

# Agenda

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## Finance Panel (Panel of the Scrutiny Committee)

Date: **Monday 1 July 2019**

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Time: **6.00 pm**

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

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For any further information please contact:

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# Finance Panel (Panel of the Scrutiny Committee)

## Membership

<b>Chair</b>	Councillor James Fry
	Councillor Chewe Munkonge
	Councillor Craig Simmons
	Councillor Roz Smith

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# AGENDA

## Pages

### 1 APOLOGIES

Substitutes are not allowed.

### 2 DECLARATIONS OF INTEREST

### 3 NOTES OF PREVIOUS MEETING

For the Panel to approve the record of the meeting held on 30 January 2019.

5 – 8

### 4 WORK PLAN

The Finance Panel is requested to agree its work plan for the year, which can be adjusted to reflect the wishes of the Panel at each subsequent meeting. The Scrutiny Committee has referred a number of items to the Panel for consideration in 2019/20, which are included as an appendix to this item. The Panel may add its own additional work plan items, having had regard to the resources and capacity of the organisation. There are currently no outstanding work plan items from 2018/19, other than the quarterly finance reports.

9 - 10

### 5 QUARTER 4 INTEGRATED PERFORMANCE REPORT

To consider the Quarter 4 Integrated Performance Report which makes the following recommendations to Cabinet on 10 July 2019:

11 - 40

1. Note the financial outturn and performance of the Council for the year 2018/19 and also the position on risks outstanding as at 31st March 2019;
2. Agree the carry forward requests in respect of the General Fund as shown in paragraph 6 and on Appendix D;
3. Agree the additional transfer to the General Fund Repairs and Maintenance Reserve of £0.610 million detailed in paragraph 2 a;
4. Agree the carry forward requests in respect of the HRA as shown in paragraph 14 and on Appendix D.
5. Agree the additional transfer to the HRA Contributions to HRA Projects Reserve of £3.716 million detailed in paragraph 2 (c)
6. Recommend to Council the inclusion of £200k in 2019-20 in respect of costs to establish a citizens assembly together with associated staffing costs for reporting and research.

### 6 FUTURE MEETING DATES

Meetings are scheduled on 7 December 2018, 31 January 2019 & 14 March 2019 (all 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.

**Minutes of a meeting of the  
FINANCE PANEL (PANEL OF THE SCRUTINY  
COMMITTEE)  
on Wednesday 30 January 2019**

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**Committee members:**

Councillor Fry (Chair)

Councillor Simmons

Councillor Roz Smith

Councillor Corais

**Officers:**

Tanya Bandekar, Revenues and Benefits Service Manager

Aileen Carlisle, Senior Programme Manager

Bill Lewis, Financial Accounting Manager

Nigel Kennedy, Head of Financial Services

Stefan Robinson, Scrutiny Officer

**9. Apologies**

Apologies for absence were received on behalf of Councillor Munkonge.

**10. Declarations of interest**

There were no declarations of interest.

**11. Notes of previous meeting**

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

**12. Work plan**

The Finance Panel noted its work plan with no amendments.

**13. Capital Strategy 2019/20 - 2023/24**

Bill Lewis, Financial Accounting Manager, introduced the 2019/20 Capital Strategy. He explained that the CIPFA 2017 Prudential Code introduced a requirement for Councils to prepare and approve a Capital Strategy, which includes consideration of non-Treasury investments such as investment properties and loans to other organisations. The Strategy had been reviewed to take account of this change.

The Council had a significant capital investment programme and had established a methodology for identifying, selecting and monitoring capital projects a few

years ago. This methodology had recently been reviewed and was still being refined.

Aileen Carlisle, Senior Programme Manager, explained that from April 2019, all capital schemes and major projects would be assessed and filtered by a new Project Management Office (PMO) prior to being passed through to the Operational Delivery Group or the Development Board, and then through to Corporate Management Team. These projects included ICT schemes. The premise of introducing the PMO was to strengthen the feasibility and idea development stage of projects, to improve the later delivery of the schemes. A focus would also be placed on governance, pricing and compliance in the early stage of project development. It was also explained that work was ongoing to strengthen the governance process around bids to Central Government.

The Panel noted that the PMO would include five new officer posts within the Council's workforce, and that the scoring guidance for capital bids needed revising. The Senior Programme Manager said that changes were being considered to the scoring criteria, and these could be considered at the appropriate time by the Panel.

In response to questions from the Chair, Aileen Carlisle explained that at present, approximately 70% of spend on the capital programme was being achieved each year. However, with the advent of the new PMO, there would be a target of 80% delivery in 2019/20 and 90% in 2020/21. Councillors remarked that this was an area that was in need of improvement.

The Panel noted that approximately 85% of the Council's property investments were in retail, and questioned the risks in light of recent high profile store closures nationally. Nigel Kennedy, Head of Financial Services, explained that measures would be taken in the near future to mitigate this risk. The Chair asked if time series data could be made available to the Panel on rent recovered from investment properties based on asset type (appendix 5 of the report).

In response to questions concerning ICT, Rocco Labellarte, Chief Technology and Information Officer, explained that ICT projects should be funded from capital. Accordingly, steps had been taken to improve accounting of project support as a capital, rather than revenue, commitment. Agency staff would be used more often to help with fluctuating project management demand in the Council's ICT team. The Panel championed the notion of giving ICT staff the opportunity to innovate to see how else services could be supported through smarter ways of working. Rocco explained that £100k had been awarded to the Council through Central Government funding, as well as to 14 other local authorities, to fund research into new ways of working. A partner had recently been commissioned, and the Panel asked for more information on which organisation was awarded the contract.

#### **14. Treasury Management Strategy 2019/20**

Bill Lewis, Financial Accounting Manager, introduced the 2019/20 Treasury Management Report. He explained that the average value of investments made

by the Council during the calendar year to 31<sup>st</sup> December 2018 was £102.2m. All external debt as at 31 March 2018 (£198.5m) related to the Housing Revenue Account self-financing debt taken out in 2012. Over the life of the Council's Medium Term Financial Strategy, it was assumed that the Council would give loans to the Council's Housing Company to the value of around £48 million. It was noted that rates of return from investments made by the Council in other local authorities had improved since the previous year.

A brief discussion also took place surrounding the economic outlook for the UK, in light of issues surrounding Brexit, retaining international businesses locally and future interest rates. In response to questions, it was clarified that the Council charges services to Oxford Direct Services Limited at slightly above cost price. Some members of the Panel commented that the Strategy was good overall.

The Panel noted that the profile for capital expenditure over the medium term was decreasing. The Head of Financial Services, Nigel Kennedy, explained that capital expenditure would only increase if borrowing increased. Councillor Fry, Chair of the Finance Panel, left the meeting during this item.

## **15. Reports containing exempt information**

The Panel were not required to move into private session in this instance.

## **16. Council Tax Exemption Monitoring**

Tanya Bandekar, Revenues and Benefits Service Manager, explained that the discounts offered through the Council Tax Reduction Scheme (CTRS) were significant in terms of the costs incurred by the Council. There were particular challenges for collection because of the large student population, and high turnover of residents. The main focus in recent years had been on monitoring the use of Single Person Discounts for people living on their own, and focussing on high risk areas that may be open to exploiting the CTRS.

The Panel asked to be provided with a breakdown of the exemption classes within table 1 at paragraph 17 in the report. It was clarified that approximately 15% of the gross council tax collection was provided to Oxford City Council, and the remainder was divided between Oxfordshire County Council and Thames Valley Police. A discussion took place on the various means by which investigators could understand whether more than one person was living in a property, for which a single person discount was being claimed. The meeting was encouraged to report circumstances where they expect people are committing fraud.

The Panel heard that in 2016/17, Oxford City Council's Fraud Investigation Team and Oxfordshire County Council worked in partnership to undertake a review of the Single Person Discounts offered to people living on their own, and this had been successful. Separately, the Panel offered the view that a greater council tax premium should be charged on empty second homes, and that appropriate recommendations should be made on this.

The Panel resolved to recommend to the City Executive Board that the Council:

- 1) Seeks to revive its joint working with Oxfordshire County Council to carry out an investigative review of Council Tax discounts offered to students and single persons.
- 2) Writes to Central Government, making the case for greater local discretion to increase Council tax premiums on empty second homes. The case should also be made for these premiums to come into effect earlier (i.e sooner than the current two year threshold). This could alternatively feature in a consultation response to Central Government if appropriate.

## **17. Treasury Management Strategy 2019/20**

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A brief discussion also took place surrounding the economic outlook for the UK, in light of issues surrounding Brexit, retaining international businesses locally and future interest rates. In response to questions, it was clarified that the Council charges services to Oxford Direct Services Limited at slightly above cost price. Some members of the Panel commented that the Strategy was good overall.

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Councillor Fry, Chair of the Finance Panel, left the meeting during this item.

## **18. Future Meeting Dates**

The Panel noted their next meeting dates as follows:

4 April 2019

1 July 2019

5 September 2019

**The meeting ended at 7.35 pm**

**Chair .....**

**Date: Thursday 4 April 2019**



# Finance Panel Work Plan 2019/20: Items referred from the Scrutiny Committee

## Finance Panel

Items	Cabinet item	Description	Lead Officer	Approximate Date of Consideration and comment
1. Budget Review 2019/20 recommendations	No	To consider an update report on the implementation of the Panel's Budget Review 2019/20 recommendations.	Nigel Kennedy, Head of Financial Services	December 2019
2. Budget 2020/21	Yes	To review the Council's annual budget, medium term financial plan, HRA business plan, capital programme and fees and charges.	Nigel Kennedy, Head of Financial Services	January 2020
3. Treasury Mid Year performance	Yes	To consider the performance of the Council's Treasury Management Function at 6 monthly intervals.	Anna Winship, Management Accountancy Manager	January 2020
4. Capital Strategy 2020/21	Yes	To consider the Council's Capital Strategy for 2020/21 and the capital gateway controls.	Nigel Kennedy, Head of Financial Services	February 2020
5. Treasury Management Strategy 2020/21	Yes	To present the Council's Treasury Management Strategy for 2019/20 together with the Prudential Indicators.	Bill Lewis, Financial Accounting Manager	February 2020
6. Monitoring social value	No	To review the Council's current social value weighing in procurement of 5%.	<b>Vacancy</b> , Strategic Procurement and Payments Manager	March 2020
7. Budget monitoring (4 items)	Yes	To monitor spend against budgets and projected outturn on a quarterly basis.	Nigel Kennedy, Head of Financial Services	July 2019, October, February
8. Homelessness reserves and contingencies	No	To review the sustainability of the Council's homelessness reserves, following concerns raised by the 2018/19 Budget Review Group.	Nigel Kennedy, Head of Financial Services	TBC at 1 July Finance Panel Meeting
9. Council Tax Support Scheme	Yes	To consider the annual review of the Council Tax Support Scheme.	Bill Lewis, Financial Accounting Manager	N/a

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**To:** Cabinet  
**Date:** 10 July 2019  
**Report of:** Head of Financial Services  
 Head of Business Improvement  
**Title of Report:** Integrated Performance Report for Quarter 4 2018/19

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To update Members on Finance, Risk and Performance as at the end of the financial year.
<b>Key decision:</b>	No
<b>Executive Board Member:</b>	Councillor Ed Turner
<b>Corporate Priority:</b>	Efficient and Effective Council.
<b>Policy Framework:</b>	Corporate Plan
<b>Recommendation(s): That the Cabinet resolves to:</b>	
1.	Note the financial outturn and performance of the Council for the year 2018/19 and also the position on risks outstanding as at 31 <sup>st</sup> March 2019;
2.	Agree the carry forward requests in respect of the General Fund as shown in paragraph 6 and on Appendix D;
3.	Agree the additional transfer to the General Fund Repairs and Maintenance Reserve of £0.610 million detailed in paragraph 2 a;
4.	Agree the carry forward requests in respect of the HRA as shown in paragraph 14 and on Appendix D.
5	Agree the additional transfer to the HRA Contributions to HRA Projects Reserve of £3.716 million detailed in paragraph 2(c).
6	Recommend to Council the inclusion of £200k in 2019-20 in respect of costs to establish a citizens' assembly together with associated staffing costs for reporting and research.

## Appendices

Appendix A	General Fund Outturn
Appendix B	Capital Programme Outturn
Appendix C	HRA Outturn
Appendix D	Carry Forward Requests
Appendix E	Corporate Risks
Appendix F	Corporate Performance Outturn

### Introduction and background

1. This report updates the Cabinet on the performance of the Council for 2018/19 together with the corporate and service risks faced as at 31 March 2019. A brief summary is as follows:
2. **Financial Position**
  - a. **General Fund** – The surplus on the General Fund is £0.611 million (2.76% of the Net Budget Requirement of £22.097 million and 2.13% of the gross service expenditure budget of £28.734 million), after allowing for carry forwards to reserves of £0.084 million. The Council is currently updating its condition surveys in respect of corporate buildings and there are already significant repairs that require undertaking, including £0.600 million of repairs to the Town Hall ceilings. A recommendation is made to transfer this £0.610 million surplus to an earmarked reserve for repairs and maintenance of corporate buildings to cover these expected commitments.
  - b. **Efficiencies, Fees and Charges and Service Reduction Targets** – at year end the actual sum is on target at £0.521million, which equates to overall savings made over the last four years of £6.916 million.
  - c. **Housing Revenue Account** – The year end surplus on the HRA is a favourable £3.716 million, after allowing for carry forwards of £0.202 million against the original budgeted deficit of £1.440 million. It is recommended to transfer the £3.716 million into the HRA projects reserve to fund future capital commitments
  - d. **Capital Programme** – the outturn spend is £42.533 million, a favourable variance of £10.398 million against the latest budget forecast in February 2019. Of this £10.489 million is slippage relating to ICT projects, purchase of homes at Barton Park and loans to the Housing Company, which will be carried forward into future years and £0.092 million relates to small net overspends on a number of schemes, the funding for which has been covered by use of revenue funding and capital reserves.
3. **Performance** – 77% (10) of the Corporate Performance targets were delivered as planned and 23% (3) were short of target; individual performance targets are detailed in Appendix F.

4. **Corporate Risk Management** – There is one red corporate risk, nine risks that are Amber risks, and two Green risks, these are detailed in paragraphs 20-21 and in Appendix E.

#### **General Fund Revenue**

5. The General Fund is showing a favourable variance of £0.610 million as set out in Appendix A, after carry forward requests. The revenue balance remains unchanged at £3.622 million.

#### **General Fund Earmarked Reserves and Working Balance**

6. A number of requests have been made to carry forward unspent sums in respect of previously approved budgets that are started but not completed totalling £0.084 million. Details of these requests are summarised in the table below, and further details shown in Appendix D:

<b>Description</b>	<b>Total</b>
	<b>£</b>
Assistant Chief Executive	23,122
Environmental Sustainability	9,000
Community Services	44,782
Business Improvement	7,257
<b>General Fund</b>	<b>84,161</b>

7. In addition to the above requests for carry forwards the Council has a need to progress the work in establishing a Citizens' Assembly in September 2019 following a backing by Full Council in January 2019 of a Motion to declare a Climate Emergency. Costs to undertake the necessary work are estimated at around £200k for which budgetary provision funded from the overall underspends will need to be made. As well as commission research on a number of areas work will also include :

- Assembly contributors research, identify, support, briefing of speakers
- Scoping clearly the areas that OCC controls to deliver emissions reductions
- Issue papers on areas that OCC controls e.g. Housing, own stock new build and existing
- Commissioning research
- Liaison with key partners in Oxford – Universities
- Liaison with internal departments within Oxford City Council
- Assembly reporting process
- Assembly hosting and independent facilitation
- Payments to Assembly participants in lieu of expenses incurred in attending the meetings – in line with best practice

The Cabinet is asked to review and agree the carry forward requests together with the additional spend on climate emergency as identified above.

8. Subject to Cabinet agreeing the recommended carry forwards, General Fund Earmarked Reserves as at the 31<sup>st</sup> March 2019 would stand at £33.892 million, 23% of which relates to funding of the Capital Programme, 15% relates to Business Rates Retention reserve and 9% relates to Grants reserve.
9. The most notable net movement on Earmarked Reserves in year are:
  - Capital Financing reserve – £0.902 million net release from this reserve to fund the capital expenditure in year;
  - Grants reserve – £0.681 million net increase for grants received in previous years for which expenditure has incurred in year;
  - IT Infrastructure reserve –£0.654 million net release from this reserve to fund in year ICT Infrastructure expenditure.
  - Business Transformation Project – £0.400 million additional funding has been added to this reserve to enable transformation projects to develop in the future.
  - Vehicle purchase reserve – net increase of £800k

### General Fund Variations

10. At the year end the General Fund service areas spend showed an adverse variance of £0.583 million, £0.667 million after carry forward requests. The most significant of these variances are explained below:

- **Assistant Chief Executive** – year end favourable variance of £0.064 million, due to recharging salary costs to the Growth Board offset by some additional expenditure on consultation portals. Carry forward requests for £0.008 million for the unspent branding budget and £0.016 million for Covered Market lanterns have been submitted;
- **Housing Services** – year end adverse variance of £0.106 million, due to pressures on garage rental income and the home choice scheme;
- **Regeneration and Economy** – year end favourable variance of £0.532 million, due to additional commercial property income relating to two large payments being received in Q4 for the surrender of leases and dilapidations;
- **Planning, Sustainable Development & Regulatory** – year end adverse variance of £0.595 million, £0.357 million is due to the net expenditure on South Oxford Science Village, which is Oxford City Council's share of the project costs to date; £0.160 million due to Building Control additional spend on agency staff and £0.042 million to create a financial penalties reserve . There is also a

request for a carry forward of £0.009 million which relates to a slipped scheme for funding an Ecology post within the team;

- **Direct Services Client** –year end variance of £0.621 million which largely relates to reduced income from car parking income at Oxpens and Worcester Street car parks and also increases in business rates expenditure. Oxford Direct Services delivered its dividend back to the Council of £1.247million which was in line with the budget.
- **Business Improvement** – year end adverse variance of £0.053 million, due to small overspends across the services and a number of carry forward requests have been made totalling £0.007 million, these relate to customer services training;

### **Corporate Accounts, Contingencies and Funding**

11. Other variances on Corporate Accounts are due to:

- Local Cost of Benefits - £0.317 million adverse variance due to insufficient budget allocated at the beginning of the year. This represents 0.6% of total spend;
- Corporate and Democratic Core - £0.106 million favourable, which represents an underspend on early retirement and pension costs. This represents 3.5% of spend;
- Interest - £0.190 million favourable - Reduced net interest paid arising from reduced borrowing mainly in relation to Housing Company loans;
- Business Rate (NNDR) achieved an overall increased income of £2.744 million, this is partly due to the increase in Business rates collectable from the Westgate Shopping Centre, which was forecast but also due to one off unbudgeted income of around £1.8 million arising from the Business Rates Distribution Group relating to the Council's share of growth in Business Rates income arising across Oxfordshire. The income from the Distribution Group depends on growth in business rates income in other authorities across Oxfordshire and is not guaranteed. Inclusion in the Councils base budget would therefore not be prudent. Business rates income is volatile and baseline levels of base income are due to be reset by Government with effect from April 2020. Due to the uncertain nature of Business Rates in future years this additional income has been transferred to the earmarked reserves to provide resilience in this area.

### **Housing Revenue Account**

12. The HRA is showing a favourable variance on the HRA of £3.716 million above the original budgeted deficit of £1.440 million (Appendix C). This is after allowing for carry forward requests, totalling £0.202 million.

13. The HRA working balance remains unchanged at £4.0 million.

14. The year end variance is shown as £3.716 million and the major variations include:

- Dwelling Rent – favourable variance of £0.120 million to reflect the increased income following the decline in RTB disposals and the movement of 171 properties to formulae rent since the budget was set;
- Services Charges – favourable variance of £0.184 million, following those properties that have moved to formulae rent for which the service charge has increased;
- Other Revenue spend (stock related) – favourable variance of £0.363 million represents an underspend across a number of areas but all of which are due to the reductions in spend on the capital programme and their incidental revenue costs not materialising;
- Responsive and Cyclical repairs – favourable variance of £0.417 million due to less work being carried out on the maintenance element of the service contracts, however £0.154 million has been submitted as a carry forward for some of these costs.
- Total appropriations – favourable variance of £2.423 million due to the reduced funding required for the Capital Programme.

## Capital

15. The outturn on the Capital Programme is £42.533 million with a favourable variance of £10.398 million against the latest outturn estimate forecast in February as shown in Appendix B. The variance of £10.398 million largely relates to slippage in ICT projects specifically the implementation of the replacement Housing Management System and the roll out of end users devices, slippage in the housing development at Mortimer Drive and Bracegirdle Road, reduced spend in loans given the Housing Company and slippage in the Horspath Sports Path Scheme.
16. The total slippage from the original budget is £63.168 million which represents a spend of 40% of the original budget compared to 69% last year and 78% the previous year. Revisions to the overall Capital Allocation and Monitoring process which aim to increase the robustness in terms of the development and costing of capital projects before their inclusion in the capital programme and the subsequent monitoring of the programme, have recently been implemented. This, together with additional resources approved by members in the order of £400k with effect from 1<sup>st</sup> April 2019, is aimed at increasing the level of spend to at least 80% for 2019-20.
17. Details of the £63.168 million slippage are shown below:

### GENERAL FUND

- **Housing company loans** – Substantial loans to the housing company were included in the Capital Programme, but after the decision of the government to lift the HRA borrowing cap, the Council took time to review its approach to housing delivery, meaning that the £38.748 million of loans were not made in the 2018/19 financial year;
- **ICT projects (various)** – £0.600 million slippage in total largely relating to Customer Relationship Management System (CRM) £0.2 million and End User Devices £0.300 million which have yet to commence
- **Oxpens** - £4.1 million adverse variance – purchase of land slipped from previous year 2017-18



- **Major capital works at Oxford Covered Market** – £0.215 million slippage on work carried out in year to split some units and further work to improve the interior to be carried out in 2019/20; £0.231 million slippage on the Covered Market Roof, the project spans over four years and started in January 2019;
- **1 – 5 George Street** – £3.183 million slippage into 2019/20 whilst the scheme is under review;
- **Cave Street** - £2.046 million underspend - scheme not currently progressing;
- **Phase 1 Affordable Housing at Barton Park** - £6.062 million slippage, Hills development has started to deliver with 22 homes transferred in 18/19 and further properties to transfer in April 2019;
- **Purchase of homeless properties** - £0.510 million slippage into 19/20 to fund future purchases;
- **Barton Community Centre** - £1.064 million adverse variance to original budget carried forward from previous year 2017-18. Project completed in April 2019;
- **Horspath Sports Park** – £0.600 million adverse variance due to delays starting the work at the junction and original budget carried forward from previous year 2017-18;
- **Recycling waste transfer station** – slippage of £2.115 million as the design work is now on hold pending the impact of the Depot rationalisation project;
- **Bullingdon Community Centre** – slippage of £0.356 million into 19/20;
- **East Oxford Community Centre** – slippage of £3.978 million into future years
- **Seacourt Park and Ride** - £3.236 million slipped into future years due to delays on the project;
- **Go Low Ultra/Taxis** - £0.908 million slippage across the two schemes, due to delays in progress of the schemes;
- **Purchase of Homes for homeless families** - £2.500 million adverse variance due to slippage of purchase from 2017-18
- **Westgate Public Realm** - £1.134 million adverse variance due to slippage of payment of Section 106 monies from 2017-18
- **Disabled Facilities Grants** - £0.574 million of slippage on spend into future years

## HRA

- **Roofing** – £0.100 million slippage, final phase of 18/19 to be completed in early 2019/20;
- **Doors and windows** - £0.180 million slippage, budget being held and rolled forward for possible fire door works in 19/20;

- **Lift replacement programme** - £0.147 million underspend on the scheme;
- **Compulsory purchase of property** - £0.612 million slippage, three extension projects are awaiting building survey works to be completed;
- **Barton Regeneration** - £0.705 million slippage into future years to continue to meet stakeholder expectation with the development;
- **Blackbird Leys Regeneration** – £1.600 million slippage, to enable to continue to meet stakeholder expectations of works currently sat in differing stages;
- **Development at Mortimer Drive & Bracegirdle**- £1.012 million slippage, scheme is at design stage, with planning permission granted
- **East Oxford Housing Development** – £5.3 million slippage linked to development of Community Centre.

## Performance Management

18. There are thirteen corporate performance measures that were monitored during the year (Appendix F). Ten (77%) were delivered as planned (Green) and three (23%) fell short of their target.

19. The three indicators are detailed below:

- a. Amount of employment floor space permitted for development –target of 15,000 and a year end result of 12,747. A target of 90,000 was set over the four year period and we may see elements come forward in the final year and we will continue to work with the major development promoters to bring these forward in a way that delivers for the local community and economy.
- b. Net increase in number of businesses operating in the city – target of 200 and a year end result of 40. This indicator is not within the control of the City Council and will be replaced in the next iteration of service plans with a measure that records the level of engagement with and support provided to local businesses;
- c. The level of self-service transactions as a percentage of total contact with the council – target of 40% and a year end result of 37%; overall online transactions were down 3% on 17/18 and calls up by 2.46% and visits up by 7.36%. a full assessment of potential areas for new online services has been made with a prioritised plan for action over the next three years. In addition, the Council is considering the implementation of GovDelivery, an email promotion service with a good track record in other councils, to improve the marketing of online services.

## Corporate Risk

20. Corporate risks are reported in Appendix E.

21. There are two Green, nine Amber risks and one Red risk, the red risk is detailed further below:

- a. **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 real lettings. In addition following the removal of the HRA borrowing cap by the Government the Council has recently agreed proposals to fund the purchase of new build affordable housing from by its HRA from developments within its wholly owned Housing Company OCHL

**Financial implications**

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

**Legal issues**

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

**Level of risk**

24. All risk implications are covered in the body of this report and the Appendices.

**Equalities impact**

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

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<b>Background Papers:</b> None

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# Appendix A

<b>GF Outturn Report 18/19 @ 31st March 2019</b>	<b>Approved Budget (per Budget book)</b>	<b>Actual YTD</b>	<b>Budget YTD</b>	<b>Variance YTD</b>	<b>Carry Forward Requests</b>	<b>Revised Outturn (incl C/fwd)</b>	<b>Final Variance</b>
	£	£	£	£	£	£	£
Assistant Chief Executive	720,755	268,182	355,800	(87,618)	23,122	291,304	(64,496)
Housing Services	5,249,099	5,646,612	5,540,701	105,911	0	5,646,612	105,911
<b>Assistant Chief Executive</b>	<b>5,969,854</b>	<b>5,914,794</b>	<b>5,896,501</b>	<b>18,294</b>	<b>23,122</b>	<b>5,937,916</b>	<b>41,416</b>
Regeneration & Economy	(9,474,425)	(10,140,992)	(9,608,829)	(532,163)	0	(10,140,992)	(532,163)
<b>Regeneration &amp; Economy</b>	<b>(9,474,425)</b>	<b>(10,140,992)</b>	<b>(9,608,829)</b>	<b>(532,163)</b>	<b>0</b>	<b>(10,140,992)</b>	<b>(532,163)</b>
Planning, Sustainable Dev & Regulatory	1,937,441	2,437,220	1,850,988	586,232	9,000	2,446,220	595,232
Community Services	5,825,954	6,424,086	6,565,743	(141,657)	44,782	6,468,868	(96,875)
Oxford Direct Services	9,630,351	11,524,043	10,902,837	621,206	0	11,524,043	621,206
<b>Sustainable City</b>	<b>17,393,746</b>	<b>20,385,349</b>	<b>19,319,568</b>	<b>1,065,781</b>	<b>53,782</b>	<b>20,439,131</b>	<b>1,119,563</b>
Transformation	177,712	245,176	245,238	(62)	0	245,176	(62)
Business Improvement	8,677,632	9,105,722	9,059,967	45,755	7,257	9,112,979	53,012
Financial Services	3,255,813	3,443,353	3,460,807	(17,454)	0	3,443,353	(17,454)
Law & Governance	2,734,075	2,592,203	2,589,247	2,956	0	2,592,203	2,956
<b>Organisational Development &amp; Corporate Ser</b>	<b>14,667,520</b>	<b>15,141,279</b>	<b>15,110,022</b>	<b>31,257</b>	<b>7,257</b>	<b>15,148,536</b>	<b>38,514</b>
<b>Directorate Total Excl SLA's &amp; Capital Charges</b>	<b>28,734,407</b>	<b>31,545,606</b>	<b>30,962,499</b>	<b>583,107</b>	<b>84,161</b>	<b>31,629,767</b>	<b>667,268</b>
<b>SLA's &amp; Capital Charges</b>	<b>(3,655,371)</b>	<b>4,159,614</b>	<b>4,117,933</b>	<b>41,681</b>	<b>0</b>	<b>4,159,614</b>	<b>41,681</b>
<b>Corporate Accounts Total</b>	<b>(3,861,774)</b>	<b>(7,862,018)</b>	<b>(9,723,929)</b>	<b>1,861,911</b>	<b>0</b>	<b>(7,862,018)</b>	<b>1,861,911</b>
<b>Contingencies Total</b>	<b>864,348</b>	<b>0</b>	<b>14,620</b>	<b>(14,620)</b>	<b>0</b>	<b>0</b>	<b>(14,620)</b>
<b>Corporate Accounts &amp; Contingencies Total</b>	<b>(2,997,426)</b>	<b>(7,862,018)</b>	<b>(9,709,309)</b>	<b>1,847,291</b>	<b>0</b>	<b>(7,862,018)</b>	<b>1,847,291</b>
<b>Net Expenditure Budget</b>	<b>22,081,610</b>	<b>27,843,202</b>	<b>25,371,123</b>	<b>2,472,079</b>	<b>84,161</b>	<b>27,927,363</b>	<b>2,556,240</b>
Transfer to / (from) Ear Marked Reserves	16,301	(2,791,909)	(2,359,076)	(432,833)	0	(2,791,909)	(432,833)
<b>Net Budget Requirement</b>	<b>22,097,911</b>	<b>25,051,293</b>	<b>23,012,047</b>	<b>2,039,246</b>	<b>84,161</b>	<b>25,135,454</b>	<b>2,123,407</b>
<b>Funding</b>							
External Funding (RSG)	630,000	629,878	630,000	(122)		629,878	(122)
External Funding (NNDR Retention)	8,131,634	11,675,403	8,931,634	2,743,769		11,675,403	2,743,769
Council tax	13,566,750	13,556,751	13,566,750	(9,999)		13,556,751	(9,999)
Less Parish Precepts	(230,473)	(116,337)	(116,337)	0		(116,337)	0
<b>Total Funding Available</b>	<b>22,097,908</b>	<b>25,745,692</b>	<b>23,012,044</b>	<b>2,733,648</b>	<b>0</b>	<b>25,745,695</b>	<b>2,733,648</b>
<b>(Surplus) / Deficit for year</b>	<b>3</b>	<b>(694,400)</b>	<b>3</b>	<b>(694,403)</b>	<b>84,161</b>	<b>(610,242)</b>	<b>(610,242)</b>

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Capital Budget and Spend as at 31st March 2019							
Cost Centre	Capital Scheme	2018/19 Budget Book	Latest Budget	Spend to 31st March 2019	Variance to Budget	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£		£	£
C3039	ICT Infrastructure	155,000	171,800	31,218	(140,582)	(140,582)	-
C3044	ICT Software and Licences	150,000	196,172	204,117	7,945		7,945
C3055	Waste Management Project	-	101,860	56,343	(45,517)	(8,029)	(37,488)
C3056	Agresso Upgrade	-	9,627	11,880	2,253	-	2,253
C3057	Housing System Replacement	665,000	1,209,555	576,510	(633,045)	(633,045)	-
C3058	CRM Application	200,000	-	-	-	-	-
C3060	End-Point Devices	300,000	590,546	-	(590,546)	(590,546)	-
C3062	Datacentre Upgrade	-	-	-	-	-	-
C3063	LAN/WiFi Refresh PS & Install	-	108,000	105,353	(2,647)	-	(2,647)
C3065	Mobile Working Phase 2	83,000	-	-	-	-	-
C3066	Telephony Device Refresh	10,000	10,000	2,680	(7,320)	(7,320)	-
G6013	Superconnected Cities	40,000	38,963	16,467	(22,496)		(22,496)
	<b>S03 Business Improvement</b>	<b>1,603,000</b>	<b>2,436,523</b>	<b>1,004,568</b>	<b>(1,431,955)</b>	<b>(1,379,522)</b>	<b>(52,433)</b>
M5023	Oxpens Regeneration	-	4,160,000	4,160,000	-	-	-
	<b>S10 Regeneration and Economy</b>	<b>-</b>	<b>4,160,000</b>	<b>4,160,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>CIL and S106 Funded Schemes</b>						
F7007	Woodfarm / Headington Community Centre	-	20,000	-	(20,000)	(20,000)	
F7011	Headington Environmental Improvements	59,004	29,000	-	(29,000)	(29,000)	
F7020	Work of Art Shotover View	14,635	-	-	-	-	
F7024	St Clements Environmental Improvements	40,000	18,803	-	(18,803)	(18,803)	
F0025	Westgate area public realm improvements	-	1,134,000	1,134,000	-	-	
F0026	Pedestrianisation of Queen Street	500,000	-	-	-	-	
	<b>Grants</b>						
E3511	Renovation Grants	25,773	25,773	26,146	373	-	373
E3521	Disabled Facilities Grants	1,810,959	1,200,000	1,236,852	36,852	36,852	
E3560	Go Ultra Low Oxford - Taxis	478,000	31,592	31,592	-	-	
E3561	Additional DFG Funding 2017/18	-	8,857	39,402	30,545	-	30,545
	<b>Environmental Sustainability</b>						
E3555	Flood Alleviation at Northway & Marston	-	7,228	7,228	-	-	
E3557	Oxford and Abingdon Flood Alleviation Scheme	380,000	380,000	380,000	-	-	
E3558	Go Ultra Low	471,607	9,445	9,445	(0)	(0)	
E3559	Earl Street Pumping Station	-	420	420	-	-	
E3562	Ox Pops (Electric Vehicle Charging)	-	-	13,557	13,557	13,557	
	<b>S11 Planning, Sustainable Development &amp; Regulatory</b>	<b>3,779,978</b>	<b>2,865,118</b>	<b>2,878,641</b>	<b>13,523</b>	<b>(17,394)</b>	<b>30,918</b>
	<b>Covered Market</b>						
B0028	Covered Market - Improvements & Upgrade to Roof	-	-	-	-	-	-
B0101	Major Capital works at Oxford Covered Market	400,000	400,000	185,200	(214,800)	(214,800)	-
B0106	Capitalised Planned Maintenance	325,000	325,000	94,377	(230,623)	(230,623)	-

Cost Centre	Capital Scheme	2018/19 Budget Book	Latest Budget	Spend to 31st March 2019	Variance to Budget	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£		£	£
	<b>Investment Properties</b>						
B0046	Investment - Ship Street	-	22,397	4,930	(17,467)	-	(17,467)
B0092	Cave Street (Standingford House)	2,050,000	4,277	4,277	0	-	-
B0098	1-5 George Street	3,500,000	800,000	316,534	(483,466)	(483,466)	-
B0099	Ship Street & New Road	-	267,637	206,069	(61,568)	-	(61,568)
B0103	6 Queen Street works	375,000	375,000	446,395	71,395	-	71,395
B0108	Floyds Row Refurbishment	125,000	-	-	-	-	-
B0109	Hinksey Park Footbridge Replacement	-	73,000	72,865	(135)	-	(135)
	<b>Miscellaneous Council Properties</b>						
B0100	Gloucester Green Car Park (H&S)	195,000	95,000	31,650	(63,350)	(63,350)	-
B0102	Replace or refurbish lifts	154,000	154,000	-	(154,000)	(154,000)	-
B0104	Old Gas Works Bridges	-	20,000	-	(20,000)	(20,000)	-
B0105	Westhill Barns (Shotover)	-	1,000	1,540	540	-	540
B0107	Discretionary Funding for Hsg Improves re Disabled	15,000	15,000	-	(15,000)	(15,000)	-
	<b>General Fund Housing Projects</b>						
M5019	Purchase of Homeless Properties	3,886,000	3,625,910	3,376,416	(249,494)	(249,494)	-
M5020	Empty Homes CPO Revolving Fund	-	-	-	-	-	-
M5021	Equity Loan Scheme for Teachers	100,000	39,900	39,900	(0)	(0)	-
M5024	National Homelessness Property Fund	2,500,000	5,000,000	5,000,000	-	-	-
M5025	Phase 1 Affordable Housing at Barton Park	8,440,000	4,906,000	2,378,072	(2,527,928)	(2,527,928)	-
M5026	Housing Company Loans	29,000,000	3,777,000	2,869,846	(907,154)	(907,154)	-
M5027	Purchase of Leasehold Lucy Faithful House	-	456,130	382,152	(73,978)	-	(73,978)
M5030	Loan to Housing Company - Lucy Faithful House	13,000,000	-	-	-	-	-
	<b>S13 Housing Services</b>	<b>64,065,000</b>	<b>20,357,251</b>	<b>15,410,223</b>	<b>(4,947,028)</b>	<b>(4,865,815)</b>	<b>(81,213)</b>
B0075	Stage 2 Museum of Oxford Development	390,254	311,640	214,530	(97,110)	(97,110)	-
B0083	East Oxford Community Centre	4,000,000	3,219	21,122	17,903	17,903	-
B0084	Jericho Community Centre	200,000	-	-	-	-	-
B0095	Barton Community Centre	-	888,317	1,064,669	176,352	-	176,352
B0096	Bullingdon Community Centre	450,000	100,000	94,271	(5,729)	(5,729)	-
A3129	Donnington Recreation Ground Improvements	-	37,850	1,631	(36,219)	(36,219)	-
A4808	Blackbird Leys Leisure Centre Improvements	-	-	-	-	-	-
A4816	Sports Pavillions	-	16,795	16,795	0	-	-
A4820	Upgrade Existing Tennis Courts	-	-	-	-	-	-
A4833	Horspath Sports Park	720,082	1,977,962	1,312,246	(665,716)	(665,716)	-
A4841	Skate Parks	70,000	70,000	17,140	(52,860)	(52,860)	-
A4842	Florence Park Tennis Courts	-	40,431	3,470	(36,961)	(36,961)	-
A4845	CCTV Suite Upgrade	80,000	-	-	-	-	-
A4847	Rose Hill Community Centre - Parking Management	10,000	-	-	-	-	-
A4848	Barton Fit Trail	-	-	-	-	-	-
A4849	Five Mile Drive Pavilion	-	70,000	-	(70,000)	(70,000)	-
A4851	Florence Parks Bowls Pavilion Demolition	-	100,000	113,278	13,278	-	13,278
	<b>S22 Community Services Total</b>	<b>5,920,336</b>	<b>3,616,214</b>	<b>2,859,152</b>	<b>(757,062)</b>	<b>(946,693)</b>	<b>189,631</b>



Cost Centre	Capital Scheme	2018/19 Budget Book	Latest Budget	Spend to 31st March 2019	Variance to Budget	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£		£	£
R0005	MT Vehicles/Plant Replacement Programme.	1,076,000	1,497,497	1,379,312	(118,185)	(118,185)	-
T2289	Vehicle Brush Wash	-	-	-	-	-	-
T2277	Food waste collection from flats	-	11,800	11,800	-	-	-
B0081	Car Parking Oxpens	243,000	-	-	-	-	-
B0086	Extension to Seacourt Park & Ride	3,483,901	300,000	247,853	(52,147)	(52,147)	
T2273	Car Parks Resurfacing	300,000	305,709	305,712	3	3	
T2290	Marsh Road Recreation Ground Car Park Extension	-	315,465	320,203	4,738	-	4,738
T2293	Marsh Road Depot Extension	-	-	-	-	-	
T2294	Pest Control Equipment	35,000	35,000	-	(35,000)	(35,000)	
T2296	Infrastructure Improvements Florence Park	81,000	91,000	91,000	-	-	
T2297	Infrastructure Improvements Meadow Lane Car Park	92,000	102,000	102,000	-	-	
T2298	Parks & Open Spaces - Tree Team additional resources	26,000	-	-	-	-	
T2299	Controlled Parking Zones	200,000	-	-	-	-	
T2287	Recycling Transfer Station	2,193,000	376,500	78,113	(298,387)	(298,387)	-
M5028	Property Rationalisation (Depot Project)	250,000	250,000	34,720	(215,280)	(215,280)	
	<b>S23 Direct Services Total</b>	<b>7,979,901</b>	<b>3,284,971</b>	<b>2,570,713</b>	<b>(714,258)</b>	<b>(718,996)</b>	<b>4,738</b>
B0074	R & D Feasibility Fund	150,000	249,910	61,011	(188,899)	(188,899)	
	<b>S32 Finance Total</b>	<b>150,000</b>	<b>249,910</b>	<b>61,011</b>	<b>(188,899)</b>	<b>(188,899)</b>	<b>-</b>
	<b>General Fund Total</b>	<b>83,498,215</b>	<b>36,969,987</b>	<b>28,944,309</b>	<b>(8,025,678)</b>	<b>(8,117,320)</b>	<b>91,641</b>
	<b>Housing Revenue Account Capital Programme</b>						
	<b>External Contracts</b>						
N6384	Tower Blocks	1,611,970	2,032,974	2,113,795	80,821	-	80,821
N6386	Structural	145,000	485,000	503,255	18,255	-	18,255
N6389	Damp-proof works (K&B)	104,000	104,000	136,213	32,213	-	32,213
N6392	Roofing	174,000	174,000	63,257	(110,743)	(100,000)	(10,743)
N6434	Doors and Windows	250,000	250,000	67,185	(182,815)	(180,000)	(2,815)
N7020	Extensions & Major Adaptions	300,000	550,000	391,783	(158,217)	(155,000)	(3,217)
N7026	Communal Areas	174,000	374,000	189,471	(184,529)	(180,000)	(4,529)
N7038	Insulation Works	400,000	200,000	201,270	1,270	-	1,270
N7041	Electric Heating Conversion to Gas	-	-	-	-	-	-
N7044	Lift Replacement Programme	150,000	150,000	2,685	(147,315)	-	(147,315)
N7048	Fire doors	250,000	-	-	-	-	-
N7049	Compulsory purchase of property	1,000,000	525,000	387,886	(137,114)	(137,114)	-
N7050	East Oxford Development	5,300,000	-	-	-	-	-
	<b>New Build</b>						
N7029	HCA New Build	-	-	-	-	-	-
N7032	Great Estates: Estate Enhancements and Regeneration	1,300,000	1,542,594	1,455,503	(87,091)	-	(87,091)
N7040	Blackbird Leys Regeneration	1,600,000	-	-	-	-	-
N7042	Barton Regeneration	1,286,000	789,795	580,704	(209,091)	(162,535)	(46,556)
N7045	Development at Bracegirdle	567,750	-	-	-	-	-
N7046	Development at Mortimer Drive	517,750	1,643,508	84,254	(1,559,254)	(1,559,254)	
N7047	Social Rented Housing Acquisitions	1,035,000	978,500	1,079,871	101,371	101,371	

Cost Centre	Capital Scheme	2018/19 Budget Book	Latest Budget	Spend to 31st March 2019	Variance to Budget	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£		£	£
	<b>Internal Contracts</b>						
N6385	Adaptations for disabled	617,000	828,700	853,620	24,920	-	24,920
N6390	Kitchens & Bathrooms	2,733,000	2,884,748	2,932,984	48,236	-	48,236
N6391	Heating	2,062,000	1,906,793	2,036,901	130,108	-	130,108
N6388	Major Voids	192,000	64,611	49,292	(15,319)	-	(15,319)
N6395	Electrics	434,000	477,400	459,162	(18,238)	-	(18,238)
	<b>Housing Revenue Account</b>	<b>22,203,470</b>	<b>15,961,623</b>	<b>13,589,092</b>	<b>(2,372,531)</b>	<b>(2,372,532)</b>	<b>1</b>
	<b>Grand Total</b>	<b>105,701,685</b>	<b>52,931,610</b>	<b>42,533,401</b>	<b>(10,398,209)</b>	<b>(10,489,852)</b>	<b>91,642</b>

# Appendix C

HRA Report 18/19 @ 31st March 2019	Approved Budget (per Budget book)	Actual YTD	Budget YTD	Variance YTD	Carry Forwards Requests	Revised Outturn	Final Variance
	£000's	£000's	£000's	£'000's	£'000's	£000's	£'000's
Dwelling Rent	(41,351)	(41,672)	(41,551)	(120)		(41,672)	(120)
Service Charges	(1,582)	(2,015)	(1,832)	(184)		(2,015)	(184)
Garage Income	(215)	(231)	(215)	(17)		(231)	(17)
Miscellaneous Income	(783)	(895)	(853)	(43)		(895)	(43)
Right to Buy (RAF)	(59)	(27)	(59)	31		(27)	31
<b>Net Income</b>	<b>(43,989)</b>	<b>(44,841)</b>	<b>(44,509)</b>	<b>(332)</b>		<b>(44,841)</b>	<b>(332)</b>
Management & Services (Stock Related)	9,730	9,010	9,068	(57)	13	9,023	(44)
Other Revenue Spend (Stock Related)	2,023	405	804	(398)	35	440	(363)
Misc Expenditure (Not Stock Related)	227	(206)	(150)	(56)		(206)	(56)
Bad Debt Provision	748	669	748	(79)		669	(79)
Responsive & Cyclical Repairs	12,081	12,197	12,768	(571)	154	12,351	(417)
Interest Paid	7,952	7,704	7,704	()		7,704	()
Depreciation	10,060	7,217	7,219	(2)		7,217	(2)
<b>Total Expenditure</b>	<b>42,821</b>	<b>36,997</b>	<b>38,160</b>	<b>(1,163)</b>	<b>202</b>	<b>37,199</b>	<b>(961)</b>
<b>Net Operating Expenditure/(Income)</b>	<b>(1,168)</b>	<b>(7,844)</b>	<b>(6,349)</b>	<b>(1,495)</b>	<b>202</b>	<b>(7,642)</b>	<b>(1,293)</b>
Investment Income	(28)	(181)	(32)	(149)		(181)	(149)
Other HRA Reserve Adjustment		5,500	7,460	(1,960)		5,500	(1,960)
MIRS		(9,035)		(9,035)		(9,035)	(9,035)
MRA Adjustment							
Impairment		9,035		9,035		9,035	9,035
Gain/Loss on sale of Fixed Asset		(315)		(315)		(315)	(315)
Transfer (to)/from MR/OR	2,636	360	360	()		360	()
<b>Total Appropriations</b>	<b>2,608</b>	<b>5,365</b>	<b>7,788</b>	<b>(2,423)</b>		<b>5,365</b>	<b>(2,423)</b>
<b>Total HRA (Surplus)/Deficit</b>	<b>1,440</b>	<b>(2,479)</b>	<b>1,440</b>	<b>(3,919)</b>	<b>202</b>	<b>(2,277)</b>	<b>(3,716)</b>

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**SUMMARY OF CARRY FORWARD REQUESTS 2018/19 Appendix D**

Description	Total
	£
Assistant Chief Executive	23,122
Environmental Sustainability	9,000
Community Services	44,782
Business Improvement	7,257
<b>General Fund</b>	<b>84,161</b>

Description	Total
	£
HRA	202,354
<b>General Fund</b>	<b>202,354</b>

**SUMMARY OF CARRY FORWARD REQUESTS 2018/19**  
**Assistant Chief Executive**

Description	Submitted By	Total £	Reason for Request
Corporate Brand Guidelines	Sue Hall/Mish Tullar	8,000	Branding project spec May 19; procurement June 19; delivered Sept 19 - prep work completed other work pressures have meant that the tender documentation was not submitted before year end
Covered Market Project	Paula Redway	15,122	The lantern maker did not have capacity to create the number of lanterns we wish to commission by the end of the financial year the money was allocated. Delivery of the lanterns in 4 instalments in 2019 will have the added bonus of generating more publicity opportunities for the Covered Market.
		<b>23,122</b>	

**SUMMARY OF CARRY FORWARD REQUESTS 2018/19**

**Environmental Sustainability**

Description	Submitted By	Amount Requested £	Reason for Request
Ecology Officer	Mai Jarvis	9,000	Excess income of £21k generated, request for £9k to cover 1 day unbudgeted Ecology post with remaining income to cover pressure within ES.
		<b>9,000</b>	

**SUMMARY OF CARRY FORWARD REQUESTS 2018/19****Community Services**

Description	Submitted By	Amount Requested £	Reason for Request
PCSO Funding	Richard Adams	28,782	In February 2018, Members agreed within the Council Budget to fund £70k for a one year project to pay for officers from Thames Valley Police to tackle the negative street culture and open drug markets affecting Oxford City Centre and East Oxford. A delay in recruitment meant officers began work in September 2018. A proportion of funding was paid over, leaving a balance of £28,781 to be paid within 2019-20 financial year.
Twinning	Jasmin Carne	16,000	budget underspent as decision making process to officially approve the new twin cities led to the signing of agreements being later than was originally foreseen. Therefore the money that was ringfenced to update the twin city signage and launch the 3 new twin cities was not spend during 2018/19 financial year but will need to be spent in 2019/20
		<b>44,782</b>	



**SUMMARY OF CARRY FORWARD REQUESTS 2018/19****Business Improvement**

Description	Submitted By	Amount Requested £	Reason for Request
Coaching for service excellence	Mark Chandler	750	The programme was originally planned to be delivered in the final quarter of 2018/19 but was unavoidably delayed due to year end work pressures/volumes as well as the unavoidable absence of a member of the CS strategic management team
Creating a culture of great performance and collaborative ways of working	Mark Chandler	5,607	programme was delayed from being delivered in the final q of 18/19 due to work pressures and staff absences
Customer Services Team Development Days	Mark Chandler	900	The programme was originally planned to be delivered in the final quarter of 2018/19 but was unavoidably delayed due to year end work pressures/ volumes as well as the unavoidable absence of a member of the CS strategic management team. The initial budget was scoped for one workshop but increased after discussions considered a three workshop programme to be more impactful. The additional budget for the programme was achieved through making savings to an ICS element within the BI L&D plan which was reviewed as not likely to deliver value.
		<b>7,257</b>	

**SUMMARY OF CARRY FORWARD REQUESTS 2018/19****HRA**

Description	Submitted By	Amount Requested £	Reason for Request
Energy advice officer	D Haynes	12,600	Continutaiton of energy advice officer, post funded for 2 years but split over years
Rose Hill Tenant and Residents Association Grant Funding	S Warde	700	Remaining grant payalbe to Rose Hill tenants & Residents association, once the agreed criteria has been met
Barton Works (Grant Funding)	A Wylde	10,500	Grant funding received to be carried forward for future year revenue expenditure
Blackbird Leys (Grant Funding)	S Grubb	24,554	Grant funding received to be carried forward for future year revenue expenditure
Delivery of safety monitoring in relation to communal areas and survey work.	J Gould	24,000	To ensure all identified properties and areas are suitably monitored and checked in both Asbestos and Fire Safety by delivery of identified survey programme
Remedies in relation to system changes	J Gould	130,000	Remedies in relation to system changes and monitoring resulted in reduced set of measure and controls. This budget will be used for increased asbestos measures and surveys being delivered in 2019/20
		<b>202,354</b>	



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## Formal Risk Summary

(Oxford)

Appendix E

As at: Mar-2019

Ref	Title	Risk	Owner	Gross		Current	
		Risk description		I	P	I	P
CRR-033-18-19	Housing	The Council has key priorities around Housing including ensuring housing delivery and supply for the City and enabling sufficient house building and investment	Stephen Clarke	5	4	5	4
CRR-031-18-19	Economic Growth	Local, national or international factors adversely affect the economic growth of the City	Ian Gray	4	3	4	3
CRR-032-18-19	Balancing and Delivery of the Financial Plan	Unable to balance the Medium Term Financial Plan and hence deliver the Council's Corporate Plan priorities	Nigel Kennedy	4	3	2	4
CRR-034-18-19	Recruitment and retention of the workforce	The challenge of recruitment and retention in some service areas, and ensuring succession planning exists for critical hard to fill roles.	Helen Bishop	3	4	3	3
CRR-036-18-19	Resilience of Trading Models	The Council Companies are not successful and fail to deliver outputs and financial returns	Nigel Kennedy	4	3	4	3
CRR-038-18-19	Business Continuity Planning and Disaster Recovery including ICT Recovery Plan	There is an adverse impact on continuous business operation due to unplanned events.	Helen Bishop	3	3	3	3
CRR-040-18-19	Climate Change - Flooding	Whilst the City Council is not the Lead Local Flood Authority (County Council) and flood response is primarily led by the EA, the city has a key reputational risk based on prevention, preparation, response, communication and clean up.	Jo Colwell	4	3	4	3
CRR-042-18-19	Terrorism	Terrorist incident in the city (most likely in the city centre) that adversely affects normal life in the city, including a negative impact on the Council's business, or targets an individual event (e.g. May Morning, St Giles' Fair, events in South Park)	Tim Sadler	5	2	5	2
CRR-043-18-19	Cyber Attack	Cyber security incident which impedes the operation of the business	Helen Bishop	3	4	3	3
CRR-044-18-19	Health and Safety - Buildings	Failure to comply with the various H&S legislative requirements which ensure the safety of buildings	Stephen Clarke	4	4	4	3
CRR-037-18-19	Local Government Reorganisation	Risk that the reorganisation or devolution is imposed to the detriment of the Council and the City	Caroline Green	5	3	4	1
CRR-039-18-19	Delivery of Services by External Suppliers/Partnerships / Supply Chain	The negative performance of suppliers has a direct impact on the Council's ability to achieve its goals	Ian Brooke	3	3	3	2

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# Appendix F

Measure	Owner	Latest Data		Comments
		Target YTD	Result	
PA001: Net increase in number of businesses operating in the city	Matthew Peachey	200 Number	40 Number	Figs based on Nov 2018 data release.
PA002: Number of jobs created or safeguarded in the city as a result of the City Council's investment and leadership	Matthew Peachey	1100 Number	1271 Number	13 inward investment projects through OXLEP worth 276 jobs.
PR001: Amount of employment floor space permitted for development (m2)	Matthew Peachey	15000 Number	12747 Number	18/03406/FUL – Change of use from shop (Use Class A1) to office (Use Class B1) to first floor. Replacement of existing single storey rear extension and erection of a first floor rear extension. Insertion of 3no. Roof lights to south west elevation and insertion of 4no. roof lights to north east elevation 135 Hollow Way - Net change: Gain of 33 sqm
ED025: The percentage of estimated HMOs in the City that are licenced	Ian Wright	80%	80%	Numbers are remaining static and fewer unlicensed are being found.
HP008: Number of new homes granted permission in the city	Adrian Arnold	400 Number	452 Number	Includes 144 (C3)-(inclusive of 17/03050/FUL) 0 (C2)
PDR001: Percentage of major and non-major planning applications determined within target	Adrian Arnold	70%	98%	No comment provided.
NI 156: Limit our use of temporary accommodation at 2015 levels	Stephen Clarke	120 Number	84 Number	This is an excellent result, against a target of less than 120 households in temporary accommodation. Reducing or maintaining the number of households in temporary accommodation is a challenging target in a very difficult external environment, where the demand for services remains high, and the ability to find suitable accommodation, at affordable rents, locally is increasingly difficult. This result is testament to the continued exceptional homeless prevention work and temporary accommodation management undertaken by Housing Needs teams.
LP119: The number of people taking part in our youth ambition programme	Ian Brooke	4500 Number	6155 Number	This has been a successful year for the YA program and we have exceeded our target. This has mainly been due to a positive summer program (including funded programs) that was better promoted, within a prolonged good weather period.  In addition the youth ambition team managed to achieve The National Youth Agency's quality assurance for our program, which is a great achievement for a district Council.
LP220: Number of people using leisure centres	Ian Brooke	536, 953 Number	775,703 Number	Our leisure provider reported strong annual growth for active participation visits and increased overall visits Year On Year. An independent audit of Fusions data concluded that figures reported to the Council are identified as good practice and no findings were raised on this area.

CoS030: Percentage of adults who are physically active	Ian Brooke	65%	71.50%	Sport England's Active Lives Survey results show that Oxford City is now the least inactive district Council area in the Country. The Council's Active Communities team lead on the work in this area supported by a multitude of partners including the huge amount of work undertaken by the voluntary sector. The team have just achieved "Outstanding" in their external Quest audit (the UK quality assurance scheme). This is the highest level of award and we are the first city/district to achieve this.
LG002: IER household response rate	Lindsay Cane	96%	96.08%	This is an annual measure and was last updated in January 2019.
ED002: The reduction of the Council's carbon footprint  (CO2/y)	Jo Colwell	429  Tonnes	446 Tonnes	Fuel MicroCHP installations completed at Windale House and Northbrook House est 4tCO2/year in total. 100kWp Solar car port installation at Leys pools now due to commence 29 Apr - and completion mid May. Closed billing validation queries - year to date = 242 successfully closed queries equivalent to avoided spend of £32,016.32
BIT019: The level of self-service transactions as a percentage of total contact with the Council	Helen Bishop	40%	37%	End of year performance was 37.1%, falling short of the 40% target  Overall, online transaction volumes were down 3% on 2017/18, with calls up by 2.46% and visits up by 7.36%  In-month performance for March 2019 was 39%. Online transaction volumes were 15.4% higher than March 2018, with calls 3.6% lower and visits 12.5% higher