

To: City Executive Board

Date: 12th June 2013

Item No:

Report of: Head of Finance
Head of Business Improvement and Technology

Title of Report: Integrated Report 4th Quarter 2012/2013

Summary and Recommendations

Purpose of report: To update Members on Finance, Risk and Performance as at the end of Quarter 4, 31st March 2013.

Key decision: No

Executive lead member: Councillor Ed Turner

Policy Framework: Improving value for money and service performance

Recommendation(s):

The City Executive Board are requested to

a) Note the financial outturn and performance of the Council for the year 2012/13 and also the risks outstanding as at 31st March 2013.

b) Agree the transfer to earmarked reserves of unspent budgets detailed in paragraphs 7 to be used in 2013/14 and beyond.

c) To agree the transfer to earmarked reserves from the HRA as detailed in paragraph 10 and recommend to Council the approval of appropriate budgets in 2013/14 and beyond for these items.

Executive Summary

Below is a brief list of the performance for 2012/13;

- **General Fund** – the outturn position equated to 100% of the Latest Budget and was achieved after transferring both service area and contingency savings to earmarked reserves that have been created to accommodate future Capital Programme priorities.
- **Efficiencies, Additional Income, Service Reduction targets** - 99% of these were met following additional mitigating circumstances.
- **Housing Revenue Account** – an additional surplus of £2.4million was created during the year. This has similarly assisted in transferring resources to specific HRA earmarked reserves to accommodate future Capital Programme priorities

- **Capital Programme** – the outturn position equated to 96% of the Latest Budget.
- **Performance** – Corporate target performance indicated at year end that 79% were either delivered as planned or were exceeded. Individual service area performance is detailed on Appendices C-F.

Background

1. Historically Finance, Performance and Risk have been reported separately to the City Executive Board with little documented consideration of the interrelationship of these three key elements of management information.
2. An integrated reporting approach is one which enables a more holistic picture to be presented and understood. It is a concept many local authorities have and are grappling with.
3. Attached at Appendix B-F are the Council's Corporate and Directorate Integrated Performance reports. They have been produced using CorVu, the Council's performance management system and utilises a Red, Amber and Green reporting methodology.

Financial Implications

4. Detailed financial analysis is shown in Appendix G with a further 3 supplement appendices detailing the GF, Capital and HRA outturn positions.
5. A summary is provided below of the main areas variances associated with the General Fund, Housing Revenue Account and total Capital Programme.

General Fund Revenue

6. After allowing for budgeted transfers from the General Fund working balance of £1.622million and other net transfers to reserves the Council net expenditure was £20.778million for the year some £3.335million below its budgeted net expenditure of £24.113million. The variations primarily relate to the anticipated £1.241million Directorate underspends coupled with the non-use of several budgeted contingencies, namely Employee Inflation contingency of £0.624million the Pensions Provision Top Up contingency of £0.200million and £0.841million from the unachieved savings contingency, together with a £0.700million (0.9% of gross spend) favourable variance associated with the Local cost of Benefits. The cumulative impact of these created a surplus at year end of £3.335million the majority of which was transferred to an earmarked reserve to fund temporary car parking and other related activities in connection with the redevelopment of Westgate in the City Centre.
7. Some of the more significant transfer to earmarked reserves includes :

General Fund

- Transfer to severance reserve to fund future redundancy payments - £0.508million
- Transfer of grants received pending usage - £1.139million
- Transfer to homelessness reserve - £0.650million
- Transfer to cover estimated the 2013/14 partnership payment £0.485million
- Transfer to cover future flood works - £0.150million
- Transfer for unspent budget carried forward to 2013/14 - £0.765million. These are summarised below with details shown in Appendix 4 of Appendix G.

CARRY FORWARDS SUMMARY

<u>Service</u>	Approved £000's	Not Approved £000's	Total £000's
Policy and Communications	0	30	30
City Development	150	7	157
Housing	0	140	140
Leisure	0	5	5
Direct Services	150	100	250
Community Development	237	8	245
Customer Services	124	134	258
HR and Facilities	83	0	83
Law and Governance	21	0	21
TOTAL	765	424	1,189

8. During the year the Council incurred flooding emergency response costs, totalling £0.161million. Whilst we recognise that only the “additional” costs incurred are ordinarily claimed back from the Government under the Bellwin scheme, this is only approved for new areas of flooding, not repeat areas. As such the “additional” expenditure incurred was both unbudgeted and ineligible for grant claim.

Housing Revenue Account

9. The latest budget for the Housing Revenue Account projected a deficit position of £1.321million. The actual outturn produced a net surplus of £1.080million, approximately £2.4million more than budgeted due to less funding needed for the HRA capital programme and increased income from both dwelling and non-dwelling rents. In addition a provision of £1.2million in respect of a rent review on Southfield Park was no longer required following a successful negotiated settlement. £7million was transferred to the Major Repairs Reserve to either fund the increased HRA capital programme from 2013/14 onwards or have the option to repay debt. More detailed explanations of the variances incurred are detailed in Appendix G.

10. In addition to the transfer to the Major Repairs Reserve other transfers of £0.815million to be spent on schemes in 2013/14 and beyond included :

- Stock condition survey - £0.250million
- HRA Staff Partnership Payments for next 3 years £0.100million
- Tenancy Fraud Officer salary 1 year £0.033million
- Alley Gating works £0.100million
- Future HRA Structure Reviews £0.150million
- HRA Carry Forward Requests £0.182million

11. The HRA working balance remains at c. £3.7million moving into 2013/14, which is considered a prudent level to cover unforeseen variations on HRA income and expenditure. It is also in accordance with the levels agreed by CEB as part of the 2013/14 Budget Report whereby a minimum working balance of £3.5million was recommended so as to cover unexpected eventualities including increased RTB's, increased rent arrears, falling investment rates and unforeseen costs.

Capital

12. Capital expenditure outturn was £16.323million split £8.733million and £7.590million between General Fund and HRA respectively. This compared to an original approved budget of £27.86million the main variation relating to the delayed construction of the new completion pool at Blackbird Leys of around £8million.

Legal Implications

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

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List of background papers:

Version number:

Principles of the integrated report

The key principles applied in producing the report are:

- Exception reporting utilising clear graphical summaries, followed by narrative which focuses only on those issues that requires attention.
- Narrative which pulls together and makes the links between risk, finance and performance to form a holistic view and incorporating trend data.
- CorVu will be used to create the base data for the report from existing information (i.e. no additional work created for Services).
- Some entries for performance monitoring and risk monitoring are shown as “no data”. What this means when referring to performance measures is the indicator is not required to be calculated for the period reported. For risk it is because the previous quarterly measurement was not undertaken so no assessment of the risk being increased or reduced is possible.
- The distinction between a summary Corporate-level view and Directorate-level picture of performance is retained and the latter enhanced by the inclusion of, service plan target performance
- The detail of the existing finance report will be appended to the integrated as it is needed to enable decisions to be taken at executive level (authorisations, virements etc.)
- The following tolerances apply to the financial dials:
 - **Green** – Forecast outturn is within 100% of the latest approved budget
 - **Amber** – Forecast outturn is within 100% - 105% of the latest approved budget
 - **Red** - Forecast outturn is over 105% of the latest approved budget. Performance in this area is a potential concern and will be commented on within the report.

What Do the Dials Show?

Several items are displayed below each dial.

Budget	This is the monetary value of the Latest Budget for the above dial
Forecast	This is the projected outturn position i.e. what we think the year-end spend will be
Variance	Difference between the Latest Budget and the Projected Outturn (Forecast)
Prev Qtr	The projected outturn estimated at the time of the previous quarter
Movement	Change in projected outturn for the previous quarter with the projected outturn for the current quarter. Please note

	that the projected outturn for the previous quarter can be retrospectively revised if additions/transfers to latest budget levels have taken place during the interim.
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Performance Summary

This section is broken down into 3 sub-sections;

- Current Quarter's information on performance targets broken down between the RAG categories.
- A summary of the previous quarter's position.
- Direction of Travel table displaying the movement between categories from one quarter to the next.

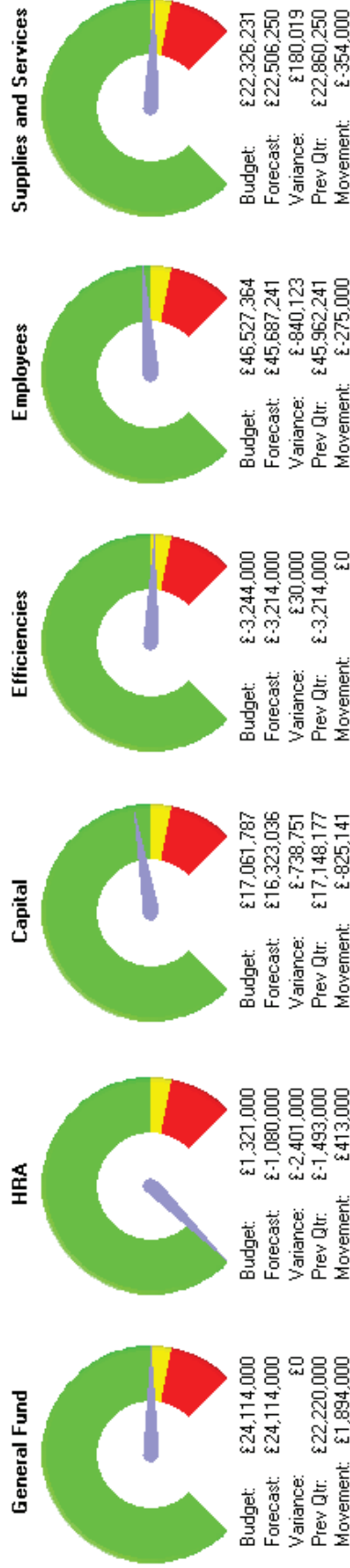
Risk Management

This section is similarly broken down into the same 3 sub-sections;

- Current Quarter's information on performance targets broken down between the RAG categories.
- A summary of the previous quarter's position.
- A Direction of Travel table displaying the movement between categories from one quarter to the next.

Appendix B Integrated Report- Corporate Q4 2012/13

Financial Performance



Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Meeting Housing Need	0 (0%)	0 (0%)	0 (0%)	4 (100%)
Strong and Active Communities	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Cleaner Greener Oxford	0 (0%)	2 (40%)	0 (0%)	3 (60%)
An Efficient and Effective Council	0 (0%)	1 (25%)	0 (0%)	3 (75%)
Total	0 (0%)	5 (26%)	0 (0%)	14 (74%)

Previous Quarter	No Data	Red	Amber	Green
	0 (0%)	0 (0%)	7 (37%)	12 (63%)

Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	0 (0%)	1 (33%)	2 (67%)
Meeting Housing Need	0 (0%)	0 (0%)	1 (25%)	3 (75%)
Strong and Active Communities	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Cleaner Greener Oxford	0 (0%)	1 (20%)	0 (0%)	4 (80%)
An Efficient and Effective Council	0 (0%)	0 (0%)	1 (25%)	3 (75%)
Total	0 (0%)	2 (11%)	4 (21%)	13 (68%)

Risk Management

Ref.	Category	Description	Previous Current			Trend Declined to red?	
			P	I	P		
CRR-013	Impact on homelessness of changes in Housing Benefit	Changes in housing benefit and universal housing benefit increase homelessness	5	3	5	3	→
CRR-007	Health and Safety	Existence of operational risks (relating to internal as well as public concerns - property not vehicle)	3	4	3	4	→
CRR-004	Delivery of key projects = ability to deliver cross cutting projects	People and the council are not developed sufficiently to make risk based decisions, carry out options appraisals. Decision making can be poor. Innovation is not encouraged, low risk appetite.	3	3	3	3	→
CRR-006	Supplier Management	Ability of the council to manage large contracts and to obtain best value from those contracts	2	3	3	2	→
CRR-012	Failure to achieve budget reductions over four year period	Inability to achieve savings in budget	3	3	2	3	↑

CORPORATE SUMMARY

1 OVERALL SUMMARY POSITION

The Council's financial position and projected outlook remains strong principally due to the strategic approach to delivering current efficiency targets and the methodology surrounding the provision of contingencies within the budget setting process as well as improved budget monitoring. This approach has created capacity and flexibility to respond to budget needs as and when they arise none more so than the necessity to provide £3.3m for Westgate Development. However, spending against planned priorities does need better forecasting and targeting as this has impacted on delivering all identified performance measures listed for the year. Furthermore, the progress of continually delivering on efficiency targets will be challenging as will delivering on the Council's capital programme, which has increased to over £40m in 2013/14. The corporate risks associated with principally the external threats relating to homelessness and welfare reform, ability to deliver efficiencies given the current and future Comprehensive Spending Review, together with changes around Business Rates Retention all highlight the need to ensure continued robust budgeting and monitoring remains, together with ensuring performance measures are continually improved for customers and residents during ever increasing financial constraints as well as the importance to deliver on projects as originally intended.

2 FINANCE OVERALL

10

Overall financial performance was good against latest budget projections.

For the General Fund Directorates the collective movement between the Q3 projected outturn position and the final year-end spend at Q4 was only £0.257m. Decisions regarding known underspends against in-year contingencies were made during the last quarter with the main requirement being the transfer of £3.3m to a specific Earmark Reserve for temporary car parking facilities during the re-development of the Westgate shopping centre.

For the HRA the movement between the Q3 projected outturn position and the final year-end spend at Q4 was £0.413m. There was an additional surplus £2.4m in the year caused by lower revenue funding of £0.940m needed for the HRA capital programme, resources associated with the balance left from the reversal of the Southfield Park provision that was no longer required and additional income from both dwelling and non-dwelling rents along with a re-imbursment of £0.231m of negative housing subsidy from DCLG following the external audit of the 2011/12 final claim.

For Capital the movement between the latest projected budget position and the final year-end outturn at Q4 was £0.739m. However, this was after substantial reductions of over £10.8m from the original programme had been made during the course of the year, mainly related to the deferred start date associated with the City's new swimming pool facility. There has been significant improvement in the monitoring and the delivering of the capital programme this year but it is recognised that more can still be done in this area.

For Efficiencies, Service Reductions and Additional Fees and Charges the Council had a target for the year of £3.244m. At the end of the financial year a total of £3.214m of these were delivered. Some efficiency targets were not delivered as originally planned. That said additional income

generated in the year ensured that after accounting for these mitigating issues the level of Efficiencies/Additional Fees and Charges/Service Reduction actually achieved for 2012/13 were 99% complete.

Summarising the monitoring of most budget areas of the Council's GF, HRA and Capital projects was good however; some service areas do continue to need more attention to ensure budget projections capture all eventualities.

3 PERFORMANCE

Overall the Council's performance against its corporate targets is Good with 14 (74%) targets delivered as planned or exceeded by year end, and 5 (26%) having missed their target. Missed targets in individual performance areas are set out in the exceptions section below.

This is a reduction on the end of year position for 2011/12 where 90% of targets were achieved or exceeded.

Corporate performance indicator exceptions

Delivery of the Council's efficiency savings

During 2012/13, £1,502,000 of efficiencies were delivered, and a further £137,000 in mitigating savings. This contributed to cumulative efficiency savings of £7,061,000, narrowly missing the target of £7,182,000 for the end of the year. Further details are provided in Appendix G of the report, including other areas of increased income or service reductions that have more than offset this small shortfall.

The number of training places and jobs created through Council investment projects and other activities

The final position for the year was 197 new jobs compared to a target of 246 which had been dependent on major construction projects progressing, such as the competition pool. A number of new jobs have been created this year through the letting of properties in the City: 70 jobs from National Motion at Ramsey House, 15 jobs at 33/35 George St, 10 jobs Formula One Car Repairs at Oxpens Rd, 18 jobs were created with the opening of the hotel on St Michael Street, 45 jobs at Bills Restaurant in Northgate Hall and one job created at the Westgate Kiosk.

Satisfaction with our neighbourhoods

Satisfaction with the local area as a place to live has fallen from 86% in 2011 to 83.8% for 2012 compared to a target of 87%. The total number of responses was 544, giving an accuracy rate of ±4%. Work is currently being done to better understand the reasons for these results, including holding focus groups with members of the Citizens' Panel who had expressed dissatisfaction. Next year's survey will be undertaken as part of a wider national exercise with the LGA and will allow us to compare changes in our satisfaction levels against national trends.

Reduction in the Council's water consumption

At the end of March 2013 the reduction in water consumption achieved was 3,141m³ compared to a target of 4,711m³. However, we are awaiting confirmation of the status of the Hinksey Pool leak repair; if successful this will mean a reduction in around 10,000m³ per annum saving.

Household waste recycled or composted

The year-end recycling rate was 48.08% compared to a target of 50%, and represents a 4.87% improvement on 2011/12 performance. The figure

includes an agreed 3.5% year end adjustment for “street sweep arisings” to give a like for like comparison on previous years following changes to the rules concerning the classification of this type of waste.

4 RISK

Overall risk management has been slightly below what was originally planned.

Too many corporate risks have remained in the amber/red categories during the year. Whilst there has been a general improvement, progress has probably not been as quick as originally planned. A ‘blank paper’ exercise is planned shortly to be undertaken by the Corporate Management Team to thoroughly review these risks and this revised position will be reflected in the first quarters monitoring position,

Appendix C

Integrated Report- Organisational Development and Corporate Services Q4 2012/13

Financial Performance

Transformation



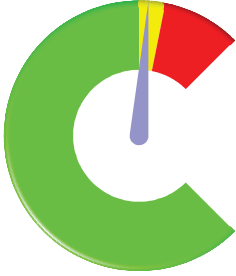
Budget: £621,000
Forecast: £621,000
Variance: £0
Prev Qtr: £621,000
Movement: £0

Business Improvement and Technology



Budget: £3,315,000
Forecast: £3,283,000
Variance: £-32,000
Prev Qtr: £3,251,000
Movement: £32,000

Customer Services



Budget: £2,688,000
Forecast: £2,735,000
Variance: £47,000
Prev Qtr: £2,782,000
Movement: £-47,000

Finance



Budget: £2,172,000
Forecast: £2,065,000
Variance: £-107,000
Prev Qtr: £2,048,000
Movement: £17,000

Human Resources and Facilities



Budget: £1,616,000
Forecast: £1,893,000
Variance: £277,000
Prev Qtr: £2,080,000
Movement: £-187,000

Law and Governance



Budget: £2,549,000
Forecast: £2,825,000
Variance: £276,000
Prev Qtr: £3,001,000
Movement: £-176,000

Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	0 (0%)	0 (0%)	6 (100%)
Customer Services	5 (42%)	6 (50%)	0 (0%)	1 (8%)
Finance	0 (0%)	7 (44%)	0 (0%)	9 (56%)
Human Resources and Facilities	0 (0%)	2 (40%)	0 (0%)	3 (60%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Total	5 (12%)	15 (37%)	0 (0%)	21 (51%)
Previous Quarter	No Data	Red	Amber	Green
	5 (12%)	7 (17%)	7 (17%)	22 (54%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (0%)	0 (0%)	4 (67%)	2 (33%)
Customer Services	0 (0%)	7 (58%)	0 (0%)	5 (42%)
Finance	0 (0%)	4 (25%)	6 (38%)	6 (38%)
Human Resources and Facilities	0 (0%)	2 (40%)	1 (20%)	2 (40%)
Law and Governance	0 (0%)	1 (50%)	1 (50%)	0 (0%)
Grand Total	0 (0%)	14 (34%)	12 (29%)	15 (37%)

Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	0 (0%)	3 (75%)	1 (25%)
Customer Services	0 (0%)	0 (0%)	0 (0%)	6 (100%)
Finance	0 (0%)	0 (0%)	3 (43%)	4 (57%)
Human Resources and Facilities	0 (0%)	0 (0%)	2 (40%)	3 (60%)
Law and Governance	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Total	0 (0%)	0 (0%)	9 (38%)	15 (63%)
Previous Quarter	No Data	Red	Amber	Green
	1 (4%)	0 (0%)	9 (29%)	13 (37%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Business Improvement and Technology	3 (75%)	0 (0%)	0 (0%)	1 (25%)
Customer Services	0 (0%)	4 (44%)	5 (56%)	0 (0%)
Finance	0 (0%)	1 (14%)	2 (29%)	4 (57%)
Human Resources and Facilities	0 (0%)	1 (20%)	4 (80%)	0 (0%)
Law and Governance	0 (0%)	0 (0%)	2 (100%)	0 (0%)
Total	3 (11%)	6 (22%)	13 (48%)	5 (19%)

ORGANISATIONAL DEVELOPMENT AND CORPORATE SERVICES DIRECTORATE

Directorate Overview

Management of Customer Services, HR and Facilities and Law and Governance require significant improvement in certain areas if both financial performance and agreed performance targets are to be achieved in future years. These issues if not addressed will inevitably increase the scale and significance of risks within the Directorate's risk register. This is reinforced with overall Directorate performance declining slightly with 51% of measures now meeting or exceeding target at the end of Quarter 4 compared to 54% at the end of the previous quarter. The number of measures off target increased from 14 to 15 compared to the previous quarter.

1. Directorate Financial Performance

Business Improvement and Technology

Overall the service area was underspent by £0.032m on the technology side of the business.

Customer Services

The volatility of projected outturn positions associated with this service area during the course of the financial year is of concern. At year-end whilst only a slight overspend of £0.047m was realised, there were nonetheless large overspend projections forecast during the first half of the financial year and the ability to deliver efficiency savings within this service area remain challenging.

Finance

At year-end savings in salaries and spend on external and internal audit were main contributors to the year-end favourable variance of £0.107m against the latest budget.

Human Resources and Facilities

Concerns regarding achieving Town Hall income targets have been a regular comment in the monitoring for this service area during 2012/13. Furthermore, the deliverability of key corporate initiatives e.g. apprenticeships and corporate training have nonetheless slipped during the year that does impact on achieving set performance targets. Overall there was a net overspend of £0.277m for the year.

Law and Governance

£0.276m overspent, £0.161m of which represents the "total" flooding emergency response costs which have been isolated under the emergency planning cost centre. Whilst we recognise that only the "additional" costs incurred are ordinarily claimed back from the Government under the Bellwin scheme, this is only approved for new areas of flooding, not repeat areas. As such the "additional" expenditure incurred was both unbudgeted and ineligible for grant claim. The remainder of the overspend consisted of additional canvassing costs for electoral registration (£0.015m), a shortfall in Legal Hub income (£0.020m), unbudgeted employee costs (£0.090m) and a historic budgetary shortfall for Members allowances (£0.025m) offset by under spends across other cost centres within the Service. This does now necessitate more intense scrutiny of financial performance in 2013/14 if

similar overspends are going to be avoided.

2. Directorate Performance - Exceptions

Customer Services

Percentage of Business Rates Collected: End of year performance was 97.81% compared to a target of 98%. This was a disappointing final result and with the Business Rates retention changes taking effect from April 2013 additional resources will be moved into this area to improve performance.

Percentage of Council Tax collected: The target of 97.10% was narrowly missed (97.01%, equating to just £57,000 short of the sum expected) and still represents the best collection performance achieved by the Council. The target should be reached by the end of April 2013.

End of year performance for the time to process changes in circumstances was 12 days compared to a target of 10 days. For the processing of new benefit claims, performance was 26.65 days compared to a target of 14 days. The Benefits Fundamental Service Review recommended a number of process improvements based on the implementation of a number of technological solutions. It has taken longer than anticipated to implement the new technology which means that performance has not improved to where we would have expected. The two main tools to drive this improvement are Risk Based Verification (RBV) and an electronic claim form (eClaim). RBV went live at the end of January and eClaim is in a live pilot stage. As such we would expect to meet the challenging performance measures we have set by Quarter 2 of 2013/14.

Customers getting through first time on Councils Main Service lines: Performance in the Contact Centre been steadily improving since October 2012 and as a result the year end performance has increased to 87.73%, although this falls short of the target of 95%. Monthly performance in March 2013 had risen to 97.52%.

Percentage of rent collected: End of year performance was 96.83% compared to a target of 97.60%. The increase in rent arrears is attributable to the Direct Payments pilot that wasn't taken into account when setting targets for 2012/13. Two significant increases in arrears occurred during the year; the first in July 2012 at Phase 1 of implementation (an increase of £443k), and the second at phase 6 throughout December 2012 (an increase of £229k). There has been significant improvement in performance since December 2012 with arrears reducing by £253k due to the concentrated efforts of the rents team.

Finance

Percentage of invoices paid on time: End of year performance was 94.33% compared to a target of 97%. Performance during March 2013 was just 10 invoices short of achieving target, and all Service Areas achieved over 90% for the first time, but lower performance earlier in the year has prevented the target from being reached.

Housing Benefit Security - Number of prosecutions and sanctions per 1000 caseload: End of year performance was 4.88 compared to a target of 5.35. The number of successful sanction cases in year was set at 23 per investigator (69 in total). 61 sanctions have been achieved, but 10 potential sanction cases have been closed in Quarter 4 due to unreasonable time delay.

Number of cases per investigator at any given time: All but 2 officers have had a case load of below the target of 45, resulting in overall performance of 47.

Percentage of debtors on direct debits: End of year performance was 11% compared to a target of 15%. This has risen moderately through the year but

despite efforts to push this to new and existing customers, performance has not come close to the target.

Investment return above base rate: Performance improved in March 2013 due to several of our deposits with Local Authorities (that pay a lower yield) maturing. Our result for the year was 0.43% above base rate. This is under the target of 0.5% above base rate due to interest rates from all our counterparties steadily decreasing over the last 12 months.

Percentage of remittance advices emailed: Although end of year performance of 84%, narrowly missed the annual target of 85%, monthly performance for the last 4 months of the year has exceeded this target, which is a positive sign for the future.

Number of returned Council owned dwellings through civil and criminal proceedings: No dwellings were returned compared to a target of 2 for the year. The Prevention of Social Housing Fraud Act, which would make the subletting a social housing property a criminal offence, has not been enacted to allow this action by the Council.

Human Resources and Facilities

Income from Town Hall and Museum operations: End of year performance was £532,165 compared to a target of £670,000. The service is in the early stages of embedding a sales process to improve on income generation in 2013/14

Percentage of black and ethnic minority employees: Performance was 5.7% compared to a target of 9%. This is an area where we need to improve significantly. Work is planned to understand what barriers to employment there may be from various communities in the City and then we will take steps to overcome those barriers. We will be focusing on raising the profile of the Council as an employer of choice in 2013/14.



Risk Performance- Exceptions

Business Improvement and Technology

No exceptions to report in this area, as all risks show either no movement or an improvement.

Customer Services

Three risks relating to inability to deliver financial savings; corporate focus for customer first programme and reduced rental income collection for tenants have all been closed in this quarter as sufficient work has been carried out to mitigate and improve the position on these risks.

Finance

There is one declining risk relating to the recruitment and retention of key staff.

Human Resources and Facilities

There is one declining risk relating to the maintaining and developing an effectively resourced team with the right skills, due to the inability to recruit to key posts on first advert.

Law and Governance

No exceptions to report in this area, as all risks show no movement.

Integrated Report- City Regeneration Q4 2012/13

Financial Performance

City Development



Housing



Corporate Property



Performance Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	2 (67%)	0 (0%)	1 (33%)
Corporate Property	3 (13%)	3 (13%)	0 (0%)	18 (75%)
Housing	0 (0%)	1 (17%)	0 (0%)	5 (83%)
Total	3 (9%)	6 (18%)	0 (0%)	24 (73%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	1 (3%)	4 (12%)	5 (15%)	23 (70%)

Service	No Data	Declining	No Change	Improving
City Development	0 (0%)	0 (0%)	0 (0%)	3 (100%)
Corporate Property	0 (0%)	1 (5%)	11 (50%)	10 (45%)
Housing	0 (0%)	1 (17%)	1 (17%)	4 (67%)
Grand Total	0 (0%)	2 (6%)	12 (39%)	17 (55%)

Risk Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	1 (13%)	3 (38%)	4 (50%)
Corporate Property	0 (0%)	2 (17%)	4 (33%)	6 (50%)
Housing	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Total	0 (0%)	4 (17%)	8 (33%)	12 (50%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	6 (20%)	6 (20%)	12 (33%)

Service	No Data	Declining	No change	Improving
City Development	0 (0%)	1 (11%)	7 (78%)	1 (11%)
Corporate Property	0 (0%)	1 (8%)	11 (92%)	0 (0%)
Housing	0 (0%)	0 (0%)	4 (100%)	0 (0%)
Total	0 (0%)	2 (8%)	22 (88%)	1 (4%)

CITY REGENERATION DIRECTORATE

Directorate Overview

Overall financial performance has been very good but some budget concerns, especially associated with income levels remain. This hasn't necessarily affected performance as this has been maintained at 73% of measures meeting or exceeding target at the end of Quarter 4 compared the end of the previous quarter. The number of measures off target has reduced from 8 to 6 compared to the previous quarter. Risk in certain areas remains and this may have some impact on both financial and service performance in certain areas of City Development.

1. Directorate Financial Performance

City Development

During 2012/13 the service area experienced a net year-end overspend due to the non-achievement of budgeted Building Control and Planning Fee income. Concerns regarding the budgeted level of Building Control fees will be problematic moving forward as given the current economic climate they are proving too difficult to achieve. Re-adjustments reflecting these concerns may be needed within the MTFP as well as more innovative ways of generating income levels. It is believed the Planning Fees issue is more to do with timing and more Planning Fee income will be received in 2013/14 as will a continuation of pre-planning advice income.

Housing

Savings associated with staff vacancies (which have all now been filled) created some savings in the year. The impact of welfare reforms on homelessness is putting pressure on our Housing Service and is a major concern moving forward.

Corporate Property

The additional rent income levels from the Council's commercial portfolio continue to be strong. However, it is accepted that continued review of the income generated from these assets is needed in order that £6m plus of income is generated for the authority each year.

2. Directorate Performance - Exceptions:

City Development

Net additional homes provided: End of year performance was 194 compared to a target of 230. House building in Oxford has been sluggish, reflecting the national situation and the absence of large housing sites currently under construction. There may also be a time lag whereby some completions are not formally recorded in the month they take place.

Processing of minor planning applications: End of year performance was 72% compared to a target of 75%, but is still a good achievement. The old National Target was 60%. The drop in performance this year is principally because the number of minor applications requested to be determined by the area planning committees (call-ins) rose from 15 last year to 44 this year. As a result it was possible to determine only 18% of these minor

applications within the 8 weeks.

Housing

Development of on-line housing applications: Progress has been delayed due to the late release of a new software product which was then found to be unsuited to needs. A second product has since been assessed as suitable, and a business plan is being put together.

Number of new Rough Sleepers spending a second night on the streets: A rough sleeper count in February 2013 identified 1 new rough sleeper spending a second night on the street, missing the target of zero second nights out.

Corporate Property

Percentage of market tenants satisfied with landlord services: No satisfaction survey has been carried out for 2012/13, and in view of the ongoing market rent reviews this has been deferred to 2013/14.

Achieve budget savings: Actual savings achieved were £319,832 compared to a target of £405,009. This target would have been achieved had the New Pool in Cowley gone ahead through the recouping of fees through time charged to the project.

3. Risk Performance- Exceptions

City Development

There is one declining risk which still remains as an amber risk, relating to project delays due to poor project management. There is still one red risk remaining in this area relating to major systems failure due to the reliance on ICT systems for processing and whilst mitigating actions are still being undertaken the impact of such failure would be major.

Housing

No exceptions to report in this area, as all risks show no movement.

Corporate Property

There is one remaining red risk within this service area in relation to the Westgate redevelopment project. However recent developments on this area indicate that the project continues to show forward movement.

Integrated Report- Community Services Q4 2012/13

Financial Performance

Environmental Development



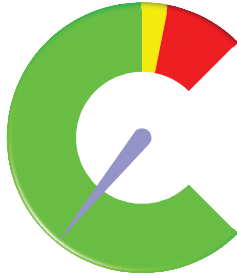
Budget: £1,489,000
Forecast: £1,393,000
Variance: £-96,000
Prev Qtr: £1,297,000
Movement: £96,000

Leisure and Parks



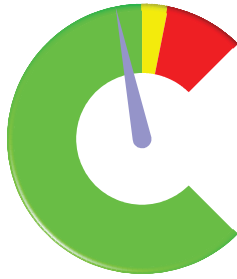
Budget: £3,103,000
Forecast: £3,117,000
Variance: £14,000
Prev Qtr: £3,162,000
Movement: £-45,000

Direct Services



Budget: £-1,034,000
Forecast: £-1,682,000
Variance: £-648,000
Prev Qtr: £-1,630,000
Movement: £-52,000

Community Development



Budget: £3,754,000
Forecast: £3,565,000
Variance: £-189,000
Prev Qtr: £3,567,000
Movement: £-2,000

Performance Summary

Service	No Data	Red	Amber	Green
Community Development	0 (0%)	1 (25%)	0 (0%)	3 (75%)
Direct Services	0 (0%)	0 (0%)	0 (0%)	9 (100%)
Environmental Development	0 (0%)	1 (14%)	0 (0%)	6 (86%)
Leisure and Parks	0 (0%)	3 (15%)	0 (0%)	17 (85%)
Total	0 (0%)	5 (13%)	0 (0%)	35 (88%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	2 (5%)	5 (13%)	33 (83%)

Risk Summary

Service	No Data	Red	Amber	Green
Community Development	0 (0%)	0 (0%)	1 (50%)	1 (50%)
Direct Services	0 (0%)	0 (0%)	4 (36%)	7 (64%)
Environmental Development	1 (13%)	0 (0%)	5 (63%)	2 (25%)
Leisure and Parks	0 (0%)	0 (0%)	6 (55%)	5 (45%)
Total	1 (3%)	0 (0%)	16 (50%)	15 (47%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	0 (0%)	18 (36%)	14 (30%)

Performance Summary

Service	No Data	Declining	No Change	Improving
Community Development	0 (0%)	0 (0%)	2 (50%)	2 (50%)
Direct Services	0 (0%)	2 (22%)	5 (56%)	2 (22%)
Environmental Development	0 (0%)	0 (0%)	2 (29%)	5 (71%)
Leisure and Parks	0 (0%)	3 (15%)	12 (60%)	5 (25%)
Grand Total	0 (0%)	5 (13%)	21 (53%)	14 (35%)

Service	No Data	Declining	No change	Improving
Community Development	0 (0%)	0 (0%)	2 (100%)	0 (0%)
Direct Services	0 (0%)	0 (0%)	11 (79%)	3 (21%)
Environmental Development	1 (11%)	0 (0%)	8 (89%)	0 (0%)
Leisure and Parks	0 (0%)	1 (8%)	9 (75%)	2 (17%)
Total	1 (3%)	1 (3%)	30 (81%)	5 (14%)

Directorate Overview

Whilst savings have been realised especially within the Community Development team this has impacted on performance, especially the ability to meet Anti-Social Behaviour satisfaction targets. That said generally performance has improved with 88% of measures now meeting or exceeding target at the end of Quarter 4 compared to 85% at the end of the previous quarter. The number of measures off target reduced from 6 to 4 compared to the previous quarter. Overall both financial monitoring and the risk management associated with the Directorate has remained very good throughout the financial year with only one service risk now remaining in the red category. It is important that future service area risks identified within the Directorate's risk register are regularly reviewed as the diverse nature of activities across the Directorate and the ability to operate within budgetary levels in 2013/14 onwards remain challenging.

1. Directorate Financial Performance

Environmental Development

A slight underspend of £0.096m on employees occurred at year-end but generally financial performance for this service area is good.

Leisure and Parks

Budget overspends associated with leisure management utility costs were realised during the year but they were offset by increased income levels in other areas within the service, resulting in a slight net overspend for the year of £0.015m.

Direct Services

The complexity, value and range of services provided within this business unit does require significant resources in monitoring projected contribution levels. The outturn position of £0.648m surplus for this service area was projected early during the financial year but challenges remain moving forward, especially the ability to bid and win external contracts.

Community Development Team

Underspends of £0.189m were similarly identified early and these related to salary savings associated with the recruitment of staff, especially to the CANACT team. The service now has a full complement of staff.

2. Directorate Performance - Exceptions

Leisure and Parks

Commence work on the new pool at Blackbird Leys: Progress on the pool has been held up by an application for town green status.

Reduce the cost of parks per household: The end of year figure was £41 compared to a target of £39. However, this still compared favourably to a

national benchmark average cost of £61 per household.

Continuously improve our approach to people and equalities: The target for development days per employee of 3.5 days was narrowly missed (3.11 days) due to the need to re-profile the scheduled training. This target will be met for 2013/14.

Community Development Team

Dealing with local concerns about anti-social behaviour (ASB) and crime by the local council and police: End of year performance was 46.6% satisfaction compared with the target of 55%. This indicator is measured using the results of a question in an annual Talkback survey. Although the target was not met this year, we have been doing further consultation work with Talkback panellists around the way we deal with ASB, and hope that by incorporating their suggestions into our new ASB plan and policy, the satisfaction scores will be improved next year.

3. Risk Performance- Exceptions

Direct Services

Showing an overall improving position, with three risks changing and one moving from an Amber risk to a Green risk, this is in relation to delivery of an efficient service.

Leisure and Parks

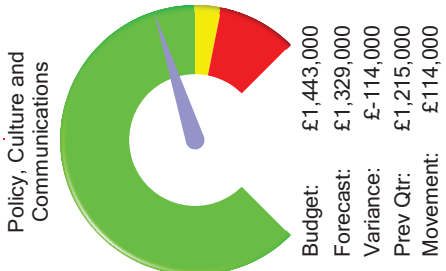
Two risks have been closed this quarter relating to delivery of VFM targets by the Leisure contractor and the impact of Ash dieback disease. These two risks are no longer relevant to the service.

Environmental Development

No exceptions to report in this area, as all risks show no movement.

Integrated Report- Chief Executives Q4 2012/13

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Policy Culture and Communications	1 (8%)	0 (0%)	0 (0%)	12 (92%)
Total	1 (8%)	0 (0%)	0 (0%)	12 (92%)

Risk Summary

Service	No Data	Red	Amber	Green
Policy Culture and Communications	0 (0%)	0 (0%)	3 (100%)	0 (0%)
Total	0 (0%)	0 (0%)	3 (100%)	0 (0%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	1 (8%)	1 (8%)	1 (8%)	10 (77%)

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	0 (0%)	3 (50%)	0 (0%)

Service	No Data	Declining	No Change	Improving
Policy Culture and Communications	0 (0%)	0 (0%)	7 (58%)	5 (42%)
Grand Total	0 (0%)	0 (0%)	7 (58%)	5 (42%)

Service	No Data	Declining	No change	Improving
Policy Culture and Communications	0 (0%)	0 (0%)	3 (100%)	0 (0%)
Total	0 (0%)	0 (0%)	3 (100%)	0 (0%)

CHIEF EXECUTIVES DIRECTORATE

Directorate Overview

Financial performance was generally good as was service area performance which improved with 100% of measures meeting or exceeding target at the end of Quarter 4 compared to 86% at the end of the previous quarter. No major concerns to the management of the service risk register were identified during the year. As such overall general performance was good although better planning of some budget provision which is earmarked to performance targets is needed moving forward.

1. Directorate Financial Performance Policy, Culture and Communications

The directorate had a projected outturn position of £1.329m, which was £0.114m lower than the approved latest budget. This is as a result of reduced expenditure within the educational attainment budget.

2. Directorate Performance - Exceptions Policy, Culture and Communications

There were no exceptions as all targets were met or exceeded.

3. Risk Performance- Exceptions Policy, Culture and Communications

There were no exceptions to report as there have been no changes to the risks in this quarter.

Draft Finance Monitoring as at 31st March 2013 (Quarter 4)

Appendix 1: March 2013 monitoring – General Fund Draft Outturn

Appendix 2: March 2013 monitoring – Capital Programme Draft Outturn

Appendix 3: March 2013 monitoring – Housing Revenue Account Draft Outturn

Appendix 4: March 2013 monitoring – Carried Forward List

EXECUTIVE SUMMARY

1. This report sets out the Council's draft final outturn position as at the 31st March 2013 and highlights major variances to the approved latest budget. In summary
 - As Appendix 1 demonstrates the General Fund Revenue account outturn position was as per the latest budget. This was achieved through a variety of transfers to earmarked reserves during the last quarter utilising resources previously identified from unused budgeted contingency provision (detailed later in this report). The services element of the General Fund only showed a movement from the outturn position predicted at Q3 of £0.257million.
 - Appendix 2 details the draft capital outturn position which shows a surplus variance against the latest budget of £0.739million as at the end of the financial year. There have been several reductions to the capital programme during the year, notably the new competition swimming pool project that accounts for most of the slippage.
 - Appendix 3 indicates that the HRA's draft outturn position for 2012/13 was a deficit of £1.321m for the year. The outturn for the year was in fact a surplus of £1.080m; approximately £2.402m more than budgeted due to less funding needed for the HRA capital programme and increased income from both dwelling and non-dwelling rents. £7m has been transferred to the Major Repairs Reserve to either fund the increased HRA capital programme from 2013/14 onwards or have the option to repay debt.
 - The collection rate for Council Tax arrears was 97.01%, up on March 2012's position of 96.80%.
 - Business Rate collection at the end of March 2013 was 98.88% compared to 97.75% for 2011/12.
 - The payment of invoices within 30 days has improved slightly since Q3's position of 94.33%. However, this is still below the 2012/13 target of 97%.
 - HRA total arrears were £1.348million as at the end of March. This represents a significant improvement on Q3 when they stood at £1.595million, a reduction of over 15% for the quarter.
2. As part of the monitoring process Finance staff have met and had budget monitoring discussions with Cost Centre Managers and Heads of Service to verify the current budgetary position.
3. The main projected General Fund outturn variances compared to the latest budget are shown below:
4. **Chief Executive's Directorate** – A favourable variance of £0.114million was realised at year-end due to additional slippages of spend within Policy, Culture and Communication.
5. **City Regeneration Directorate** – A favourable outturn variance of approximately £0.670million, which was only £0.007million different from that reported at Q3. The main

reason for the variance is the additional rent generated from the Council's commercial property portfolio.

6. **Community Services Directorate** – A £0.918 million favourable variance, which was again only slightly different, £0.002 million, from that reported at Q3. This has principally been caused by the predicted additional contributions generated by Direct Services from their range of service activities during the year.
7. **Organisational Development and Corporate Services Directorate** – As at the end of March the Directorate is projecting a £0.462million adverse variance, an increase of £0.362million than that reported at Q3. This has been caused from Emergency Planning flood works having to be absorbed by the Council and reduced Town Hall income.

GENERAL FUND OUTTURN

8. Appendix 1 provides a General Fund revenue outturn position, broken down by Service Area. Table 1 below also details the summarised GF position as at the end of March 2013 and compares the position to that reported in Quarter 3.

Table 1 General Fund Revenue

GF Outturn Report 12/13	Approved Budget (per Budget book)	Latest Budget	Actual YTD	% Budget Spent to 31st Mar 2013	Outturn Variance Q4	Outturn Variance Q3	Outturn Variance Movement from Q3 to Q4
	£000's	£000's	£000's	%	£000's		
Directorates							
Chief Executive	1,525	1,443	1,329	92%	(114)		114
City Regeneration	4,457	641	(30)	(5%)	(670)	(677)	(7)
Community Services	3,882	7,312	6,394	87%	(918)	(921)	(3)
Organisational Dev & Corp Services	12,180	12,962	13,423	104%	462	100	(362)
Directorate Total Excl SLA's & Capital Charges	22,044	22,357	21,117	94%	(1,241)	(1,498)	(257)
SLA's & Capital Charges	(1,274)	(1,276)	738	(58%)	2,013		(2,013)
Corporate Accounts	1,815	1,831	(849)	(46%)	(2,680)	367	3,047
Contingencies	3,151	775	61	8%	(714)		714
Total Corporate Accounts & Contingencies	4,966	2,606	(788)	()	(3,394)	367	3,761
Net Expenditure Budget	25,736	23,688	21,066		(2,621)	(1,131)	1,490
Transfer to / (from) GF working balances	(1,622)	(1,622)	(1,622)	100%			
Transfer to / (from) Ear Marked Reserves		2,049	5,053		3,005		(3,005)
Net Budget Requirement	24,113	24,114	24,497		383	(1,131)	(1,514)
Funding							
External Funding	11,719	11,719	12,028	103%	309	310	1
Council tax	12,587	12,587	12,661	101%	74		(74)
Less Parish Precepts	(193)	(193)	(193)	100%			
Total Funding Available	24,113	24,113	24,497		383	310	(73)
(Surplus) / Deficit for year			(0)	(0)		(1,441)	(1,441)

9. As at the end of March the outturn position was as per the latest budget position. This has been achieved by utilising unused contingency provision to specific earmarked reserves, mainly £3.3million for a Westgate Re-Development Reserve to provide temporary car parking at Westgate.
10. **Chief Executive's Directorate** - The directorate is currently estimated to have a projected outturn position of £1.329million, which is £0.114million lower than the

approved latest budget. This is as a result of reduced expenditure within the educational attainment budget. This budget spend has subsequently been re-profiled in line with the current agreed programme.

11. **City Regeneration Directorate** - The directorate is currently estimated to have a projected outturn favourable position of £0.030million, which is £0.670million lower than the approved latest budget but only £0.007million different to that reported at Q3. City Development was £0.176million overspend is as a result of a decline in Building Control Fees against budget and reduced Planning Fees. GF Housing services was £0.269million underspend created by staff budget savings and Corporate Property was £0.577million favourable at year-end caused by positive commercial property rent reviews.
12. **Community Services Directorate** - The directorate is currently estimated to have a projected outturn position of £6.394million, which is a favourable variance of £0.918million against the latest budget and primarily relates to savings/additional income associated with Direct Services. This outturn position is only £0.003m different to that projected at Q3. Environmental Development was £0.096million underspent caused by salary savings incurred towards the end of the financial year. Leisure & Parks Services was £0.015million adverse caused by pressures on the leisure management area due to utilities, and fleet and fuel pressures within parks slightly offset by additional income from burial services and tree works. Direct Services was a net £0.648million favourable largely caused by a surplus (£0.078million) from off-street car parking primarily due to St Clements remaining open for an additional 11 months, additional Engineering works won (£0.386million), Streetscene re-structure and employees not being in the pension scheme (£0.418million), Building Services making a contribution from Non-HRA Works (£0.044million), all of which were slightly offset by income targets not being achieved within Motor Transport (£0.145million) and Commercial waste (£0.135million). Lastly Community Development was £0.189million underspent at year-end principally caused by staff savings due to vacancies that have now all been filled.
13. **Organisational Development and Corporate Services Directorate** - The directorate is estimated to have a projected outturn position of £13.423million, which is £0.462 million adverse to the latest budget. This is a £0.362million higher than that reported in Q3. Business Imp & Tech was £0.32 million underspent as a result of lower spending on the technology side of the business. Customer Services was £0.047 million adverse. This was a mixture of additional council tax court cost income, and court fees budgets. The Finance Service was £0.107million favourable caused by salary savings, over provision of legal costs and reduced internal/external audit fees. HR & Facilities was £0.277million overspent. The main pressures within the service were as a result of a shortfall in Town Hall and post room income, as well as additional spending on Town Hall and facilities supplies and services. These pressures were partly offset by savings through vacant posts. Lastly, Law & Governance was £0.276million overspent resulting from £0.161million of costs associated with Emergency Planning flood works that the Council were unable to recover, together with salary overspends and a shortfall in Legal Hub budgeted income are the main reasons for the adverse variance at year-end.

CORPORATE ACTIVITIES

14. With regard to SLA's/Capital Charges and Corporate Accounts it is best to view these two items together. The overspend on SLA's/Capital Charges mainly relates to capital charges where both depreciation charged for the year and deferred charges were approximately £2million higher than budgeted, hence the adverse variance shown. These costs for the GF, in accordance with current accounting rules, are however

reversed out within the Corporate Accounts section so as not to hit the bottom line and as such a cost to Council Taxpayers and this accounts for the majority of the favourable variance for this line. The balance of the favourable outturn associated with Corporate Accounts related to the Local Cost of Benefits.

15. With regard to Contingencies the Employee Inflation contingency of £0.624million was not needed, together with unused amounts from the Pensions Provision Top Up contingency, £0.200million and £0.841million from the unachieved savings reserve. These resources coupled with the service area underspends of £1.241million shown above were used to principally transfer resources to a year-end earmarked reserve of £3.3million for Westgate Re-Development that had the result of bringing the outturn position in line with the latest GF budget at year-end.

16. The Council has utilised £1.622m from existing working balances as originally estimated.

17. The new earmarked reserves created at year-end were:

- £3.279million Westgate Re-Development Reserve to fund temporary car parking facilities that will be required during the projected Westgate re-development.
- £0.150million Emergency Flood Reserve to fund future flood works as and when they arise.

18. Appendix 1 incorporates the transfers and budget adjustments associated with the agreed £0.765million of GF service carry forward requests suggested by CMT. These are as follows:

City Development	£0.150m	Unlawful Dwellings
Direct Services	£0.150m	Marsh Road Depot Improvements
Community Development	£0.039m	Ward Member Budget slippage
	£0.010m	BBL Work club
	£0.106m	Youth Ambition slippage
	£0.032m	Youth Ambition Grants
	£0.050m	Social Inclusion Fund
Customer Services	£0.054m	Unused DCLG grant for CT Benefit claimants
	£0.037m	Grant money for Welfare Reform
	£0.033m	Grant money for support to benefit claimants
HR and Facilities	£0.083m	Apprenticeships
Law and Governance	£0.021m	Archivist Project

ACHIEVEMENT OF SAVINGS AND EFFICIENCIES

19. The Council's budget identifies £1.761million of efficiencies, £0.290million of service reductions and £1.193million of additional fees and charges for 2012/13. As at the end of March some efficiency targets weren't delivered. However, both mitigating activities and additional on-going fees and charges ensured that across all three areas associated with "Efficiency" targets, these were 99% delivered.

20. Table 2 below details the forecast outturn position relating to efficiencies, service reductions and additional fees and charges at the end of March 2013.

Table 2 – Savings and Efficiencies as at 31st March 2013

	Efficiencies			Service Reductions			Fees and Charges		
	Approved Savings	Variance	Savings made to date	Approved Savings	Variance	Savings made to date	Approved Savings	Variance	Savings made to date
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Policy, Culture & Communications							(17)	4	(13)
Chief Executive							(17)	4	(13)
Finance	(225)		(225)	(72)		(72)			
Business Improvement & Technology	(130)		(130)						
Law & Governance	(33)		(33)	(53)		(53)	(5)	5	
Human Resources & Facilities	(67)	36	(31)				(30)	30	
Customer Services	(247)	46	(201)						
Organisational Development and Corporate Services	(702)	82	(620)	(125)		(125)	(35)	35	
Direct Services	(120)		(120)				(836)	(117)	(953)
Leisure & Parks	(310)	78	(232)	(35)		(35)	(54)	2	(52)
Environmental Development	(12)		(12)	(98)		(98)	(10)		(10)
Community Services	(442)	78	(364)	(133)		(133)	(900)	(115)	(1,015)
City Development	(5)		(5)	(16)		(16)	(191)	36	(155)
Housing and Communities	(192)		(192)	(16)		(16)			
Corporate Property	(420)	91	(329)				(50)		(50)
City Regeneration	(617)	91	(526)	(32)		(32)	(241)	36	(205)
Mitigating Savings		(137)	(137)					(44)	(44)
Total	(1,761)	114	(1,647)	(290)		(290)	(1,193)	(84)	(1,277)

HRA OUTTURN

21. The summarised HRA position as at 31st March 2013 is set out in Table 3 and detailed on the attached Appendix 3.

Table 3 – Housing Revenue Account HRA

HRA Outturn Report 12/13	Approved Budget (per budget book)	Latest Budget	Actual YTD	% Budget Spent to 31st March 2013	Outturn Variance Q4	Outturn Variance Q3	Outturn Variance Movement from Q3 to Q4
	£'000	£'000	£'000	%	£'000	£'000	£'000
Dwelling Rent	(36,508)	(36,508)	(37,140)	102%	(632)	90	722
Service Charges	(956)	(956)	(970)	101%	(13)		13
Shops/Garages/Furn/Other Rent	(2,208)	(2,300)	(2,433)	106%	(133)		133
Rechargeable Fees/Other	(721)	(621)	(187)	30%	434		(434)
Net Income	(40,393)	(40,386)	(40,730)		(345)	90	435
Rent/Income Collection	361	357	(866)	-242%	(1,222)	(1,296)	(74)
Tower Blocks and Flats	598	597	490	82%	(108)	2	110
Management/Infrastructure	1,839	1,883	2,175	116%	292	(46)	(338)
Depreciation	8,147	5,888	5,888	100%	()		
ICT services	281	281	281	100%	()		
Contact Centre	786	786	782	100%	(4)		4
Rent Team	499	502	446	89%	(56)	122	178
Tenant's Participation	208	250	226	91%	(24)	(42)	(18)
Furnished Tenancies	473	543	487	90%	(57)		57
Local Housing Management	835	837	875	105%	38	(4)	(42)
Major Projects/Policy/Technical	626	626	531	85%	(95)	(2)	93
Bad Debt Provision	410	410	274	67%	(136)		136
Site Preparation	201	200	134	67%	(66)		66
Sub Total Tenancy Management	15,264	13,160	11,722		(1,438)	(1,266)	172
Caretaking Service	941	941	941	100%			
Garden Scheme	268	268	268	100%			
Void Property officers/Garage team	248	248	248	100%			
Day to Day Responsive	4,450	4,463	4,844	109%	382		(382)
Planned Maintenance	4,938	5,205	5,286	102%	81	400	319
Direct Services Capital Overheads	636	740	518	70%	(222)		222
Sub Total Repairs & Maintenance	11,481	11,865	12,106		241	400	159
Total Expenditure	26,746	25,025	23,828		(1,197)	(866)	331
Net Transfer To/From Reserves	7,000	6,862	7,506	109%	644	(780)	(1,424)
Revenue Contribution to Capital	383	2,642	1,702	64%	(940)	(383)	557
Additional HRA Subsidy			(231)		(231)		231
Interest On Balances	(35)	(35)	(64)	184%	(29)	(50)	(21)
Interest Payable	8,055	7,100	6,895	97%	(205)		205
CDC, Pensions & Retirement Costs	111	112	15	13%	(97)		97
Total Appropriations	15,514	16,682	15,822		(860)	(1,213)	(353)
Total HRA (Surplus)/Deficit	1,867	1,321	(1,080)		(2,402)	(1,989)	413

Income

22. Dwelling rent income was higher than budgeted due to the lower number of Right To Buy disposals. The HRA Business Plan estimated 78 RTB disposals representing a uniform 10% reduction in housing stock over a 10 year period. This was in response to the Government's paper Re-Invigorating Right To Buy in which they increased the available discounts up to a maximum of £0.075million. It was difficult to predict the impact of this initiative and as such a prudent approach was adopted for revenue purposes. Non-dwelling income from shops and garages was also up mainly due to favourable rent reviews. Lower rechargeable fees to capital were incurred due to a

reduction in the non-Direct Services element of the HRA programme, together with half the fee income now no longer chargeable.

Expenditure

23. Rent Income Collection shows a large credit for the year. This represents the reversal of most of the £1.2million Southfield Park provision following a successful conclusion to the dispute. £0.633million of this has been transferred to reserves to fund specific future activity and is discussed further in this report. Tower Blocks and flats were also lower than budgeted primarily due to public utility savings and lower disturbance payments being made.
24. Management and Infrastructure expenditure for the year was higher than budgeted due to increased SLA recharges from Community Housing and Business Systems.
25. Despite the increase in HRA dwelling arrears predominately caused by the introduction of the Direct Payments scheme the resultant bad debts provision contribution required from revenue was still contained within the annual budget. This is due to a prudent approach to this area being planned within the HRA Business Plan. This approach continues in future years as we see the continuation of the Government's welfare reforms.
26. Day to day responsive repairs was higher than budgeted due to increased night time call out costs, fire damage and emergency repairs expenditure, together with a higher demand placed on the service during the later months of the financial year. This was mainly offset by the surplus generated by the Building Services service on its £17million annual turnover. The surplus arose from vacant posts and increased contributions from HRA capital works, mainly from Kitchens and Bathroom installations.

Appropriations

27. There was a £7million transfer to the Major Repairs Reserve to fund future capital spend, £0.250million for a stock condition survey to take place in 2013/14, £0.183million being approved carry forward requests for the HRA with the balance made up from setting resources aside to fund the new local pay deal for HRA staff, fund future structure reviews and contribute towards new Welfare Fraud officers.
28. The HRA capital programme was overall underspent for the year against the original budget and this is reflected in a reduced level of revenue contributions of £0.940million. Furthermore, following the final audit of the Council's housing subsidy claim for 2011/12 the authority received £0.231million back from DCLG as part of the claim. Lastly, savings in interest payments were made against the HRA internal borrowing levels due to a lower interest rate being applied than budgeted.

CAPITAL PROGRAMME

General Fund and HRA Capital Programme

29. A capital budget position, approved for the General Fund and HRA Capital Programme for 2012/13 is shown in summary at Table 4 below. Appendix 2 attached shows the Capital Programme on a scheme by scheme basis.
30. As at the end of March the Capital Programme shows a favourable variance of £0.739million.

Table 4 – Capital Programme as at 31st March 2013

Capital Scheme	Approved Budget (per Budget Book)	Latest Budget	Actual YTD	% Budget Spent to 31st March 2013	Outturn Variance Q4	Outturn Variance due to Slippage	Outturn Variance due to Over/ Under spend	Outturn Variance Q3	Outturn Variance Movement Q3 to Q4
	£	£	£	%	£	£	£	£	£
City Development	0	511,484	543,817	106%	32,333	(19,311)	51,645	(258,030)	(290,363)
Environmental Development	800,000	550,000	626,403	114%	76,403	76,403	0	(200,000)	(276,403)
Communities and Housing	252,302	340,000	175,196	52%	(164,804)	(19,300)	(145,504)	15,000	179,804
Corporate Assets	5,409,565	3,691,050	3,346,467	91%	(344,584)	(344,584)	0	(329,022)	15,562
Customer Services	126,958	0	0	0%	0	0	0	0	0
City Leisure	9,682,589	1,474,774	1,312,088	89%	(162,686)	(195,132)	32,446	(572,841)	(410,155)
Direct Services	2,564,051	2,283,407	2,152,525	94%	(130,882)	(134,735)	3,852	(219,000)	(88,118)
Business Transformation	637,434	575,860	576,895	100%	1,035	0	1,035	0	(1,035)
GF Total	19,472,898	9,426,576	8,733,390	93%	(693,186)	(636,659)	(56,526)	(1,563,893)	(870,707)
Housing Revenue Account	8,395,000	7,635,211	7,589,646	99%	(45,567)	0	(45,567)	0	45,567
Grand Total	27,867,898	17,061,787	16,323,036	96%	(738,753)	(636,659)	(102,093)	(1,563,893)	(825,140)
Total General Fund Financing	19,472,898	9,426,576	8,733,394	93%	(693,186)	(636,659)	(56,527)	(1,563,894)	(870,708)
Total HRA Financing	8,395,000	7,635,211	7,635,211	100%	(45,567)	0	(45,567)	0	45,567
Total Financing	27,867,898	17,061,787	16,368,605	96%	(738,753)	(636,659)	(102,094)	(1,563,894)	(825,141)

31. Overall the Council achieved a 96% spend against the latest budget for the year. Taking each service area in turn the comments are as follows:

32. City Development £0.032million adverse variance largely caused by increased Wayfinding work that was funded from New Growth Points capital grant.

33. Environmental Development £0.076million adverse variance principally relating to increased contributions towards County Council Occupational Therapist costs relating to Disabled Facilities Grants activity.

34. Communities & Housing £0.165million favourable variance largely caused by reduced Old Fire Station expenditure incurred in 2012/13 relating to final retention and defects period payments.

35. Corporate Assets £0.345million favourable variance caused by slippages relating to capital projects including Covered Market improvements, Broad Street upgrade and roof repairs to 44-46 George Street, Depot Relocation Feasibility studies, various Parks and Leisure buildings and conference/Fire Alarm works to the Town Hall.

36. City Leisure £0.163million favourable variance resulting from slippages on capital projects including General Leisure centre improvements, Lye Valley and Chiswell Valley walkways, delays in Sports Pavilions improvements and slippages to upgrades on tennis courts and existing multi-use games areas.

37. Direct Services £0.131million favourable variance being the net impact of delays in purchasing replacement vehicles and plant.

38. HRA £0.046million favourable variance being the net underspends in the year primarily associated with voids work, disabled adaptations associated with major conversions, general reductions in the Major Projects Team capital activity and structural type works. There were increased spends associated with Kitchens and Bathrooms replacements where an additional 45 properties over and above those originally planned for the year were undertaken along with increased spend associated with consultancy work linked with the AHP New Build properties.

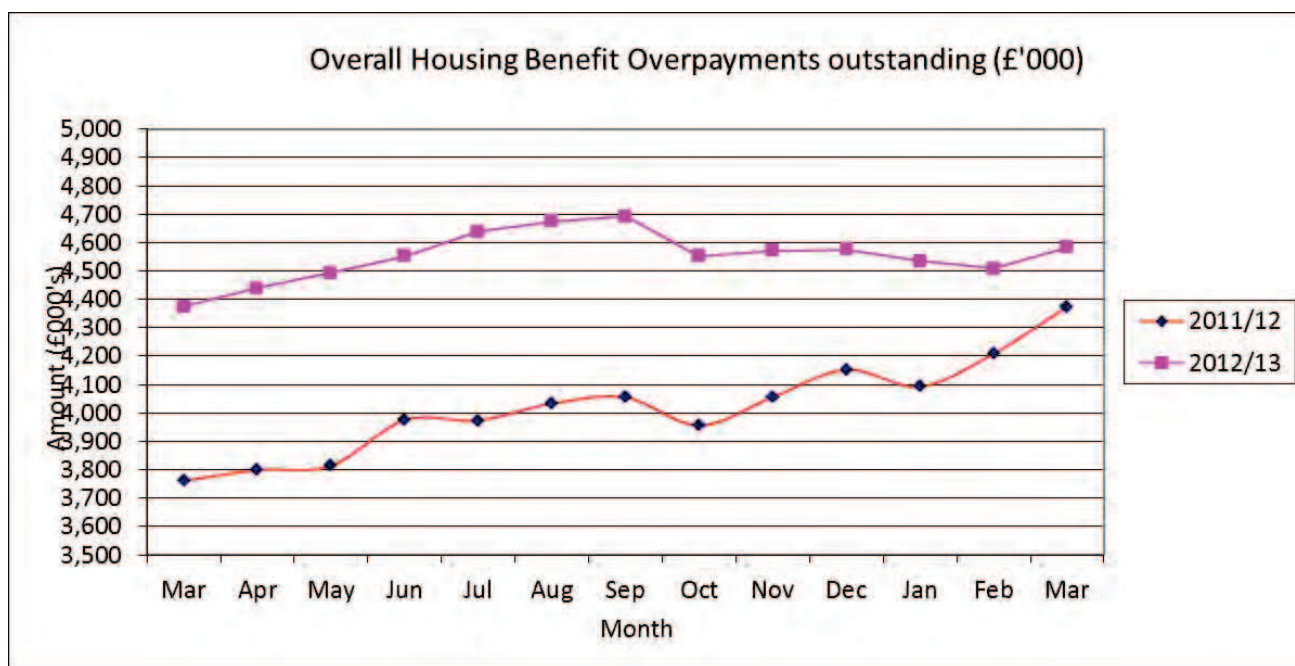
PERFORMANCE INFORMATION

39. There are a number of additional key performance indicators that need to be assessed along with the financial performance information to provide an overall financial health check position for the authority as at the end of March 2013. These additional indicators are detailed as follows:

Housing Benefit Overpayments

40. During March new overpayments totalling £0.338million were identified whilst a total of £0.230million was recovered - either by offsets/deductions of Housing Payment or by actual payments received. The monthly collection rate was thus 67.91% making the cumulative year to date result 84.15% (internal target 82%).

41. Total overpayments raised for the period 01/04/12-31/03/13 were £3.689million, a figure that is 2.9% down on last year's equivalent of £3.798million. The overall arrears rose over March from £4.509million at the start of the month to £4.584million at the end of the month. The current total is 4.8% up on the equivalent figure of 12 months ago. Please note that there remain a considerable number of accounts that are awaiting write-off. The outstanding amount will become much more realistic when those write offs have been processed.



Investment Performance

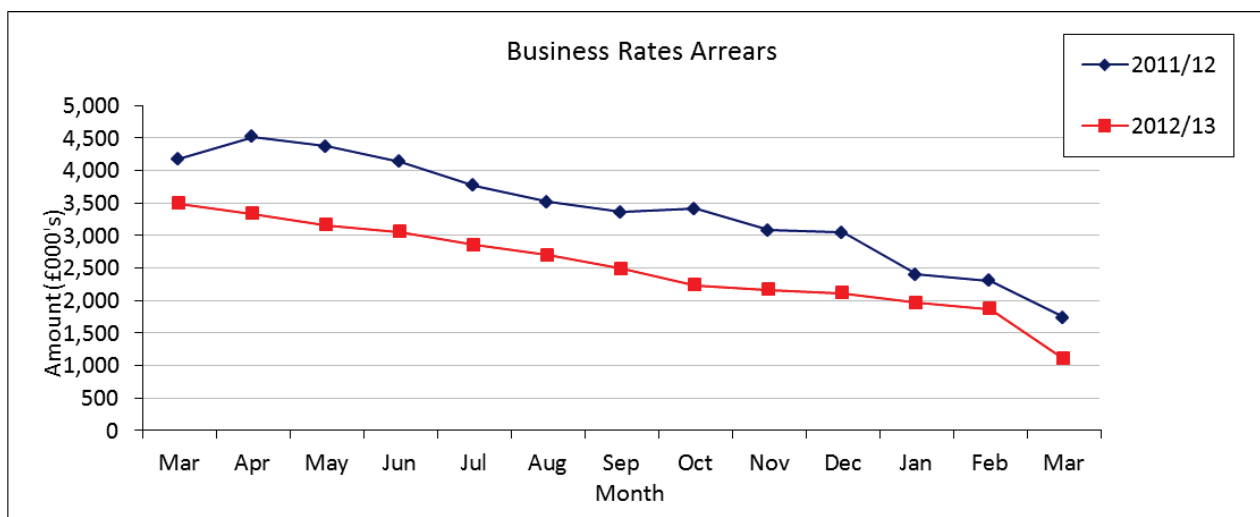
42. The cumulative average rate of return on investments to 31st March 2013 was 0.89%. This continues to be 11 basis points below the treasury performance indicator target of 50 basis points above the Bank of England's Base Rate and is forecast to continue this downturn in performance.

43. The reduction in the rate of return over the last few months has been due to worsening market conditions, which has led to a reduction in lending options and a significant decrease in LIBID rates offered by the remaining counterparties on the Council's Treasury Management Lending List. Although there has been a steady increase in average investment balances (caused by the favourable variances on the General Fund

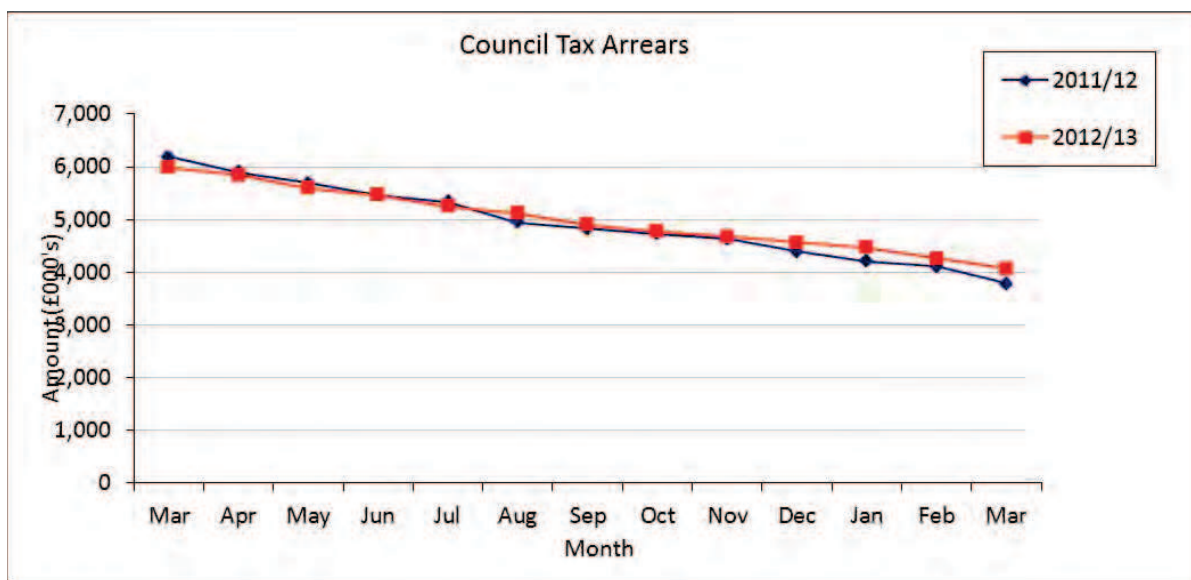
and slippages in both the HRA and GF capital programme), which has led to new deposits placed being invested albeit at much lower return rates than budgeted.

Business Rates

44. The arrears carried forward on April 1st 2012 of £3.490m had fallen to £1.100m a year later, a reduction of 68.47%. This figure was a healthy 36.9% down on the arrears figure 12 months earlier.
45. During March payments received were £0.073m making total arrears cash received in 2012/13 £1.207m. Write offs processed during March totalled £0.697m making the total for the year £1.026m. During March there were credit adjustments of £0.167m that were mainly due to Mandatory Relief being granted to Academies. There was a total of £0.171m refunded.
46. The collection rate for 2011/12 had moved on from 97.75% at year end to 98.88% at the end of March. The 2012/13 collection rate was 97.41% at 31/03/13, 0.34% down on last year's equivalent of 97.75%. We were at 31 March £0.496m down on our profiled year-end collection target 98%.



Council Tax Arrears Collection

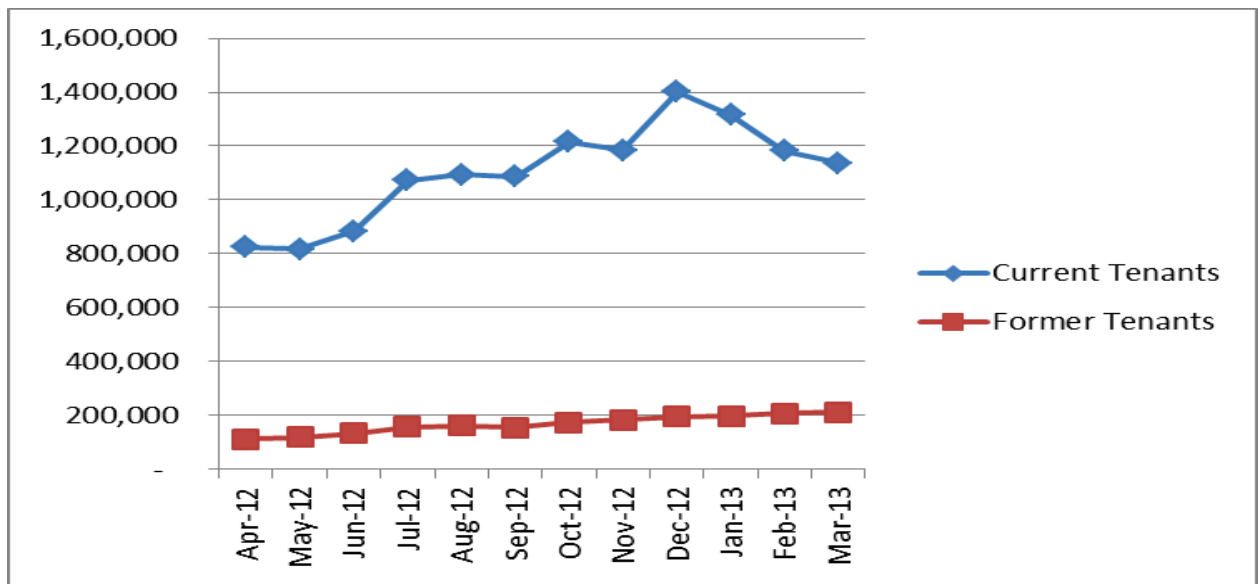


47. The arrears carried forward at the beginning of the financial year were £5.986m and had dropped to £4.070m by March 2013. This represents an overall reduction in the year of 32%. The arrears figure on 31 March 2013 was 7.4% up on the equivalent figure 12 months ago.
48. During March the arrears fell by £0.197m. This was helped by write offs being processed during the month of £0.088m. Payments received during the month totalled £0.089m but a total of £0.017m was refunded. Debit adjustments (retrospective discounts, exemptions etc.) of £0.024m were also undertaken during March.
49. During 2012/13 the Council received arrears cash of £1.456m. This has meant that last year's collection rate had moved from 96.80% (at 31/03/12) to 98.08% as at the end of 2012/13.
50. The current year collection rate at 31 March 2013 was 97.01%, which was up on last year's equivalent of 96.80%. In cash collection terms we were £0.057k down on the profiled collection target for the 31 March 2013 of 97.1%.

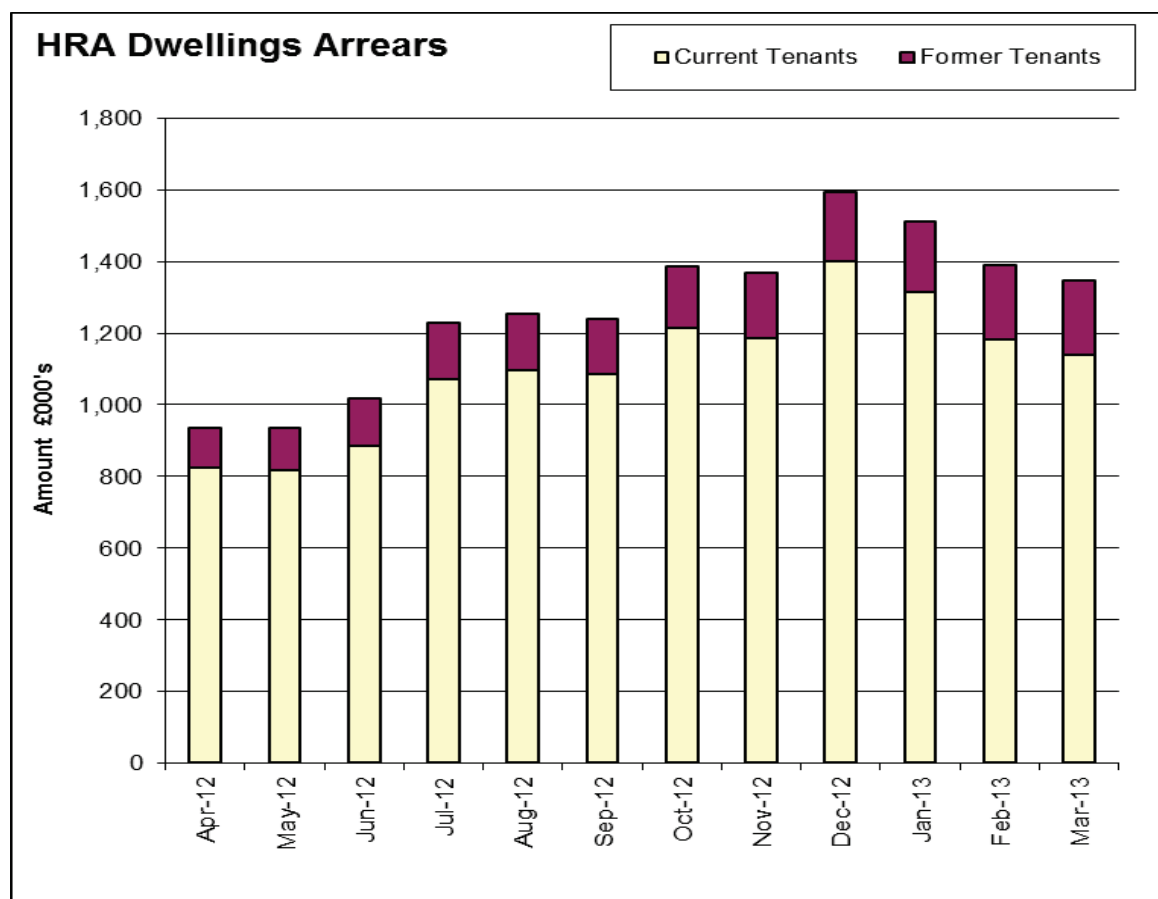
Housing Rent Arrears

51. Analysis of current and former tenant rent arrears is shown below for the 12 month period ending 31st March 2013.

Analysis 1 - HRA Rent Arrears Current Tenants and Former Tenants



Analysis 2 - HRA Rent Arrears Current Tenants and Former Tenants



52. HRA arrears (including dwellings, garages and rechargeable repairs etc.) totalled £1.348million at the end of the financial year, a reduction of £0.040million on last month's position of £1.388million. The overall total is £0.529million more than that reported 12 months ago, principally created by timing differences arising from the Council being one of the first authorities in the country to pilot Direct Payments. The scheme has been extended and detail regarding compensation for increased arrears resulting from the pilot is still awaited from DWP.

53. Former tenant arrears stood at £0.202million as at the end of March 2013, which is £0.077million higher than that reported for a year ago. This has occurred as a result of several tenants that have recently vacated their property and doing so with substantial arrears associated with their rent accounts. The authority has only written-off approximately £0.022m of former tenant arrears during the year, which is considerably lower than previous years (£0.156m 2011/12, £0.154m 2010/11) and has inevitably contributed to the higher figure. The Rents Team is determined to recover all rent arrears and is confident this figure will reduce during 2013/14.

54. The Council provided a bad debt provision of £0.410million in 2012/13 and only £0.274million was needed despite the increased arrears position.

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 Service Area / Department Finance and Efficiency
 Tel: 01865 272708 e-mail: nkennedy@oxford.gov.uk

GF Outturn Report 12/13	Approved Budget (per Budget book)	Latest Budget	Actual YTD	% Budget Spent to 31st Mar 2013	Outturn Variance Q4	Outturn Variance Q3	Outturn Variance Movement from Q3 to Q4
	£000's	£000's	£000's	%	£000's		
Directorates							
Policy, Culture & Communication	1,525	1,443	1,329	92%	(114)		114
Chief Executive	1,525	1,443	1,329	92%	(114)		114
City Development	1,039	1,441	1,617	112%	176	38	(138)
Housing	7,152	2,962	2,693	91%	(269)	(184)	85
Corporate Property	(3,733)	(3,762)	(4,340)	115%	(578)	(531)	47
City Regeneration	4,457	641	(30)	(5%)	(670)	(677)	(7)
Environmental Development	1,638	1,489	1,393	94%	(96)		96
Leisure & Parks	3,357	3,103	3,117	100%	15	(30)	(45)
Direct Services	(1,113)	(1,034)	(1,682)	163%	(648)	(700)	(52)
Community Development Team		3,754	3,565	95%	(189)	(191)	(2)
Community Services	3,882	7,312	6,394	87%	(918)	(921)	(3)
Transformation Fund	376	621	621	100%			(0)
Business Improvement & Technology	3,533	3,315	3,283	99%	(32)		32
Customer Services	2,536	2,688	2,735	102%	47		(47)
Finance	2,209	2,172	2,065	95%	(107)	(90)	17
Human Resources & Facilities	1,078	1,616	1,893	117%	277	90	(187)
Law & Governance	2,448	2,549	2,825	111%	276	100	(176)
Organisational Dev & Corp Services	12,180	12,962	13,423	104%	462	100	(362)
Directorate Total Excl SLA's & Capital Charges	22,044	22,357	21,117	94%	(1,241)	(1,498)	(257)
SLA's & Capital Charges	(1,274)	(1,276)	738	(58%)	2,013		(2,013)
Corporate Accounts	1,815	1,831	(849)	(46%)	(2,680)	367	3,047
Contingencies	3,151	775	61	8%	(714)		714
Total Corporate Accounts & Contingencies	4,966	2,606	(788)	(0)	(3,394)	367	3,761
Net Expenditure Budget	25,736	23,688	21,066		(2,621)	(1,131)	1,490
Transfer to / (from) GF working balances	(1,622)	(1,622)	(1,622)	100%			
Transfer to / (from) Ear Marked Reserves		2,049	5,053		3,005		(3,005)
Net Budget Requirement	24,113	24,114	24,497		383	(1,131)	(1,514)
Funding							
External Funding	11,719	11,719	12,028	103%	309	310	1
Council tax	12,587	12,587	12,661	101%	74		(74)
Less Parish Precepts	(193)	(193)	(193)	100%			
Total Funding Available	24,113	24,113	24,497		383	310	(73)
(Surplus) / Deficit for year			(0)	(0)		(1,441)	(1,441)

HRA DRAFT OUTTURN 2012-13

HRA Outturn Report 12/13	Approved Budget (per budget book)	Latest Budget	Actual YTD	% Budget Spent to 31st March 2013	Outturn Variance Q4	Outturn Variance Q3	Outturn Variance Movement from Q3 to Q4
	£'000	£'000	£'000	%	£'000	£'000	£'000
Dwelling Rent	(36,508)	(36,508)	(37,140)	102%	(632)	90	722
Service Charges	(956)	(956)	(970)	101%	(13)		13
Shops/Garages/Furn/Other Rent	(2,208)	(2,300)	(2,433)	106%	(133)		133
Rechargeable Fees/Other	(721)	(621)	(187)	30%	434		(434)
Net Income	(40,393)	(40,386)	(40,730)		(345)	90	435
Rent/Income Collection	361	357	(866)	-242%	(1,222)	(1,296)	(74)
Tower Blocks and Flats	598	597	490	82%	(108)	2	110
Management/Infrastructure	1,839	1,883	2,175	116%	292	(46)	(338)
Depreciation	8,147	5,888	5,888	100%	()		
ICT services	281	281	281	100%	()		
Contact Centre	786	786	782	100%	(4)		4
Rent Team	499	502	446	89%	(56)	122	178
Tenant's Participation	208	250	226	91%	(24)	(42)	(18)
Furnished Tenancies	473	543	487	90%	(57)		57
Local Housing Management	835	837	875	105%	38	(4)	(42)
Major Projects/Policy/Technical	626	626	531	85%	(95)	(2)	93
Bad Debt Provision	410	410	274	67%	(136)		136
Site Preparation	201	200	134	67%	(66)		66
Sub Total Tenancy Management	15,264	13,160	11,722		(1,438)	(1,266)	172
Caretaking Service	941	941	941	100%			
Garden Scheme	268	268	268	100%			
Void Property officers/Garage team	248	248	248	100%			
Day to Day Responsive	4,450	4,463	4,844	109%	382		(382)
Planned Maintenance	4,938	5,205	5,286	102%	81	400	319
Direct Services Capital Overheads	636	740	518	70%	(222)		222
Sub Total Repairs & Maintenance	11,481	11,865	12,106		241	400	159
Total Expenditure	26,746	25,025	23,828		(1,197)	(866)	331
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Total Appropriations	15,514	16,682	15,822		(860)	(1,213)	(353)
Total HRA (Surplus)/Deficit	1,867	1,321	(1,080)		(2,402)	(1,989)	413

SUMMARY OF CARRY FORWARD REQUESTS 2012/13

Description	Amount Requested	Directors Not		Total
		Approved	Approved	
	£	£	£	£
PCC	30,000	0	30,000	30,000
City Development	157,000	150,000	7,000	157,000
Housing	140,000	0	140,000	140,000
Leisure and Parks	5,000	0	5,000	5,000
Direct Services	250,000	150,000	100,000	250,000
Community Development	245,301	237,247	8,133	245,380
Customer Services	257,696	124,031	133,665	257,696
Human Resources and Facilities	82,946	82,946	0	82,946
Law and Governance	21,124	21,124	0	21,124
	1,189,067	765,348	423,798	1,189,146
HRA	182,896	182,896	0	182,896

**SUMMARY OF CARRY FORWARD REQUESTS 2012/13
POLICY, CULTURE AND COMMUNICATION**

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
Customer First - Revenue	P McQuitty	£ 30,000	£ 30,000	£ 30,000	£ 30,000	Income targets for 2013/14 will not be realised.
		30,000	0	30,000	30,000	

**SUMMARY OF CARRY FORWARD REQUESTS 2012/13
CITY DEVELOPMENT**

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
		£	£	£	£	
Cycle City	M Bates	7,000	7,000		7,000	
Unlawful dwellings	j Copley	150,000	150,000		150,000	
		<u>157,000</u>	<u>150,000</u>		<u>7,000</u>	<u>157,000</u>

Continue with work to improve cycle network and encourage more cycling in the City.

**SUMMARY OF CARRY FORWARD REQUESTS 2012/13
HOUSING**

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
		£	£	£	£	
Temporary Accommodation Costs	S Clarke	100,000	100,000		100,000	Underspends incurred in 2012/13 to use against targets set for 2013/14
Welfare Reform - Organisational Response	S Clarke	40,000	40,000		40,000	Staffing underspends incurred in 2012/13 used to fund outreach officer in 2013/14 re Welfare Reform
		<u>140,000</u>	<u>0</u>		<u>140,000</u>	<u>140,000</u>

**SUMMARY OF CARRY FORWARD REQUESTS 2012/13
LEISURE AND PARKS**

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
		£	£	£	£	
Parks Training	Sarah Bowers	5,000		5,000	5,000	Pursuance to gain Arboriculture Association accreditation
		5,000	0	5,000	5,000	

SUMMARY OF CARRY FORWARD REQUESTS 2012/13
DIRECT SERVICES

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
March Road Depot Improvements	G Bourton	£ 250,000	£ 150,000	£ 100,000	£ 250,000	To improve the layout of Marsh Road Depot to facilitate increased turnover in line with MTFP. No budget was under spent as these resources are the utilisation of additional income that was generated by the service in 2012/13.
		250,000	150,000	100,000	250,000	

SUMMARY OF CARRY FORWARD REQUESTS 2012/13
COMMUNITY DEVELOPMENT

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
		£	£	£	£	
Ward Member budget	A Cristofoli	39,113	39,113		39,113	To support Member spends in their Wards
Older Peoples Isolation Project	A Cristofoli	3,133		3,133	3,133	Represents the balance of the £20k awarded in 2012/13 to support isolated older people in community.
BBL Work club	A Cristofoli	10,049	10,049		10,049	Deliver drop in sessions for unemployed in the area.
Social Inclusion Fund	A Cristofoli	50,000	50,000		50,000	This was a bid provided in 2012/13 but not actioned.
Homeshare Project	A Cristofoli	5,000		5,000	5,000	Scoping exercise will not be undertaken
Youth Ambition Project	I Brooke	106,079	106,079		106,079	Agreed programme of project scoping, albeit delayed, will not be able to be implemented in full.
Youth Ambition Grants Programme	A Cristofoli	32,006	32,006		32,006	Community and voluntary groups would not receive their funding.
		<u>245,301</u>	<u>237,247</u>		<u>8,133</u>	<u>245,380</u>

**SUMMARY OF CARRY FORWARD REQUESTS 2012/13
CUSTOMER SERVICES**

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
		£	£	£	£	
Customer First - Revenue	H Bishop	12,145	12,145	12,145	12,145	Not known. Depends on outcome of ICT review and prioritisation.
Discretionary Housing Payment Expenditure	H Bishop	121,520	121,520	121,520	121,520	Unable to top up claimants Housing Benefit rent requests. Thus more people getting into debt. Have £0.916m in Homelessness Reserve.
New Burdens Funding for Council Tax Benefit reform	H Bishop	53,707	53,707	53,707	53,707	Unused grant money from DCLG to develop and deliver a support system for Council Tax Benefit claimants.
Universal Credit Pilot	H Bishop	32,614	32,614	32,614	32,614	Unable to support benefit claimants back into work.
Funding to assist with Implementation of Welfare Reform	H Bishop	37,710	37,710	37,710	37,710	Grant money from DCLG to assist in the delivery of Welfare Reform.
		<u>257,696</u>	<u>124,031</u>	<u>133,665</u>	<u>257,696</u>	

**SUMMARY OF CARRY FORWARD REQUESTS 2012/13
HUMAN RESOURCES AND FACILITIES**

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
Apprentices	S Howick	£ 82,946	£ 82,946		£ 82,946	Appointment of apprentices was made mid-year, so this is to finance the salary commitments that now fall in 2013/14.
		£ 82,946	£ 82,946	0	£ 82,946	

SUMMARY OF CARRY FORWARD REQUESTS 2012/13
LAW AND GOVERNANCE

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
Archivist Project	J Thomas	£ 21,124	£ 21,124	£ 0	£ 21,124	The Archivist project of the City's valuable historical records will not be undertaken.
		21,124	21,124	0	21,124	

SUMMARY OF CARRY FORWARD REQUESTS 2012/13
HRA

Description	Submitted By	Amount Requested	Directors		Total	Consequences of not approving
			Approved	Not Approved		
External Painting	C Pyle	£ 182,896	£ 182,896	£	£ 182,896	Delays in pre-painting works planned for August 2013.
		182,896	182,896	0	182,896	

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