could

potentially lead to a HSE investigation and substantial fines. (See also para 15 above)

- Resilience of Trading Models (AMBER) – risk that the Council Companies are not successful and fail to deliver outputs and financial returns. Returns from companies now form a major part of the Councils Budget Strategy and although governance continue sot be strengthened this continues to be an area to closely monitor.
- Business Continuity Planning & Disaster Recovery including ICT Recovery Plan (AMBER) – relates to ensuring that the Council continues to function in the event of a major incident. The Council has recently undertaken a BCP test scenario and will take the feedback to improve its processes
- Terrorism (AMBER) - the city is a popular historical and educational destination with many high profile events held through-out the year. Whilst there is no higher risk to the Council than previously the subject matter has taken on a more prominence nationally as one to monitor.

17. One risk was removed - Community Cohesion. The Council have sufficient mitigating controls currently in place and the risk will continue to be monitored by the Service Area.

Financial implications

18. All financial implications are covered in the body of this report and the Appendices.

Legal issues

19. There are no legal implications directly relevant to this report.

Level of risk

20. All risk implications are covered in the body of this report and the appendices

Equalities impact

21. There are no equalities impacts arising directly from this report.

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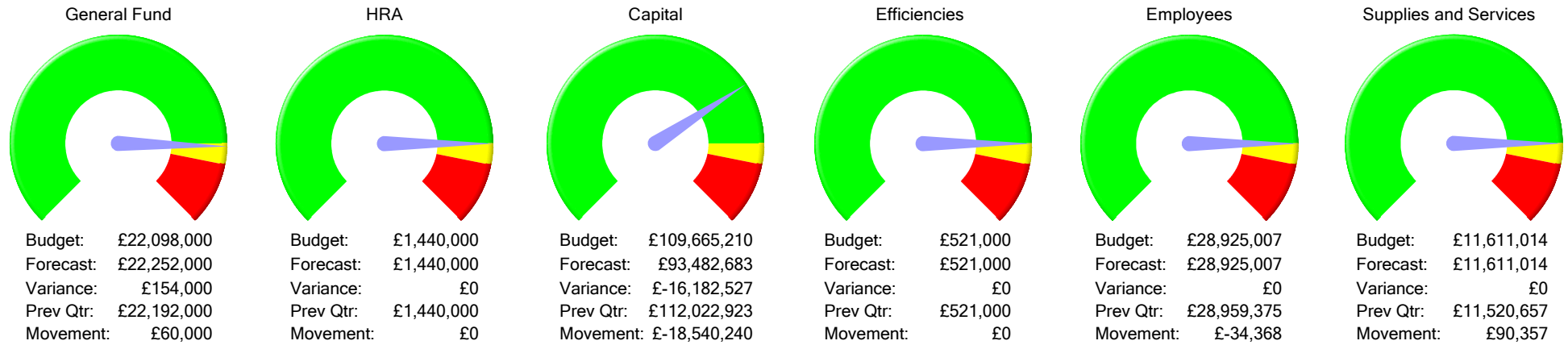
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Appendix A

Corporate Integrated Report Q2 2018/19

Financial Performance



Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	2 (67%)	1 (33%)
Meeting Housing Need	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Strong and Active Communities	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	0 (0%)	1 (100%)
An Efficient and Effective Council	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Total	0 (0%)	1 (9%)	3 (27%)	7 (64%)

	No Data	Red	Amber	Green
Previous Quarter	1 (8%)	2 (17%)	3 (25%)	6 (50%)

Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Meeting Housing Need	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Strong and Active Communities	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	0 (0%)	1 (100%)
An Efficient and Effective Council	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Total	0 (0%)	1 (8%)	1 (8%)	10 (83%)

Risk Management

Service	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	1 (100%)	0 (0%)
Meeting Housing Need	0 (0%)	1 (100%)	0 (0%)	0 (0%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	1 (100%)	0 (0%)
An Efficient and Effective Council	0 (0%)	2 (22%)	7 (78%)	0 (0%)
Total	0 (0%)	3 (25%)	9 (75%)	0 (0%)

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	4 (25%)	8 (67%)	0 (0%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Total				

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**GF Outturn Report 18/19
@ 30th September, 2018**

	Approved Budget (per Budget book)	Release from Earmarked Reserves Q1	Virements Q1	Previous Quarters Budget	Release from Earmarked Reserves Q2	Virements Q2	Latest Budget	Projected Outturn against Latest Budget @ 30th Sep, 2018	PO Variance	PO Variance (Prev Month)
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Directorates										
Assistant Chief Executive	721		59	780		55	835	835		
Housing Services	5,249	212	(193)	5,268	(1379)	40	3,929	3,929		
Assistant Chief Executive	5,970	212	(134)	6,048	(1,379)	95	4,764	4,764		
Regeneration & Economy	(9,474)	(7)	124	(9,357)		(19)	(9,376)	(9,376)		
Regeneration & Economy	(9,474)	(7)	124	(9,357)		(19)	(9,376)	(9,376)		
Planning, Sustainable Dev & Regulatory	1,937	(90)	23	1,870	594	30	2,494	2,494		
Community Services	5,826	(5)	88	5,909		78	5,987	5,987		
Oxford Direct Services	8,053	174	193	8,420	210		8,630	8,824	194	494
Sustainable City	15,817	79	304	16,200	804	108	17,111	17,305	194	494
Transformation	178	570	(350)	398		1	398	398		
Business Improvement	8,678	106	275	9,059		75	9,134	9,134		
Welfare Reform Team	190	49	83	322		5	328	328		
Financial Services	3,066	115	24	3,205	7	42	3,254	3,254		
Law & Governance	2,734	4	(199)	2,539	69	6	2,614	2,614		
Organisational Development & Corporate Services	14,845	844	(167)	15,522	76	129	15,727	15,727		
Directorate Total Excl SLA's & Capital Charges	27,157	1,128	127	28,412	(499)	313	28,226	28,420	194	494
SLA's & Capital Charges	(3,655)			(3,655)		(13)	(3,668)	(3,668)		
Corporate Accounts	(2,166)		17	(2,149)		(26)	(2,192)	(1,832)	360	
Contingencies	864	(54)	(144)	666		(274)	392	392		
Total Corporate Accounts & Contingencies	(1,302)	(54)	(127)	(1,483)		(300)	(1,800)	(1,440)	360	
Net Expenditure Budget	22,200	1,074		23,274	(499)		22,758	23,312	554	494
Transfer to / (from) Ear Marked Reserves	(102)	(1,074)		(1,176)	499		(660)	(660)		
Net Budget Requirement	22,098			22,098			22,098	22,652	554	494
Funding										
External Funding (RSG)	630			630			630	630		
External Funding (NNDR Retention)	8,132			8,132			8,132	8,532	400	400
Council tax	13,567			13,567			13,567	13,567		
Less Parish Precepts	(230)			(230)			(230)	(230)		
Collection Fund Surplus										
Section 31 Grants										
Total Funding Available	22,098			22,098			22,098	22,498	400	400
(Surplus) / Deficit for year								154	154	94

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Capital Budget and Spend as at 30th September 2018

Cost Centre	Capital Scheme	2018/19 Budget Book	Latest Budget	Profiled Budget	Spend to 30th September 2018	Variance to Profile Budget	Forecast Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£	£			£	£	£
C3039	ICT Infrastructure	155,000	171,800	82,464	61,185	(21,279)	171,800	-	-	-
C3044	ICT Software and Licences	150,000	150,000	75,000	201,171	126,171	201,171	51,171		51,171
C3055	Waste Management Project	-	101,860	101,860	67,380	(34,480)	101,860	-	-	-
C3056	Agresso Upgrade	-	9,627	9,627	10,740	1,113	10,740	1,113	-	1,113
C3057	Housing System Replacement	665,000	1,209,555	293,188	182,010	(111,179)	1,209,555	-	-	
C3058	CRM Application	200,000	200,000	55,446	-	(55,446)	0	(200,000)	(200,000)	-
C3060	End-Point Devices	300,000	290,546	87,164	-	(87,164)	590,546	300,000	300,000	-
C3062	Datacentre Upgrade	-	46,172	14,775	(4,448)	(19,223)	46,172	-	-	-
C3063	LAN/WiFi Refresh PS & Install	-	108,000	71,820	55,353	(16,467)	108,000	-	-	-
C3065	BTOP Phase 2	83,000	83,000	25,730	-	(25,730)	0	(83,000)	(83,000)	-
C3066	Telephony Device refresh	10,000	10,000	3,600	-	(3,600)	10,000	-	-	-
G6013	Superconnected Cities	40,000	38,963	38,963	16,467	(22,496)	38,963	-	-	-
S03 Business Improvement		1,603,000	2,419,523	859,637	589,858	(269,779)	2,488,807	69,284	17,000	52,284
M5023	Oxpens Regeneration	-	4,160,000	2,080,000	-	(2,080,000)	4,160,000	-	-	-
27	S10 Regeneration and Economy	-	4,160,000	2,080,000	-	(2,080,000)	4,160,000	-	-	-
CIL and S106 Funded Schemes										
F7007	Woodfarm / Headington Community Centre	-	20,000	10,000	-	(10,000)	20,000	-	-	
F7011	Headington Environmental Improvements	59,004	59,004	29,502	-	(29,502)	59,004	-	-	
F7020	Work of Art Shotover View	14,635	14,635	7,318	-	(7,318)	14,635	-	-	
F7024	St Clements Environmental Improvements	40,000	50,000	25,000	-	(25,000)	50,000	-	-	
F0025	Westgate area public realm improvements	-	1,134,000	-	-	-	1,134,000	-	-	
F0026	Pedestrianisation of Queen Street	500,000	500,000	-	-	-	0	(500,000)	(500,000)	
Grants										
E3511	Renovation Grants	25,773	25,773	5,000	23,751	18,751	25,773	-	-	
E3521	Disabled Facilities Grants	1,810,959	1,718,381	515,514	479,503	(36,011)	1,718,381	-	-	
E3560	Go Ultra Low Oxford - Taxis	478,000	105,000	-	7,500	7,500	105,000	-	-	
NEW	Residential on-street Electric Vehicle charging						19,432	19,432		19,432
E3561	Additional DFG Funding 2017/18	-	8,857	-	1,339	1,339	8,857	-	-	
Environmental Sustainability										
E3555	Flood Alleviation at Northway & Marston	-	7,228	-	7,228	7,228	7,228	-	-	
E3557	Oxford and Abingdon Flood Alleviation Scheme	380,000	380,000	380,000	380,000	-	380,000	-	-	
E3558	Go Ultra Low	471,607	82,447	1,435	4,445	3,010	82,447	-	-	
S11 Planning, Sustainable Development & Regulatory		3,779,978	4,105,325	973,769	903,766	(70,003)	3,624,757	(480,568)	(500,000)	19,432
Covered Market										
B0027	Covered Market - Improvements & Upgrade to Roof	-	-	-	-	-	0	-	-	-

Cost Centre	Capital Scheme	2018/19 Budget Book	Latest Budget	Profiled Budget	Spend to 30th September 2018	Variance to Profile Budget	Forecast Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£	£			£	£	£
B0101	Major Capital works at Oxford Covered Market	400,000	400,000	120,000	14,609	(105,391)	400,000	-	-	-
		-	-	-						
	Investment Properties	-	-	-						
B0046	Investment - Ship Street	-	22,397	17,458	4,810	(12,649)	22,397	-	-	-
B0092	Acquisition of Investment Properties	2,050,000	2,172,497	195,525	(47,113)	(242,638)	0	(2,172,497)	(2,172,497)	-
B0098	1-5 George Street	3,500,000	3,628,404	-	275,853	275,853	275,853	(3,352,551)	(3,352,551)	-
B0099	Ship Street & New Road	-	267,637	267,025	244,458	(22,567)	267,637	-	-	-
B0103	6 Queen Street works	375,000	375,000	187,500	120,309	(67,191)	375,000	-	-	-
B0108	Floyds Row Refurbishment	125,000	125,000	62,500	-	(62,500)	125,000	-	-	-
B0109	Hinksey Park Footbridge Replacement	-	73,000	73,000	8,100	(64,900)	73,000	-	-	-
		-	-	-						
	Miscellaneous Council Properties	-	-	-						
B0100	Gloucester Green Car Park (H&S)	195,000	195,000	66,300	20,565	(45,735)	95,000	(100,000)	(100,000)	-
B0102	Repace or refurbish lifts	154,000	154,000	77,000	-	(77,000)	154,000	-	-	-
B0104	Old Gas Works Bridges	-	20,000	10,000	-	(10,000)	20,000	-	-	-
B0105	Westhill Barns (Shotover)	-	1,000	1,000	1,420	420	1,000	-	-	-
B0106	Capitalisted Planned Maintenance	325,000	325,000	162,500	3,995	(158,505)	325,000	-	-	-
B0107	Discretionary Funding for Hsg Improves re Disabled	15,000	15,000	7,500	-	(7,500)	15,000	-	-	-
		-	-	-						
	General Fund Housing Projects	-	-	-						
M5019	Purchase of Homeless Properties	3,886,000	3,625,910	2,248,064	1,167,356	(1,080,708)	3,625,910	-	-	-
M5020	Empty Homes CPO Revolving Fund	-	-	-	-	-	0	-	-	-
M5021	Equity Loan Scheme for Teachers	100,000	270,600	135,300	39,900	(95,400)	270,600	-	-	-
M5024	National Homelessness Property Fund	2,500,000	2,500,000	2,500,000	2,500,000	-	2,500,000	-	-	-
M5025	Phase 1 Affordable Housing at Barton Park	8,440,000	5,186,691	966,691	-	(966,691)	5,186,691	-	-	-
M5026	Housing Company Loans	29,000,000	31,695,000	-	-	-	31,695,000	-	-	-
M5027	Purchase of Leasehold Lucy Faithful House	-	456,130	-	353,782	353,782	456,130	-	-	-
M5030	Loan to Housing Company - Lucy Faithful House	13,000,000	13,000,000	6,500,000	-	(6,500,000)	13,000,000	-	-	-
		-	-	-						
	S13 Housing Services	64,065,000	64,508,266	13,597,364	4,708,045	(8,889,319)	58,883,218	(5,625,048)	(5,625,048)	-
B0075	Stage 2 Museum of Oxford Development	390,254	311,640	8,875	73,766	64,892	311,640	0	0	
B0083	East Oxford Community Centre	4,000,000	4,000,000	2,000,000	-	(2,000,000)	0	(4,000,000)	(4,000,000)	
B0084	Jericho Community Centre	200,000	200,000	100,000	-	(100,000)	0	(200,000)	(200,000)	
B0095	Barton Community Centre	-	888,317	763,953	307,952	(456,000)	888,317	-	-	
B0096	Bullingdon Community Centre	450,000	468,048	191,900	44,777	(147,123)	65,000	(403,048)	(403,048)	
A3129	Donnington Recreation Ground Improvements	-	37,850	18,925	1,631	(17,294)	37,850	-	-	
A4808	Blackbird Leys Leisure Centre Improvements	-	-	-	(880)	(880)	0	-	-	
A4820	Upgrade Existing Tennis Courts	-	35,000	17,500	-	(17,500)	35,000	-	-	
A4833	Horspath Sports Park	720,082	1,977,962	988,981	1,060,569	71,588	1,977,962	-	-	
A4841	Skate Parks	70,000	70,000	70,000	7,532	(62,468)	70,000	-	-	
A4842	Florence Park Tennis Courts	-	57,226	28,613	3,470	(25,143)	57,226	-	-	
A4845	CCTV Suite Upgrade	80,000	80,000	40,000	-	(40,000)	0	(80,000)	(80,000)	
A4847	Rose Hill Community Centre - Parking Management	10,000	10,000	5,000	-	(5,000)	10,000	-	-	
A4848	Barton Fit Trail	-	7,085	3,543	-	(3,543)	7,085	-	-	
A4849	Five Mile Drive Pavilion	-	70,000	35,000	-	(35,000)	70,000	-	-	

Cost Centre	Capital Scheme	2018/19 Budget Book	Latest Budget	Profiled Budget	Spend to 30th September 2018	Variance to Profile Budget	Forecast Outturn	Forecast Variance	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£	£			£	£	£
N7029	HCA New Build	-	-	-	-	-	218,000	218,000		218,000
N7032	Great Estates: Estate Enhancements and Regeneration	1,300,000	1,542,594	701,469	753,326	51,857	1,542,594	-	-	
N7040	Blackbird Leys Regeneration	1,600,000	-	-	-	-	0	-	-	
N7042	Barton Regeneration	1,286,000	1,989,795	278,571	282,574	4,002	1,989,795	-	-	
N7045	Development at Bracegirdle	567,750	-	-	-	-	0	-	-	
N7046	Development at Mortimer Drive	517,750	1,643,508	16,435	21,680	5,245	1,643,508	-	-	
N7047	Social Rented Housing Acquisitions	1,035,000	1,478,500	-	-	-	535,000	(943,500)	(943,500)	
		-	-	-						
	Internal Contracts	-	-	-						
N6385	Adaptations for disabled	617,000	678,700	365,819	373,206	7,386	678,700	-	-	
N6390	Kitchens & Bathrooms	2,733,000	2,966,300	1,491,456	1,385,847	(105,609)	2,966,300	-	-	-
N6391	Heating	2,062,000	2,308,200	1,123,452	1,032,909	(90,542)	2,308,200	-	-	-
N6388	Major Voids	192,000	211,200	-	6,289	6,289	211,200	-	-	-
N6395	Electrics	434,000	477,400	289,543	228,110	(61,434)	477,400	-	-	-
	Housing Revenue Account	22,203,470	18,866,171	7,271,426	6,031,438	(1,239,988)	17,265,671	(1,600,500)	(1,818,500)	218,000
	Grand Total	105,701,685	109,665,210	32,392,476	14,936,978	(17,455,498)	93,720,115	(15,945,095)	(16,234,811)	289,716

HRA Report 18/19 @ 30th September 2018	Approved Budget (per Budget book)	Latest Budget @ 30th Sept 2018	Projected Outturn against Latest Budget @30th Sept 2018	Project Outturn Variance
	£000's	£'000's	£'000's	£000's
Dwelling Rent	(41,351)	(41,351)	(41,351)	
Service Charges	(1,582)	(1,582)	(1,582)	
Garage Income	(215)	(215)	(215)	
Miscellaneous Income	(783)	(783)	(783)	
Right to Buy (RAF)	(59)	(59)	(59)	
Net Income	(43,989)	(43,989)	(43,989)	
Management & Services (Stock Related)	9,730	9,303	9,303	(426)
Other Revenue Spend (Stock Related)	2,023	2,241	2,241	218
Misc Expenditure (Not Stock Related)	227	291	291	64
Bad Debt Provision	748	748	748	
Responsive & Cyclical Repairs	12,081	12,209	12,209	128
Interest Paid	7,952	7,952	7,952	
Depreciation	10,060	10,060	10,060	
Total Expenditure	42,821	42,804	42,804	(17)
Net Operating Expenditure/(Income)	(1,168)	(1,185)	(1,185)	(17)
Investment Income	(28)	(28)	(28)	
Other HRA Reserve Adjustment		(587)	(587)	(587)
Transfer (to)/from MR/OR	2,636	3,240	3,240	604
Total Appropriations	2,608	2,625	2,625	17
Total HRA (Surplus)/Deficit	1,440	1,440	1,440	

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Finance Panel Work Plan 2018/19

6 DECEMBER 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget Review group Scope	No	To consider and agree the scope of the work of the Budget Review Group.	Finance, Asset Management	Stefan Robinson, Scrutiny Officer
Quarterly Integrated Report, Finance & Performance Q2	Yes	Quarterly Integrated Report for Finance, Performance and Risk	Deputy Leader / Finance / Asset Management	Anna Winship, Management Accountancy Manager
Monitoring social value	No	To consider the case and opportunities for monitoring social value through integrated financial, social and environmental accounting.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services

8 AND 9 JANUARY 2019 (BUDGET REVIEW GROUP)

16 JANUARY 2019 - PROVISIONAL REPORTS + BUDGET REVIEW GROUP

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Council Tax Reduction Scheme for 2019/20 (post consultation)	Yes	To review the Council Tax Reduction Scheme	Leader, Economic Development and Partnership	Paul Wilding, Programme Manager Revenue & Benefits
<i>TBC</i> - Treasury Management mid-year report	Yes	To consider the Treasury performance for the first half of the financial year (April – September 2018) including an update on the investment and debt portfolios.	Finance, Asset Management	Bill Lewis, Financial Accounting Manager

30 JANUARY 2019 - PROVISIONAL REPORTS + BUDGET REVIEW GROUP

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Council Tax Exemption Monitoring	No	To consider a report on the effectiveness of council tax exemption monitoring, and understand how rigorous the process is.	Leader, Economic Dev and Partnerships	Paul Wilding, Programme Manager Revenue & Benefits
Quarterly Integrated Report, Finance & Performance Q3	No	Quarterly Integrated Report for Finance, Performance and Risk	Deputy Leader / Finance / Asset Management	Anna Winship, Management Accountancy Manager

4 APRIL 2018 – PROVISIONAL REPORTS

None